



AYSO Reference Book



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1. AYSO National Bylaws

ARTICLE I: AYSO PHILOSOPHY AND STRUCTURE

SECTION 1.01 PHILOSOPHY

The Philosophy of the Organization is to educate and develop young people by encouraging their interest and participation in soccer through its "Everyone Plays," "Open Registration," "Balanced Teams," "Positive Coaching," "Good Sportsmanship" and "Player Development" concepts.

SECTION 1.02 GENERAL STRUCTURE

The Organization shall be divided into such operating divisions as the National Board of Directors (the "Board") may from time to time determine. The present operating divisions are divided by geographical area into Sections, with the responsibility for each Section being vested in a Section Director. Each Section is divided into Areas, with the responsibility for each Area being vested in an Area Director. Each Area is divided into Regions, with the responsibility for each Region being vested in a Regional Commissioner. The Board shall have the right to determine the number of divisions, including Sections, Areas and Regions and their geographical boundaries (which need not be contiguous).

SECTION 1.03 ORGANIZATION DUTIES AND RESPONSIBILITIES

(a) The responsibilities of the Organization to Regions shall be:

- (1) To define the geographical boundaries of a Region and any boundary disputes between Regions.
- (2) To provide National Rules & Regulations.
- (3) To set up standard regulations pertaining to uniforms.
- (4) To provide a source of insurance for liability coverage and accident reimbursement program.
- (5) To provide such services and materials for educational purposes and the operation of Regions as the executive members determine are necessary and affordable.
- (6) To provide guidance in organization and operation of its divisions including Regions, Areas and Sections.
- (7) To supervise inter-play between Regions, Areas and Sections.
- (8) To provide legal advice when needed.
- (9) To provide assistance in developing access to playing fields, including the formation of subsidiary corporations for such purpose consistent with the Organization's nonprofit status.
- (10) To provide statements of policy relating to the foregoing areas of responsibility.
- (11) To conduct the business of the Organization as a nonprofit corporation.



- (b) The Board may grant the right to a Region to operate special programs under certain rules and guidelines as may be approved from time to time by the Board. In addition, the Board may, consistent with these Bylaws, and the policies, rules, regulations and philosophies of the Organization, authorize the Organization and any of its divisions to operate, participate in or sponsor, alone or in concert with other organizations, other similar youth development activities, including soccer camps and after-school soccer programs. In approving applications for such activities, the Board must be assured that any such program will not overburden or conflict with the current existing programs and philosophies of AYSO.

SECTION 1.04 DUTIES AND RESPONSIBILITIES OF A REGION

The duties and responsibilities of a Region shall be, to the extent permitted by its size and available resources:

- (a) To operate and offer a quality youth soccer program in a safe, fun, fair and positive environment that complies in spirit and letter with the Bylaws, policies, rules, regulations and philosophies of the organization;
- (b) To maintain good community relations with the primary objective being youth development and to become involved in other community activities;
- (c) To register with the National Office all participating players, coaches, referees and where appropriate, administrators, prior to the commencement of the season;
- (d) To assign players and coaches to assure proper balance of teams within each age division within the Region or within a reasonable part thereof;
- (e) To obtain and maintain safe playing facilities;
- (f) To obtain and be accountable for uniforms, balls, goals and other equipment and to use such equipment in a safe manner;
- (g) To schedule practices and games;
- (h) To recruit and assign volunteer coaches and referees, and train them through clinics and audio/visual programs;
- (i) To disseminate information to the participants, their families and the community concerning the Region and its programs;
- (j) To recognize volunteer efforts;
- (k) To hold periodic meetings of the Regional Board and disseminate to the participants, their families and the community appropriate information concerning the operation of the Region by the Board;
- (l) To publish for the Region and the files of the Organization, and make available to the participants and their families at least annually, financial statements of the Region and guidelines for the operation of the Region approved by the Area Director and Section Director, or in the absence of such guidelines operate the Region in accordance with the Standard Regional Guidelines as are in effect from time to time;
- (m) To collect and disburse fees and other moneys for the sound financial organization and operation of the Region, to keep and submit to the National Office as required, accurate financial records to insure continuation of the tax exempt status of the Organization, to participate in the National Accounting Program, and to pay to the National Office prior to the start of each season the National portion of its registration fees and all amounts due with respect to its purchases;



- (n) To elect or appoint, at a minimum, a Regional Commissioner, Treasurer, Risk Manager/Safety Director, a Coach Administrator, a Referee Administrator, a Registrar and a Child And Volunteer Protection Advocate;
- (o) To comply with the Soccer Accident Insurance (SAI) plan and to submit insurance claims according to current procedures;
- (p) To notify the National Office immediately of any threatened or actual claim against a Region;
- (q) To implement the Organization's National programs available to the Region at least once a season;
- (r) To cooperate with neighboring Regions, and Area, Section and development personnel, to promote growth, development and cooperation throughout the Organization;
- (s) To participate in Area, Section and National events and programs and;
- (t) To cooperate in policies and procedures developed by the Board or the National Office with respect to requiring each coach, referee and other designated volunteers to complete a volunteer form, and with respect to verifying the information obtained, before permitting the coach, referee or such volunteer to participate.

SECTION 1.05 PILOT PROGRAM REGIONS

- (a) The Board may from time to time establish a pilot program Region within a geographical area, not in conflict with an existing Region.
- (b) A Regional Commissioner for the program will be appointed by the Board. Such pilot Regional Commissioner for the pilot program shall not become an executive member unless and until the pilot program is chartered as a Region.
- (c) The pilot program will operate and be subject to the Organization's Bylaws, rules, regulations, policies and philosophies.
- (d) The pilot program Region shall apply for its charter within five years of inception. Existing pilots shall apply for their charter within five years commencing July 1, 2004. If deemed necessary, a pilot program Region may be extended for an indefinite period of time with review by the Area Director, Section Director and National Board approval.

SECTION 1.06 CHARTERED REGIONS

- (a) Responsible adults apply for the charter and show a willingness to abide by the Bylaws, rules, regulations, policies and philosophies of the Organization;
- (b) The Region plans to field a reasonably expected number of teams during its forthcoming season, or has reached a reasonably expected number of players based on the demographics of its geographical location;
- (c) No geographic conflict exists with any other Region;
- (d) The Region has maintained financial and administrative stability and fulfilled its financial and other obligations as a pilot Region.

SECTION 1.07 REVOCATION OF CHARTER OR PILOT STATUS

The Board may reduce a chartered Region to pilot status or suspend or revoke the charter or pilot status of any Region not in compliance with its duties and responsibilities as defined in Section 1.04 or for noncompliance with these Bylaws or the rules, regulations, policies and philosophies of the Organization.



ARTICLE II: OFFICES

SECTION 2.01 PRINCIPAL OFFICE

The Organization's principal office (the "National Office") shall be fixed and located in such place as the Board shall determine from time to time.

SECTION 2.02 OTHER OFFICES

Branch or subordinate offices may be established at any time by the National Executive Director at any place or places.

ARTICLE III: MEMBERS

SECTION 3.01 CATEGORIES OF MEMBERS

There shall be three categories of members: honorary members, executive members and participating members.

SECTION 3.02 HONORARY MEMBERS

Honorary membership may be extended by the Board to individuals who have rendered outstanding or extraordinary service on behalf of youth soccer in America. The term, rights, duties and privileges of each honorary member shall be fixed by the Board.

SECTION 3.03 EXECUTIVE MEMBERS

Executive membership shall be extended to:

- (a) All elected members of the Board as long as they remain on the Board.
- (b) All Section Directors, Area Directors, Special Directors, and Regional Commissioners of chartered Regions as long as they hold their respective positions.
- (c) The appointed members of the Board shall not be deemed to be executive members of AYSO.

No person may hold more than one position within the Organization which is an executive membership position and such memberships shall not be transferable.

SECTION 3.04 PARTICIPATING MEMBERS

(a) Participating membership shall be extended to:

- (1) All youth who exhibit a sincere interest in soccer and who have become registered as a participating player pursuant to the *Rules & Regulations* of the Organization.
 - (2) All Region, Area and Section volunteers, other than executive members, who become registered with the Organization, including all Section and Area staff, and all Regional administrators, coaches and referees.
- (b) The term of each participating member shall be the length of time such participating member is registered with the Organization.



SECTION 3.05 RIGHT TO VOTE

- (a) Only executive members shall have the right to vote. Each executive member of record shall be entitled to cast one vote at meetings of the executive members. Whenever any corporate action is to be taken by vote of the executive members, it shall, except as otherwise expressly provided by the California Nonprofit Public Benefit Corporation Law (the "Law") or by these Bylaws, be authorized by a majority of votes cast (not counting abstentions) by the executive members.
- (b) Nothing in this Section 3.05 shall be construed as limiting the right of the Organization to refer to persons or entities associated with it as "members" even though such persons or entities are not executive members as defined in Section 3.03, and no such reference shall constitute anyone a member, within the meaning of Section 5056 of the Law or the foregoing provisions of this Section 3.05, unless such persons or entities shall have qualified for executive membership as set forth above. All references in these Bylaws, or in the Law, to "approval by the members" or "approval by a majority of all members" shall be deemed to apply to the executive members only.
- (c) The two independent Directors appointed pursuant to Section 4.02(c) of these Bylaws shall not be entitled to vote at meetings of the executive members.

SECTION 3.06 REGIONAL REGISTRATION FEE

Each participating player shall pay a registration fee in such amounts and at such times as shall be determined by the Region. These fees shall be sufficient to enable the Region to meet its financial obligations, including its financial and other commitments to the Organization.

SECTION 3.07 TERMINATION OF MEMBERSHIP

- (a) The Board, or its designee, may expel an executive member for conduct which the Board shall deem inimical to the best interests of the Organization, including, without limitation, violation of any provision of these Bylaws or any of the rules, regulations, policies or philosophies of the Organization.
- (b) The Board, or its designee, shall give the executive member who is the subject of the proposed action 15 days prior notice of the proposed expulsion and the reasons therefore. The executive member may submit orally or in a written statement to the Board, or its designee, a response regarding the proposed action not less than five days before the effective date of the proposed expulsion. Prior to the effective date of the proposed action, the Board, or a designee authorized to decide that the proposed expulsion not take place, shall review any such statement submitted and shall determine the mitigating effect, if any, of the information contained therein on the proposed expulsion.
- (c) The procedures contained in subparagraph (b) above shall only apply to the termination of an executive member's rights as a member under the Law. The Board, or its designee, may, without notice or hearing, suspend any or all operational powers or authority that an executive member may have by virtue of holding a position described in ARTICLE VII for a period not to exceed 90 days.
- (d) Sections 3.07(a), (b) and (c) do not govern the expulsion or suspension of a participating member. Separate protocols apply to participating members. The Board shall establish standards and procedures for the suspension or expulsion of a participating member.

SECTION 3.08 PLACE OF MEETINGS

Meetings of the entire executive membership shall be held at any place designated by the Board.



SECTION 3.09 ANNUAL MEETINGS

The annual meeting of all executive members of the Organization shall be held within 45 days of the end of each fiscal year but preferably before the end of each fiscal year. Directors shall be elected at the NAGM and any other proper business may be transacted at the NAGM.

SECTION 3.10 SPECIAL MEETINGS

Special meetings of the executive membership shall be held as may be determined necessary by the Board or at the request of one-third of the executive members. In addition, regular or special meetings of executive members within any particular division of the Organization shall be held as may be determined necessary by the Area Director, Section Director or Board.

SECTION 3.11 NOTICE OF ANNUAL OR SPECIAL MEETINGS

- (a) Written notice of each annual or special meeting of executive members shall be given not less than 10 nor more than 90 days before the date of the meeting to each executive member entitled to notice thereof; provided, however, that if notice is given by ~~mail telecopier, electronic transmission or delivery by courier, and the notice~~ but is not mailed by first-class, registered, or certified mail, the notice shall be given not less than 20 days before the meeting. Such notice shall state the place, date and hour of the meeting and,
- (1) in the case of a special meeting, the general nature of the business to be transacted, and no other business may be transacted, or
 - (2) in the case of the annual meeting, those matters which the Board, at the time of the ~~mailing~~ giving of the notice, intends to present for action by the executive members, but, subject to the provisions of applicable law, any proper matter may be presented at the meeting for action.
- (b) Notice of an executive members' meeting shall be given ~~either personally or by mail or by any other means of written communication in accordance with~~ permitted by Bylaw 9.14 or Section 5511(b) of the Law.
- (c) The notice of any meeting at which Directors are to be elected shall include the names of all those who are nominees at the time the notice is sent to the executive members.

SECTION 3.12 QUORUM

A majority of the executive members, present either in person or by proxy, shall be necessary to constitute a quorum at a meeting.

SECTION 3.13 ADJOURNED MEETINGS AND NOTICE THEREOF

Any executive members' meeting, whether or not a quorum is present, may be adjourned from time to time by the vote of a majority of the votes represented either in person or by proxy, but in the absence of a quorum no other business may be transacted at such meeting. It shall not be necessary to give any notice of the time and place of the adjourned meeting or of the business to be transacted thereat, other than by announcement at the meeting at which such adjournment is taken; provided, however, when any executive members' meeting is adjourned for more than 45 days, notice of the adjourned meeting shall be given as in the case of the meeting as originally called, whether annual or special.

SECTION 3.14 PROXIES

Every executive member entitled to vote at a meeting of executive members or to express consent or dissent without a meeting may authorize another person or persons to act for her/him by written proxy. Every proxy must be signed by the executive member. No proxy shall be valid after the



expiration of three months from the date thereof. Every proxy shall be revocable at the pleasure of the executive member executing it. The proxy, in order to be valid, must be delivered to, and accepted by, the National Secretary prior to the opening of the meeting.

SECTION 3.15 ACTION BY MEMBERS WITHOUT A MEETING BY WRITTEN BALLOT

- (a) Any action which may be taken at any regular or special meeting of the executive members may be taken without a meeting provided there is satisfaction of the following ballot requirements:
 - (1) The Organization distributes a written ballot to every executive member entitled to vote on the matter;
 - (2) The ballot sets forth the proposed action, provides an opportunity to specify approval or disapproval of any proposal, and provides a reasonable time within which to return the ballot to the Organization;
 - (3) The number of votes cast by ballot within the time period specified equals or exceeds the quorum required to be present at a meeting authorizing the action;
 - (4) The number of approvals equals or exceeds the number of votes that would be required to approve the matter at a meeting at which the total number of votes cast was the same as the number of votes cast by ballot; and
 - (5) The ballot shall be solicited in a manner consistent with Section 5511(b) of the Law and Section 3.16 of these Bylaws. All such solicitations shall indicate that number of responses needed to meet the quorum requirement and, with respect to ballots other than for the elections of Directors, shall state the percentage of approvals necessary to pass the measures submitted. The solicitation shall specify the time by which the ballot must be received in order to be counted.
- (b) Directors may be elected by written ballot.
- (c) A written ballot may not be revoked.
- (d) The Board shall give written notice of the results of any vote taken under this Section 3.15 within 30 days after the time period specified for the receipt of ballots.

SECTION 3.16 FORM OF PROXY OR WRITTEN BALLOT

The form of any written ballot or proxy distributed to 10 or more of the executive members shall afford an opportunity on the form of written ballot or proxy to specify a choice between approval and disapproval of each matter or group of related matters intended, at the time the written ballot is distributed, to be acted on by such written ballot or proxy. The form shall also provide, subject to reasonable specified conditions, that where the person solicited specifies a choice with respect to any such matter, the vote must be cast in accordance therewith. In any election of Directors, any form of written ballot or proxy in which the Directors to be voted on are named therein as candidates and which is marked by an executive member "withhold" or otherwise marked in a manner indicating that the authority to vote for the election of Directors is withheld shall not be voted either for or against the election of a Director.

SECTION 3.17 CONDUCT OF EXECUTIVE MEMBER MEETINGS

The National President may preside as chairman at all meetings of the executive members. The chairman shall conduct each such meeting in a businesslike and fair manner, but shall not be obligated to follow any technical, formal or parliamentary rules or principles of procedure. The chairman shall have all of the powers usually vested in the chairman of a meeting of members.



SECTION 3.18 RIGHTS OF INSPECTION

These Bylaws, the Articles and the accounting books and records and minutes of proceedings of the Organization, of the Board, of the committees of the Board, and of each division of the Organization shall be open to inspection upon the written request of any executive member.

ARTICLE IV: DIRECTORS

SECTION 4.01 POWERS

Subject to any limitations contained in the Articles of Incorporation (the "Articles"), these Bylaws or the Law relating to action required to be approved by the executive members or by a majority of all the executive members, the activities and affairs of the Organization shall be conducted and all corporate powers shall be exercised by or under the direction of the Board. The Board may delegate the management of the activities of the Organization to any person or persons, management company, or committee however composed, provided that the activities and affairs of the Organization shall be managed and all corporate powers shall be exercised under the ultimate direction of the Board. Without prejudice to such general powers, but subject to the same limitations, it is hereby expressly declared that the Board shall have the following powers in addition to the other powers enumerated in these Bylaws:

- (a) To select and remove all officers (except the National President), agents and employees of the Organization, prescribe powers and duties for them as may not be inconsistent with law, the Articles or these Bylaws, fix their compensation and require from them such security, if any, for faithful service as the Board may deem appropriate. In the case of the removal or resignation of the National President, under the provisions of Section 6.04, the National Board of Directors shall appoint one of the Directors to fulfill the remainder of the term until the next National Annual General Meeting of the executive members.
- (b) To conduct, manage and control the affairs and activities of the Organization, and to make such Rules & Regulations therefore not inconsistent with law, the Articles or these Bylaws, as they may deem appropriate.
- (c) To adopt, make and use a corporate seal and to alter the form of such seal from time to time, as they may deem appropriate.
- (d) To authorize the issuance of memberships in the Organization from time to time, upon such terms and for such consideration as may be lawful.
- (e) To borrow money and incur indebtedness for the purposes of the Organization, and to cause to be executed and delivered therefore, in the corporate name, promissory notes, bonds, debentures, deeds of trust, mortgages, pledges, hypothecation or other evidence of debt and securities therefore.

SECTION 4.02 NUMBER OF DIRECTORS

- (a) The authorized number of Directors of the Organization shall be thirteen until changed by an amendment to these Bylaws duly adopted with the approval of the executive members.
- (b) Eleven of the Directors shall be elected from the membership or from volunteers who have participated within the Organization.
- (c) Two of the Directors (the "Outside Directors") shall be appointed by the elected members of the Board from outside the AYSO membership. An Outside Director shall have no current or prior direct affiliation with the Organization in any material capacity including, without limitation, as a volunteer, member, vendor, sponsor or staff member. It is the intent that each Outside Director



be selected by the elected members of the Board to enhance, supplement, and provide diversity to the then-current Board for the benefit of the Organization. The benefits related to an Outside Director include, without limitation, that he or she: has expertise and experience national in scope in areas beneficial to the Organization including, for example, in financial management, fundraising, media, child development, sponsorship, sports medicine, or technology; provides the Organization with access to individuals and businesses that may be of assistance to the Organization and its current or future programs; and/or otherwise adds to the diversity of the Board. An Outside Director shall not be eligible for election to any officer position with the Organization. Appointment of an Outside Director shall require a two-thirds vote of the elected members of the Board.

SECTION 4.03 TERM OF OFFICE

- (a) The eleven Directors elected from the membership or from volunteers shall serve staggered terms of three years each. The executive members, under the procedures prescribed in Section 4.05, shall elect three classes of Directors, with the first class having three Directors, the second class having four Directors and the third class having four Directors. The term of office for the Directors in each class shall expire at the third following annual meeting of the executive members and each succeeding third year thereafter.
- (b) The two Outside Directors shall serve staggered terms of two years; however, similar to the fact that the eleven directors described in Section 4.03(a) may be re-elected to that position, each of the two Outside Directors may be reappointed to that position for another term of two years subject to the discretion of the Board. Except as provided below with respect to the initial terms of the first two Outside Directors appointed by the Board following the May 25, 2008 effective date of this Bylaw, the terms of the two Outside Directors shall commence on January 1 and shall end on December 31 two years thereafter. The first two Outside Directors may be appointed by the Board at any time following the effective date of this Bylaw provided that the initial term of one Outside Director shall end as of December 31, 2010 and the initial term of the other Outside Director shall end as of December 31, 2011, even though the length of the initial terms of such Outside Directors may be more or less than two years.

SECTION 4.04 PROCEDURES FOR THE NOMINATION OF DIRECTORS

- (a) All Section Directors, or the designated appointee of each Section Director, shall comprise a nominating commission to seek qualified candidates for election as Directors and/or as President. The nominating commission shall make its report at least 75 days before the date of the election, and the National Secretary shall forward to each executive member, **by means of communication permitted by Bylaw Section 9.14**, a list of candidates nominated by office.
- (b) Six executive members or more may nominate candidates as Directors and/or as President at any time before the 45th day preceding the election. On timely receipt of such petition, the National Secretary shall cause the names of the candidates named on it to be placed on the ballot along with those candidates named by the nominating commission.
- (c) Any executive member at the National Annual General Meeting present in person or by proxy may place names of candidates for election as Directors and/or President in nomination.

SECTION 4.05 VOTING PROCEDURES FOR ELECTION OF DIRECTORS

- (a) The Directors and President shall be elected at the National Annual General Meeting.
- (b) At the National Annual General Meeting, the election of the Directors shall precede the election of the National President.
- (c) The eleven Directors to be elected from the membership at large shall be elected by classes, with each class consisting of either three or four seats. The executive members shall cast their votes for all Directors of the same class at the same time. Each executive member shall be



entitled to cast one vote for each seat in the class. These votes may not be cumulative, but each vote must be cast in favor of a different candidate. All nominations for the class must close before the first ballot is taken. After the executive members have cast their ballots, the candidates receiving the highest number of votes, either in person or by proxy, are elected.

- (d) The two Outside Directors shall be appointed separately by the NBOD in accordance with 4.02(c).

SECTION 4.06 PLACE OF MEETINGS

Regular or special meetings of the Board shall be held at any place which has been designated from time to time by resolution of the Board. In the absence of such designation, regular meetings shall be held at the principal office of the Organization.

SECTION 4.07 ANNUAL MEETINGS

The Board shall hold an annual meeting for the purposes of organization, selection of officers and the transaction of other business. Annual meetings of the Board shall be held on such dates and at such times as may be fixed by the Board.

SECTION 4.08 REGULAR MEETINGS

Regular meetings of the Board may be held without call or notice on such dates and at such times as may be fixed by the Board.

SECTION 4.09 SPECIAL MEETINGS

Special meetings of the Board for any purpose or purposes may be called at any time by the Chairman of the Board, the National President, the National Secretary or any two Directors.

SECTION 4.10 NOTICE OF ANNUAL AND SPECIAL MEETINGS OF THE BOARD

- (a) Annual and special meetings of the Board shall be held upon at least seven days' notice by first-class mail or 48 hours' notice given personally or by telephone, ~~telegraph, telex, telecopier,~~ electronic transmission, or other similar means of communication **permitted by Bylaw Section 9.14.**
- (b) Any such notice shall be addressed or ~~delivered~~ **transmitted** to each Director at such Director's address as it is shown upon the records of the Organization or as may have been given to the Organization by the Director for purposes of notice.
- (c) Notice by mail shall be deemed to have been given at the time a written notice is deposited in the United States mails, postage prepaid. Any other written notice shall be deemed to have been given at the time it is personally delivered to the recipient or is delivered to a common carrier for transmission, or actually transmitted ~~by the person~~ **if** giving the notice by electronic means, ~~to the recipient.~~ Oral notice shall be deemed to have been given at the time it is communicated, in person or by telephone or wireless, to the recipient or to a person at the office or residence of the recipient who the person giving the notice has reason to believe will promptly communicate it to the receiver.

SECTION 4.11 WAIVER OF NOTICE

Notice of a meeting need not be given to any Director who signs a waiver of notice or a written consent to holding the meeting or an approval of the minutes thereof, whether before or after the meeting, or who attends the meeting without protesting, prior thereto or at its commencement, the lack of notice to such Director. All such waivers, consents and approvals shall be filed with the corporate records or made a part of the minutes of the meeting.



SECTION 4.12 QUORUM

- (a) A majority of the Directors then in office shall constitute a quorum for the transaction of business, except to adjourn as provided in Section 4.15. Every act or decision done or made by a majority of the Directors present at a meeting duly held at which a quorum is present shall be regarded as the act of the Board, unless a greater number be required by the Law, the Articles, or these Bylaws, except as provided in subsection (b) of this Section 4.12.
- (b) A meeting at which a quorum is initially present may continue to transact business notwithstanding the withdrawal of Directors, if any action taken is approved by at least a majority of the required quorum for such meeting; provided, that the Board can only take action pursuant to this subparagraph (b) on items included in the agenda for the meeting.

SECTION 4.13 PARTICIPATION IN MEETINGS BY CONFERENCE TELEPHONE

Directors may participate in a meeting of the Board or a committee meeting through use of a conference telephone or similar communications equipment so long as all Directors participating in such meeting can hear one another.

SECTION 4.14 ADJOURNMENT

A majority of the Directors present, whether or not a quorum is present, may adjourn any Directors' meeting to another time and place. Notice of the time and place of holding an adjourned meeting need not be given to absent Directors if the time and place be fixed at the meeting adjourned, except as provided in the next sentence. If the meeting is adjourned for more than 24 hours, reasonable notice of any adjournment to another time or place shall be given prior to the time of the adjourned meeting to the Directors who were not present at the time of the adjournment.

SECTION 4.15 ACTION BY BOARD WITHOUT A MEETING

Any action required or permitted to be taken by the Board or any committee thereof may be taken without a meeting if all members of the Board or the committee shall individually or collectively consent in writing to the adoption of a resolution authorizing the action. The resolution and written consents thereto shall be filed with the minutes of the proceedings of the Board or committee.

SECTION 4.16 RIGHTS OF INSPECTION

Every Director shall have the absolute right at any reasonable time to inspect and copy all books, records and documents of every kind and to inspect the physical properties of the Organization.

SECTION 4.17 VACANCIES

- (a) Subject to the provisions of Section 5226 of the Law, any Director may resign effective upon giving written notice to the Chairman of the Board, the National President, the National Secretary or the Board, unless the notice specifies a later time for the effectiveness of such resignation. If the resignation is effective at a future time, a successor may be selected before such time, to take office when the resignation becomes effective.
- (b) Vacancies may be filled by a majority of the remaining Directors, although less than a quorum, or by a sole remaining Director at any regular or special meeting of the Board. Each Director so selected shall hold office until the next annual meeting of the executive members and until a successor has been selected to serve the remainder of the vacated Director's term of office.
- (c) A vacancy in the Board shall be deemed to exist in case of the death, resignation or removal of any Director, or if the authorized number of Directors be increased, or if the executive members fail, at any regular or special meeting of executive members at which any Director or Directors are elected, to elect the full authorized number of Directors to be voted for at that meeting.



- (d) The Board may declare vacant the office of a Director who has been declared of unsound mind by a final order of court, convicted of a felony, or been found by a final order or judgment of any court to have breached any duty arising under Sections 5230 through 5238 of the Law. In addition, the Board may remove, and declare vacant, the office of a Director who fails to attend three Board meetings within any one fiscal year.
- (e) The executive members may elect a Director or Directors at any time to fill any vacancy or vacancies not filled by the Directors.
- (f) No reduction of the authorized number of Directors shall have the effect of removing any Director prior to the expiration of the Director's term of office.

SECTION 4.18 REMOVAL OF DIRECTORS

Except as otherwise provided herein or by the Law, any or all Directors may be removed with or without cause, by a majority vote of the executive members participating in such vote.

SECTION 4.19 FEES AND COMPENSATION

Directors shall not receive any compensation for their services as Directors or as members of committees or commissions, but reimbursement or advancement may be made for any expenses incurred or paid by them for the benefit of the Organization.

The Organization shall not make any loan of money or property to, or guarantee the obligation of, any Director or officer, unless approved by the California Attorney General; provided, however, that the Organization may advance money to a Director or officer of the Organization for expenses reasonably anticipated to be incurred in the performance of the duties of such officer or Director, provided that in the absence of any such advance, such Director or officer would be entitled to be reimbursed for such expenses by the Organization. Subject to the provisions of Section 5227 of the Law, nothing contained in this Section 4.19 shall be construed to preclude any Director from serving the Organization in any other capacity as an officer, agent, employee or otherwise and receiving compensation therefore.

SECTION 4.20 INTERESTED TRANSACTIONS PROHIBITED

No director shall enter into any interested or self-dealing transaction with the Organization except as may be in compliance with Section 5233 of the Law.

ARTICLE V: COMMITTEES

SECTION 5.01 EXECUTIVE COMMITTEE

- (a) The Board may, by resolution adopted by a majority of the number of Directors then in office, establish an Executive Committee consisting of such number of Directors as may be determined by the Board. The Executive Committee shall have and may exercise only such powers as are specifically delegated to it by the Board to manage the business and affairs of the Organization.
- (b) Appointments to the Executive Committee shall be by a majority vote of the Directors then in office. A majority of all the members of the Executive Committee may determine its rules of procedure unless the Board shall otherwise provide. The Board shall have the power to change the members of the Executive Committee at any time, either with or without cause, and to fill vacancies; provided, however, that all appointments to the Executive Committee shall be by a majority vote of the Directors then in office.



- (c) Any action that under the provisions of the Law may be taken at a meeting of the Executive Committee may be taken without a meeting if authorized by a writing signed by all members of the Executive Committee who would be entitled to vote at a meeting for such purpose and filed with the National Secretary.
- (d) The Board may, at any regular or special meeting, overrule any action or actions of the Executive Committee by a majority vote of all members of the Board, provided that any such action will not affect the contractual rights of parties outside the Organization.

SECTION 5.02 STANDING OR SPECIAL COMMITTEES

- (a) If the Board determines that the management of the Organization would be benefited by the establishment of one or more standing or special committees, in addition to the Executive Committee, the Board may from time to time establish one or more such committees.
- (b) The term “standing committee” or “special committee” shall mean any committee appointed by the Board which is authorized by specific delegation, without further Board action, to make and implement decisions on behalf of the Board, or to implement, with some degree of discretion, decisions of the Board pursuant to guidelines established by the Board.
- (c) The establishment of a standing or special committee shall be effected by a resolution of the Board approved by the vote of the majority of the Directors then in office, which specifically sets forth the powers and duties delegated to such committee and specifically identifies the committee as a “standing” or “special committee.” Each such committee shall consist of two or more Directors and shall be presided over by a Director selected by the Board.
- (d) Notice of, and procedures for, meetings of standing or special committees shall be as prescribed by the chairman of each such standing or special committee, and meetings of standing or special committees may be called by the Board or the chairman of the standing or special committee.

SECTION 5.03 LIMITATIONS UPON COMMITTEES OF THE BOARD

No committee of the Board shall have any of the authority of the Board with respect to:

- (a) The approval of any action for which the Law also requires approval of the executive members or approval of a majority of all executive members;
- (b) The filling of vacancies on the Board or on any committee that has the authority of the Board;
- (c) The amendment or repeal of Bylaws or the adoption of new Bylaws;
- (d) The amendment or repeal of any resolution of the Board that by its express terms is not so amendable or repealable;
- (e) The appointment of other committees of the Board or the members thereof if such committee will have the authority of the Board;
- (f) The expenditure of corporate funds to support a nominee for Director after there are more people nominated for Director than can be elected; or
- (g) The approval of any self-dealing transaction, except that when it is not reasonably practicable to obtain approval of the Board prior to entering into such a transaction, a committee authorized by the Board may approve the transaction in a manner consistent with the standards set forth in Section 5233(d) of the Law subject to ratification by a majority of the Directors then in office (without counting the vote of any interested Director) at the next meeting of the Board.



SECTION 5.04 ADVISORY COMMISSIONS

The Chairman of the Board, the Board, or the National President may from time to time appoint such advisory commissions as deemed appropriate, consisting of Directors or persons who are not Directors, but such advisory commissions shall not be deemed committees of the Board and shall not exercise any powers of the Board. Notice of, and procedures for, meetings of advisory commissions shall be as prescribed by the chairman of each such advisory commission, and meetings of advisory commissions may be called by the Chairman of the Board, the Board, the Executive Committee, the National President or the chairman of the advisory commission.

ARTICLE VI: OFFICERS ---

SECTION 6.01 OFFICERS

The officers of the Organization shall be a National President, a National Secretary and a National Treasurer. The Organization may also have, at the discretion of the Board, a Chairman of the Board, a National Executive Vice President, one or more National Vice Presidents, one or more Assistant National Secretaries, one or more Assistant National Treasurers, a National Executive Director, and such other officers as may be elected or appointed in accordance with the provisions of Section 6.03. No person shall hold more than one office.

SECTION 6.02 ELECTION OF THE NATIONAL PRESIDENT

After all the Directors have been elected under the provisions of Sections 4.05 or 4.17, the executive members shall elect one Director, by a majority of the votes cast, to serve a one year term as National President.

If no Director receives a majority of the votes cast on the first ballot, the executive members shall elect one of the two Directors receiving the highest total of votes cast on the first vote. All other officers of the Organization, except such officers as may be elected or appointed in accordance with the provisions of Section 6.03 or Section 6.05 shall be chosen annually by, and shall serve at the pleasure of, the Board. They shall hold their respective offices until their resignation, removal, or other disqualification from service or until their respective successors shall be elected.

SECTION 6.03 SUBORDINATE OFFICERS

The Board may elect, and may empower the National President to appoint, such other officers as the business of the Organization may require, each of whom shall hold office for such period, have such authority and perform such duties as are provided in these Bylaws or as the Board may from time to time determine.

SECTION 6.04 REMOVAL AND RESIGNATION

The National President can be removed only under the provisions of Section 4.17(d) and 4.18 of these Bylaws. Any other officer may be removed at any time, either with or without cause, by the vote of two-thirds of the entire Board or, in the case of an officer, who is chosen under Section 6.03, by any officer upon whom such power of removal may be conferred by the Board. Any such removal shall be without prejudice to the rights, if any, of the officer under any contract of employment.

Any officer may resign at any time by giving written notice to the Chairman of the Board, National President or National Secretary of the Board, but without prejudice to the rights, if any, of the Organization under any contract to which the officer is a party. Any such resignation shall take effect at the date of the receipt of such notice or at any later time specified therein and, unless otherwise specified therein, the acceptance of such resignation shall not be necessary to make it effective.



SECTION 6.05 VACANCIES

A vacancy in any office because of death, resignation, removal, disqualification or any other cause shall be filled in the manner prescribed in these Bylaws for regular election or appointment to such office, provided that such vacancies shall be filled as they occur and not on an annual basis.

SECTION 6.06 CHAIRMAN OF THE BOARD

The Chairman of the Board, if there be such an officer, shall assume the duties and responsibilities normally associated with the position or those duties assigned by the Board.

SECTION 6.07 NATIONAL PRESIDENT

The National President shall be the chief executive officer of the Organization and, subject to the control of the Board, shall:

- (a) Provide leadership and broad guidance to the Organization in all its activities;
- (b) Preside, when present, at the meetings of the executive members and at the meetings of the Board;
- (c) Nominate, subject to the approval of a majority of the entire Board and without prejudice to the rights of all Board members to make such nominations, members of Board committees as and when needed;
- (d) Have the general powers and duties usually vested in the office of President of a nonprofit volunteer organization;
- (e) Prepare and submit at each NAGM a written annual report covering the Organization's activities for the twelve months ending on the date of the Meeting; and
- (f) Have such other powers and duties as may be prescribed by the Board or these Bylaws.

SECTION 6.08 NATIONAL EXECUTIVE VICE PRESIDENT

The National Executive Vice President if any, shall assume the duties of the National President in the latter's absence and perform such other duties as may be assigned from time to time by the Board.

SECTION 6.09 NATIONAL VICE PRESIDENTS

The National Vice Presidents, if any, shall perform such duties as may be directed by the National President and have such other duties as may be assigned to them from time to time by the Board.

SECTION 6.10 NATIONAL SECRETARY

The National Secretary, or a designee, shall keep the minutes of the proceedings of all Board and executive members' meetings, certify official records, maintain a list of names and addresses of all executive members, and issue notice of meetings of the executive members and the Board. The National Secretary shall keep, or cause to be kept, at the principal office in the State of California the original or a copy of the Organization's Articles and Bylaws, as amended to date.

SECTION 6.11 NATIONAL TREASURER

The National Treasurer, or such person designated by the Board, shall be the Chief Financial Officer of the Organization, have custody of all funds, securities, evidence of indebtedness and other valuable documents, and deposit funds and securities in the name and to the credit of this Organization in a bank or depository. The National Treasurer, or such designee, may invest such



funds under the supervision of the Board in such investments as may comply with Section 5240 of the Law. The National Treasurer, or such designee, shall keep in appropriate books an accurate account of all money received and paid out. The National Treasurer or such designee shall render a report of the funds, receipts and disbursements of the Organization annually or at such other times as requested by the Board.

SECTION 6.12 NATIONAL EXECUTIVE DIRECTOR

The National Executive Director shall be the chief ~~administrative~~ operating officer of the Organization and, subject to the supervision of the Board, shall:

- (a) ~~Supervise, direct, and control~~ Manage the business and affairs of the Organization;
- (b) Hire, supervise, and direct all employees of the Organization, and have the power to delegate responsibilities and commensurate authority to subordinates;
- (c) ~~Supervise, direct, and control~~ Manage the collection, deposit, investment and disbursement of all funds of the Organization in accordance with the specific or general instructions of the National Treasurer.
- (d) Be a nonvoting ~~ex-officio member of staff advisor to~~ the Board, Executive Committee, if any, and all standing committees, if any, and, ~~whenever practical, serve as the staff adviser and recording secretary thereof when invited, shall attend meetings of the Board, Executive Committee and/or standing committees;~~
- (e) Have the general powers and duties of management usually vested in the office of a National Executive Director or general manager of a nonprofit volunteer organization; and
- (f) Have such other powers and duties as may be prescribed by the Board or these Bylaws.

ARTICLE VII: SPECIAL DIRECTORS ---

SECTION 7.01 SECTION DIRECTOR

A Section Director shall be nominated by themselves and the Area Directors within each Section and appointed by the Board for a term of three years. Each Section Director shall report to the Board and be responsible for the general welfare and administration of the Organization within such Section and be in charge of all inter-Area activities within such Section. The Section staff, through the Section Director, shall be responsive to the Board in accomplishing such administrative functions as may be requested. The Section Director shall oversee appropriate dispute resolution mechanisms within the Section. A Section Director may be suspended or removed by the Board.

SECTION 7.02 AREA DIRECTOR

Each Area Director shall be nominated by themselves and the Regional Commissioners within each Area. Subject to the approval of the appropriate Section Director, Area Directors shall be appointed by the Board for a term of three years. Each Area Director shall:

- (a) Report to the Section Director and be responsible for the performance and growth of their Areas and all inter-Regional and extra-Regional activities within their Areas;
- (b) Organize and maintain volunteer staff to assure adequate support and services to the Regions in their Areas;



- (c) Be the official spokesman for the Area in regard to publicity, outside development, cultural exchange, internal development, business systems, budgets, bylaws, Board policies, Rules & Regulations;
- (d) Be responsible for such other matters that directly relate to the operation of the Area; and
- (e) Oversee dispute resolution within the Area.

An Area Director may be suspended by the Section Director responsible for such Area and suspended or removed by the Board.

SECTION 7.03 REGIONAL COMMISSIONER

Each Regional Commissioner shall be nominated by a majority of the Regional Board in accordance with the Regional guidelines in effect for each Region or, in the absence of any such nomination, by the Area Director. Subject to the approval of the Area Director and the Section Director, a Regional Commissioner shall be appointed by the Board for a term of three years. If there are term limitations in the Region's guidelines that specify a shorter term of office, the appointment shall be for the term specified in those Regional guidelines. A Regional Commissioner shall have the responsibility and authority to administer the day-to-day business of the Region within the framework of these Bylaws, including without limitation, Section 1.04 hereof, and the Regional guidelines of the Region. A Regional Commissioner shall maintain close liaison with the Area Director and coordinate inter-Area activities through the Area Director. A Regional Commissioner may be suspended by the Area Director or the Section Director and suspended or removed by the Board.

SECTION 7.04 OTHER SPECIAL DIRECTORS

It shall be within the authority of the Board to establish positions that are not set forth within these Bylaws and to appoint Special Directors to fill those positions. These positions may include, among others, a National Director of Tournaments and the Chairmen of the National Coaching and Refereeing Commissions. Any person appointed to a position established under this Section 7.04 shall become an executive member of the Organization. Special Directors shall be appointed by the Board for a term of three years, or such shorter term as the Board may prescribe.

SECTION 7.05 MULTIPLE TERMS

Nothing contained in Section 7 shall limit the number of terms that an executive member may serve.

ARTICLE VIII: RULES AND REGULATIONS ---

SECTION 8.01 NATIONAL RULES & REGULATIONS

The Organization shall adopt a set of Rules & Regulations to be known as the "*National Rules & Regulations*" governing the conduct, playing, and scheduling of soccer games.

SECTION 8.02 AMENDMENTS

- (a) The *National Rules & Regulations* may be amended or repealed at the NAGM if approved by the executive members provided that the proposed change has been submitted in writing to the National Office no later than 70 days prior to the date of the NAGM.
- (b) The requirement that a proposed change be submitted in writing to the National Office no later than 70 days prior to the date of the NAGM may be suspended by the vote of two-thirds of the executive membership, either in person or by proxy.



- (c) *National Rules & Regulations* may be amended by the Board by a two-thirds vote of the Directors present and voting (but not less than a majority of the entire Board) at a Board meeting.

SECTION 8.03 SECTION RULES & REGULATIONS

- (a) Each Section may adopt such Rules & Regulations governing the conduct, playing, and scheduling of soccer games within the Section as may be deemed appropriate which are not inconsistent with the *National Rules & Regulations* as may be in effect from time to time.
- (b) The Section Rules & Regulations may be amended or repealed if approved by a majority of the chartered Regional Commissioners, Area Directors, and Section Director of the Section as a group, each being entitled to one vote.

ARTICLE IX: MISCELLANEOUS

SECTION 9.01 INSPECTION OF ARTICLES AND BYLAWS

The Organization shall keep in its principal office in the State of California the original or a copy of its Articles and of these Bylaws as amended to date, which shall be open to inspection by the executive members at all reasonable times during office hours. The Organization shall upon the written request of any executive member furnish a copy of the Articles or Bylaws as amended to date.

SECTION 9.02 ENDORSEMENT OF DOCUMENTS: CONTRACTS

Subject to the provisions of applicable law, no note, mortgage, evidence of indebtedness, contract, conveyance or other instrument in writing and any assignment or endorsement thereof executed or entered into between the Organization and any other person shall be valid and binding on the Organization unless the signing officers had the authority to execute the same. Unless so authorized by the Board, no officer, agent or employee shall have any power or authority to bind the Organization by any contract or engagement or to pledge its credit or to render it liable for any purpose or amount.

SECTION 9.03 CONSTRUCTION AND DEFINITIONS

Unless the context otherwise requires, the general provisions, rules of construction and definitions contained in the General Provisions of the California Nonprofit Public Benefit Corporation Law shall govern the construction of these Bylaws.

SECTION 9.04 MAINTENANCE OF CORPORATE RECORDS

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 shall be kept in written, typed or printed form, and the accounting books and records shall be kept either in written typed or printed form or in any other form capable of being converted into written, typed or printed form.

SECTION 9.05 ANNUAL REPORT

The Board shall cause an annual report to be furnished to the Directors and executive members not later than 120 days after the close of the Organization's fiscal year. The annual report shall be accompanied by any report thereon of independent accountants, or, if there is no such accountant's report, the certificate of an authorized officer of the Organization that such statements were prepared without audit from the books and records of the Organization. The annual report shall contain in appropriate detail the following:



- (a) The assets and liabilities, including the trust funds, of the corporation as of the end of the fiscal year;
- (b) The principal changes in assets and liabilities, including trust funds, during the fiscal year;
- (c) The revenue or receipts of the Organization both unrestricted and restricted to particular purposes, for the fiscal year;
- (d) The expenses or disbursements of the Organization, for both general and restricted purposes, during the fiscal year; and
- (e) Any information required by Section 9.06.

SECTION 9.06 ANNUAL STATEMENT OF CERTAIN TRANSACTIONS AND INDEMNIFICATION

- (a) The Organization shall furnish annually to its executive members and Directors a statement of any covered transaction or indemnification described below, if such covered transaction or indemnification took place. Such annual statement shall be affixed to and sent with the annual report described in Section 9.05. A covered transaction under this Section 9.06 is a transaction in which the Organization was a party, and in which any Director or officer had a direct or indirect material financial interest (excluding a mere common directorship).
- (b) The statement required by this Section 9.06 shall describe briefly:
 - (1) Any covered transaction during the previous fiscal year involving more than \$50,000 or which was one of a number of covered transactions in which the same interested persons had a direct or indirect material financial interest and which transactions in the aggregate involve more than \$50,000.
 - (2) The names of the interested persons involved in such transactions, stating such person's relationship to the Organization, the nature of such person's interest in the transaction, and, where practicable, the amount of such interest; provided that in the case of a transaction with a partnership of which such person is a partner, only the interest of the partnership need be stated.
 - (3) The amount and circumstances of any indemnification or advances aggregating more than \$10,000 paid during the fiscal year to any officer or Director of the Organization pursuant to Section 9.07; provided that no such report need be made in the case of indemnification that has been approved by the executive members.

SECTION 9.07 INDEMNIFICATION

The Organization shall, to the maximum extent permitted by Law, indemnify each executive member and the National Executive Director against expenses, judgments, fines, settlements and other amounts actually and reasonably incurred in connection with any proceeding arising by reason of the fact that such person is or was acting as an agent of the Organization and shall advance to such persons expenses incurred in defending any such proceeding to the maximum extent permitted by law. The Board may, in its discretion, provide by resolution for such indemnification of, or advance of expenses to, other agents, members and employees of the Organization, and likewise may refuse to provide for such indemnification or advance of expenses except to the extent such indemnification is mandatory under the Law.

SECTION 9.08 INSURANCE

The Organization shall have the power to purchase and maintain insurance on behalf of any agent of the Organization against any liability asserted against or incurred by the agent in such capacity or arising out of the agent's status as such whether or not the Organization will have the power to



indemnify the agent against such liability under the provisions of Section 9.07, provided, however, that the Organization shall have no authority to purchase and maintain such insurance to indemnify any agent of the Organization for a violation of Section 5233 of the Law.

SECTION 9.09 PROHIBITED USES OF MEMBERSHIP LISTS

The membership list is a corporate asset. Without consent of the National Executive Director the membership list or any part thereof may not be used by any person for any purpose unrelated to an executive member's interest as an executive member. Without limiting the generality of the foregoing, without the consent of the Board, or its designee, the membership list or any part thereof may not be:

- (a) Used to solicit money or property unless such money or property will be used solely for the benefit of the Organization;
- (b) Used for any purpose which the user does not reasonably and in good faith believe will benefit the Organization;
- (c) Used for any commercial purpose or purposes in competition with the Organization; or
- (d) Sold or purchased by any person.

SECTION 9.10 FEES

Each Region shall remit a membership fee to the Organization for each participating player in the Region in such amount as shall be determined from time to time by the executive members.

SECTION 9.11 FISCAL YEAR

The fiscal year of the Organization shall commence on July 1 of each year and end on June 30 of the following year.

SECTION 9.12 BUDGET PRESENTATION BY GOALS AND OBJECTIVES

Annually, the National Board of Directors shall present to the executive members at the National Annual General Meeting a set of goals and objectives for the American Youth Soccer Organization. The proposed budget for each fiscal year, which shall also be presented annually to the executive members, shall be predicated and based upon the stated goals and objectives. The proposed budget shall provide a thorough and specific analysis and explanation of how the proposed amount and type of expenditures assists the organization in attaining its stated goals and objectives.

The National Board of Directors shall provide periodic status reports not less than quarterly through the AYSO National Web site and at the National Annual General Meeting regarding each goal and objective presented to the executive members.

SECTION 9.13. RIGHTS OF REGIONS

Regions have the right to choose their own suppliers.

SECTION 9.14 NOTICE, PUBLICATION, SOLICITATIONS OR COMMUNICATION

Any written notice, publication, report, solicitation or other communication required under these Bylaws or the Law, or in conducting the business of the Organization, may be made by electronic transmission or through any other means of communication permitted under the Law.



ARTICLE X: AMENDMENTS

SECTION 10.01 BYLAWS

- (a) New Bylaws may be adopted or current Bylaws may be amended or repealed by the vote of two-thirds of the executive members, either in person or by proxy or ballot, except as otherwise provided by the Law. Amendments to be considered at the National Annual General Meeting under the provisions of the section must be submitted in writing to the National Office no later than 70 days prior to the date of the National Annual Meeting.
- (b) The requirement that a proposed change be submitted in writing to the National Office no later than 70 days prior to the date of the National Annual General Meeting may be suspended by the vote of three-quarters of the Executive Membership, either in person or by proxy.
- (c) In addition to the right of the executive members as provided in subparagraph (a) to adopt, amend or repeal Bylaws, and except as otherwise provided in the Law, Bylaws may be adopted, amended or repealed by the Board by a two-thirds vote of the Directors present and voting (but not less than a majority of the entire Board) at a Board meeting unless the action would materially and adversely affect the rights of the executive members as to voting.

SECTION 10.02 ARTICLES OF INCORPORATION

The Articles of Incorporation may be amended if approved by a two-thirds vote of the executive members, either in person or by proxy or ballot, except as otherwise provided in the Law and if approved by a two-thirds vote of the Directors present and voting (but not less than a majority of the entire Board) at a Board meeting.

SECTION 10.03 ADOPTION

The National Bylaws of the American Youth Soccer Organization which appear in the text of the preceding document were adopted pursuant to the National Bylaws Article 10, and other provisions of the Bylaws and California State law during the 2012 National Annual General Meeting in Seattle, Washington during the weekend of May 26-28, 2012 (the "2012 NAGM").

_____/s/ William Hummell_____
William Hummell
National Secretary





2. AYSO National Rules & Regulations

I. GAME CONDUCT

AYSO games shall be conducted in accordance with the current *FIFA Laws of the Game* and decisions of the International Football Association Board (IFAB) in effect on August 1 each calendar year, with the following exceptions and clarifications:

A. COMPETITION

1. Coaches, officials and spectators shall not enter the field of play unless requested by the referee.
2. Except for short-sided games (Article I.H), a scheduled game shall not commence nor be continued unless both teams can field at least seven eligible players.

B. DURATION OF GAMES

Division	Maximum Duration of Half
U-5	10 minutes
U-6	10 minutes
U-8	20 minutes
U-10	25 minutes
U-12	30 minutes
U-14	35 minutes
U-16	40 minutes
U-19	45 minutes

1. Games shall be of two equal halves, not to exceed the following maximum durations:
2. Half-time periods shall be a minimum of five and a maximum of ten minutes as designated by the referee.
3. Where necessary due to scheduling time constraints, the duration of the two halves is to be reduced by an equal amount to allow for substitution in accordance with Article I.C.1.

C. PLAYING TIME AND SUBSTITUTION

1. Except as noted in Article I.C.3 all eligible team members in attendance at AYSO games must play at least half of the game, excluding overtime.

Such participation is controlled as follows:

- a. Approximately midway through each half the referee shall permit substitution. This normally occurs during a regular stoppage in play, and the game is resumed with the appropriate restart (i.e. throw-in, goal kick, corner kick, kick-off, free kick, penalty kick or dropped ball). On occasion the referee may need to stop play for substitution while the ball is in play, in which case the game is resumed with a dropped ball.
 - b. Substitutions may also be made at half-time and at the start of any overtime periods.
 - c. When the referee signals for substitution, the coaches should have all substitutes entering the game immediately report to the referee or the designated assistant referees, who shall note on the lineup cards those team members substituting.
 - d. During such stoppages, the coach of each team may substitute as many team members, or none, including previously substituted team members, as long as all eligible team members meet the minimum playing requirements.
 - e. The referee shall allow for any time lost due to substitution or other cause by stopping his/her watch or adding playing time. (See Article I.B.3. regarding reducing the length of halves to permit proper substitution.)
2. Substitution for injury:
- a. If a player is injured, the coach may provide a substitute for the player, in which case the injured player may not return until the beginning of the next "quarter". Only the player who is injured is credited with a "quarter" played regardless of the actual time played.
 - b. The coach may choose to not substitute and "play short" thereby allowing the injured player to return during the "quarter" in which he or she was injured.
 - c. The player must receive a signal from the referee in order to return to the game.
3. Late arriving team members shall be substituted as follows:
- a. If the team member arrives during the first "quarter", the team member must play a minimum of two of the remaining three "quarters".
 - b. If the team member arrives during the second or third "quarter", the team member must play a minimum of one "quarter".
4. Signed lineup cards must be completed by the referee and forwarded to the Regional Commissioner or his/her designee.

D. OFFICIATING

1. Referees shall officiate in accordance with the *AYSO Rules & Regulations* (the rules of competition), the *FIFA Laws of the Game* and decisions of the IFAB.
2. Referees shall officiate in a manner inducing clean competition and good sportsmanship, placing great emphasis on the welfare of the players. If a player is injured, the referee, at his/her discretion, may stop play to ensure the welfare of the player even if the ball has not gone out of play.



3. The goalkeeper shall not be harassed or interfered with while attempting to put the ball in play.
4. It is the duty of referees to protect the goalkeeper against dangerous play.
5. The *Laws of the Game* are intended to provide that games should be played with as little interference as possible, and in this view it is the duty of referees to penalize only deliberate breaches of the Law. Constant whistling for trifling and doubtful breaches produces bad feeling and loss of temper on the part of the players and spoils the pleasure of spectators.

E. DUTIES AND RESPONSIBILITIES OF COACHES, REFEREES, AND OFFICIALS, OTHER VOLUNTEERS, SPECTATORS, TEAM MEMBERS AND OTHER PARTICIPANTS

1. It shall be the duty of each coach, referee, ~~and official~~, **other volunteer, spectator, team member and other participant** to:
 - a. Conduct himself/herself in a manner becoming a member of AYSO **and consistent with the AYSO philosophies and the highest standards of conduct.**
 - b. Comply with **and promote compliance with the Bylaws,** the AYSO Rules & Regulations and ~~AYSO~~ policies, including those related to registration, certification and training.
 - c. Encourage clean competition and good sportsmanship.
 - d. Prohibit **and abstain from making** negative comments and complaints about officiating.
 - e. Present a healthy **and safe,** athletic environment for team members, **including but not limited to,** by ~~neither~~ **not** consuming alcoholic beverages, ~~nor~~ using tobacco products **or smoking or simulating smoking or the use of tobacco products** during practices or games or in the immediate vicinity of the soccer fields.
2. It shall also be the duty of each coach to:

The following language in bold and underlined is effective August 1, 2011 for the U-6 and U-8 age division and the next age division in each of the subsequent years until implemented for all age divisions.

- a. **Be trained consistent with the AYSO National Coaching Program standards for the age/skill level of the team he/she will coach; and train and coach the team to the best of his/her ability.**
- b. Remain within the coaches' area (Article I.G.2) during the game; a maximum of two coaches is permitted for each team.
- c. Limit his/her sideline participation during AYSO games to comments that are positive, instructional, and/or encouraging.
- d. Upon team formation, and during all subsequent team gatherings, practices, scrimmages, and games (regional, inter-Regional, Area, Sectional, National and tournaments), have in his/her possession all forms, rosters, waivers and/or identification cards as may be required by AYSO policies so as to verify registration of team members or confirm volunteer qualifications.

F. SIZE OF BALL

Ball size for each division shall be as follows:

Age Division	Size	Circumference	Weight
U-5, U-6 & U-8	3	23.0-25.0 inches	10-12 oz.
U-10 & U-12	4	25.0-26.5 inches	12-14 oz.
U-14, U-16 & U-19	5	26.5-28.0 inches	14-16 oz.

G. FIELD OF PLAY

1. The dimensions and markings of the field of play and goals shall be at the discretion of the Region and, whenever possible, conform to the *FIFA Laws of the Game* or to AYSO short-sided game requirements.
2. A coaches' area extending ten yards on each side of the halfway line shall be marked by two lines off the field of play and perpendicular to the touch line. Where possible, the coaches' area shall include two additional lines, with one line parallel to and at least one yard from the touch line, and a second parallel line no more than three yards from the touch line.
3. The field shall be marked, where possible, with a spectator control line parallel to the touch line at a distance of at least three yards from the touch line. Coaches and officials should help the assistant referees keep spectators behind the spectator control line.
4. Spectators shall not be allowed behind the goal lines, with the exception of photographers who have received authorization from the referee, and who must remain quiet and sufficiently back from the goal lines.

H. SHORT-SIDED GAMES

1. It is strongly recommended that U-5 through U-12 divisions play short-sided games, conducted in accordance with the current *FIFA Laws of the Game* as modified by the *AYSO National Rules & Regulations* and the age appropriate AYSO Coaching Manual.

Regions may choose to allow goalkeepers in the U-8 division.

Coaches beginning at the U-10 division are allowed to teach team members how to properly head the ball.

2. Short-sided games are permitted for all divisions.

II. TEAMS

- A. Team names shall bear no resemblance to a religion, race, ethnicity or nationality.
- B. Teams shall participate only in games approved by their respective Regional Commissioners and/or presiding AYSO governing authority.

**C. Team size:**

1. For full-sided (11-a-side) soccer (not recommended for U-12 and younger), the number of team members at any one time shall be:

Age Division	Maximum no. of team members	Minimum no. of team members
U-16 & U-19	18	12
U-8 through U-14	15	12

2. The following are the recommended team sizes:

Age Division	Players per team on field	Maximum no. of team members	Minimum no. of team members
U-19	11-a-side	18	12
U-16	11-a-side	18	12
U-14	11-a-side	15	12
U-12	9-a-side	12	9
U-10	7-a-side	10	7
U-8	5-a-side (No goalkeepers)	7	5
U-6	3-a-side (No goalkeepers)	5	3
U-5	3-a-side (No goalkeepers)	4	3

3. All divisions may play optionally with teams of smaller sizes for mini-soccer, indoor soccer or short-sided games, subject to rules established by the Section.
- D.** The maximum number of team members listed in Article II.C may be increased with approval of the Area Director, but no more than would allow each team member to play at least half of each game.
- E.** Each primary season, every effort shall be made to balance team strengths within each age division, within a reasonable geographical area.
- F.** A Region or Area shall not form leagues on a major and minor basis within any age division.



- G. The only team member(s) a head coach may specify be on his/her team is his/her own child or children.

III. REGISTRATION

- A. The standard age divisions for the Boys and Girls programs are as follows:

Age	Division
Under 5 years but not younger than 4 years	U-5
Under 6 years	U-6
Under 8 years	U-8
Under 10 years	U-10
Under 12 years	U-12
Under 14 years	U-14
Under 16 years	U-16
Under 19 years	U-19

- B. The effective date of age determination shall be the registrant's age as of July 31st immediately prior to the start of the membership year as defined in Article V.

Registrants who have reached the age of four years as of this date are eligible to participate in the program.

Individuals who are nineteen years of age or older as of this date are not eligible to participate.

1. Exception: Regions, upon approval by their Area Director and their Section Director, may allow registration and participation of children who have reached the age of four as of the date of the Region's first organized activity (camp, practice or game) in any season, split season or sub-season.

- C. U-5 and U-6 divisions are primarily for the introduction of soccer skills.

- D. In Regions where there are not enough registrants to make any or all standard age divisions, divisions may be combined so that teams may be formed.

Such divisions shall be classified on the basis of the oldest registrant and shall not, after the start of the season of play, be reclassified to a lower age division should the oldest registrant(s) then be removed from the roster.

- E. Regions with a sufficient number of registrants within a standard age division may, with the approval of the Area Director and Section Director, form single-year sub-divisions within the standard age divisions defined in Article III.A.

- F. No potential team member may register without the written consent of his/her parent or guardian, unless the registrant is of legal age.



- G. A registrant becomes an official team member upon:
1. payment to the Region of its required registration fee, and
 2. acceptance of his/her registration form by the Regional Commissioner or the Regional Commissioner's designated representative, and
 3. placement on a team by the Regional Commissioner or the Regional Commissioner's designated representative.
- H. The Regional Commissioner is responsible for assuring the eligibility of all team members on teams within the Region. Upon request of the Regional Commissioner or Area Director, a team member must present his/her birth certificate or other legal proof of age.
- I. An individual team member is limited to one AYSO primary season team.
- J. Boys and girls may play on the same teams where there is an insufficient number of registrants to establish separate teams with reasonable application of Article III.D. It is strongly recommended, however, that separate boys and girls teams be instituted and maintained wherever possible.

IV. TRANSFER OF TEAM MEMBERS

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

- A. Approval of both coaches of the teams involved.
- B. Approval of Regional Commissioner(s).
- C. Approval of team member and parent/guardian; parent/guardian approval is not required if team member is of legal age.

V. DURATION OF REGISTRATION

The period of official membership shall be from August 1st through the following July 31st each year.

VI. PROPER DRESS

- A. Each chartered AYSO Region shall provide for team members to wear a matching team uniform consisting of a jersey, shorts and socks. Such uniform shall be properly marked with the AYSO Traditional logo, described in **Exhibit "A"** of these *Rules & Regulations*, that is a minimum of three inches and a maximum of four inches in diameter located on the upper left front of the jersey and otherwise shall conform to the markings on **Exhibit "A."** Regions that purchase uniforms with a logo that is approximately three to four inches in height but that is smaller than the three-inch minimum (or larger than the four-inch maximum) may continue to use the uniforms after August 1, 2010, if the uniforms were purchased for use prior to the Fall season of 2010.
 1. The AYSO Traditional logo is not required on goalkeepers' jerseys but is highly recommended.



2. A pilot Region may use non-conforming uniforms which were purchased prior to the program becoming a pilot for their useful life but no longer than three years from the date of admission of the pilot Region.
 3. **In connection with the celebration of the 50th anniversary of the founding of AYSO, a 50th anniversary logo approved by the National Board of Directors (the "50th Anniversary logo") may be used wherever the AYSO Traditional logo is required or permitted to be used as provided in this Article VI or as reflected in Exhibit "A." The 50th Anniversary logo may be used on uniforms purchased for use beginning with the Fall season of 2013 through the 2014-2015 membership year. The 50th Anniversary logo may continue to be used after the 2014-2015 membership year if the uniforms were purchased for use prior to the end of the 2014-2015 membership year.**
- B. The AYSO uniform, including goalkeepers' jerseys, may bear a manufacturer's name and/or logo. The manufacturer's name and/or logo must not be displayed more prominently than the AYSO Traditional logo or be larger than the size specified in Article VI.A. for the AYSO Traditional logo and it must not be placed on the upper left front of the jersey. In no event shall a manufacturer's name and/or logo appear in the area designated for the AYSO Traditional logo. Except as provided in this Article VI or as reflected in **Exhibit "A"**, no other markings may appear on the uniform without the prior approval of the National Board of Directors.
 - C. The AYSO uniform may bear an optional emblem representing Region, skills, sponsor or sportsmanship on the upper right sleeve and/or the lower right front of the shorts in accordance with **Exhibit "A."** Such emblems shall be no more than three inches in diameter (or equivalent diagonal) and shall be approved by the Regional Commissioner.
 - D. The AYSO uniform may also bear a sponsor emblem designated by the AYSO National Board of Directors immediately below the AYSO logo on the left breast of the jersey or such other location as the National Board of Directors may determine, as illustrated in **Exhibit "A."**
 - E. No AYSO uniform may bear a team member's name, or team name, league name, or program name.
 - F. The team member's uniform number shall appear on the back of the jersey in a color that contrasts with the jersey color, and (optionally) may be placed on the front of the uniform below the standard manufacturer's name and/or logo on the jersey or on the left side of the shorts. The number on the front of the uniform shall not exceed four inches in height.
 - G. The AYSO Traditional logo must appear in a color that contrasts with the player's primary uniform color. The AYSO Traditional logo must have a prominent appearance on the uniform.
 - H. No person may use any of the AYSO trade names, trademarks or logos for any use other than AYSO-authorized activities without the prior written consent of the National Office. This includes having the AYSO Traditional logo stamped on soccer balls, soccer shoes or other equipment, or used in association with the products or services of any person. Those types of activities weaken any national licensing program and may violate license agreements then in force. Any approved use shall require that an ® should be placed next to the AYSO registered trade name or trademark or, if the trade name is not registered, a ™ should be placed next to such trade name or trademark. These symbols serve notice that the trade names and trademarks belong to AYSO.
 - I. Regulation soccer shoes, gym shoes, or sneakers (with or without cleats) are permissible in all AYSO competitions subject to the referee's approval regarding their safety.



- J. Team members must wear shinguards that provide a reasonable degree of protection, and that are completely covered by their socks, to participate in any practice or game.
- K. Team members shall not be allowed to practice or participate in any game with any type of cast or splint. Removal of any type of cast or splint at the field or surrounding area in order to participate shall disqualify the team member from practice or game participation.
- L. Players shall not wear anything that is dangerous to either themselves or other players.

VII. OWNERSHIP AND RESPONSIBILITY OF UNIFORMS AND EQUIPMENT

The custodianship and disposition of equipment and supplies purchased by an individual Region shall be the responsibility of that Region.

VIII. INCIDENTS AND INJURIES

All incidents, injuries or property damage involving an AYSO participant or occurring at an AYSO event shall be reported to, and by, the Regional Commissioner or safety director on the AYSO Incident Report Form in accordance with the directive of the American Youth Soccer Organization (AYSO) National Office.

Certification

The National Rules and Regulations of the American Youth Soccer Organization which appear in the text of the preceding document were adopted pursuant to the National Bylaws Article 8, and other provisions of the Bylaws and California State law during the 2012 National Annual General Meeting in Seattle, Washington during the weekend of May 26-28, 2012 (the "2012 NAGM").

_____/s/ William Hummell_____
William Hummell
National Secretary

Exhibit "A"

AYSO Traditional Logo 3" to 4" in diameter on upper left front of jersey per Article VI.A.
Logo color must contrast with jersey color per Article VI.AG.

Optional national sponsor logo as approved by the AYSO National Board of Directors per Article VI.D.

Optional logo (region, skills, sponsor or sportsmanship) on upper right sleeve and/or lower right front of shorts – no more than 3" in diameter or equivalent diagonal per Article VI.C



Number on back of jersey and (optionally) on right front of jersey or left front of shorts. Number color must contrast with jersey color per Article VI.F. (Optional numbers on front of uniform not to exceed 4" in height.)

Shinguards worn on both legs, completely covered by the socks per Article VI.J.

NOTES:

- 1) The AYSO Traditional Logo must be a minimum of three and a maximum of four inches in diameter and must be worn on the upper left front of the jersey.
- 2) Except as indicated in Article VI or in the drawing, no other markings may appear without the prior approval of the National Board of Directors.
- 3) For clarification of proper size and location of AYSO and manufacturers' logos, refer to Article VI.
- 4) The AYSO Traditional logo is not required on goalkeepers' jerseys but is highly recommended.
- 5) Pursuant to Article VI.A.3., the 50th Anniversary logo may be used instead of the AYSO Traditional Logo whenever the AYSO Traditional logo is required or permitted to be used as provided in Article VI or as reflected in the drawing.



3. AYSO National Policy Statements

Article One: Use of AYSO Name, Trademarks, Mailing List and AYSO's Licensing Program

1.1 Use of AYSO Name and Trademarks.

AYSO has various registered trade names and trademarks such as "AYSO," "Everyone Plays," "SOCCER NOW" and "PLAYSOCCER." In addition, AYSO has proprietary rights in other names it uses from time to time, and may from time to time add others. All such names are valuable assets of AYSO, and their protection is essential to our national licensing program.

In order to protect AYSO's rights in and to the trade names and trademarks and their association with our organization, the visual image of the trade names and trademarks should be consistent in terms of configuration and color combination.

In the case of the "AYSO" logo, red and blue letters enclosed in an outer circle in the color white in a blue square surrounds the "AYSO" letters.

In the case of "Everyone Plays," the type style is extremely important, since the words are not unique in themselves.

In the case of "PLAYSOCCER," the use of the colors is most important so that the "AYSO" is in a different color from the other six letters.

In the case of other trade names and trademarks, please refer to the National Office, Attention: Creative Services Department, for guidance on their proper use.

No Region may use any patch combining any of the AYSO trade names or trademarks other than those authorized by AYSO's National Office without the prior written consent of the National Office. In the case of uniforms, while every Region is encouraged to use patches authorized by the National Office, silk screening will continue to be permitted without the need for consent of the National Office, provided that the geometric configuration is correct. Silk screening is less desirable because it only provides for a two-color combination, rather than the red, white and blue combination on the patch.

No person may use any of the AYSO trade names for any use other than AYSO-authorized activities without the prior written consent of the National Office. This includes having the AYSO logo stamped on soccer balls, soccer shoes or other equipment, or used in association with the products or services of any person. Those types of activities weaken any national licensing program and may violate license agreements then in force.

Whenever possible, an "®" should be placed after the registered trade name or trademark when used and, if the trade name is not registered, a "™" should be placed after such trade name or trademark. These symbols put the world on notice that the trade names and trademarks belong to AYSO.

1.2 AYSO Mailing Lists and Executive Member Directory and AYSO Databases.

The names and addresses and other information about the members of AYSO constitute a very valuable asset of AYSO. If used properly and sparingly, they can be an important source of fund raising, give AYSO valuable publicity that will benefit the entire organization and keep registration fees to a minimum. At the same time, AYSO recognizes the need to protect the right to privacy of



individuals who are participating in AYSO programs. Improper use of the names and addresses of AYSO members may substantially dilute the value of such asset and, in certain circumstances, endanger AYSO's nonprofit status.

(a) Regional Use of Member Names and Addresses.

Regions may use the names and addresses and other information about the participants in their respective Regions for those purposes they deem proper, provided that:

- i) The use does not conflict with one of AYSO's national licensing programs;
- ii) The use does not unduly expose the Region's participants to outside solicitations; and
- iii) The association with an organization or product is consistent with the AYSO philosophy and would not otherwise bring into disrepute AYSO's name, reputation or programs.

For example, it would be improper for a Region to associate itself with a cigarette manufacturer (which would hurt our image) or endorse a soccer ball manufacturer, but it would be appropriate for a Region to arrange for a promotion with a local professional soccer club.

If a Regional Commissioner has any questions as to the applicability of the above guidelines, he/she should consult with the National Office, Attention: Marketing Department, before taking any action.

b) Use of Member Names and Addresses for AYSO Business Purposes by Persons Other than Regional Commissioners.

The use of member names and addresses and other information about members by persons other than Regional Commissioners, such as Area Directors or Section Directors, requires the prior approval of the National Office if it is for a use other than for a mailing by such officer to communicate with the members of his/her Area or Section. This is because such communication then becomes "national" in scope, since all officers other than Regional Commissioners are national officers and their use of such lists or information becomes a matter of National rather than Regional policy.

c) Use of Executive Member Directory or AYSO Databases.

Under no circumstances should any member give to any person outside of AYSO a copy of his Executive Member Directory or provide to any person outside of AYSO access to AYSO databases or to data extracted there from. This information is the exclusive property of AYSO and is confidential. Upon the termination of his position with AYSO, any executive member in possession of such a directory or data must surrender his copy either to his successor in such position or, if there is none, to the National Office.

d) Mailing Labels – Procedures.

AYSO members with the proper rights can access lists and print mailing labels directly from the AYSO database system. Additionally, requests for labels can be made to the National Office, Attention: Registration Department.

1.3 AYSO Licensing.

AYSO may from time to time grant licenses to raise funds to support AYSO programs and to keep AYSO's name and activities in the public eye. The program involves the licensing of one or more of AYSO's trade names and trademarks for use on or in association with a product for distribution in retail markets. In some cases the license may be exclusive; in other cases it may not. The thrust of such program is in retail distribution to persons outside the AYSO community and does not affect the use by Regions of products for Regional play. Products under license change from time to time, and have in the past involved soccer balls, soccer shoes, wearing apparel and related soccer equipment and accessories. Obviously, each Region is encouraged to support the program by buying, whenever



feasible, AYSO-licensed products. For a list of current licensees and retail outlets carrying such products, please consult the National Office, Attention: Marketing Department. No Region may, in its own right, license the use of any of AYSO's trade names or trademarks, except that vendors to the Region may use such trade names and trademarks for soccer uniforms used by the Region upon completion of a vendor authorization form obtainable from the National Office.

Article Two: AYSO Activities

2.1 Participation in Non-AYSO Tournaments and Games.

A Regional Commissioner may sanction participation of his Region or teams from his Region in a non-AYSO tournament, game, parade or other event with the prior approval of the Area Director, but such Regional Commissioner is responsible for advising participants of the then applicable rules relating to Soccer Accident Insurance (SAI) and liability insurance coverage and their limitations.

2.2 Participation in Secondary Programs.

The definition of "secondary programs" is any program other than the Standard Primary program (whether in single or split format) and any playoffs associated with the Standard Primary program. Special or experimental programs may be excluded from inclusion in some or all secondary programs depending upon the specifications of the event and/or the national policy.

While the format of a secondary program may differ from the Standard Primary program, it must comply with the spirit and philosophy of AYSO and use the AYSO National Rules & Regulations applicable to the Standard Primary program to the maximum extent possible and may include concurrent play. Secondary programs must be self-supporting and be maintained from funds collected by the Region for such programs.

Tournaments desiring to include U-10 teams must follow the AYSO Short-Sided U-10 Guidelines for play in this age division. The field and goal size should conform to the guidelines in the U-10 coaching manual whenever possible.

(a) Player Participation

Participation in organized tournaments by U-8 division players (those players just completing the U-8 and under Standard Primary program) is not appropriate and will not be approved by AYSO. Refer to the AYSO Tournament Handbook under I. INTRODUCTION, D. AYSO Tournament Vocabulary and Definitions, "U-8 and Under Soccerfests."

Player participation in secondary programs (a) shall require prior participation as a team member in the concurrent or just-concluded Standard Primary program, absent special circumstances (described below); (b) should be inclusive (open registration) and not exclusionary, but may be limited by age and/or gender. A player may participate on a Standard Primary program team and on a secondary program team at the same time, but may not participate on more than one Standard Primary program team at any one time unless participation on the additional Standard Primary program team is permitted in connection with a special program approved by the National Board of Directors. (See Bylaw Section 1.03(b) and Rules & Regulations Article III, I.) It is recommended that, to be eligible for participation in a secondary program, a team member should have played in a minimum of one-half of the Standard Primary program games.

Special circumstances would include, but are not limited to, an illness; a soccer-related injury; a player's change of address (moved to a new Region); parental custodial rights; conflict with secondary or high school rules of state which prevent the registered player from completing the Standard Primary program; guest players; and/or players enrolled in any special or pilot program that has been approved for inclusion in AYSO secondary programs by the National Board of Directors.



If such a special circumstance arises within a Region, the Regional Commissioner must request approval, in writing, from the Area Director and/or Section Director prior to adding the child to a secondary program roster.

In rare or special cases where all efforts have been exhausted to obtain a replacement player within the Region or a neighboring Region, the Area Director and Section Director may approve an outside player to participate. Said approval shall be sought in writing and shall state the name(s) of the tournament(s) the outside player(s) will be permitted to participate in. No outside player shall be permitted to participate without first registering with the National Office.

(b) Coach Participation

All AYSO coaches and assistant coaches who wish to coach in the AYSO National Games, concurrent secondary play competitions or nationally sanctioned AYSO Tournaments must, at a minimum:

1. Be a registered volunteer in eAYSO for the current year.
2. Have AYSO Safe Haven for Coaches certification.
3. Be trained per the National Coaching Program Guidelines at the age/skill level of the team they wish to enter/coach.

Following are the required certifications for each of the age levels:

Division	Minimum Required Certification
U-10	U-10 Coach
U-12	U-12 Coach
U-14	Intermediate Coach
U-16 & U-19	Advanced Coach

In open invitational tournaments, non-AYSO teams must comply with the spirit of AYSO, whether co-sponsored or otherwise, and the rules of player eligibility, team formation, and roster numbers must be followed. Non-AYSO teams may observe their organization's short-sided team roster size provided that all rostered team members are assured playing time of at least one-half of every game.

Nothing in this policy statement is meant to suggest that a Region, Area or Section is required to conduct a secondary program.

2.3 Sponsorship by Regions or Areas of Summer Camp Programs

In the case where a Region or Area runs its own summer camp, there is exposure on the part of AYSO, as well as the particular Region or Area, resulting from injuries to campers and damages to facilities. Accordingly, each such child must be either (a) a currently registered AYSO participant; or (b) immediately registered with AYSO, upon payment of the annual player registration fee. No Region or Area may sponsor a camp run by another organization, whether for profit or otherwise, because of the exposure of AYSO to liability, and the possible danger of AYSO's loss of its not-for-profit status. Sponsorship by AYSO of any such camp may imply that AYSO's insurance and SAI program support the camp and that the AYSO principles will be followed. All Regions and Areas should avoid permitting any of the AYSO trade names or trademarks to be included in any advertisements or brochures for any camp. A Region or Area may cooperate, however, with a camp in establishing a mutually beneficial program.



2.4 Application of "Everyone Plays" Rule to AYSO Teams Playing Non-AYSO Teams.

The AYSO "Everyone Plays" rule, requiring each player to play at least one-half of every game, and the number of players on a team rule, shall apply to AYSO teams (whether Standard Primary program teams or teams specially constituted for such event) participating in non-AYSO tournaments or games within or without outside the U.S.A., regardless of whether the other team, the referee or the sponsors of the tournament or game apply or follow such rule.

2.5 Paying Volunteers.

AYSO has maintained throughout its existence a total volunteer concept of operation (except for its National staff) including without limitation, all aspects of coaching, officiating and local administration. Countless Regions across the country provide a successful and enjoyable soccer experience through such total volunteer efforts. Nevertheless, AYSO recognizes the pressures of day to day life that compete for the valuable volunteer time sometimes make it difficult to provide a quality soccer program solely with volunteers. However, various federal and state tax and labor laws apply when payment is provided for services which, if ignored, may incur significant liability for the AYSO organization and personal liability for the executive member and/or board members who approve or condone such payments. Such liability is not covered in the Volunteer Protection Act of 1997 for these volunteers. It is the purpose of this policy statement, therefore, to reinforce AYSO's all-volunteer concept but to provide a protocol for a Region to follow when it is felt that it must pay for certain services.

The National Office has prepared guidelines for Regions to use, which have been approved by the NBOD for distribution. Regions contemplating payment for services must consult these guidelines first. No payment may be made by a Region to anyone for services commonly provided by volunteers that is not in strict compliance with those guidelines. Failure to comply with these guidelines when paying for services may result in the suspension or removal of the person(s) responsible and could result in the revocation of the Region's Charter. executive members and Regions, Areas, Sections or Tournaments engaging in practices that are not in compliance with the guidelines must understand that doing so could expose them to personal liability in any legal action arising from any payment for services.

2.6 Player Conflicts Between AYSO and Other Activities.

AYSO has no policy restricting its players from participating in other programs or activities that take place during the same season as the AYSO program. Regions have from time to time excluded children from AYSO programs where the dual participation results in the inability of such child to participate effectively in the AYSO program. That means that, if a child is continuously unable to adequately participate because he or she is enrolled in another program or activity, then the Region may require such child to choose between AYSO and the other program. Of course, the Region should take such action only as a last resort, and every effort should be made to accommodate every child who wishes to participate in an AYSO program.

2.7 All-Star Programs

An "All-Star" program is, **in accordance with Policy Statement 2.2,** a secondary program. **It is** hosted by a Region, Area or Section, ~~which~~ and it includes only team members who have participated as players in the ~~just concluded primary~~ Standard Primary program **(i.e., the first playing season in the Region in which all registered players participate)** and which selects players for participation based primarily on their ability.

An "All Stars" Star program is a specific set of competitions in AYSO played in close proximity to the end of the Standard Primary program and should not be confused with "select", "travel" or "tournament" programs or other competitions that, with a few exceptions, typically take place at times further removed from the completion of the Standard Primary program.



The National Board of Directors (**NBOD**) recognizes that ~~such programs have historically been a part of the~~ **All-Star program is a historical** AYSO program in various ~~some~~ parts of the country and allows it **organization-wide** as an optional part of the overall program **offering**.

An All-Star program, if implemented, shall abide by the following policies:

- (a) It shall not be allowed to become more extensive or important than the ~~primary~~ **Standard Primary** program.
- (b) Team members must have participated as players in the ~~primary~~ **Standard Primary** program. (It is recommended that, to be eligible for participation in an All-Star program, a team member should have played in a minimum of one-half of the ~~primary~~ **Standard Primary** program games.)
- (c) ~~Effective August 1, 2010, All Star programs~~ **It** must be self-supporting and not use general Region funds.
- (d) ~~All Star programs~~ **It** shall not involve U-~~8~~**5**, **U-6** or U-~~6~~**8 divisions**.
- (e) AYSO principles, including those of fair play, ~~everyone plays~~ **Everyone Plays** (one-half of every game), ~~good sportsmanship, and positive coaching, shall continue to~~ **Positive Coaching, Good Sportsmanship, and Player Development will be emphasized**.

Each Section may adopt All-Star Rules & Regulations that further define and restrict **their** All-Star competition.

Each of Sections One, Two, Ten and Eleven will continue to operate the All-Star Program as a Special Program with regard to its funding – an approved exception by the National Board of Directors due to elements approved in 1965 for these founding programs, which largely operate as extensions to their Standard Primary programs.

2.8 Tournaments

- (a) All tournaments sponsored by an AYSO program or with which the AYSO name is associated must comply with the letter and spirit of the AYSO Tournament Handbook.
- (b) All tournaments, excluding ~~primary~~ **Standard Primary** program playoffs **and excluding All-Star playoffs in Sections One, Two, Ten and Eleven**, which involve teams from more than one Region within the Area, must have prior written approval of the Area Director; all tournaments which involve teams from more than one Area within the Section, must have prior written approval of the hosting Area Director and Section Director; all tournaments which involve teams from more than one Section or non-AYSO teams must have prior written approval of the hosting Area Director, Section Director and the National Director of Tournaments.
- (c) The National Board of Directors, on recommendation from the National Tournament Advisory Commission, may approve a fee to be submitted with a Tournament Authorization packet.
- (d) The Referee Plan of the tournament may require teams to pre-pay a refundable "referee commitment fee" as a guarantee that the team will furnish referees for the event, in addition to the entry or participation for the event, as long as the following conditions are met:
 - (i) The referee commitment fee shall be in a reasonable amount approved by the Section Director, and must be paid with a Regional check.
 - (ii) In all cases where the referee completes the assigned games, the referee commitment fee is refunded to the Region that pre-paid the fee immediately at the conclusion of the event, or by mail no later than fourteen (14) days following the conclusion of the event.



- (iii) In cases where the referee fails to complete his or her assigned games, the referee commitment fee may be retained to pay expenses of the tournament, or applied to the use to which tournament proceeds were specified in the event announcement.
- (e) Regions, Areas, and Sections that host an AYSO tournament must have a healthy financial standing in the organization. Tournament hosts must not have outstanding debts, balances or invoices due the organization, its sponsors or suppliers. Failure to comply in bringing accounts current may result in the tournament not being approved or as Paragraph (f) describes other applicable steps that may be taken by the National Board of Directors.
 - (i) A Region that has submitted a tournament authorization package for approval that is found to have outstanding invoices due in excess of 90 days shall have the approval process immediately suspended until the past due invoices are paid.
 - (ii) A Region that is found to be 90 days past due on outstanding invoices AFTER the tournament approval process has been completed, and is within 30 days prior to the tournament, shall have 10 days to satisfactorily resolve the outstanding delinquent balance or risk revocation of approval resulting in cancellation of the event.
 - (iii) A Region that is found to have balances in excess of 90 days, and less than 30 days remain until the tournament, will receive a financial evaluation by the Section Director and Section Tournament Administrator to the viability of the Region's ability to host a financially successful event. At this point, a determination will be made as to whether or not to allow the event to proceed regardless of subsequent financial compliance.
 - (iv) Good financial standing must be maintained. If a Region is held in financial non-compliance (outstanding invoices in excess of 90 days) two or more times during a fiscal year, it risks program sanctions including the revocation of tournament approval for the next fiscal year.
- (f) Tournaments held in AYSO shall comply with the following oversight dependent upon the scope of the tournament. The oversight includes the following, but is not limited to: all areas of compliance; filing of an annual budget and Regional rules and guidelines; annual coach and referee training and certification and input into eAYSO; tournament administrators and organizers properly trained and certified; all Regional players properly registered in AYSO and eAYSO; and the Region is otherwise held in good standing in the organization.
- (g) If a tournament does not comply with Paragraph (a), (b), (e) and (f) above and, if applicable, Paragraph (c) and (d), or if the tournament host has an outstanding financial balance with the organization which is over 90 days past due, Paragraph (d), the AYSO National Board reserves the right to:
 - (i) Suspend such tournament through its designees, the National Director of Tournaments;
 - (ii) Discipline individuals administering or organizing such tournament;
 - (iii) Deny liability insurance coverage for such tournament or SAI coverage for participants in such tournament; or
 - (iv) Revoke or suspend the charter of the Region or Regions hosting such tournament.
- (h) The tournament Treasurer will be responsible for completing the financial accounting of the tournament and assisting the Regional treasurer with submitting the Tournament Income and Expense Statement on all AYSO Open, Open Invitational and International tournaments to the appropriate Section Tournament Director within 90 days after the event. This form must be submitted with sign-off approvals by the Regional Commissioner, Area Director and Section Director. This financial statement shall be made immediately available to anyone requesting it.

Section Tournament Administrators are responsible for following up with tournament directors to bring all tournaments into compliance. No further tournaments will be approved unless they are in compliance with the above stated requirement.

- (i) Tournament proceeds may only be used for approved AYSO-related purposes which are consistent with AYSO's not-for-profit, IRS Code 501(c) (3) status. This includes program operation and/or enhancement such as: registration scholarships, VIP programs, equipment purchases, field development, acquisition and maintenance, etc. Tournament proceeds may also be allocated to a Region's secondary season teams for uses including, but not limited to, tournament fees, team parties and player and/or coach mementos, as long as such items are approved AYSO-related expenditures.
 - (i). All tournament sponsorship letters and solicitations, as well as all businesses being contacted, must first be approved by the Regional Commissioner.
 - (ii). The intended use of tournament proceeds must be indicated on all advertising and sponsorship solicitations, and proceeds must be used as stated.
 - (iii). The Regional Commissioner is ultimately responsible for all funds collected and disbursed in the name of AYSO at the Regional level. Therefore, the Regional Commissioner can disallow any disbursement that he/she deems inappropriate.
- (j) Prior to final approval at the appropriate level, only proposed tournament dates and notification that approval is pending may be posted on the tournament or Region Website. E-mail blasts are permitted but must include the caveat that applications will not be accepted until the tournament is approved. The following activities are prohibited prior to approval:
 - (i). posting on the tournament or Region Website anything other than the tournament date and its status (pending approval)
 - (ii). mailing or e-mailing tournament applications, rules, etc.
 - (iii). soliciting or accepting applications to the tournament
 - (iv). accepting payment of tournament entry fees

Any tournament not in compliance with this policy will be required to cease all advertising, including removing all tournament information from the Web. Non-compliance with this policy may result in tournament cancellation and/or sanctions on future tournament events.

2.9 Knee Braces.

AYSO will not prohibit the use of knee braces by players in AYSO events and programs; provided that the brace is adequately covered and padded in the judgment of the referee, so as to eliminate the possibility of its causing injury to the other players on the field of play.

2.10 Goal Safety.

As part of our mission, AYSO must provide a safe playing environment for our players. We have found over the years that a very high number of accidents involve goalposts — children playing on unattended goalposts, improperly anchored goalposts which fall over, and goalposts with hooks to hold the nets rather than the newer Velcro-secured goalposts. The National Board of Directors advises each Regional Commissioner and safety director to:

- (a) inspect the goalposts to ensure that they are properly assembled and safely maintained;
- (b) never leave portable goalposts unattended (they must be either disassembled after the day's usage or moved to an Area where they are inaccessible);



- (c) ensure that portable goalposts are properly anchored in the ground with a combination of permanent in-ground metal sleeves and weights/sandbags; and
- (d) use only goalposts that do not have hooks to secure goal netting.

2.11 Religious Activities.

For the common good of the AYSO programs, and in respect of its philosophy of Open Registration, all volunteers and participants are expected to be considerate of others involved in the soccer program, and that they not impose their personal religious beliefs upon others by conducting, encouraging or promoting any religious activities or functions at or during AYSO programs and activities.

This policy would not prohibit a moment of silent reflection prior to or as an invocation to any AYSO event. Nor would this policy prohibit an individual expression of faith or silent prayer at a soccer match that does not delay the game, interfere with the game, and which does not put official or peer pressure on teammates or others to join in such activity. AYSO recommends that no Regional official or volunteer prohibit or interfere with any individual expression of religious belief unless and until such activities unreasonably interfere with the enjoyment or safety of others during or within such AYSO programs or events, including any AYSO practice, game or function.

2.12 Volunteer Harassment Assault Policy.

AYSO is committed to providing an environment for its players and volunteers that is free of harassment of any kind. Therefore AYSO maintains a strict policy of prohibiting all forms of unlawful harassment including sexual harassment and harassment based on race, color, religion, national origin, age sexual orientation, gender identity or any other characteristic protected by state and federal laws. This policy applies to all players and volunteers of AYSO and prohibits harassment of players or volunteers at any AYSO activity by any person, including vendors or visitors. This policy prohibits unlawful harassment in any form, including verbal, physical, visual, retaliation or threats or demands.

AYSO prohibits all conduct that leads to harassment which includes but is not limited to making unwanted sexual advances and requests for sexual favors where either (1) submission to such conduct is made an explicit or implicit term or condition of participation in an AYSO activity; (2) submission to or rejection of such conduct by an individual is used as the basis for decisions affecting the participation of the individuals in an AYSO activity; or (3) such conduct has the purpose or effect of substantially interfering with an individual's performance as a player or volunteer or creating an intimidating, hostile or offensive environment. Individuals who violate this policy are subject to disciplinary action up to and including immediate removal.

Unlawful harassment includes:

- Verbal conduct, such as epithets, derogatory comments, slurs or unwanted sexual advances, invitations or comments.
- Visual conduct, such as derogatory posters, cartoons, drawings or gestures.
- Physical conduct, such as assault, blocking normal movement or interference with the activity directed at a player or volunteer because of the player's or volunteer's sex or other protected characteristic.
- Threats or demands to submit to sexual requests in order to remain an AYSO member or to avoid some other loss, and offers of other benefits in return for sexual favors.
- Retaliation for having reported unlawful harassment.



A player, volunteer or other person who believes they have experienced harassment by any other person while at an AYSO activity should report the incident to the Regional Commissioner, Child and Volunteer Protection Advocate or other AYSO authorities. Regional Commissioners or other AYSO authorities should immediately report incidents of harassment to their next immediate executive member. The Regional Commissioner or other such AYSO authority will take reasonable care and investigate all such claims taking appropriate corrective and disciplinary action. Persons who complain will not be retaliated against and their confidentiality will be maintained.

2.13 Severe Weather

Thunderstorms and Lightning

If a Region has a frequency of thunderstorms, a safety policy should be posted on the Region's website, discussed in Safe Haven® courses, emphasized at all coach, referee and team parent orientation meetings and be contained in the Region Handbook distributed to participating families.

In tournament play or other special events, if there is a possibility of thunder and lightning storms, a pre-event meeting to assure that guidelines, safety procedures, duties and responsibilities are reviewed and clearly understood by all event staff and participants should be conducted. If this is not possible, then a communication plan should be incorporated to ensure this information is given to all participants and volunteers to ensure safe and orderly execution of emergency planning procedures.

Event officials will consult and determine the course of action – give the “all clear” sign for games to resume, cancel the balance of ongoing games or cancel games for the day. Event administrators, Regional Commissioners or their designees, including Coach Administrator, Referee Administrator or referees, will have the authority, as so designated, to delay the start of play, call a halt in play or suspend/terminate a game due to severe weather conditions.

- (a) Many communities and parks systems have lightning detection and tornado warning systems in place. Obey the rules established by the community. When storm warning technology indicates severe weather danger, cease all field activities and seek shelter immediately.**
- (b) Know how to use the warning systems in place and heed all warnings even if you are told there is a possibility of a false alarm.**
- (c) When thunder is heard it is within striking distance. – seek shelter immediately. Do not wait for the rain to start before seeking shelter, and do not leave shelter just because the rain has ended. Enact the safety plan now!**
- (d) Restart games after no thunder has been heard for 30 minutes, or if there is a warning system in place, the community ALL CLEAR SIREN has been sounded.**

2.14 Concussion Awareness and Safety

The Concussion Awareness and Safety Policy shall consist of the following component policies:

- (a) Information - Information regarding the signs and symptoms of concussions, and what to do if concussion signs or symptoms are evident, will be broadly disseminated throughout AYSO.**
 - I. The AYSO/CDC Parent/Athlete Concussion Information Sheet will be used to implement this policy through electronic distribution and, where possible, through a hard copy.**



- II. Signatures will be required in states where receipt of the concussion information must be acknowledged by signature of a parent and/or athlete.
- (b) Training - Concussion Awareness Training is strongly recommended for all coaches, referees, Executive Members, Advisory Commission Members and Section/Area/Region Boards and Staff. Concussion awareness training shall be required for coaches and other "Officials" as required by states which have a concussion law that applies to AYSO programs. .
- (c) Participation Release – Return to Play
 - I. If a player exhibits any signs or symptoms of having a concussion, AYSO strongly recommends that parents and guardians seek medical attention and obtain clearance by a medical professional before the athlete returns to play.
 - II. In states that have a concussion law that applies to AYSO programs and requires medical clearance if a player had a concussion or exhibited any signs or symptoms of having a concussion, AYSO requires that parents and guardians seek medical attention and obtain clearance by a medical professional before the athlete returns to play.
 - III. Regardless of whether there is a concussion law that applies to AYSO programs in the particular state, a player may not return to play on the same day that the player was removed from play, or not permitted to participate, because the player exhibited signs or symptoms of a concussion.

2.15 Youth Volunteers

Although AYSO appreciates and encourages young people to participate in all aspects of soccer including coaching and officiating, an individual under 18 years of age, a youth volunteer, may not be listed as the Team Coach or Assistant Coach and may not be responsible for or in the position of supervising children.

Each of the seven required Regional Board positions including Regional Commissioner, Treasurer, Child and Volunteer Protection Advocate, Registrar, Safety Director, Regional Coach Administrator, and Regional Referee Administrator must be held by an adult volunteer. In addition, youth volunteers may not hold any other Regional Board position other than in a non-voting capacity.

Careful consideration should be given to the duties associated with other volunteer positions before assigning them to youth volunteers. Youth volunteers should not be assigned to any position with responsibility for the administration, management or supervision of an AYSO program including areas such as custodial supervision of youth participants, finances, personal data confidentiality, dispute resolution and risk management.

Article Three: Rules Relating to Regions

3.1 Reimbursement by Regions of Expenses Incurred by its Members.

- (a) **Incidental and Travel Expense Reimbursement.** The following guidelines apply to the reimbursement by Regions of expenses incurred by their members in participating in AYSO programs.
 - (i). Auto mileage at ~~\$0.54~~ the AYSO annually published rate per mile. Taxi only if necessary and with receipt submitted.



(ii). Meals as follows:

Breakfast - up to \$10.00 per day

Lunch – up to \$15.00 per day

Dinner – up to \$25.00 per day - This is not a per diem and may not be reimbursed without written receipts showing actual expenditure.

(iii). Telephone. Submit copies of telephone bills.

(iv). “Coach” airfare only. Prepaid airfare may be arranged through the National Office.

(v). Hotel Rooms. Because of the wide variances in rates, common sense is required. Reservations and prepaid rooms are available through the National Office.

(b) Types of Expenditures Subject to Reimbursement.

(i). Attendance at National, Sectional and Area AYSO meetings and participation in National, Sectional and Area AYSO programs.

(ii). Attendance at other local youth soccer refereeing and coaching training programs.

(c) Types of Expenditures Not Subject to Reimbursement.

(i). Attendance of family of the participants at any meeting or any program.

(ii). Fees in connection with running coaching, refereeing or other similar clinics or programs, or for coaching, refereeing or administering Regional programs.

(iii). Attendance of participants at Regional meetings.

3.2 Publishing Regional Financial Statements.

Each Region must disseminate to all of its participants (coaches, referees, parents of AYSO players and administrators) its financial statements at least once a year. Such financial statements may be in the form of the annual report required and filed with the National Office and shall consist of (a) a statement of receipts and expenditures for the previous twelve months, and (b) a statement of the assets and liabilities of the Region as at the end of such twelve months. A copy of such financial statements, if different from the Region's annual report, should be sent to the National Office, Attention: Finance Department, with a cover letter indicating the date and method of dissemination of such information. In order to facilitate such dissemination, the National Office shall send to each Regional Commissioner a suggested form of annual report.

3.3 Regional Officials

The Regional Commissioner and the Treasurer of the Region may not be members of the same immediate family or the same household nor may more than one signatory on the Region's bank account be from the same family or household, without the prior written consent of the National Board of Directors.

3.4 Regional Charters

The National Board of Directors shall not consider granting charter status to any pilot Region until it has gone through one season, has played at least one season (in the case of split-seasons, one part of the split-season), is utilizing AYSO's National Accounting Program (NAP) or has fulfilled its financial accountability to the satisfaction of the Director of Finance, and during such period, has met its financial obligations on a timely basis. In the case of splits of existing charter Regions, the National Board of Directors may grant charter or pilot status to either or both surviving entities depending upon the relevant circumstances.



3.5 Legal Support from AYSO National, Lawsuits Involving AYSO.

AYSO is a nonprofit corporation organized under the laws of the State of California. Each of the Regions is not separately incorporated, but is part of the parent corporation. That means that each Regional Commissioner is an officer of AYSO, the assets and liabilities of each Region are the assets and liabilities of AYSO and the actions of each Region and its Regional Commissioner are the responsibility of AYSO and the other Regions.

AYSO's legal affairs are conducted exclusively by the Legal Commission of the National Board of Directors with the support of outside legal counsel. No Region may bring a lawsuit in the name of AYSO or its Regional name without the prior approval of the Legal Commission. This is because a lawsuit, however strong the case may appear, may result in a serious counterclaim or protracted defense and hence legal fees and/or liability in excess of what any Region can bear. If a Region and/or any of its officers are sued, the National Office, the Area Director and the Section Director must be immediately notified and copies of all papers received sent promptly to the National Office.

The National Office shall provide legal defense for the Region in one of three ways. Normally it will be through AYSO's insurance carrier if the matter is a claim covered by insurance. If not, AYSO shall seek the help of local outside counsel, hopefully on a pro bono basis. Sometimes, the AYSO Legal Commission will directly defend the matter. If individuals in the Region, including the Regional Commissioner, are also joined in the lawsuit, AYSO may, but is not obligated to, defend them depending upon the circumstances surrounding the claim and their role in the matter and subject to the Bylaws of AYSO.

Since AYSO is responsible for the actions of the Regions, all material contracts, which a Region is proposing to enter into, must be submitted to the Legal Commission, particularly written leases for playing facilities in excess of one year. Such contracts will be analyzed to determine whether the costs contained therein can be reasonably borne by the Region and whether AYSO's insurance programs cover the potential liability of the Region hereunder. In addition, its impact on the National Office and national policies and programs (such as licensing) will also be considered.

3.6 AYSO Legal Representation and Fees

The National Office reserves the right to charge back to the Region all or a portion of the legal costs involved in a lawsuit if the Region (a) has failed to follow the advice of the Legal Commission or the National Office, or (b) has failed to notify the National Office in a timely manner of any threatened claim, or (c) has commenced a lawsuit without the prior written consent of the National Office.

3.7 Effect of Filing with the National Office of Player and Volunteer Registration Forms.

In order for an AYSO participant to be covered in the Soccer Accident Insurance plan and under the liability insurance policy, it is sufficient that the Regional Commissioner receive the registration form. However, that act alone will not extend to the participant other benefits of AYSO participation, such as receipt of the AYSO magazine and other mailings of national interest. Without central registration, the National Office cannot properly ensure payment of the requisite player fees or plan any meaningful budget. Failure of any Region to make such central registration will constitute grounds for Charter revocation of the Region and removal of the Regional Commissioner and holding the Region responsible for payments under the Soccer Accident Insurance program.

3.8 Cultural Exchange Programs

In cultural exchange programs, AYSO players travel to a host foreign country or a Region hosts a foreign country's visiting team(s) for the dual purpose of playing soccer and learning about different cultures and geographic areas, and making friends through the universal language of soccer.

Such programs have been highly successful and rewarding to those participating and should be encouraged. However, because participation in such programs is necessarily limited to a small

number of participants from the Region, no general Region funds may be used to subsidize a team travelling to participate in a foreign country's cultural exchange program. A Region may use general Region funds to cover the Region's expenses of hosting foreign teams if the competition is part of a Region-hosted tournament or other competition that is open to all Region players. Special fund-raising to finance such programs in whole or in part is allowed if the purpose is published to the Region members.

Regions should refer to the AYSO Tournament Handbook and contact the Risk Management Coordinator at the National Office for additional information, guidelines, and rules relating to cultural exchange programs.

3.9 Bank Accounts

Only Regions, the National Office and such other officers of AYSO as are permitted from time to time by the National Board of Directors may maintain accounts in the name of AYSO. Money collected by or on behalf of AYSO must be deposited in an AYSO account. Funds deposited in AYSO accounts, and all other property acquired by the Region, are assets of the organization and may not be used, contributed, or transferred to any other person, organization, or other entity except in exchange for goods or services provided to the Region for the operation of its programs.

3.10 Player Fee Refund

One of the biggest areas of complaints that the National Office has to deal with is the question of refunds to participants who drop out of the program for good, bad or indifferent reasons. The range of Regional policies on this subject varies from a full refund to a partial refund to no refund, sometimes depending on the timing of the request for the refund. Based on the experience of the National Office, it is the wisest and least problematic policy to refund the entire amount. In exceptional circumstances, the Region may consider deducting from the refund the cost of a uniform if it has already been used or cannot be used again, even if it is new, or other specific non-recoverable costs. It is tempting to reduce the refunds in the case where a child leaves the program to play in another program or for no good reason, but in the end, the amount of time spent defending the refund policy is not worth the funds kept. The Standard Regional Guidelines reflect this policy.

3.11 Land Ownership

It has been a long-standing policy of AYSO not to own land dedicated to playing fields or other facilities because needs and resources of a Region may vary greatly over time, and the responsibilities of ownership include year-round maintenance and surveillance obligations, expenses and potential liability.

However, with field space becoming a premium and with the hindsight of some experiences where a facility was created with the time, money and energy of volunteers, but, because AYSO did not own it, fees were increased over the years to extremely high figures to the disadvantage of AYSO, AYSO has decided to reconsider this policy.

Accordingly, AYSO will consider land ownership on a project-by-project basis provided that the following requirements, at a minimum, can be met: (1) The establishment under the supervision of the Legal Commission of a separate corporation or foundation (with ownership held by AYSO); (2) demonstration by the Region of its ability to raise funds necessary to purchase, construct and maintain the facility; (3) adoption of a realistic budget for the project; (4) presentation of a realistic business plan for the on-going operation of the facility; and, (5) presentation of a plan to secure adequate resources for the project as well as on-going maintenance of the facility and of the corporation or foundation.

No such project may be undertaken without the prior written consent of the National Board of Directors. Inquiries in the first instances should be made to the National Office.



Article Four: Rules Relating to Regional Commissioners and other Executive Members

4.1 Interim Appointment of Regional Commissioners.

The Executive Committee may approve Regional Commissioner appointments or changes (whether with respect to a new Pilot or an existing Pilot or Charter Region) in extraordinary circumstances when a regular meeting of the Board is not scheduled within a reasonable period of time after the request is made. Such approval will only be considered based on a request by a Section Director, if both the Section Director and Area Director approve the application, and the Area Director submits a written request for expedited treatment, stating the reasons therefore in detail (e.g., immediate need to start the program or order supplies) and what steps (in addition to normal procedures) were taken by the Area Director to ensure that the Regional Commissioner appointment is a good one. Such approval will be subject to review at the next National Board of Directors Meeting.

4.2 Accountability of Executive Member upon Resignation.

Each executive member who is a Regional Commissioner, Area Director or Section Director is an officer of AYSO and as such is responsible for all assets of AYSO in the AYSO subdivision (Region, Area, or Section) for which that executive member is responsible, all books and records regarding that AYSO subdivision, and for all reports required to be filed with the AYSO National Office. This includes all documents concerning the administration, finances or other operations of the AYSO subdivision, all cash, and all bank accounts and every other form of asset in which funds were deposited with any person or entity, PLUS all of the following: goal posts, anchors, nets, referee corner flags, field lining equipment, paint and chalk, uniforms, balls, ball bags, computers, hard drives, notebooks, modems, monitors, printers, copiers, scanners, LCD projectors, overhead projectors, audiovisual equipment, shredders, telephones, cell phones, Blackberry and Bluetooth equipment, other PDA's, receivers, pagers, 2-way radio walkie talkies, cameras, memory cards, camcorders, tape recorders, televisions, radios, calculators, carts, wagons, storage facilities and containers, easels, charts, signs, posters, ink, toner, clipboards, binders, paper, all other types of equipment and supplies, and all other items of personal property. No resignation of an executive member will be accepted by the National Board of Directors, nor will the executive member be released from liability, unless (1) the AYSO National Office receives an accounting satisfactory to it for all such assets and reports and (2) such assets and reports have been transferred to the charge of those persons directed to receive them by the AYSO National Office.

4.3 Political Activities.

AYSO, being a nonprofit Organization, under Section 501(c)(3) of the Internal Revenue Code, is subject to certain limitations when it comes to involvement in election campaigns and initiatives related to public policy. Frequently there are local campaigns for political office or ballot initiatives that have a direct impact on AYSO Regions, and local leadership feels compelled to get involved in the best interests of the local AYSO organization(s). Nevertheless, executive members and representatives of Region, Area and Section Boards must proceed with caution so as not to jeopardize AYSO's non-profit status.

AYSO Regions, Areas or Sections, and individual members serving in their official AYSO capacity or otherwise communicating through official AYSO communications channels are absolutely prohibited from directly or indirectly participating in, or intervening in, any political campaign on behalf of (or in opposition to) any candidate for elective public office. Political intervention is defined as "any and all activities that favor or oppose one or more candidates for public office." The prohibition extends beyond candidate endorsements. It includes, "contributions to political campaign funds or public statements of position (verbal or written) made by or on behalf of an organization in favor of or in opposition to any candidate for public office."

AYSO entities and representatives may take positions on public policy issues (ballot initiatives, public park bond issues, etc.) including issues that divide candidates in an election for public office.



However, in communicating AYSO's position on any ballot initiative that might impact local soccer activities, Regions must avoid any issue advocacy that functions as political campaign intervention, as defined in the second paragraph above. Even if a statement does not expressly tell an audience to vote for or against a specific candidate, a Region or AYSO representative delivering the statement is at risk of violating the political campaign intervention prohibition if there is any message favoring or opposing a candidate. In such a case, statements from AYSO representatives should stick to the ballot initiative and what it means to AYSO. Do not make any reference to any candidate who might support the initiative or who might oppose it.

The law, and this policy statement, are not intended to restrict any individual citizen's right to free speech. However, AYSO members cannot make partisan comments in official AYSO publications or at official AYSO functions. AYSO leaders who speak or write in their individual capacity must clearly indicate that their comments are personal and not intended to represent the views of AYSO. Anything a member wishes to say or publish would have to be outside of a Regional meeting, game or other activity and cannot appear through a communication channel paid for or otherwise supported by AYSO. Any such speech or published material put forth as an individual must contain a disclaimer stating that the opinions expressed are of the individual and not those of AYSO.

Hence, no member of AYSO may in his capacity as an AYSO member or otherwise use any AYSO facility, including the bulk mailing permit or membership list (Regional or national), in an attempt to influence (for or against) a candidate's campaign for public office at any level, local or national. Nothing in this Policy Statement shall prohibit the dissemination of information regarding city or county governmental meetings, or the organization of other political action directly relating to the soccer program (such as hearings regarding field allocations, etc.). However, the use of Regional funds to promote or to defeat any candidate for government office would be a prohibited use of Regional resources. Failure to adhere to this policy may result in immediate expulsion of the member from AYSO.

4.4 Player Fees Assessed by Area Directors.

An Area Director may assess the Regions in his/her Area a per-player or other fee, in addition to the National registration fee, which is reasonably related to services or programs to be provided by the Area Director and the costs associated therewith and not covered by his Area budget funded by the National Office. Any such assessment on a Region may only be made with the approval of the Regional Commissioner of such Region, but the Area Director may deny access to a Region that declines to pay such assessment to the programs or services supported by such assessment. The Area Director shall be accountable to the Regions in his/her Area for the funds collected from the Regions in such Area and shall place such funds in a National Accounting Program (NAP) account, and quarterly reports of such account shall be furnished to each Region in such Area upon request.

4.5 Supply Contracts by Area and Section Directors.

Area and Section Directors may enter into supply contracts or other group purchasing arrangements for their respective Regions and Areas under the following conditions:

- (a) The Area or Section Director has the prior written approval of all Regions or Areas covered by the arrangement. No Region or Area may be forced to participate in any such arrangement. Without prior approval of the National Office, any such arrangement shall be on a non-exclusive basis only. Such arrangements may not exceed three years in duration.
- (b) Any benefit, directly or indirectly, from any such supply contract or other group purchasing arrangement shall be for the general benefit of the Area or Section, is fully disclosed in advance, and is agreed to by all the Regions or Area within the Area or Section.
- (c) All such supply contracts or other group purchasing arrangements which exceed one year in duration, shall be submitted to the National Office for review 30 days before being agreed to by the Area or Section Director.



This policy statement shall not limit Regions from entering into their own supply contracts (subject to AYSO conflict of interest policies).

4.6 Cessation of Rights and Privileges.

Any executive member who is a Regional Commissioner, Area Director or Section Director and remains in that position longer than the final date in the period of time for which she/he was appointed by the National Board of Directors (the "Final Date") shall cease enjoyment of all rights and privileges of the position at 12:00 midnight at the end of the Final Date, unless a fully completed application for re-appointment is received by the National Office prior to the Final Date. Despite a cessation of rights and privileges, each such executive member shall remain bound by the same fiduciary obligations that are summarized in Policy Statement Section 4.2 regarding a voluntary resignation, until the two events, numbered 1 and 2, described in the final sentence of Section 4.2 are satisfied.

Article Five: Standards of Conduct and Conflict of Interest

5.1 Purpose of Policy.

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/she does not take advantage of his/her position in AYSO for his/her own benefit or to the detriment of AYSO or others. AYSO Officials include all Regional Commissioners, Area Directors, Section Directors, Area and Section staff members, special executives, members of the national commissions, members of the National Board of Directors and the members of the National Office, as well as the husbands or wives or members of the immediate family of each of the above.

5.2 General 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 that are private in nature and which in no way conflict with or reflect upon AYSO will be respected. Although AYSO Officials have been carefully selected and are assumed to possess integrity and judgment, to avoid any misunderstanding, the following guidelines are issued with respect to proper conduct:

5.3 Conflict of Interest Policy

- (a) AYSO Officials must act always in the best interests of AYSO and avoid incurring any kind of financial interest or personal obligation that might affect their judgment in dealings on behalf of AYSO with firms or individuals. Each person must examine his/her own activities and those of his/her family to be sure that no condition exists that could create a self-dealing situation in respect of financial transactions of AYSO.
- (b) There are certain Areas with which each individual must be especially concerned. Areas giving rise to possible conflicts of interest include the following:
 - (i). Holding a material financial interest, directly or indirectly (as an owner, stockholder, partner, joint venture, 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, goal posts 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.
 - (ii). Accepting gifts or favors for himself or herself or for family members, or entertainment or other personal benefits in excess of \$100.00 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 would not permit the acceptance of the gift.

- (iii). 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. This includes, but is not limited to, those activities related to AYSO Standard Primary programs, secondary programs and special programs that interface with other youth soccer organizations and their programs and their local and national governing bodies.
- (c) Therefore, to avoid conflicts of interest or the appearance of conflicts of interest, it is the policy of AYSO that:
- (i). Each executive member shall disclose in the executive member application or in the candidate statement the existence of any relationship by which the executive member might benefit, directly or indirectly by immediate family relationship, through ownership (including ownership of corporate shares exceeding 5% of a publicly traded company or 20% of a privately traded company) or employment of or with any vendor, supplier, contractor, service provider or sponsor of goods or services to AYSO or its members or participants. Such relationship shall be disclosed before the time for appointment or election.
 - (ii). Each executive member shall disclose the existence of any relationship by which the executive member might compete directly or indirectly with any program offered by AYSO directly or through contractors. Such relationship shall be disclosed before the time for appointment or election.
 - (iii). In the case of any relationship described in paragraphs (i) and (ii) above, the executive member shall, upon appointment or election, immediately terminate such relationship unless the relationship is authorized by the express written consent of the National Board of Directors or its designee. The executive member affected shall refrain from participating in or seeking to influence any discussion, debate or vote concerning whether to allow such relationship to continue. The National Board of Directors may revoke with or without cause consent once given at any time.
 - (iv). No executive member, after appointment or election, may enter into any relationship described in paragraphs (i) or (ii) except with the express written prior consent of the National Board of Directors or its designee. The executive member affected shall refrain from participating in or seeking to influence any discussion, debate or vote concerning whether to allow such relationship to be created. The National Board of Directors may revoke with or without cause consent once given at any time.
 - (v). No executive member who is permitted to continue in or to embark upon a relationship described in paragraph (i) may participate in any discussion, debate or vote concerning the relationship, the vendor, supplier, contractor, service provider or sponsor with whom the relationship exists. No executive member who is permitted to continue in or to embark upon a relationship described in paragraph (ii) may participate in any discussion, debate or vote concerning the relationship or the programs with which the executive member competes and no such executive member shall obtain or seek to obtain information from AYSO beneficial to the promotion of such competing program.
 - (vi). Any executive member who violates this policy is subject to immediate termination of executive membership status by the National Board of Directors, regardless of whether the executive member is appointed or elected. In the case of a member of the



National Board of Directors, removal process shall comply with Section 4.18 of the National Bylaws.

5.4 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, your attention is called to the following special Areas:

- (a) Each AYSO Official must avoid improper acts and the violation of any governmental law or regulation in the course of performing his/her duties or employment.
- (b) No AYSO funds, property or resources may be used to carry on propaganda or otherwise attempt to influence legislation or support any political candidate or party. An AYSO Official's political activity must, therefore, be consistent with the direction provided in National Policy Statement 4.3 above.
- (c) No AYSO Official, in the course of his/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.

Article Six: Standard Regional Guidelines ---

6.1 Adoption of Standard Regional Guidelines.

If a Region does not have in force Regional guidelines approved by the Area Director and the Section Director and on file in the National Office, the Standard Regional Guidelines shall apply. Regions are strongly encouraged to adopt Regional guidelines substantially in the form of the Standard Regional Guidelines.

Article Seven: Dispute Resolution ---

7.1 Adoption of Dispute Resolution/Discipline Procedures.

Each Region, Area and Section shall adopt dispute resolution and discipline review procedures, consistent with those recommended in Article 9 of the Standard Regional Guidelines, applicable to disputes that may arise within the Region, Area or Section.

7.2 Dispute Resolution/Discipline Where More Than One Region, Area or Section Is Involved.

The Area Director shall have responsibility and authority to resolve disputes and conduct discipline review proceedings involving matters between or among participants from two or more Regions within the Area, and any review of such action(s) shall be heard by the Section Director or disinterested hearing panel he or she may appoint. The Section Director shall have responsibility and authority to resolve disputes and conduct discipline review proceedings involving matters between or among participants from Regions from two or more Areas within the Section, and any review of such action(s) shall be conducted by a disinterested panel the National President may appoint. The National President shall have responsibility and authority to resolve disputes and conduct discipline review proceedings involving matters between or among participants from Regions from two or more



Sections, and any review of such action(s) shall be conducted by the National Board of Directors or a disinterested panel the National Board of Directors may appoint.

7.3 Cooperation with Dispute Resolution/Discipline Review Proceedings and Decisions.

Each Regional Commissioner, Area Director and Section Director shall take all reasonable steps necessary to make sure that anyone with any supervisory authority over any incident requiring dispute resolution or discipline subject to Policy Statement 7.2 will immediately inform the appropriate Area Director, Section Director and the National Office of such incident, fill out an appropriate Serious Incident Report, Misconduct Report or other similar report, promptly forward the report to the executive member with responsibility and authority to conduct the discipline review proceeding and to the National Office, and otherwise cooperate with such proceeding.

Each Regional Commissioner, Area Director and Section Director shall be responsible for carrying out and implementing the final dispute resolution and discipline decisions of any review panel properly constituted within these Policy Statements.

Article Eight: Organization Operations ---

8.1 Change Implementation:

To assure an orderly process for the development of new and amended Bylaws, rules and regulations, programs, policy statements, procedures and guidelines, all such additions and changes approved by the National Board of Directors or the executive members prior to June 1 will go into effect on August 1 of the year following approval unless earlier implementation is specified in the approval. Any such change or addition approved between June 1 and December 31 in a given year will go into effect on August 1 of the second year following approval unless an earlier implementation is specified in the approval.

8.2 Expenses of Candidates for Director.

To help ensure free and open elections for the position of Director, as defined in Section 4.02(b) of the AYSO National Bylaws, a non-incumbent candidate for the office of Director who is not an executive member and who is nominated pursuant to Bylaw 4.04(a) or 4.04(b), will be reimbursed from the National Budget for those reasonable expenses incurred to attend the NAGM where the individual is a candidate for election. Reimbursement will be limited to the first five (5) such candidates in any one year, based on the date on which their application is received at the National Office. Details regarding this reimbursement policy can be obtained from the office of the Chief Financial Officer at the National Office.



4. AYSO Standard Regional Guidelines

Article One: Purpose

These Standard Regional Guidelines have been adopted by the American Youth Soccer Organization (AYSO) pursuant to the authority granted in AYSO National Bylaw Section 1.03 (a) (6) to provide guidance to the Region in its organization and operation.

Under AYSO National Bylaw Section 1.04 (I) and National Policy Statement 6.1, the Region has the responsibility to operate in accordance with these Standard Regional Guidelines unless the Region has adopted separate Regional guidelines approved by the Region's Area Director and Section Director.

These Standard Regional Guidelines are subject to AYSO's Articles of Incorporation, National Bylaws, National Policy Statements, *National Rules & Regulations*, Section Rules and Regulations, and Area guidelines (AYSO's "operating regulations"). All operating regulations are available on-line at <http://www.ayso.org>, and copies of these documents will be made available by the Region upon request and are hereby incorporated by reference as a part of these Standard Regional Guidelines. These Standard Regional Guidelines are meant to enhance and to conform with the operating regulations. To the extent that there may be any contradiction or conflict among these documents, the operating regulations shall prevail.

These guidelines, or such other guidelines as the Region may adopt, must be made available upon request to the members of the Region pursuant to AYSO Bylaw 1.04 (I).

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 Region's 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 between 4 and 18 years of age 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: Duties and Responsibilities of the Region

The duties and responsibilities of the Region shall be, to the extent permitted by its size and available resources:

1. To operate and offer a quality youth soccer program to all youth from 4 through 18 years of age in a safe, fun, fair, positive environment that complies in letter and spirit with the Bylaws, policies, rules, regulations, and philosophies of AYSO;
2. To maintain good community relations and become involved in youth development and other community activities;
3. To register in the AYSO online registration system or with the National Office all participating players, coaches, referees, administrators, and other volunteers prior to the commencement of the membership year or, if registered during the membership year, within 30 days following such registration;
4. To assign players and coaches to assure proper balance of teams within each age division within the Region or within a reasonable part thereof;
5. To obtain and maintain safe playing facilities;
6. To obtain and be accountable for uniforms, balls, goals and other equipment and to use such equipment in a safe manner;
7. To schedule practices and games;
8. To recruit and assign volunteers including coaches and referees, and train them through clinics and audio/visual programs;
9. To disseminate information to the participants, their families and the community concerning the Region and its programs;
10. To recognize volunteer efforts;
11. To hold periodic meetings of the Regional Board and disseminate to the participants, their families and the community appropriate information concerning the operation of the Region by the Board;
12. To comply with AYSO policies and procedures relating to financial matters; including:
 - a. to publish for the Region and for the files at the National Office, and make available to the participants and their families at least annually, financial statements of the Region and guidelines for the operation of the Region approved by the Area Director and Section Director, or in the absence of such guidelines, operate the Region in accordance with the Standard Regional Guidelines as are in effect from time to time;
 - b. to collect and disburse fees and other monies ensuring the sound financial organization and operation of the Region, to keep and submit to the National Office as required, accurate financial records to insure continuation of the tax exempt status of AYSO;
 - c. to participate in the National Accounting Program; and,
 - d. to pay the National Office the national player fee and all amounts due with respect to the Region's purchases from the National Office within the payment guidelines established by the national treasurer.



13. To elect or appoint, at a minimum, a Regional Commissioner, Treasurer, Risk Manager/Safety director, Coach Administrator, Referee Administrator, Registrar and Child and Volunteer Protection Advocate;
14. To comply with the Soccer Accident Insurance (SAI) plan and to submit insurance claims according to current procedures;
15. To notify the National Office immediately of any potential or actual financial irregularities or losses or any threatened or actual claim or lawsuit against the Region, its participants, or AYSO;
16. To implement AYSO's national programs available to the Region at least once a season;
17. To cooperate with neighboring Regions, and Area, Section and development personnel, to promote growth, development and cooperation throughout AYSO;
18. To participate in Area, Section and national events and programs; and
19. To cooperate in policies and procedures developed by the Board or the National Office with respect to requiring each coach, referee, and other designated volunteers to complete a volunteer form, and with respect to verifying the information obtained, before permitting the coach, referee or such volunteer to participate.

Article Four: Membership in the Region

1. There shall be three kinds of members in the Region:
 - (a) **EXECUTIVE MEMBERS:** If the Region is a Charter Region, or at such time as the AYSO National Board of Directors approves the Region's conversion from Pilot to Charter status, the duly nominated and approved Regional Commissioner shall be the Region's executive member as long as the individual holds that position. Pursuant to AYSO National Bylaws Section 3.03, the Regional Commissioner may not hold more than one position within the AYSO Organization which is an executive membership position and such memberships shall not be transferable.
 - (b) **PARTICIPATING MEMBERS:**
 - 1) All youth who exhibit a sincere interest in soccer and who have become registered as a participating player pursuant to the Rules & Regulations of the Organization.
 - 2) All Region volunteers, other than executive members, who become registered with the Organization, including all Regional administrators, coaches, and referees.
 - (c) **HONORARY MEMBERS:** those other persons to whom the Regional Board grants membership to recognize a contribution of value to the Region or to express its gratitude.
2. No one will be considered a participating member or a playing member unless and until an application is submitted to the Region using the appropriate forms prescribed by AYSO and the application is accepted and entered into the AYSO business system by the Region.
3. The names, addresses and telephone number of all members of the Region, as well as the information contained in the AYSO 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.



Article Five: Management of the Region

1. REGIONAL COMMISSIONER

The Regional Commissioner, with the support and assistance of the Regional Board, shall conduct the business and affairs of the Region.

- (a) The Regional Commissioner shall serve a term of three years, subject to the terms of approval set forth by the National Board of Directors (see paragraph 6). The Regional Commissioner may serve multiple terms so long as he or she is nominated and appointed as indicated below.
- (b) It is the general policy of the Region that the Regional Commissioner will have normally served at least one year on the Regional Board before serving as Regional Commissioner.
- (c) It is the general policy of the Region that the Regional Commissioner not serve as a coach or assistant coach, nor hold any other board or staff position in the Region, except with the approval of the Regional Board. Where the Regional Commissioner or other board member also serves in another volunteer capacity, the Regional Board shall, at a minimum, adopt special procedures to insure that decisions affecting the Regional Commissioner acting in such other capacity are made by other, disinterested board members.
- (d) The Regional Commissioner shall act in all other ways to avoid the appearance of a conflict of interest.
- (e) The Regional Commissioner may be suspended by the Area Director or the Section Director and suspended or removed by the National Board of Directors in accordance with Sections 3.07 and 7.03 of the National Bylaws.

2. REGIONAL BOARD

Upon the creation of the Region the Regional Commissioner shall appoint the initial Regional Board to serve until the next scheduled board meeting, at which time nominations and voting for board positions will take place.

- (a) The Regional Board shall be comprised as described in Article Six.
- (b) Regional Board members shall serve a one year term or until the next annual meeting.
- (c) Any board member (except the Regional Commissioner) may be removed in accordance with Article Nine, paragraph 4, of these guidelines.

3. 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.

4. VOTING; VETO POWERS

Unless otherwise specifically provided by these guidelines, all decisions of the Regional Board shall be made by a majority decision of the board members voting on any such matter; provided, however, that the Regional Commissioner may veto any such decision if the effect of such decision would be to violate any of the national operating regulations.

- (a) Such veto may be reviewed by the Area Director (the "AD") on request by a 1/3 vote of the board members voting on such matter.
- (b) By a 2/3 vote of the entire Regional Board, any other issue may be put to the participating members of the Region, subject to fair and reasonable voting procedures to be adopted by the Regional Board.

5. REGIONAL BOARD NOMINATION PROCEDURES

- (a) At least one month prior to the annual meeting, the Regional Commissioner shall appoint a nominating commission of not less than three in number consisting of board members and a reasonable number of persons who are not members of the board.
- (b) The nominating commission shall publicize to the participating members of the Region the Regional Board positions to be voted upon, recruit candidates and accept the names of candidates from other participating members of the Region.
- (c) Regional Board members need not be parents of players in the Region.
- (d) At the annual meeting, the nominating commission shall present to the outgoing board a slate of candidates it deems worthy of consideration. By majority vote of the outgoing board members present and voting, the final list of board nominees shall be presented to the Regional Commissioner for appointment.
- (e) The Regional Commissioner may choose not to appoint an individual to a board position, even though recommended and approved, if the Regional Commissioner deems there is sufficient reason not to make the appointment. In such case, the Regional Commissioner shall ask the nominating commission to recommend additional candidates for approval and appointment. This inclusive and democratic process should be followed any time there are board positions to be filled, with the only exception being the appointment of the inaugural Regional Board (see paragraph 2 of this Article Five.).
- (f) An emergent or unplanned vacancy on the Regional Board before the expiration of the term, except that of Regional Commissioner, may be filled by an interim candidate nominated by a majority vote of the then remaining board members..
- (g) The person filling such vacancy shall serve until the next annual meeting and until his/her successor has been duly appointed.

6. REGIONAL COMMISSIONER REAPPOINTMENT/ REPLACEMENT

At least three months, and preferably six months, before the expiration of the Regional Commissioner's term, or whenever there is a vacancy in the Regional Commissioner position due to death, resignation or removal, the Regional Board shall constitute a nominating commission.

- (a) Such nominating commission may be the same nominating commission appointed pursuant to the preceding paragraph.
- (b) The nominating commission shall submit its recommendations of one or more candidates for the position of Regional Commissioner to the Regional Board. The Regional Board shall, by a majority vote, nominate a Regional Commissioner and forward such nomination to the Region's Area Director as directed by National Bylaw Section 7.03.
- (c) In the absence of a Regional Board, or in the absence of a nomination by a majority of the Regional Board, the Regional Commissioner will be nominated by the Region's Area Director. A nominee for Regional Commissioner is subject to approval of the Area Director, Section Director and National Board of Directors and is effective only upon approval of the National Board of Directors. The National Board of Directors has full discretion to approve or disapprove a nominee for a term of three years or for a shorter period as it sees fit.
- (d) In the event of a vacancy in the position of Regional Commissioner other than at the expiration of the regular term, the Regional Board, including (if available) the outgoing Regional Commissioner, shall recommend an interim Regional Commissioner and submit such recommendation to the Area Director. The interim successor shall remain in office until the completion of the election procedures described in this paragraph.

7. VOLUNTARY SERVICE

No board member or any other participant in the Region shall receive monetary or other compensation for his/her services to the Region, nor may he/she use his/her position to benefit him/her directly or indirectly in any other way, such as a supplier of equipment or camp programs to the Region. Nothing in this paragraph prohibits any Regional Board or staff member, or Regional volunteer, from being reimbursed for his or her out-of-pocket expenses incurred for work on behalf of the Region with the approval of the Regional Board.

Article Six: Officers ---

1. The Regional Board shall, at a minimum, consist of the Regional Commissioner, the Regional Treasurer, the Regional Risk Management/Safety Director, the Regional Coach Administrator, the Regional Referee Administrator, the Registrar and the Regional Child and Volunteer Protection Advocate.
 - (a) The Regional Board may create, designate, appoint, or elect such other voting board, or non-voting staff, positions including one or more Assistant Regional Commissioners, a Regional Secretary, a Regional Coach Trainer, a Regional Director of Referee Instruction, a Regional Director of Referee Assessment, Age Division Coordinators, a Director of Playing Fields, a Team Parent Coordinator, a Director of Public Relations, a Statistician/Scheduler, a Director of Purchasing, a Director of Volunteer Recruitment and Development, a Regional Auditor, and such other positions as the Regional Board may from time to time deem desirable.
 - (b) In addition, there may be such members-at-large as the board shall create.
 - (c) All members of a Regional Board understand and agree that they are fiduciaries of and owe a duty of loyalty to AYSO, and agree to be bound by its Bylaws, Policies, *Rules & Regulations*.



2. Position descriptions for all positions may be found and downloaded from the AYSO Website, at <http://www.ayso.org>, or may be obtained by calling the Supply Center to order the complete list. For specific position description requests, please call the Safe Haven Office at the National Office. Every volunteer should have a copy of their position description, and current copies should be kept in the Region for succession planning purposes.
3. A brief and general overview of the duties and responsibilities of the seven mandatory board positions follows.
 - **Regional Commissioner:**
The AYSO volunteer position of Regional Commissioner is intended to have the responsibility and the authority to manage the day-to-day business of the Region, within the framework of the AYSO operating regulations.
 - **Regional Treasurer:**
The AYSO volunteer position of Regional Treasurer is intended to 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.
 - **Regional Risk Management/Safety Director:**
The AYSO volunteer position of Regional Risk Management/Safety Director is intended to be responsible for all aspects of the Region's safety and oversee the equipment, nets, fields, and clean-up for fields of the Region.
 - **Regional Coach Administrator:**
The AYSO volunteer position of Regional Coach Administrator is intended to administer a quality coaching program within the Region.
 - **Regional Referee Administrator:**
The AYSO volunteer position of Regional Referee Administrator is intended to implement, monitor, and maintain the AYSO National Referee Program including program delivery, staff development, communication, and coordination at the Regional level.
 - **Regional Registrar:**
The AYSO volunteer position of Regional Registrar is responsible for planning and implementation of the annual registration of all players and, if CVPA trained and certified, of volunteers.
 - **Regional Child and Volunteer Protection Advocate (CVPA):**
The AYSO volunteer position of Regional Child and Volunteer Protection Advocate is responsible for planning and implementation of the annual registration of all volunteers and to oversee the child and volunteer protection program in the Region in accordance with the AYSO Safe Haven program.

Article Seven: Information about the Program

1. Team Assignments
 - (a) Teams shall be formed as set forth in the *National Rules & Regulations*, Articles II and III.
 - (b) Team assignments of players shall be made by those persons delegated such task by the Regional Board.

- (c) Retention of players on any team shall be limited to the head coach's child(ren). Otherwise there shall be no automatic retention of players on any specific team or with any specific coach from the previous season.
- (d) Every attempt shall be made to balance the skill level of teams within each division.
- (e) Once teams are formed, no transfer of any player from one team to another may be made without the approval of the coaches of both teams involved, the age division coordinator (if any), the Regional Commissioner and the parent or guardian of the player, unless the player is 18 years of age at the time.
- (f) In the case where teams are involved in inter-Regional play, no transfer of any player from one team to another after such teams are formed may be made without the additional approval of the Area Director and, if affecting Section play, the Section Director.

2. Registration Fees; Refunds

- (a) The registration fee for each player participant shall be fixed annually by the Regional Board. The fee for the current year is set forth in Appendix D to these guidelines.
- (b) The Regional Board may by specific grant or scholarship, or by Regional policy, waive such registration in whole or in part with respect to any participant if such fee would create a hardship for such participant or his or her family.
- (c) Any player who withdraws from the program shall be entitled to a refund of such registration fee. In exceptional circumstances, the cost of the uniform (if it cannot be reused) or other specific non-recoverable costs may be deducted from the refund.

3. Eligibility

All boys and girls, between the ages of 4 and 18, based on their age as of July 31 of the year in which the membership year begins, shall be eligible to register for the program, subject to field availability, volunteer support, AYSO operating regulations, and such rules as may be issued by the Regional Board. It is the duty of the Region to assure that only eligible players are permitted to register and play.

4. Length of Season and Cancellation of Games

- (a) The length of any playing season during the year shall be of such duration as determined by the Regional Board, and as set forth in the Regional calendar attached to these guidelines.
- (b) Inclement weather or poor field conditions may necessitate from time to time the postponing or canceling of games. Any such postponement or cancellation will be made at the discretion of the Regional Commissioner or the Regional safety director as early as practical before game time.
- (c) Once the game begins, only the referee in charge of the particular soccer field may suspend or cancel the game, except that the Regional Commissioner or designate may suspend or cancel games due to inclement weather or other conditions that may warrant such action.

5. Attendance; Participation

- (a) Every player shall be entitled to play at least half of every game. Moreover, it is the policy of the Region to encourage each coach to (i) play each player at least three quarters of every game, whenever possible, and (ii) to allow different players to start the first quarter of each game.



- (b) Each player is strongly urged to attend every team practice. Any player who misses' practices regularly may have his/her playing time limited to one-half (but not less than one-half) of a game.

6. Protests

- (a) No protest of games shall be permitted.
- (b) However, coaches are encouraged to file with the Regional Referee Administrator a written report within 48 hours after a game of any misapplication by a game referee of the *Laws of the Game* or rules and regulations. This procedure shall not be used as a means of complaining about or criticizing any judgment call of a referee or assistant referee.
- (c) If, after investigation by the Regional Referee Administrator, it is found that a law, rule, or regulation was misapplied, such referee shall be so informed in order to ensure that no further misapplication occurs.

7. Conduct during Games:

The highest standards of conduct and good sportsmanship must be maintained at all times by players, coaches, referees, spectators and all other participants.

- (a) Offensive, insulting or abusive language is forbidden.
- (b) The use of alcohol, tobacco products, or illegal drugs in the vicinity of the playing field during practices or games is strictly forbidden.
- (c) All participants must wear the official uniforms, as described in paragraph 12 of this Article Seven, for all games and dress in them in a neat, clean manner.
- (d) The use of shin guards is required at all practices and games.
- (e) Coaches are expected to be positive role models and set the best possible example for the participants. Excessive coaching from the sidelines shall not be permitted, and the function of the coach is to provide positive instruction and encouragement to the players. The coach may enter the field of play only with the consent of the referee and may coach only within 10 yards in each direction from the half-way line of the field (in no event in either of the penalty Areas or from behind the goals).
- (f) Spectators at games must remain behind the spectator control line (three yards from the sideline) and between the penalty Areas and their vocal efforts should be limited to positive compliments to the participants. Spectators are expected at all times to act positively around players and to demonstrate respect for opponents, officials, and all other volunteers. Under no circumstances should they attempt to coach or address remarks derogatory to players, coaches or the referee.
- (g) At the end of the game, the players on each team shall line up and shake hands with the players of the opposing team and thank the referee and assistant referees.
- (h) Discipline shall be up to the referee at each game. The referee shall have the power and authority to caution and send off players and warn and expel coaches (as well as spectators, in the case of outside interference) from the playing Area, or terminate the match if necessary, if their conduct violates the Laws of the Game, these guidelines or otherwise interferes with the course of play. No appeal of disciplinary action taken by a referee shall be allowed.



- (i) A player who is sent off for violation of the Laws of the Game shall be suspended for the duration of that game and shall not participate in the team's next scheduled game. A player who is cautioned or sent off may be subject to additional disciplinary action (e.g., parent conferences, additional game suspensions, expulsion) at the discretion of the Regional Board upon thorough review of the incident following the procedures outlined in Article 9 (Dispute Resolution). A coach, assistant coach or spectator who is warned or expelled from the field may also be subject to similar or additional disciplinary action at the discretion of the Regional Board upon thorough review of the incident following the procedures outlined in Article 9 (Dispute Resolution).

8. Refreshments at Games

It shall be the responsibility of each team to supply its own refreshments. It is suggested that the best kind of refreshment is cool water.

It is the responsibility of the coach and team parent participants to assure the absence of any drug, stimulant or other harmful substances in any refreshment given to any player.

9. Parental Participation

- (a) As AYSO is an "all-volunteer" organization, each parent or guardian who has a player in the Region shall be strongly encouraged to volunteer his or her valuable time and services in some way.
- (b) The Region shall not reduce or eliminate the player fee based upon voluntary work done by a participant's parents or guardians and shall not charge an additional fee to those parents of players who do not volunteer their services or who do not donate funds to the program.
- (c) No fee distinction shall be made based upon parental or player participation in Regional fundraising activities.
- (d) The Region may not condition the registration of a player based upon any requirement of volunteer participation by a parent or guardian.

10. Facilities

- (a) It shall be the responsibility of both teams for the first game each day to set up the goalposts and nets and both teams for the last game of each day to take down the goalposts and nets.
- (b) Each field shall be lined under the direction of the Regional Commissioner and/or the director of playing fields, and each group of fields shall be provided with a first aid kit.
- (c) No trash should be left at the facility except in designated containers. Parking shall be limited to those Areas designated at the fields.

11. Sponsors:

The Region encourages local businesses and individuals to support its program. Suitable recognition shall be given to them. Contributions are strongly encouraged to be made to the Region rather than to a particular team. All such contributions are considered charitable contributions and are deductible for U.S. tax purposes, subject to the applicable limitations in the Internal Revenue Code. It is the responsibility of any sponsor to comply with the Internal Revenue Code and AYSO will give no opinion on whether a particular donation is or is not deductible.



12. Equipment

- (a) The Region shall make arrangements to supply each player with a shirt with the original AYSO logo properly affixed thereto and, if possible, a pair of socks, and shorts.
- (b) Each player is expected to provide his/her own appropriate footwear and shin guards. No player may participate in a game without such shirt, socks, shorts, appropriate footwear and shin guards.
- (c) Players may not wear jewelry of any kind (including chains, watches, body jewelry and earrings), bandanas or other ornamentation or anything else that may, in the opinion of the referee, create an increased risk of injury to himself or herself or to other players during the game.
- (d) Medical information bracelets should not be removed, but can be covered with a soft wrist band or temporarily modified to fit more snugly.
- (e) Prescription eyeglasses may be worn, but must remain firmly on the wearer's head. A restraining strap may be worn. Non-prescription eyeglasses and sunglasses are not permitted to be worn by a player during a game.
- (f) Hard casts (including padded casts), splints, helmets and hard padding are not permitted to be worn by a player during any game or practice.

Article Eight: Financial Banking and Related Matters

1. Budget; Financial Statement

- (a) The Regional Board shall adopt an annual budget which provides the basis for setting player registration fees.
- (b) At the end of each season, the Regional Board shall cause to be prepared a statement of income received and amounts expended in connection with the program. Such statement shall be made available for review by the parent or guardian of each player and a copy shall be made available upon reasonable request.
- (c) This year's budget and last year's Statement of Income and Expenses are attached hereto as Appendices.

2. Account Signatories

- (a) All checks drawn on any bank account maintained by the Region shall bear two signatures, one of which must either be the Regional treasurer's or the Regional Commissioner's.
- (b) Additional signatories must be authorized by Regional Board action.
- (c) Two signatories from the same household shall not be allowed.
- (d) There must be at least three signatories on all Regional bank accounts.

3. Transfer of Funds

- (a) All funds received by the Region, whether from fees, gifts or otherwise, must be deposited into the Region's checking account,
- (b) All expenses and disbursements must be paid out of the Region's checking account.

- (c) All funds transferred in or out of the Region's savings account must be transferred from or to the Region's checking account.
- (d) No Regional expenses or reimbursements are to be paid from monies collected which have not first been deposited into, and accounted for within, the Regional checking account.

4. Cash Handling Procedures:

The Regional treasurer in cooperation with other Regional Board and staff members shall establish internal control procedures to safeguard against the misuse or loss of Regional assets, especially in regard to cash receipts and cash disbursements. Such internal control procedures shall include the following:

- (a) Funds withdrawn for "cash box change" must be deposited back into the Regional bank account on the same day, or the first banking day thereafter.
- (b) All registration fees collected in cash and checks must be reconciled to the bank deposit slip and the AYSO registration forms.
- (c) Arrangements should be made to have the cash received deposited into the Regional bank account on the same day such cash is received, or the first banking day thereafter.
- (d) When handling a significant amount of cash monies, at least two Regional volunteers should be present.

5. Receipt Procedures:

The Regional Treasurer in cooperation with other Regional Board and staff members shall establish internal control procedures to safeguard against the misuse or loss of Regional assets, especially in regard to receipts for monies received. Such internal control procedures shall include the following:

- (a) A cash receipt book must be used to record all payments received on behalf of the Region in cash. The original cash receipt for each transaction must be given to the payer, and the copy kept in the cash receipt book. All cash receipts must be signed or initialed by the volunteer completing the cash receipt form.
- (b) The cash receipt book must be reconciled to the bank deposit slip.
- (c) A volunteer accepting payment for registration fees should note upon an available portion of the player registration form: (i) the amount of the payment received; (ii) whether such payment was made in cash or by check; (iii) the check number (if paid by check); (iv) the date such payment was received if different from the date of the parent or guardian's signature on the player registration form; (v) the names of any other family member players for whom the payment was received; and (vi) the initials of the volunteer receiving such payment.

6. Immediate Accounting to Regional Treasurer:

The Regional Treasurer in cooperation with other Regional Board and staff members shall establish internal control procedures to safeguard against the misuse or loss of Regional assets, especially in regard to the immediate accounting to the Regional Treasurer for monies received, checks written upon the Regional bank account, invoices received for accounts payable by the Region, and requests for reimbursement to Regional volunteers for out-of-pocket expenses incurred on behalf of the Region. Such internal control procedures shall include the following:

- (a) No one should sign a Regional check in blank or which contains any item to be filled in later.



- (b) No one should sign a Regional check without verifying the expense by examining the invoice or request for reimbursement.
- (c) Regional debit and/or credit card accounts are expressly forbidden. Members may make authorized purchases using a personal credit card and submit receipts for reimbursement to the Region.
- (d) No requests for reimbursement to Regional volunteers shall be honored without a written request signed by such volunteer, itemizing the out-of-pocket expenses incurred, and with supporting receipts or other documentation attached.
- (e) All bills and invoices received for payment by the Region must be forwarded to the Regional treasurer for payment, if not already paid, within five (5) days of the receipt.
- (f) The Regional Treasurer must be notified of any checks written on the Regional bank account without his or her knowledge within 48 hours of the issuance or delivery of such check for payment of any Regional expense.
- (g) All bank withdrawal transactions and Regional checks shall be noted with the appropriate National Accounting Program (NAP) code denoting the purpose for such transaction

7. Immediate Deposit Procedures

The Regional Treasurer in cooperation with other Regional Board and staff members shall establish internal control procedures to safeguard against the misuse or loss of Regional assets, especially in regard to the immediate deposit of monies received. Such internal control procedures shall include the following:

- (a) All fees collected on behalf of the Region for registration, sponsorships, fundraising, and donations or for any other purposes shall be deposited immediately after being reconciled with the appropriate cash receipt book, registration form, and/or bank deposit slips.
- (b) Under no circumstances may any person accept on behalf of the Region any post-dated check or agree to hold any check for deposit on a later day.

8. Monthly Bank Reconciliations

- (a) All Region accounts shall be reconciled by the Regional Treasurer, and verified by another board member who is not authorized to sign on the accounts.
- (b) The reconciled statement(s) and copy of bank statement must be presented to each board member at their regularly scheduled meeting.

9. Credit/Debit Card Transactions

If credit/debit cards are accepted for payment of registration fees, all required accounting shall be performed and submitted on the first banking day after each credit/debit card transaction.

10. Audits

It is strongly recommended that each Region have a Regional Auditor. Additionally, the Region at all times shall cooperate with, and respond to, inquiries by the Area Auditor and Section Auditor.



Article 9: Dispute Resolution

1. General Policy

- (a) It is the policy of the Region to resolve all disputes involving persons involved in the Region in an amicable way, if possible. Compromise should be emphasized whenever possible, and personality conflicts should be avoided.
- (b) If disciplinary action is found to be necessary, it is the Region's policy to take only the minimum action necessary. All means available should be taken to avoid legal action.
- (c) It is the policy of the Region to avoid punishing the players for the conduct of the parents except when there is no other solution (e.g., where a parent cannot or will not cease his or her disruptive behavior).
- (d) It is the policy of the Region to avoid wiping out years of good memories of AYSO and good service to AYSO, and that suspension or removal procedures are to be used only as a last resort. Voluntary resignation is preferable to a suspension or removal procedure.
- (e) It is the policy of the Region to avoid publicizing the results of suspension or removal proceedings beyond those persons who need to know these results and to respect the privacy of the individuals involved. However, the Regional Commissioner or designee should notify the Area Director, the Section Director, the National Office or members of the AYSO Legal Commission of any pending proceedings pursuant to the operating regulations, and must comply with all applicable regulations and laws requiring suspension for abuse and similar events.

2. General Due Process Procedures

- (a) Disputes involving day-to-day activities of the Region should first be addressed and resolved, if possible, by the appropriate board member in charge of the activity and/or then by the Regional Commissioner, if necessary. For example, disputes arising out of game conduct should first be addressed and resolved, if possible, by the Regional Referee Administrator and/or then by the Regional Commissioner or a disinterested disciplinary review panel appointed by the Regional Commissioner, if necessary.
- (b) If it is determined that a Participating Member or Playing Member of the Region (including the parent, guardian or other family member of a Playing Member) needs to be disciplined, or that his or her participation in the Region should be limited or terminated, by way of suspension or removal, then the Regional Commissioner or designee shall give notice to such person of such action or proposed action, initially by telephone, FAX, in writing via email or in person.
- (c) Notice should always be followed by a written confirmation of the initial communication, delivered via a method which provides proof of mailing and/or delivery, not necessarily proof of receipt or signature by the non-executive member. The U.S. Postal Service "Delivery Confirmation Receipt", any Overnight/Next-Day delivery confirmation, or "In-Person" delivery by at least two volunteers will suffice.

The written confirmation shall specify the action to be taken and the reasons therefore. Such notice shall further notify such person that he or she, upon request, will be given a reasonable opportunity to explain why such action should not be taken. Such opportunity to respond may be in person, by telephone or in writing.

- (d) The Regional Commissioner may decide to conduct the review alone. If the Regional Commissioner was a witness to the incident or is otherwise involved in the matter, a neutral designee should be appointed to conduct the review. After such opportunity to respond has



been given, the Regional Commissioner shall make a final determination and announce it in writing to the persons concerned.

- (e) Alternatively, the Regional Commissioner may choose to appoint a disinterested panel of neutral persons to review the matter. If a disciplinary review panel is appointed, the person appointed to chair that panel shall provide a written recommendation to the Regional Commissioner based upon a review of the information presented to the panel, after which the Regional Commissioner shall make a final determination and announce it in writing to the persons concerned.

3. Immediate Suspension

- (a) If the gravity of the incident or preliminary information collected about the matter presents imminent danger to participants or the program, the Regional Commissioner may immediately suspend the person(s) involved.
- (b) In such a case of immediate suspension, notice must be provided to the person(s) being suspended and a disciplinary review provided, if requested, according to the procedures described in Paragraph Two of this Article Nine above. However, a suspension may be imposed before a disciplinary review is conducted. A suspension is considered to be temporary in nature, and any such suspension may be removed or set aside by the Regional Commissioner should all the facts remove the original cause for concern.

4. Removal

- (a) The Regional Commissioner may remove a Participating Member or Playing Member of the Region (including the parent, guardian or other family member of a Playing Member) (whether or not suspended) from further involvement in the program.
- (b) Such removal may only be made upon prior notice and, if requested, after a disciplinary review proceeding described in Paragraph Two of this Article Nine above has been conducted.
- (c) Such removal is only permitted when there is found to be (i) a violation of the National Bylaws or of the rules, regulations, policies or philosophies of AYSO or (ii) conduct which disrupts the Region's or AYSO's activities or programs.

5. Disciplinary Review Procedures

- (a) Disciplinary review proceedings under these guidelines are intended to provide due process to the person whose conduct is the subject of the review proceeding.
- (b) If a disciplinary review panel is appointed, it should be comprised of an odd number so as to avoid ties during deliberations.
- (c) Any disciplinary review proceeding shall be held at a neutral location.
- (d) The procedures shall be communicated to all parties prior to the commencement of such a review proceeding.
- (e) All interested parties are to be informed of the date, time, and location of the proceeding.
- (f) The person whose conduct will be subject to review at that proceeding is responsible for notifying any individuals who that person may want to speak at that proceeding.
- (g) If a disciplinary review panel is convened, neither the Regional Commissioner nor a person who has a direct interest in the outcome of the matter shall participate as a decision maker in any stage of the review proceeding.

- (h) A person has a direct interest in the outcome of the matter if that person's conduct is in any way called into question by the events, or if that person is a witness to the events, has a familial relationship with any person involved in the matter, has a financial interest in the outcome, or whose judgment, for any reason, cannot be unbiased and neutral.
- (i) The review shall be conducted as quickly and as fairly as possible, but the proceedings may be structured as circumstances may require to keep them as positive as possible.
- (j) The person(s) conducting the review may ask such questions and request such documents or other items as may be necessary to obtain all pertinent facts, but should refrain from being overbearing with such examinations and requests.
- (k) It is strongly recommended that players and other minors not be asked to participate as witnesses or to offer "testimonials" either in person or in writing unless it is absolutely necessary in order to determine any pertinent fact of the matter.
- (l) The proceedings should be kept as confidential as may be necessary to protect all parties. The person(s) conducting the review shall listen to the facts of the situation from all interested parties. There is no right to make a record or recording of the live proceedings in any form (written, electronic, audio or visual). Any request by a party to use a court stenographer, or a mechanical or electronic device to record the proceedings should be denied.
- (m) Each "side" should make their presentations to the person(s) conducting the review outside the presence of the other to prevent undue acrimony or harm to the participants.
- (n) Parties do not have the right to involve attorneys or to cross-examine other parties or witnesses. Assistance of attorneys or any other persons whose help may be sought by an interested person may be permitted to help present facts within the discretion of the person(s) conducting the disciplinary review if it is believed that such participation will be helpful and positive.
- (o) Interested persons may request that the person(s) conducting the disciplinary review obtain information from or ask questions of others who are providing information if there is a good faith belief that the requested information will reveal facts pertinent to the issues under review.
- (p) At the conclusion of the disciplinary review proceeding, the person(s) conducting the review shall deliberate in private to determine the recommendation. Under no circumstances shall any such deliberation take place in the presence of the parties involved in the dispute.
 - 1) The person(s) conducting the disciplinary review will then decide the issues raised pursuant to AYSO operating regulations and these Regional Guidelines based on the information submitted, and determine the appropriate action to be taken.
 - 2) In the event the review proceedings are conducted by a neutral appointee of the Regional Commissioner or by a neutral disciplinary review panel, the deliberations should result in a recommendation of action which is presented to the Regional Commissioner. In the case of a disciplinary review panel, the recommendation is determined by a majority vote.
 - 3) Such recommendation may include that no action should be taken against the individual accused, or that a warning or caution be given, that a written reprimand be given, that further education or probation be required, or that such person should be suspended or removed from involvement in Regional activities.
 - 4) In all cases, the Regional Commissioner makes the final determination of the action to be taken in the matter. If provided a recommendation from a neutral appointee or a neutral disciplinary review panel, the Regional Commissioner should not dismiss the recommendation(s) without careful consideration.



- (q) Where the final determination results in removal or where otherwise determined appropriate, the individual in question should be given an opportunity to resign voluntarily (except in instances involving alleged acts of physical violence or alleged improper sexual behavior). All persons whose conduct was at issue in the matter shall promptly be notified of such resignation or, in the absence of a resignation, of the disciplinary action taken. Such notice shall include notice of a right to appeal the decision to the next highest executive member within a reasonable period of time.

6. Appeal

- (a) If the party is dissatisfied with the decision or action taken by the Regional Commissioner, he/she may request a review of such decision by the Area Director, unless it is determined by the Area Director, or, he/she is not disinterested, then by the Section Director unless it is determined by the Section Director, or, he/she is not disinterested, then by the National Board of Directors, as may be appropriate pursuant to the operating regulations relating to dispute resolution and due process.
- (b) The basis of any such appeal must be that the original determination was arbitrary and capricious, or that the procedure was not fair, including that the person or persons making such determination are found not to have been disinterested, or that the procedures described in these guidelines were not followed.
- (c) There shall only be one appeal of each matter
- (d) Any determination made in accordance with this Article shall be final and binding on all concerned.

Article Ten: Changes in Guidelines

1. Approval of Guidelines

These guidelines shall become effective after being approved by the Regional Commissioner and the existing Regional Board, the Area Director and the Section Director, and then submitted to the National Office.

2. Change in Guidelines

Once adopted, these Guidelines may only be amended by the Regional Board by a 2/3 vote of the Regional Board members, with the approval of the Regional Commissioner, the Area Director and the Section Director, and then submitted to the National Office.

Certification

The Standard Regional Guidelines previously adopted by the National Board of Directors of the American Youth Soccer Organization ("AYSO") pursuant to National Bylaws Article IV, and other provisions of the Bylaws and California state law, which appear in the text of the preceding document are those which existed as of May 29, 2011, which was the date of the final meeting of the AYSO National Board of Directors during the 2010-2011 fiscal year.

_____/s/ William Hummell_____
William Hummell
National Secretary



SAMPLE APPENDIX

APPENDIX A	List of the members of the Regional Board, Title, Name, Address and Telephone Number
APPENDIX B	200_ Budget
APPENDIX C	200_ Statement of Income and Expenses
APPENDIX D	Registration Fee Schedule
APPENDIX E	Regional Calendar
APPENDIX F	Blood-Borne Disease Policy and other safety policies
APPENDIX G	Volunteer Application Form



Sample Letter: Regional Commissioner To All Members

Date

A message to all members:

AYSO Region ____ is a member program of the American Youth Soccer Organization, a nationwide, non-profit youth soccer organization founded in 1964. AYSO is an affiliate member of the United States Soccer Federation. Its programs are based on six principal tenets:

Everyone Plays - Our Region's 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.

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

Open Registration - Our program is open to all children between 4 and 19 years of age who want to register and play soccer. Interest and enthusiasm are the only criteria for playing.

Good Sportsmanship - We strive to create a 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.

American Youth Soccer Organization Region ____ has produced these Regional Guidelines in order to provide each of you with information about the program you have joined.

These Regional Guidelines have been approved by The Regional Board of Directors of Region ____ and may only be changed by the Board. Any proposed change may be submitted in writing to the Board for its consideration. The significant changes from last season are as follows:

(Description of Changes)

AYSO has a National Office in Torrance, California, with a full staff to assist our Region in maintaining its programs. Our Region is located in Area ____ in Section ____ and has the benefits of the Area staff, directed by (the Area Director), and the Section staff, directed by (the Section Director).

I am The Regional Commissioner of our Region and am responsible to the AYSO National Board of Directors and, together with our Regional Board, to you for running our program. As Regional Commissioner I want to welcome you to AYSO Region either as a returnee or as a newcomer and hope that you enjoy being a part of the ever-growing AYSO family.

Sincerely,

Regional Commissioner



Sample Letter: Regional Coach Administrator To All Coaches

Date:

A message to all coaches:

Welcome to AYSO Region . We thank you for volunteering your time and service to our program. It is important that you understand and implement AYSO's philosophy, for it is you who will have the most contact with and impact upon our young participants and their parents.

First, make sure you know the game and the coaching techniques AYSO has found to be most successful. We have several publications which can help you, and we will hold a series of clinics coordinated by me. It is imperative that you participate in one or more of these clinics so that you can promote the very best and latest in instruction to the players on your team. (Insert time, date and place of clinics). I will be glad to assist you personally in any way I can.

Second, remember that we are playing the game for fun and for the fun of the children. While you should encourage the very best performance out of your team, never lose sight of the fact that it is just a game and played for fun within the AYSO philosophies of Everyone Plays, Balanced Teams, Positive Coaching, Good Sportsmanship and Player Development.

Third, remember the "Everyone Plays" rule. Every one of your players must play at least half of each game. It is suggested that the same players should not always sit out the first quarter of each game, so that they do not think of themselves as permanent substitutes, and that, if possible, players should play at least three-quarters of some games.

Fourth, cooperate with the referees. They are volunteers like you and are called upon to make judgments like you. Please insist that the parents of the players maintain decorum at all times. Remember—we do not allow protests.

Fifth, present an attitude of good sportsmanship, in both word and action, to your players and their parents. We desire to create a positive environment based upon mutual respect, rather than a win-at-all-costs attitude.

Sixth, and finally, hold practices once or twice a week, depending on field availability and your own time commitments. The practices mean more than the games. Plan your practices in advance, as time is limited.

Have a great season and best of luck to your team.

Sincerely,

Regional Coach Administrator
Phone Number



Sample Letter: Referee Administrator To All Referees

Date:

A message to all officials:

Welcome to the officiating team of AYSO Region _____. We sincerely appreciate the fact that you have volunteered your time and service to help the youth of our Region have FUN through the game of soccer. That's right! We're all here to have FUN!

AYSO's objective is to help America's youngsters between the ages of 4 and 19 develop in body and character through participation in the game of soccer. AYSO's principles of everyone plays, balanced teams, positive coaching, open registration, good sportsmanship and player development are all designed to make AYSO soccer a positive, enjoyable experience for our players.

As an AYSO referee or assistant referee, it will be your primary responsibility to ensure that everyone — players, coaches, spectators, and you—has fun during the game. In AYSO we call it “positive refereeing.”

How do you learn how to be a positive AYSO referee? Read on...

AYSO has developed a comprehensive National Referee Program designed to provide you with the instruction, assessment, and support you need and deserve to perform your responsibilities. Trained staff is in place at the Regional, Area and Section levels to deliver this program to you. All that you have to do is to give AYSO what amounts to a relatively small amount of your time.

In Region _____, we will be holding a series of instructional clinics prior to the beginning of our playing season. These clinics will be reinforced with game observations by trained AYSO assessors to provide you with positive feedback on your field performance. In addition, periodic referee meetings will be held throughout the season to discuss areas of mutual interest or special concern.

You will soon be receiving a schedule of our pre-season referee clinics. Please mark the dates on your calendar and make sure you attend. Remember, we can provide you the tools you need to make your AYSO officiating experience one of competency and enjoyment—but only if YOU make the effort to take advantage of our training.

Thanks again for volunteering. If you have any questions, doubts, or fears, please give me a call. See you at our first clinic, scheduled for _____ at _____.

Sincerely,

Regional Referee Administrator
Phone Number



Regional Guidelines Signature Sheet

REGIONAL GUIDELINES

Choose only one option below:

- ☐ Option 1: Region _____ hereby acknowledges they are operating under the Standard Regional Guidelines with approval below. *(Do not attach a copy of the guidelines)*
- ☐ Option 2: Region _____ Regional Guidelines are attached and approved below. *(Attach a copy of the Regional Guidelines)*
- ☐ Option 3: Region _____ hereby acknowledges they are operating under their own Regional Guidelines dated _____; filed with the National Office and there are no changes for this year, approval below.

APPROVED BY: Regional Commissioner _____ Date _____

APPROVED BY: Area Director _____ Date _____

APPROVED BY: Section Director _____ Date _____

Date Received by the National Office: _____



5. 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 between 4 and 19 years of age 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 60,000 teams more than 600,000 players. The organization also employs a staff of 50 at its National Office in Torrance, California, to assist the nearly 1,000 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 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 Very Important Player (VIP) Program for kids and adults with physical and mental disabilities. VIP 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. Today, AYSO Regions are supported by more than 250,000 volunteers. 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 National 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. 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!

AYSO Services and Benefits

Easy Access

Access to the National Office at 19750 S. Vermont Ave. Suite 200, Torrance, CA 90502 is provided via a toll-free number, (800) USA-AYSO (800-872-2976), and 24-hour voice mail and fax service, (310) 525-11155, 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.

Membership Assistance

The best resource to answer questions concerning rules, policies, field sizes and insurance is your Regional Commissioner, Area Director or Section Director. In a pinch, you can also call the Volunteer Services Department at the National Office.

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 reasonable deductible. A detailed brochure explaining the program and coverage is available to all members and should be distributed at registration.

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

AYSO has \$1 million of liability insurance and a \$5 million umbrella policy 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 games, practices, meetings, social gatherings and other program activities.



AYSO also carries crime insurance for all AYSO Regional Commissioners, Assistant Regional Commissioners, Regional Treasurers and Assistant Treasurers which covers misappropriation or theft of funds, up to a maximum of \$25,000 per occurrence (\$5,000 deductible).

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 accounting staff of the National Office and AYSO's chief financial officer.

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 National Office, known as eAYSO. 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 National Office also provides registration processing services for Regions unable to do this on their own. Also, pre-printed registration forms for returning players and volunteers are provided annually by the National Office at no cost to the Regions.

eAYSO Overview

eAYSO is a Web-based application designed to increase the efficiency of many aspects of AYSO, especially registration and ease of access to player/volunteer data and to serve the membership and National Office staff in administrative, certification, budgeting and planning functions. National Office staff and authorized volunteers have access to invoice data for player fees, supply center purchases and Region expenses related to meetings and conferences. Access is available in a "real time" mode on a need-to-know basis. Also, there are many additional features for Regional Commissioners, treasurers and instructors to make communications easier and cut down on paperwork.

All that is required for access to eAYSO is an e-mail address and a computer with Internet access, preferably high-speed. You may access eAYSO by pointing your browser to the following address:

www.eayso.org

After following the sign up directions you will have access to a user guide which you may download and print out for future reference. The user guide is located under the Help menu on the Welcome page.

We believe it is in the Region's best interest to promote the use of the system among volunteers and parents. On-line registration of the players by the parents will increase the accuracy of the Regional and National Office records, increase the cash receipts at the Region, speed up registration on registration day and save local volunteers lots of time.

Registration online via eAYSO still requires that parents come in on registration day to sign the registration forms and pay fees. A "speed lane" for applicants who have pre-registered on-line with eAYSO will increase the speed of registration for them on Registration Day. Also, those who have pre-registered will have already had the opportunity to sign-up as a volunteer.

eAYSO Help Desk

Users can secure quick answers to questions about eAYSO by calling the eAYSO Help Desk. Personnel are on duty from 8:00am to 5:00pm Pacific Time, Monday through Friday. At peak times of the year, when most Regions are doing registration, Help Desk hours will be extended. The direct line phone number is (866)588-2976. Users can also send questions via e-mail to eaysosupport@ayso.org.



Events

Section 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 Section Meetings 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 Section Meetings.

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.

Volunteer Services

The Volunteer Services Department 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 National Office for those with questions or issues regarding the delivery of AYSO programs.

Programs

The Programs Department provides information on and support for all of the educational programs 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 the Referee program, the Management program, the Instructor program, VIP -Very Important Player Program, Tournaments and the 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 four main areas:

- Coach Training - See “National Coaching Program” in Chapter 10.
- Referee and Referee Assessment Training - See “National Referee Program” in Chapter 11.
- Management Training - See “Management Training” in Chapter 12
- Instructor Training - See “Instructor Program” in Chapter 13.

Tournaments and the National Games

Several AYSO programs utilize tournaments as a way to extend additional playing opportunities for kids. The Tournament Commission publishes the Tournament and National Games Handbook which provides information on creating and running tournaments. The National Director of Tournaments gives final approval for tournaments based on criteria established by the Tournament Commission. 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 games and team activities. Tournament Talk is a listing of AYSO-approved tournaments



available on the AYSO Web site. Additional information on tournaments and secondary play opportunities is contained in Chapter 14.

Publications

PLAYSOCCER, AYSO's member magazine, is the largest circulation soccer publication in the U.S. *PLAYSOCCER* is sent to all registered households three times a year providing articles and information for parents on developing the best possible AYSO experience with their children. *PLAYSOCCER* is also posted on the AYSO Website at www.ayso.org.

A Parent's Guide to AYSO, a handy guide to AYSO and the sport of soccer, is provided in the annual registration kit to each Region. *A Parent's Guide to AYSO* 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-The DVD* is provided to each Region to show at parent orientation meetings, registration events, picture days and other opportunities where parents gather. It is a quick, entertaining introduction to AYSO, its philosophies and programs. The DVD is also available at ayso.org both for viewing and download.

The Commish 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.

Regional & Area Assessment Recognition

The Regional & Area Assessment Program is a method for Regions and Areas to evaluate their achievements yearly and provides a measure of success through a recognition program. The Assessment Program is administered through the Programs and Volunteer Services department of the National Office.

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 National 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 National Office.

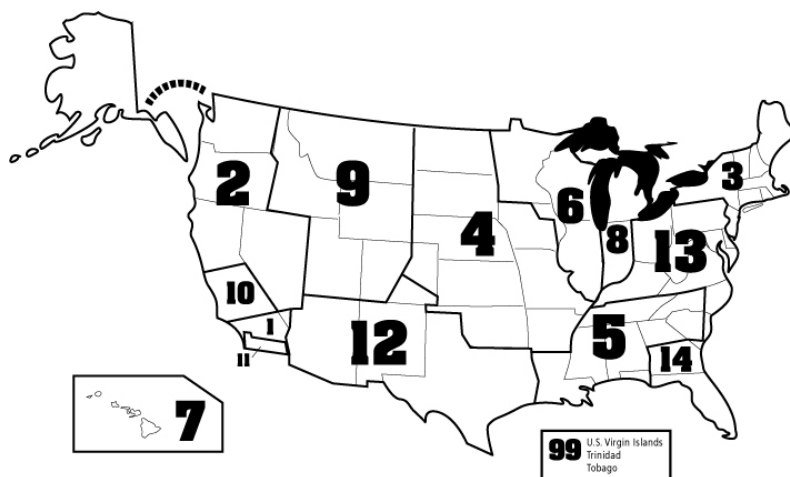
Growing AYSO

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.

6. 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 National 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 National Office, are located in Torrance, California. The staff of approximately 50 at the National Office provides many services to the Regions including computerized registration, publications, liability and accident insurance and training programs for volunteer coaches, referees and administrators.

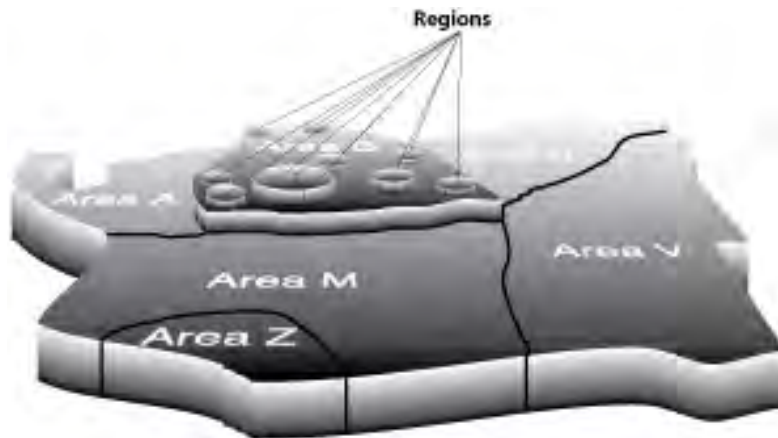
Sections, Areas and Regions

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. There are currently 14 Sections in AYSO, plus international programs designated as Section 99.

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.

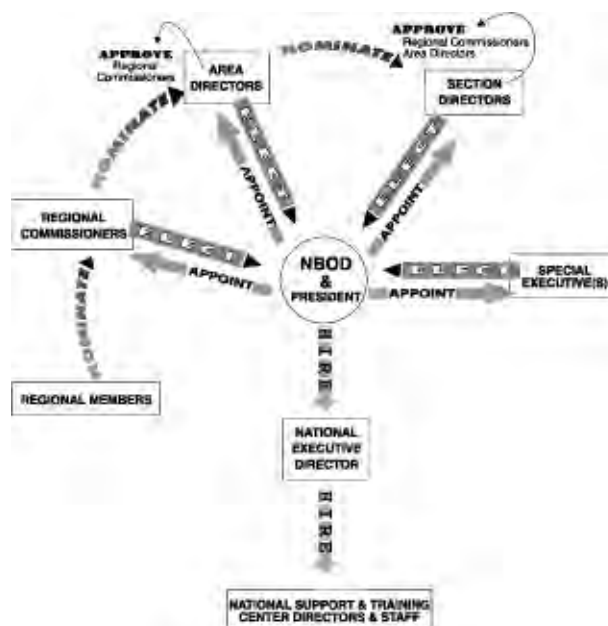
Figure 6-2: Section, Area, Region Structure



AYSO Directors and National Office Staff

Please reference eAYSO or the Executive Member Directory, which is available by request from the Volunteer Services Department at the National Office, for up-to-date contact information on the National Board of Directors, Section Directors and National Office staff. You can send e-mail messages to National Office departments through links found on our Web site at <http://www.ayso.org/About/Contact>.

Selection of Executive Members and Staff





Official Sponsors

SCORE, American Soccer Company

Premier sponsor and the official soccer uniform and apparel provider of AYSO. SCORE provides a large selection of player, referee, and coaching apparel and accessories.

726 E. Anaheim St.
Wilmington, CA 90744
(800) 626-7774
www.scoresports.com

Fox Soccer Channel

Premier sponsor and provider of soccer sports programming.

<http://msn.foxsports.com/foxsoccer>

Herbalife

Premier sponsor and official health, wellness and nutrition products of AYSO. Herbalife products provide essential nutrition for optimal health and active, healthy lifestyles.

P.O. Box 80210
Los Angeles, CA 90080-0210
(310) 258-7188 (English)
(310) 258-7189 (Spanish)
www.herbalifesports.com/EN/ayso.asp

Liberty Mutual

Premier sponsor and official auto, home and life insurance company partner of AYSO. Liberty Mutual provides "Responsible Sports" programs including their guides on Responsible Coaching, Sport Parenting and Community Grant Program.

175 Berkeley Street
Boston, MA 02116
Responsiblesports.com
webmaster@responsiblesports.com

Shutterfly

The official provider of secure, team "share websites" for team photos, schedules, practice times and snack schedules.

2800 Bridge Parkway
Redwood City, CA 94065
(888) 225-7159
www.shutterfly.com

Clubspaces.com

The official provider of Web-based Region Administration Tools and Software for AYSO. Its services include free Web sites, plus free and fee-based game scheduling, team web sites, and other management and registration tools.

Clubspaces Inc
4234 Hacienda Blvd., Suite 206
Pleasanton, CA 94568
(877) 908-4400
www.clubspaces.com



Sports Pins

The official pin, coin and medal supplier of AYSO and official Sponsor of the Tournament Commission.

888 Berry Court
Upland, CA 91786-3586
(800) 949-7467
www.sportpins.com

Banners USA

Preferred supplier of Banners, Flags and Signs.

7680 Talbert Ave. Suite E
Huntington Beach, CA 92648
(800) 804-3777
www.bannerusa.com

Fold-A-Goal

Preferred supplier of soccer goals.

4856 W. Jefferson Blvd.
Los Angeles, CA 90016
(800) 542-4625
www.fold-a-goal.com

The Umbrella Stand

Preferred supplier, The Original Umbrella Stands offers beach umbrella holders and fundraising opportunities for Regions.

1257 Activity Drive Suite A
Vista, CA 92081
(800) 640-0746
www.umbrellastands.com

People to People

People to People Ambassador Programs offers extraordinary educational travel opportunities for students, athletes and professionals.

Ambassador Programs Inc.
110 South Ferral Street
Spokane, WA 99202
www.peopletopeople.com

Crown Awards

An AYSO licensee for trophies, medals and patches.

9 Skyline Drive
Hawthorne, NY 10532
www.crowntrophy.com

Molten USA

AYSO's soccer ball licensee. Molten offers special promotions on AYSO-logoed soccer balls.

1170 Trademark Drive, Suite 109
Reno, NV 89521
(800) 477-1994
www.moltenusa.com



AYSO Soccer Camps

The official camps of the American Youth Soccer Organization offer the unique 'kids-first' philosophies that make AYSO America's first in youth soccer. The AYSO Soccer Camp curriculum has been developed by AYSO in conjunction with some of the highest-level camp trainers in the U.S. and is fully approved by AYSO National Coaching Advisory Commission. Every AYSO Region may host a camp – even more than one! All that is necessary is a soccer field and a local coordinator to act as liaison and help promote the camp. Five percent of all camp registration fees are returned to the Region.

For more information:

The Player Development Department
Scott Gimple
1-800-872-2976, ext. 7984
scottgimple@ayso.org
www.aysosoccercamps.org/

The AYSO Supply Center

The AYSO Supply Center is the membership's resource for official AYSO supplies and training materials. Summary of stock: coaching, refereeing and training manuals, books and videos; pins, patches; and forms.

19750 S. Vermont Ave. Suite 200
Torrance, CA 90502
Hours: Monday through Friday,
8:00 a.m. – 5:00 p.m. Pacific Time
(800) 872-2976;
supplycenter@ayso.org

Supply Center materials can also be ordered through the AYSO Store.

The AYSO Store

The official store of AYSO carries a wide variety of AYSO-logoed apparel; AYSO promotional and gift items; several brands of shoes, apparel, team apparel, field equipment, referee gear; MLS replica jerseys; specialty T-shirts; and first-aid supplies.

1536 W. 228th Street Unit B
Torrance, CA 90501
Hours: Monday through Friday,
8:30 a.m. – 5:00 p.m. Pacific Time
(888) AYSO STORE (or 888-297-6786)
(310) 835-8309 fax 24 hours a day
www.aysostore.com





7. The Organization of Soccer

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. Its president is Joseph “Sepp” Blatter.

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 40 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: AYSO/USYSA/U. S. CLUB SOCCER

Friendly Games

AYSO and USYSA or U.S. Club Soccer member teams are encouraged to participate in friendly games under the following suggested format:

- Establish the rules and regulations governing friendly games before play begins, preferably before teams meet on game day.
- Follow the host team's rules with the understanding, however, that consideration will be given to the other, non-hosting organization's rules and regulations, including AYSO's "everyone plays" rule (even if substitutions are made only at half-time).
- The host team will provide proof of liability insurance.

The USYSA state association, U. S. Club Soccer and the AYSO Regional authority, through their designated representatives, should be notified by their teams that a friendly game has been scheduled.

League Play

If an AYSO team applies to play in a USYSA or U. S. Club Soccer league, or vice-versa, that team must comply with all the rules, regulations, and financial commitments of the league in which it wishes to participate.

Also:

Dual registration is permitted; however, once players have committed to play with a team, they must fulfill their obligations to that team. Once an AYSO, U. S. Club Soccer or USYSA team is formed, no recruitment of players from that team by another team competing during all or a portion of that season is permitted.

Tournaments

Each organization is encouraged to host "open tournaments." Any team invited to a tournament must comply with the tournament rules of the hosting organization. All teams must comply with the procedures governing travel in the tournament (and/or travel) manual/handbook of their own organization.

National Cups

AYSO, USYSA and U. S. Club Soccer each may hold separate competitions including national events.

Coaching and Refereeing Programs

AYSO works with the USSF National Coaching Committee and USSF National Referee Committee to establish uniformity between organizations.

Cooperation

AYSO, U. S. Club Soccer and USYSA continue to encourage an ongoing dialogue and work together to resolve any state and/or local issues. They also continue to participate in each other's board and membership meetings, (e.g., workshops, NAGMs and Section Meetings). AYSO and USYSA will respect each other's disciplinary actions against players and/or adult volunteers. Neither group will accept players or adults from the other organization if the primary purpose of seeking a change is to circumvent the reasonable rules of the other's constitution and bylaws.



Laws of the Game

The *Laws of the Game* are maintained and altered by the International Football Association Board, which consists of twenty members, sixteen of whom are appointed by the four British associations, each of which nominates four members, and four members appointed by the Executive Committee of FIFA. This regulation cannot be changed except by the unanimous consent of the members of the International 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. FIFA publishes a copy of the Laws of the Game each year.

AYSO, with the permission of FIFA, publishes an AYSO edition of *FIFA's Laws of the Game* each year. All AYSO games are conducted in accordance with the current *FIFA Laws of the Game* and decisions of the International Board, subject to those modifications approved by FIFA 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*.



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 National 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 National Office.

The National 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 National Office. All such claims require timely reporting by local officials to the respective insurance agency and the National 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 National 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 land owner. 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 at <http://www.ayso.org>.
- Obtain permits in the name of AYSO or AYSO Region # ____.
- Submit any proposed leases to the National 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 game.

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 Treasurer's Manual.
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 issued to the Region. 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 NAP 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.

Expense Reimbursement

It is permissible to reimburse volunteers for normal and reasonable expenditures incurred during the performance of AYSO-related duties. Volunteers who incur expenses at or on behalf of a Region are to be reimbursed by the Region. Beyond the Regional level, expenses should be submitted to the corresponding executive member for disposition. The following procedures and guidelines apply.

I. Procedures

Prior to incurring any AYSO-related expenses or obligations, volunteers must obtain approval from the appropriate executive member (see below for definition) who will review it for budgetary control and program impact.

- Approving executive member for reimbursement shall be as follows:
- Regional volunteers – by the Regional Commissioner
- Regional Commissioner – by the Area Director
- Area staff - by the Area Director and the Section Director
- Area director - by the Section Director
- Section staff - by the Section Director
- Commission staff - by their respective special director
- National Board members, Section Directors and special directors shall submit their reimbursable expenses directly to the national executive director.

Expenses to be reimbursed by the National Office must be submitted on an AYSO Expense Reimbursement Report (available for download from the AYSO Web site at www.ayso.org). The Expense Reimbursement Report must be submitted to the Accounting Department of the National Office within 60 days of the date the expense was incurred. Late filing may result in denial of reimbursement. It must be signed by the requesting party and the approving executive member and all original receipts must be attached to the report prior to submittal to the National Office for payment.

II. Financial Guidelines

A. Incidental and Travel Expenses

Incidental and travel expenses will be reimbursed subject to certain limitations which can be seen on the Expense Reimbursement Form downloadable from the AYSO Web site as follows:

Ground transportation

Personal auto mileage; parking, shuttle, taxi with receipt submitted.

Meals

Actual cost incurred based on receipts submitted but subject to certain not to exceed amounts. These are general guidelines. For expenses being reimbursed by the National Office, the national executive director may approve higher expenditures in some special circumstances. This is not a per diem and may not be reimbursed without proof of actual expenditure.

Airfare

Coach airfare only. All air travel for volunteers who are assigned to attend a Workshop, Commission meeting, Section Meeting or NAGM requires a Travel Authorization Form be completed and approved by the National Executive Director. The travel must be coordinated with the events coordinator at the National Office, and should be booked through the AYSO-designated travel agent (see contact information in Chapter).

Hotel or dorm rooms

Because of the wide variances in rates, common sense is requested. Assistance in obtaining reservations and prepaid rooms is available through the Events Department at the National Office.

Car rental

All vehicles rented while on National Office business must include the comprehensive and collision insurance as offered by the rental agencies. The signature on the rental agreement should be signed "[your name] for AYSO." It is absolutely imperative that no one other than the names appearing on the official rental car agreement drive the vehicle at any time.

Telephone

Submit copies of personal telephone bills with the AYSO-related calls highlighted. Generally, separate telephone lines are not allowed. In certain circumstances where a detailed explanation is provided and approved by the Area Director or Section Director, a separate AYSO line may be permitted, subject to the written approval of the National Executive Director.

Printing, postage and other communication

Submit receipts. These expenses are recognized as necessary operating expenses.

Awards, trophies and gifts

These expenditures are permissible at the Regional level but are not authorized expenses from national commission, Section or Area budgets.

Equipment and software

These expenditures should be budgeted for and purchased using NAP procedures. However, in some instances to simplify acquisition, a volunteer can be reimbursed for purchases with the prior approval of the appropriate executive member and as long as original receipts are presented. All equipment and software, whether purchased directly or reimbursed, remains the property of AYSO.

B. 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.

C. 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 National 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.

D. National Annual General Meeting

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

E. 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.



F. Unbudgeted Expenses

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

Purchasing From the AYSO Supply Center

1. Only volunteers designated as official purchasers by the appropriate executive member may charge purchases from the Supply Center to a Region, Area or Section. All other parties are free to purchase items on a personal credit card or on a C.O.D. basis.
2. Only Section Directors or Area Directors may charge to the Section's budget.
3. Monthly invoices and financial reports will be posted through eAYSO and charges to the budget will be clearly identified.

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. He or she 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 Regional Commissioner, 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.



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 National 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

It is a regrettable fact of life that, despite AYSO's best efforts to create a safe, fair, fun family atmosphere, some people still don't get it. Members may engage in illegal acts or take actions that expose AYSO to liability or which are contrary to AYSO policies and procedures. Disagreements arise. Arguments take place. Sometimes there are even physical altercations. The most important direction AYSO can provide is that such incidents should not be ignored. Intervene at the first sign of a problem and make an unemotional appeal to deal with these situations calmly. Individuals with a beef should be given the opportunity to express their side of the story to someone who is dedicated to at least listening. Others who were involved or with direct witness to what happened should also be interviewed to get the full picture. Then, common sense should prevail and compromise sought so that to the extent possible, both parties achieve some satisfaction. Problem people must be told what is acceptable and what is unacceptable and that there are consequences for unacceptable behavior or actions. If at all possible, give the problem person an opportunity to show they've gotten the message and can fall into line. If there can be no meeting of the minds, work to secure a voluntary resignation as the best solution for both AYSO and the kids.

Despite this cautionary approach, if a person refuses to comply with normally accepted standards of behavior or is found to be in violation of AYSO principles or Regional Guidelines, or, in the case of a volunteer who's been given a position by the Region, refuses to resign, he/she may be temporarily suspended, or in grave situations, be asked to leave the organization. If he/she refuses or wishes to protest the decision, non-profit organizations like AYSO must follow specific procedures and



guidelines for suspension/removal, which are summarized below. Don't create a libelous or slanderous situation. Strive to reach a solution that does not punish the child for the conduct of the parent. If, however, there is no other option, it is considered best policy to refund the entire registration fee of the child or children if removal is warranted.

Guidelines for Suspension/Removal of Executive Members

Executive members are defined by AYSO's National Bylaws as Regional Commissioners, Area Directors, Section Directors, special directors and elected members of the National Board of Directors. An executive member can only be suspended by another executive member as follows:

1. A Regional Commissioner can be suspended by an Area Director, a Section Director or the National Board of Directors.
2. An Area Director can be suspended by a Section Director or the National Board of Directors.
3. A Section Director can be suspended by the National Board of Directors.

Cautionary Remarks

1. The minimum rather than maximum remedy should always be considered. Involving the National Board of Directors is only the last resort. Difficulties should be minimized and localized.
2. 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 (except those that involve acts of physical violence or improper sexual behavior).
3. If there is a dispute between a Regional Commissioner and an Area Director, the Section Director should try to remain neutral so he/she can act as an arbiter.

Suspension

1. When: there is an imminent danger to the program or suspicion that a crime has been committed.
2. Who may use it: Area Director, Section Director, and National Board of Directors.
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 National Office with a copy of the written communication to the suspended executive member, and, if action is taken by the Area Director, to the Section Director, as well as to the National Office, informing of the action taken, the grounds for it, and request that a removal procedure be initiated on or before the next National Board of Directors meeting. In case the action is taken by the National Board of Directors, the appropriate Section Director or Area Director will be promptly notified in writing.
 - b. Appointment of an acting Regional Commissioner or Area Director or Section Director in place of the suspended Regional Commissioner or Area Director or Section Director, as appropriate.
6. Length of suspension: Until the next regularly scheduled National Board of Directors Meeting.



7. Effect of suspension: During the period of suspension, the executive member shall have no operational power of authority, but still retains all legal rights as a member under California law (the state in which AYSO is incorporated).
8. Grounds for suspension examples:
 - a. Suspicion of child abuse.
 - b. Suspicion that a crime has been committed such as theft.
 - c. Suspicion of an 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.

Removal

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

1. When: Violation of policies, principles and/or philosophy of AYSO.
2. How to accomplish:
 - a. An Area Director or Section Director sends a written communication to the National Board of Directors, stating the grounds and requesting removal, or the National Board of Directors initiates such a communication.
 - b. The National Board of Directors then takes one or more of the following actions based on the circumstances:
 - i. Denies the removal request based on a failure to state a prima facie case (meaning, there were at least reasonable grounds to pursue the matter); or
 - ii. Issue a written notice to the executive member giving the executive member at least fifteen (15) days to explain why he/she should not be removed and an opportunity to have a disciplinary review; or
 - iii. Upon request of the executive member or on its own volition hold a disciplinary review proceeding in person or by phone conference; or
 - iv. Offer the executive member the opportunity to submit a written statement to the National Board of Directors, or its designee, regarding the proposed action not less than five (5) days before the effective date of the proposed removal; or
 - v. Decide on the merits based either on the evidence submitted or the review proceeding held, whether the executive member should be removed; or
 - vi. Delegate any of the above to any standing or ad hoc committee of the National Board of Directors.
 - vii. Promptly notify all interested parties of such decision after, in the case of removal, where deemed appropriate, giving the executive member the opportunity to resign voluntarily.



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 the National 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.
 - 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, unemotional 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



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 game 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.

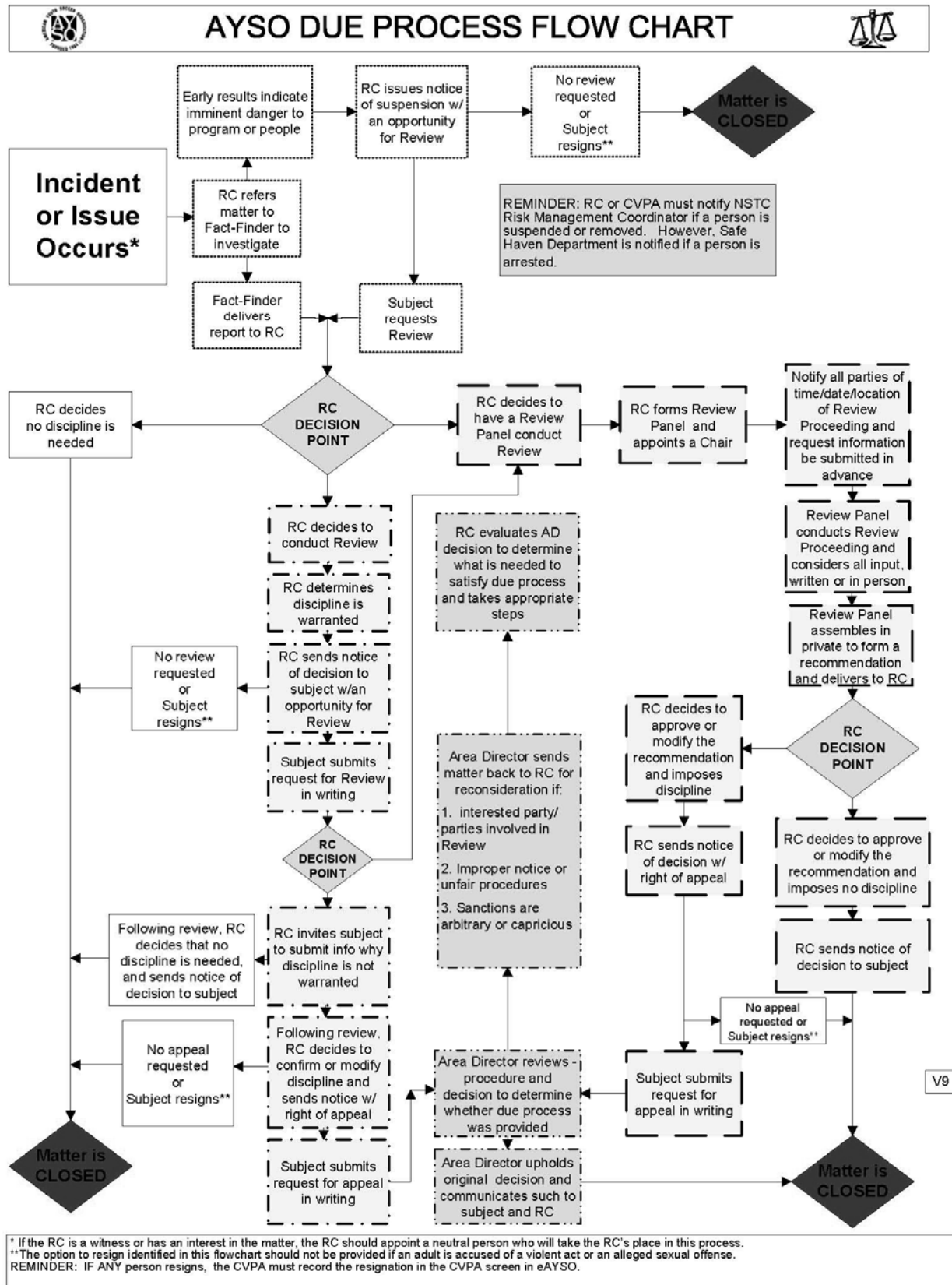
How the Appeal is Determined

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 National 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 U-6 and U-8 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.

eAYSO has a team-balancing function built in, and will form the teams and assign the coaches using the data that's been entered into the system and confirmed to be current.

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 games.

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 coaches' 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 game. 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 game (six-a-side); between 14 and 16 players will assure full teams and substitutes. Two players are designated as "captains" for each game 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 game 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 Evaluations follow.)



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 Number 1. 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:



Game Scheduling

Following are regular season game 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-game 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 games each game 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 Game	Round 2 Game	Round 3 Game	Round 4 Game	Round 5 Game
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 Games / Team				

5 Team Schedule

Round 1 Game Bye	Round 2 Game Bye	Round 3 Game Bye	Round 4 Game 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 Game	Round 2 Game	Round 3 Game
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 Games/ Each Team		

7 Team Schedule

Round 1 Game Bye	Round 2 Game Bye	Round 3 Game 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 Games/ Each Team		



8 Team Schedule

Round 1 Game	Round 2 Game
1 - 4	4 - 1
3 - 2	2 - 3
5 - 8	8 - 5
<u>7 - 6</u>	<u>6 - 7</u>
1 - 3	3 - 1
4 - 2	2 - 4
7 - 5	5 - 7
<u>6 - 8</u>	<u>8 - 6</u>
2 - 1	1 - 2
3 - 4	4 - 3
5 - 6	6 - 5
<u>8 - 7</u>	<u>7 - 8</u>
1 - 5	5 - 1
2 - 6	6 - 2
7 - 3	3 - 7
<u>8 - 4</u>	<u>4 - 8</u>
2 - 8	8 - 2
4 - 7	7 - 4
6 - 1	1 - 6
<u>3 - 5</u>	<u>5 - 3</u>
7 - 1	1 - 7
5 - 2	2 - 5
8 - 3	3 - 8
<u>6 - 4</u>	<u>4 - 6</u>
1 - 8	8 - 1
2 - 7	7 - 2
3 - 6	6 - 3
<u>4 - 5</u>	<u>5 - 4</u>
7	14

Total Cumulative Games/ Each Team

9 Team Schedule

Round 1 Game Bye	Round 2 Game Bye
2 - 9	9 - 2
3 - 8	8 - 3
4 - 7	7 - 4
<u>5 - 6 1</u>	<u>6 - 5 1</u>
1 - 7	7 - 1
8 - 6	6 - 8
9 - 5	5 - 9
<u>2 - 3 4</u>	<u>3 - 2 4</u>
4 - 1	1 - 4
5 - 3	3 - 5
6 - 2	2 - 6
<u>8 - 9 7</u>	<u>9 - 8 7</u>
1 - 9	9 - 1
2 - 7	7 - 2
3 - 6	6 - 3
<u>4 - 5 8</u>	<u>5 - 4 8</u>
6 - 1	1 - 6
7 - 5	5 - 7
8 - 4	4 - 8
<u>9 - 3 2</u>	<u>3 - 9 2</u>
1 - 3	3 - 1
4 - 2	2 - 4
6 - 9	9 - 6
<u>7 - 8 5</u>	<u>8 - 7 5</u>
8 - 1	1 - 8
9 - 7	7 - 9
2 - 5	5 - 2
<u>3 - 4 6</u>	<u>4 - 3 6</u>
1 - 5	5 - 1
6 - 4	6 - 4
7 - 3	3 - 7
<u>8 - 2 9</u>	<u>2 - 8 9</u>
2 - 1	1 - 2
4 - 9	9 - 4
5 - 8	8 - 5
<u>6 - 7 3</u>	<u>7 - 6 3</u>
8	16

Total Cumulative Games/ Each Team



10 Team Schedule

Round 1 Game	Round 2 Game
1 – 10	10 – 1
2 – 9	9 – 2
3 – 8	8 – 3
4 – 7	7 – 4
<u>5 – 6</u>	<u>6 – 5</u>
1 – 9	9 – 1
10 – 8	8 – 10
2 – 7	7 – 2
3 – 6	6 – 3
<u>4 – 5</u>	<u>5 – 4</u>
1 – 8	8 – 1
9 – 7	7 – 9
10 – 6	6 – 10
2 – 5	5 – 2
<u>3 – 4</u>	<u>4 – 3</u>
1 – 7	7 – 1
8 – 6	6 – 8
9 – 5	5 – 9
10 – 4	4 – 10
<u>2 – 3</u>	<u>3 – 2</u>

Round 1 Continued	Round 2 Continued
1 – 6	6 – 1
7 – 5	5 – 7
8 – 4	4 – 8
9 – 3	3 – 9
<u>10 – 2</u>	<u>2 – 10</u>
1 – 5	5 – 1
6 – 4	4 – 6
7 – 3	3 – 7
8 – 2	2 – 8
<u>9 – 10</u>	<u>10 – 9</u>
1 – 4	4 – 1
5 – 3	3 – 5
6 – 2	2 – 6
7 – 10	10 – 7
<u>8 – 9</u>	<u>9 – 8</u>
1 – 3	3 – 1
4 – 2	2 – 4
5 – 10	10 – 5
6 – 9	9 – 6
<u>7 – 8</u>	<u>8 – 7</u>
1 – 2	2 – 1
3 – 10	10 – 3
4 – 9	9 – 4
5 – 8	8 – 5
<u>6 – 7</u>	<u>7 – 6</u>
9	18

*Total Cumulative Games/Each Team



10 Team Interlocking Schedule

ROUND 1				ROUND 2		ROUND 3			
Section 1		Section 2		Section 1	Section 2	Section 1		Section 2	
Game	Bye	Game	Bye	Game		Game	Bye	Game	Bye
1 - 4		A - D		1 - A		4 - 1		D - A	
<u>2 - 3</u>	<u>5</u>	<u>B - C</u>	<u>E</u>	2 - B		<u>3 - 2</u>	<u>5</u>	<u>C - B</u>	<u>E</u>
5 - 3		E - C		3 - C		3 - 5		C - E	
<u>1 - 2</u>	<u>4</u>	<u>A - B</u>	<u>D</u>	4 - D		<u>2 - 1</u>	<u>4</u>	<u>B - A</u>	<u>D</u>
4 - 2		D - B		<u>5 - E</u>		2 - 4		B - D	
<u>5 - 1</u>	<u>3</u>	<u>E - A</u>	<u>C</u>	B - 1		<u>1 - 5</u>	<u>3</u>	<u>A - E</u>	<u>C</u>
3 - 1		C - A		C - 2		1 - 3		A - C	
<u>4 - 5</u>	<u>2</u>	<u>D - E</u>	<u>B</u>	D - 3		<u>5 - 4</u>	<u>2</u>	<u>E - D</u>	<u>B</u>
2 - 5		B - E		E - 4		5 - 2		E - B	
<u>3 - 4</u>	<u>1</u>	<u>C - D</u>	<u>A</u>	<u>A - 5</u>		<u>4 - 3</u>	<u>1</u>	<u>D - C</u>	<u>A</u>
				1 - C					
				2 - D					
				3 - E					
				4 - A					
				5 - B					
				D - 1					
				E - 2					
				A - 3					
				B - 4					
				C - 5					
				1 - E					
				2 - A					
				3 - B					
				4 - C					
				5 - D					
*4		4		9	9	13		13	
*Total Cumulative Games/Each Team									



11 Team Interlocking Schedule

ROUND 1		ROUND 2		ROUND 3	
Section 1	Section 2	Section 1	Section 2	Section 1	Section 2
Game	Bye	Game		Game	Bye
1 - 2		1 - A		2 - 1	B - A
<u>3 - 4</u>	<u>5</u>	2 - B		<u>4 - 3</u>	<u>5</u>
1 - 3		3 - C		3 - 1	<u>F - E</u>
<u>5 - 4</u>	<u>2</u>	4 - D		<u>4 - 5</u>	<u>2</u>
2 - 3		<u>5 - E</u>	<u>F</u>	3 - 2	E - B
<u>1 - 5</u>	<u>4</u>	B - 1		<u>5 - 1</u>	<u>4</u>
2 - 4		C - 2		4 - 2	C - A
<u>3 - 5</u>	<u>1</u>	D - 3		<u>5 - 3</u>	<u>1</u>
1 - 4		E - 4		4 - 1	<u>E - D</u>
<u>2 - 5</u>	<u>3</u>	<u>F - 5</u>	<u>A</u>	<u>5 - 2</u>	<u>3</u>
		3 - B			B - C
		4 - C			<u>D - F</u>
		5 - D			F - A
		1 - F			E - C
		<u>2 - A</u>	<u>E</u>		<u>D - B</u>
		A - 3			
		C - 5			
		D - 1			
		E - 2			
		<u>F - 4</u>	<u>B</u>		
		4 - A			
		5 - B			
		2 - D			
		1 - E			
		<u>3 - F</u>	<u>C</u>		
		A - 5			
		B - 4			
		C - 1			
		E - 3			
		<u>F - 2</u>	<u>D</u>		
*4	5	10	10	14	15
*Total Cumulative Games/Each Team					



12 Team Schedule

ROUND 1		ROUND 2		ROUND 3	
Section 1	Section 2	Section 1	Section 2	Section 1	Section 2
Game	Game	Game	Game	Game	Game
1 – 2	A – B	2 – 1	B – A		
3 – 4	C – D	4 – 3	D – C		
<u>5 – 6</u>	<u>E – F</u>	<u>6 – 5</u>	<u>F – E</u>		
4 – 1	D – A	1 – 4	A – D		
2 – 5	B – E	5 – 2	E – B		
<u>6 – 3</u>	<u>F – C</u>	<u>3 – 6</u>	<u>C – F</u>	REPEAT	REPEAT
1 – 3	A – C	3 – 1	C – A	ROUND 1	ROUND 1
2 – 6	B – F	6 – 2	F – B		
<u>4 – 5</u>	<u>D – E</u>	<u>5 – 4</u>	<u>E – D</u>		
5 – 1	E – A	1 – 5	A – E		
3 – 2	C – B	2 – 3	B – C		
<u>6 – 4</u>	<u>F – D</u>	<u>4 – 6</u>	<u>D – F</u>		
1 – 6	A – F	6 – 1	F – A		
3 – 5	E – C	5 – 3	C – E		
<u>2 – 4</u>	<u>D – B</u>	<u>4 – 2</u>	<u>B – D</u>		
*5	5	10	10	15	15
*Total Cumulative Games/Each Team					



12 Team Interlocking Schedule

ROUND 1		ROUND 2		ROUND 3	
Section 1	Section 2	Section 1 & 2		Section 1	Section 2
Game	Game	Game	Game	Game	Game
1 - 2	A - B	1 - A		2 - 1	B - A
3 - 4	C - D	2 - B		4 - 3	D - C
<u>5 - 6</u>	<u>E - F</u>	3 - C		<u>6 - 5</u>	<u>F - E</u>
4 - 1	D - A	4 - D		1 - 4	A - D
2 - 5	B - E	5 - E		5 - 2	E - B
<u>6 - 3</u>	<u>F - C</u>	<u>6 - F</u>		<u>3 - 6</u>	<u>C - F</u>
1 - 3	A - C	B - 1		3 - 1	C - A
2 - 6	B - F	C - 2		6 - 2	F - B
<u>4 - 5</u>	<u>D - E</u>	D - 3		<u>5 - 4</u>	<u>E - D</u>
5 - 1	E - A	E - 4		1 - 5	A - E
3 - 2	C - B	F - 5		2 - 3	B - C
<u>6 - 4</u>	<u>F - D</u>	<u>A - 6</u>		<u>4 - 6</u>	<u>D - F</u>
1 - 6	A - F	1 - C		6 - 1	F - A
3 - 5	E - C	2 - D		5 - 3	C - E
<u>2 - 4</u>	<u>D - B</u>	3 - E		<u>4 - 2</u>	<u>B - D</u>
		4 - F			
		5 - A			
		<u>6 - B</u>			
		D - 1			
		E - 2			
		F - 3			
		A - 4			
		B - 5			
		<u>C - 6</u>			
		1 - E			
		2 - F			
		3 - A			
		4 - B			
		5 - C			
		<u>6 - D</u>			
		F - 1			
		A - 2			
		B - 3			
		C - 4			
		D - 5			
		E - 6			
*5	5	11	11	16	16
*Total Cumulative Games/Each Team					



13 Team Interlocking Schedule

ROUND 1			ROUND 2		ROUND 3		
Section 1	Section 2		Section 1	Section 2	Section 1	Section 2	
Game	Game	Bye	Game	Bye	Game	Game	Bye
1-2	G-B		1-A		2-1	B-G	
3-4	F-C		2-B		4-3	C-F	
<u>5-6</u>	<u>E-D</u>	<u>A</u>	3-C		<u>6-5</u>	<u>D-E</u>	<u>A</u>
4-1	A-G		4-D		1-4	G-A	
2-5	B-E		5-E		5-2	E-B	
<u>6-3</u>	<u>C-D</u>	<u>F</u>	<u>6-F</u>	<u>G</u>	<u>3-6</u>	<u>D-C</u>	<u>F</u>
1-3	F-A		B-1		3-1	A-F	
2-6	E-G		C-2		6-2	G-E	
<u>4-5</u>	<u>C-B</u>	<u>D</u>	D-3		<u>5-4</u>	<u>B-C</u>	<u>D</u>
5-1	A-E		E-4		1-5	E-A	
3-2	D-F		F-5		2-3	F-D	
<u>6-4</u>	<u>G-C</u>	<u>B</u>	<u>G-6</u>	<u>A</u>	<u>4-6</u>	<u>C-G</u>	<u>B</u>
1-6	D-A		1-C		6-1	A-D	
3-5	C-E		2-D		5-3	E-C	
<u>2-4</u>	<u>B-F</u>	<u>G</u>	3-E		<u>4-2</u>	<u>F-B</u>	<u>G</u>
	A-C		4-F		C-A		
	D-B		5-G		B-D		
	<u>F-G</u>	<u>E</u>	<u>6-A</u>	<u>B</u>	<u>G-F</u>		<u>E</u>
	B-A		D-1		A-B		
	G-D		E-2		D-G		
	<u>E-F</u>	<u>C</u>	F-3		<u>F-E</u>		<u>C</u>
			G-4				
			A-5				
			<u>B-6</u>	<u>C</u>			
			1-E				
			2-F				
			3-G				
			4-A				
			5-B				
			<u>6-C</u>	<u>D</u>			
			F-1				
			G-2				
			A-3				
			B-4				
			C-5				
			<u>D-6</u>	<u>E</u>			
			1-G				
			2-A				
			3-B				
			4-C				
			5-D				
			<u>6-E</u>	<u>F</u>			
*5	6		12	12	17	18	
*Total Cumulative Games/Each Team							



14 Team Schedule

Round 1				Round 2				Round 3	
Section 1 Game Bye		Section 2 Game Bye		Section 1 Game Bye		Section 2 Game Bye		Section 1 Game	Section 2 Game
2 - 7		G - B		7 - 2		B - G		Repeat Round 1	
3 - 6		F - C		6 - 3		C - F			
<u>4 - 5</u>	<u>1</u>	<u>E - D</u>	<u>A</u>	<u>5 - 4</u>	<u>1</u>	<u>D - E</u>	<u>A</u>		
7 - 1		A - G		1 - 7		G - A			
5 - 2		B - E		2 - 5		E - B			
<u>4 - 3</u>	<u>6</u>	<u>C - D</u>	<u>F</u>	<u>3 - 4</u>	<u>6</u>	<u>D - C</u>	<u>F</u>		
1 - 6		F - A		6 - 1		A - F			
7 - 5		E - G		5 - 7		G - E			
<u>2 - 3</u>	<u>4</u>	<u>C - B</u>	<u>D</u>	<u>3 - 2</u>	<u>4</u>	<u>B - C</u>	<u>D</u>		
5 - 1		A - E		1 - 5		E - A			
6 - 4		D - F		4 - 6		F - D			
<u>3 - 7</u>	<u>2</u>	<u>G - C</u>	<u>B</u>	<u>7 - 3</u>	<u>2</u>	<u>C - G</u>	<u>B</u>		
1 - 4		D - A		4 - 1		A - D			
5 - 3		C - E		3 - 5		E - C			
<u>6 - 2</u>	<u>7</u>	<u>B - F</u>	<u>G</u>	<u>2 - 6</u>	<u>7</u>	<u>F - B</u>	<u>G</u>		
3 - 1		A - C		1 - 3		C - A			
2 - 4		D - B		4 - 2		B - D			
<u>7 - 6</u>	<u>5</u>	<u>F - G</u>	<u>E</u>	<u>6 - 7</u>	<u>5</u>	<u>G - F</u>	<u>E</u>		
1 - 2		B - A		2 - 1		A - B			
4 - 7		G - D		7 - 4		D - G			
<u>6 - 5</u>	<u>3</u>	<u>E - F</u>	<u>C</u>	<u>5 - 6</u>	<u>3</u>	<u>F - E</u>	<u>C</u>		
* 6		6		12		12		18	18
* Total Cumulative Games/Each Team									



14 Team Interlocking Schedule

ROUND 1				ROUND 2		ROUND 3			
Section 1		Section 2		Section 1	Section 2	Section 1		Section 2	
Game	Bye	Game	Bye	Game		Game	Game	Bye	
2-7		G-B		1-A		7-2	B-G		
3-6		F-C		2-B		6-3	C-F		
<u>4-5</u>	<u>1</u>	<u>E-D</u>	<u>A</u>	3-C		<u>5-4</u>	<u>1</u>	<u>D-E</u>	<u>A</u>
7-1		A-G		4-D		1-7	G-A		
5-2		B-E		5-E		2-5	E-B		
<u>4-3</u>	<u>6</u>	<u>C-D</u>	<u>E</u>	6-F		<u>3-4</u>	<u>6</u>	<u>D-C</u>	<u>F</u>
1-6		F-A		<u>7-G</u>		6-1	A-F		
7-5		E-G		B-1		5-7	G-E		
<u>2-3</u>	<u>4</u>	<u>C-B</u>	<u>D</u>	C-2		<u>3-2</u>	<u>4</u>	<u>B-C</u>	<u>D</u>
5-1		A-E		D-3		1-5	E-A		
6-4		D-F		E-4		4-6	F-D		
<u>3-7</u>	<u>2</u>	<u>G-C</u>	<u>B</u>	F-5		<u>7-3</u>	<u>2</u>	<u>C-G</u>	<u>B</u>
1-4		D-A		G-6		4-1	A-D		
5-3		C-E		<u>A-7</u>		3-5	E-C		
<u>6-2</u>	<u>7</u>	<u>B-F</u>	<u>G</u>	1-C		<u>2-6</u>	<u>7</u>	<u>F-B</u>	<u>G</u>
3-1		A-C		2-D		1-3	C-A		
2-4		D-B		3-E		4-2	B-D		
<u>7-6</u>	<u>5</u>	<u>F-G</u>	<u>E</u>	4-F		<u>6-7</u>	<u>5</u>	<u>G-F</u>	<u>E</u>
1-2		B-A		5-G	1-E	2-1	A-B		
4-7		G-D		6-A	2-F	7-4	D-G		
<u>6-5</u>	<u>3</u>	<u>E-F</u>	<u>C</u>	<u>7-B</u>	3-G	<u>5-6</u>	<u>3</u>	<u>F-E</u>	<u>C</u>
				D-1	4-A				
				E-2	5-B				
				F-3	6-C				
				G-4	<u>7-D</u>				
				A-5	F-1				
				B-6	G-2				
				<u>C-7</u>	A-3				
				»	B-4				
					C-5				
					D-6				
					<u>E-7</u>				
					1-G				
					2-A				
					3-B				
					4-C				
					5-D				
					6-E				
					<u>7-F</u>				
*6		6		13	13	19		19	
*Total Cumulative Games/Each Team									

*Total Cumulative Games/Each Team



15 Team Interlocking Schedule

ROUND 1			ROUND 2			
Section 1	Section 2		Section 1	Section 2		
Game	Game	Bye	Game	Bye		
1-4	G-B		A-1			
3-2	F-C		B-2			
5-8	<u>E-D</u>	A	C-3			
<u>7-6</u>	A-G		D-4			
1-3	B-E		E-5			
4-2	<u>C-D</u>	F	F-6			
7-5	F-A		<u>G-7</u>	<u>8</u>		
<u>6-8</u>	E-G		2-A			
2-1	<u>C-B</u>	<u>D</u>	3-B			
3-4	A-E		4-C			
5-6	D-F		5-D			
<u>8-7</u>	<u>G-C</u>	<u>B</u>	6-E			
1-5	D-A		7-F			
2-6	C-E		<u>8-G</u>	<u>1</u>		
7-3	<u>B-F</u>	<u>G</u>	A-3		6-A	
<u>8-4</u>	A-C		B-4		7-B	
2-8	D-B		C-5		8-C	
4-7	<u>F-G</u>	<u>E</u>	D-6		1-D	
6-1	B-A		E-7		2-E	
<u>3-5</u>	G-D		F-8		3-F	
7-1	<u>E-F</u>	<u>C</u>	<u>G-1</u>	<u>2</u>	<u>4-G</u>	<u>5</u>
5-2			4-A		A-7	
8-3			5-B		B-8	
<u>6-4</u>			6-C		C-1	
1-8			7-D		D-2	
2-7			8-E		E-3	
3-6			1-F		F-4	
<u>4-5</u>			<u>2-G</u>	<u>3</u>	<u>G-5</u>	<u>6</u>
			A-5		8-A	
			B-6		1-B	
			C-7		2-C	
			D-8		3-D	
			E-1		4-E	
			F-2		5-F	
			<u>G-3</u>	<u>4</u>	<u>6-G</u>	<u>7</u>
			»			
7	6			14	14	
* Total Cumulative Games/Each Team						



16 Team Schedule

ROUND 1		ROUND 2	
Section 1	Section 2	Section 1	Section 2
Game	Game	Game	Game
1 – 4	A – D	4 – 1	D – A
3 – 2	C – B	2 – 3	B – C
5 – 8	E – H	8 – 5	H – E
<u>7 – 6</u>	<u>G – F</u>	<u>6 – 7</u>	<u>F – G</u>
1 – 3	A – C	3 – 1	C – A
4 – 2	D – B	2 – 4	B – D
7 – 5	G – E	5 – 7	G – E
<u>6 – 8</u>	<u>F – H</u>	<u>8 – 6</u>	<u>H – F</u>
2 – 1	B – A	1 – 2	A – B
3 – 4	C – D	4 – 3	D – C
5 – 6	E – F	6 – 5	F – E
<u>8 – 7</u>	<u>H – G</u>	<u>7 – 8</u>	<u>H – G</u>
1 – 5	A – E	5 – 1	E – A
2 – 6	B – F	6 – 2	F – B
7 – 3	G – C	3 – 7	C – G
<u>8 – 4</u>	<u>H – D</u>	<u>4 – 8</u>	<u>D – H</u>
2 – 8	B – H	8 – 2	H – B
4 – 7	D – G	7 – 4	G – D
6 – 1	F – A	1 – 6	A – F
<u>3 – 5</u>	<u>C – E</u>	<u>5 – 3</u>	<u>E – C</u>
7 – 1	G – A	1 – 7	A – G
5 – 2	E – B	2 – 5	B – E
8 – 3	H – C	3 – 8	C – H
<u>6 – 4</u>	<u>F – D</u>	<u>4 – 6</u>	<u>D – F</u>
1 – 8	A – H	8 – 1	H – A
2 – 7	B – G	7 – 2	G – B
3 – 6	C – F	6 – 3	F – C
<u>4 – 5</u>	<u>D – E</u>	<u>5 – 4</u>	<u>E – D</u>
*7	7	14	14
*Total Cumulative Games/Each Team			



16 Team Interlocking Schedule

ROUND 1		ROUND 2		
Section 1	Section 2	Section 1	Section 2	Round 2 Continued
1 - 4	A - D	1 - A		1 - E
3 - 2	C - B	2 - B		2 - F
5 - 8	E - H	3 - C		3 - G
<u>7 - 6</u>	<u>G - F</u>	4 - D		4 - H
1 - 3	A - C	5 - E		5 - A
4 - 2	D - B	6 - F		6 - B
7 - 5	G - E	7 - G		7 - C
<u>6 - 8</u>	<u>F - H</u>	<u>8 - H</u>		<u>8 - D</u>
2 - 1	B - A	B - 1		F - 1
3 - 4	C - D	C - 2		G - 2
5 - 6	E - F	D - 3		H - 3
<u>8 - 7</u>	<u>H - G</u>	E - 4		A - 4
1 - 5	A - E	F - 5		B - 5
2 - 6	B - F	G - 6		C - 6
7 - 3	G - C	H - 7		D - 7
<u>8 - 4</u>	<u>H - D</u>	<u>A - 8</u>		<u>E - 8</u>
2 - 8	B - H	1 - C		1 - G
4 - 7	D - G	2 - D		2 - H
6 - 1	F - A	3 - E		3 - A
<u>3 - 5</u>	<u>C - E</u>	4 - F		4 - B
7 - 1	G - A	5 - G		5 - C
5 - 2	E - B	6 - H		6 - D
8 - 3	H - C	7 - A		7 - E
<u>6 - 4</u>	<u>F - D</u>	<u>8 - B</u>		<u>8 - F</u>
1 - 8	A - H	D - 1		H - 1
2 - 7	B - G	E - 2		A - 2
3 - 6	C - F	F - 3		B - 3
<u>4 - 5</u>	<u>D - E</u>	G - 4		C - 4
		H - 5		D - 5
		A - 6		E - 6
		B - 7		F - 7
		<u>C - 8</u>		<u>G - 8</u>
		»		
*7	7		15	15
*Total Cumulative Games/Each Team				



Post Season Playoff Ladders

Following are post season playoff ladders for three teams through eight teams. Ladders are provided for both single elimination and double elimination playoffs. In addition to the purely mechanical aspects of these ladders, there are other items which must be considered before the playoffs are started.

1. Make sure both teams know the team colors of the other, so that the home team can make arrangements prior to the game to change jerseys.
2. Always have the person in charge of the field bring a set of pinnies or something which could serve as an over-shirt in case team colors do conflict.
3. Leave days open in your playoff schedule so that unplanned events, such as inclement weather, can be accommodated with relative ease.
4. Make sure you have an adequate staff to help you. There are many activities associated with playoffs which will require attention. A number of these can effectively be turned over to a willing volunteer.

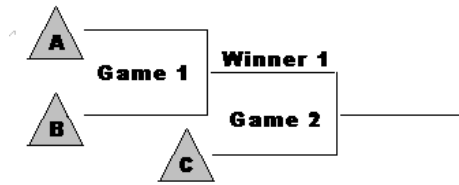
In AYSO, maximum participation by teams for as long as possible should be equally important to determining a "champion." Consider consolation brackets and open play for "eliminated" teams.

To use the attached ladders, letter each team in the playoff, then substitute the team name for the letter.

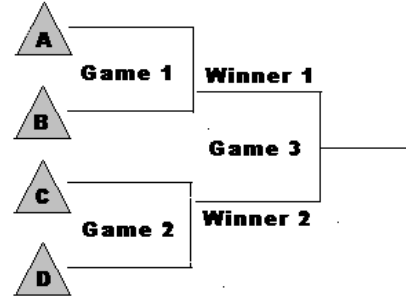
Playoffs with more than eight teams should be single elimination (because of the many weeks required for completion). These ladders should be made square (an even multiple of 4), as quickly as possible. For example, the first round of 12 team playoff should involve eight teams, with the four winners teaming with the four teams drawing a bye, to form an 8 team second round.

Single Elimination Playoff Ladders

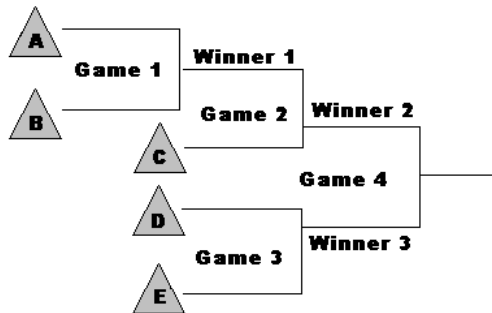
Three Teams



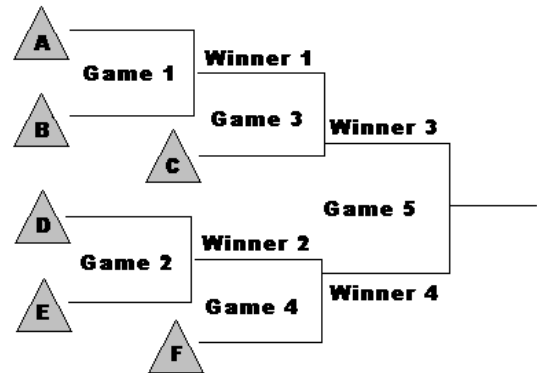
Four Teams



Five Teams



Six Teams



Seven Teams



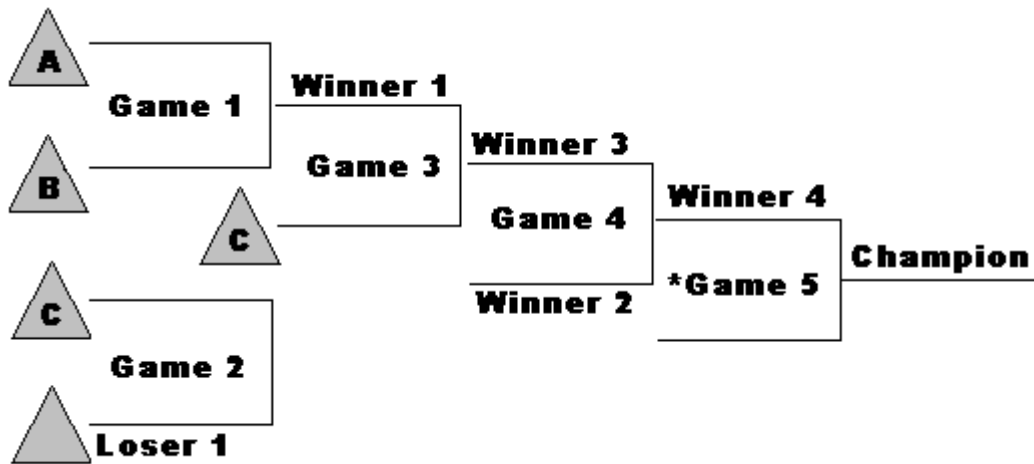
Eight Teams



Double Elimination Playoff Ladders

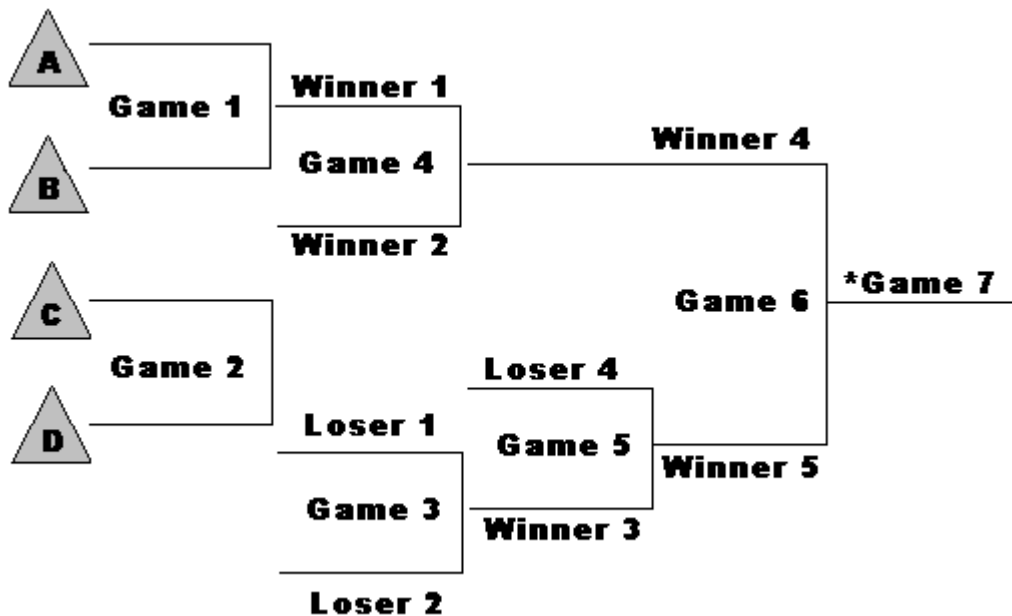
Three Teams

*Game 5 is only necessary if Team C wins Game 3



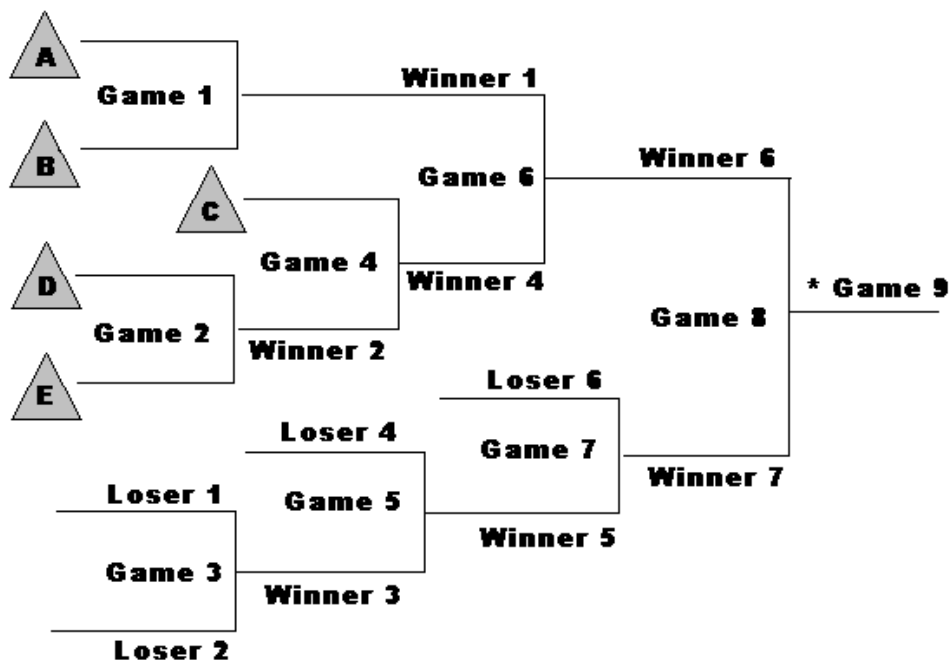
Four Teams

*Game 7 is only necessary if the winner of Game 5 defeats



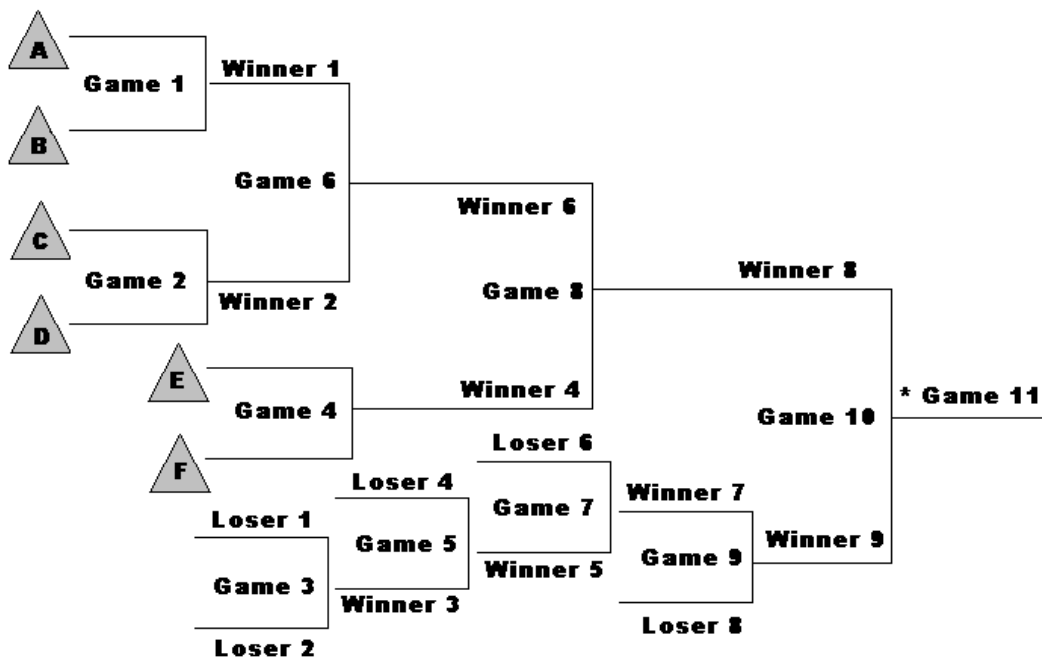
Five Teams

*Game 9 is only necessary if the winner of Game 7 defeats the winner of Game 6



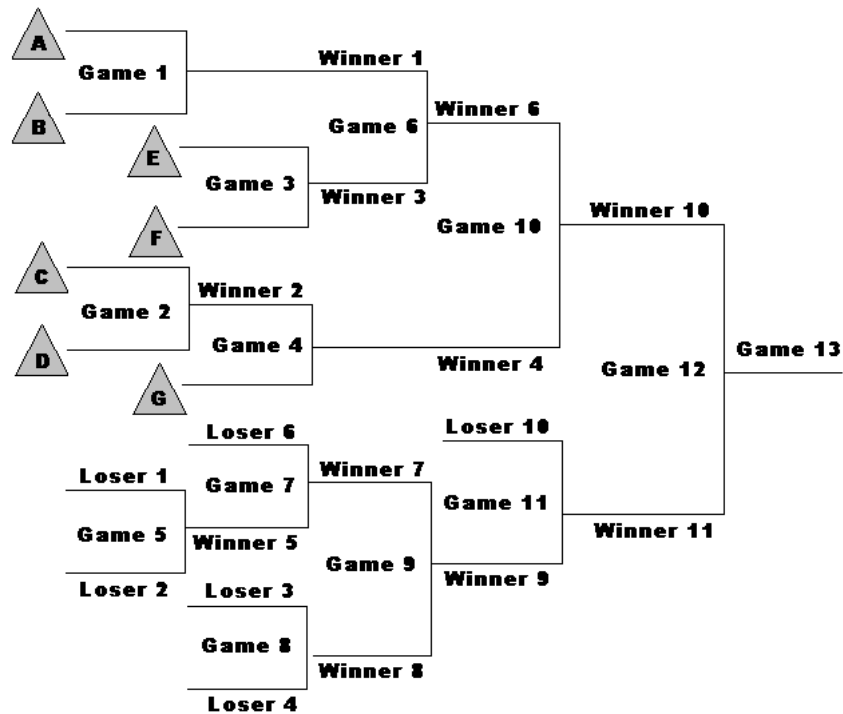
Six Teams

*Game 11 is only necessary if the winner of Game 9 defeats the winner of Game 8



Seven Teams

*Game 13 is only necessary if the winner of Game 11 defeats the winner of Game 10 in Game 12



Eight Teams

* Game 15 is only necessary if the winner of Game 13 defeats the winner of Game 12 in Game 14



Fields

Marking a New Playing Field

Chalk and paint are the quickest and easiest methods of marking a field, if the lines are not going to be permanent.

Equipment needed:

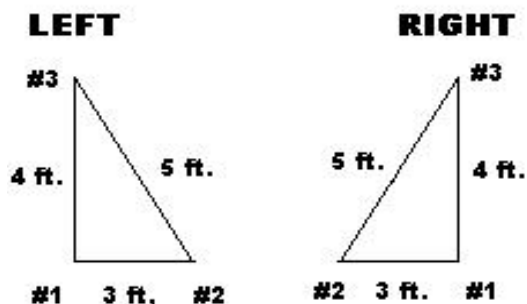
- One or two rolls of heavy twine — 100 yard minimum
- Six or more rolls of plastic tent pegs, or 20d nails for harder ground
- Claw hammer
- One or two measuring tapes — 100-feet minimum
- One line marker — chalk or liquid
- Two bags of marking chalk (DO NOT USE LIME) per field or two cans of paint
- One or more assistants

Fields can vary in size but must be rectangular. Make the field as large as possible, within the FIFA Laws. Sacrifice some length to obtain width, if necessary. For younger players, smaller fields are preferred, but keep the goal areas and penalty areas in proportion to the size of the field. Check AYSO's "Coaching Program Guide", available from the AYSO Supply Center or the Player Programs Dept. for alternate field sizes.

Step 1-Goal Lines

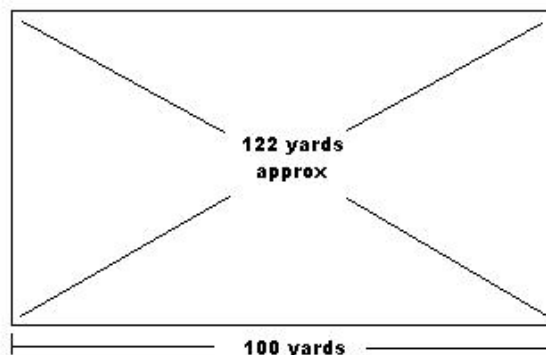
Set the initial peg at one corner of the field to be built. Set the second peg three feet inward of the first peg along the intended goal line. Set the third peg four feet from the first peg along the intended touch line while measuring five feet from the third to the second peg to acquire a right angle.

Example: Once the first corner has been established, repeat the process at the opposite end along the goal line. Remove the #2 pegs. Attach the twine between the two corner pegs, pulling it taut. Mark a chalk line along the twine. Do not remove the #3 pegs yet. Repeat the process at the opposite end of the field making sure the right angles at each corner line up. If you are in doubt, measure the distance from each corner to the opposite corner.



Step 2-Touch Lines

Attach twine to number one pegs on opposite ends of the field along the intended touch line. The twine should fall exactly in line with the number three pegs. (If not, recheck measurement from corner to corner.) Pull the twine taut, lift and let fall to ground. This will allow for a straight line. Mark the complete side of the field with chalk or paint. Repeat on opposite side. Remove number three pegs leaving the corner pegs in place.



Step 3-Halfway Line

Measure half the distance of the length of the field on each side and mark with a peg. Attach twine to those pegs and mark a line parallel to the goal line with chalk or paint. Remove pegs.



Step 4–Center Circle

Measure half the width of the field at the halfway line and mark with peg. Attach twine to the peg and measure ten yards. With an assistant holding the twine taut at the ten yard mark, follow with the chalker or painter as the assistant walks the circle. If there is no assistant, tie the twine to the front of the chalker or painter and walk the circle, keeping the twine taut at all times so there are no “waves” in the circle line. Remove peg.

Step 5–Goal Area

Measure half the width of the field at the goal line and insert peg. From this center point measure ten yards in both directions along the goal line and set a peg at each point. Measure six yards from the two outer pegs perpendicular to the goal line, using the same 3' x 4' x 5' method as for the corners, and insert pegs. Attach twine to each of the four pegs and mark with chalk or paint on the three sides of the goal area. Remove the outer pegs, leaving the center peg.

Step 6–Penalty Area

From the center peg of the goal line, measure 22 yards toward each touch line and insert pegs. Measure 18 yards from each peg perpendicular to the goal line, using the 3' x 4' x 5' method and insert pegs. Attach twine to each of the four pegs and mark with chalk and paint, following twine. Remove outer pegs.

Step 7–Penalty Spot

Measure 12 yards from the center peg of the goal line at right angles to the goal. Insert a peg and make a circle of nine inches. This may be a solid spot. Remove center peg.

Step 8–Penalty Arc

Measure 10 yards from the center of the penalty spot. Attach twine to the peg. Following the procedure for the center circle, chalk or paint an arc outside the penalty area only, beginning and ending at the 18 yard line. Remove spot peg.

Step 9–Corner Areas

At each corner of the field, mark with chalk a quarter circle with a radius of one yard, inside the field of play. Remove corner pegs.

Step 10–Coach’s area

This is a rectangular area 2 yards deep and 20 yards wide set back at least 1 yard from the touchline and running parallel to the touchline. It is centered on the touchline so it extends 10 yards in each direction. .

Step 11–Restraining Lines (optional)

Where possible, these should not be less than 3 yards outside the playing field, parallel to the touch lines, the length of the field, from penalty area to penalty area. This allows the coaches and assistant referees ample space and prevents encroachments by spectators

Adjacent Fields

If there is space for more than one field in an area, make them no closer than six feet when they are side by side nor twelve feet when they are end to end. Many Regions use one large field to make three smaller fields across for practice or short-sided games.

Field Marking Materials

Weed killer, diesel fuel or other such harsh chemicals used to “burn in” lines can be dangerous and may even be prohibited by local laws or park policies. Many Regions use chalk or specially formulated spray paint to mark the lines. If using spray paint, it is best to use two coats, one laid down in each direction. This produces a more visible and longer-lasting line. Different colors can be used when smaller fields are laid out within or across full sized fields.

If using chalk for initial marking, it is best to use two bags of chalk. Subsequently one bag will be sufficient. Markers have an adjustable flow lever and practice will allow you to get the most out of each bag and still get a good line. Never use lime to line fields. Lime is caustic and will harm the eyes and burn open cuts.

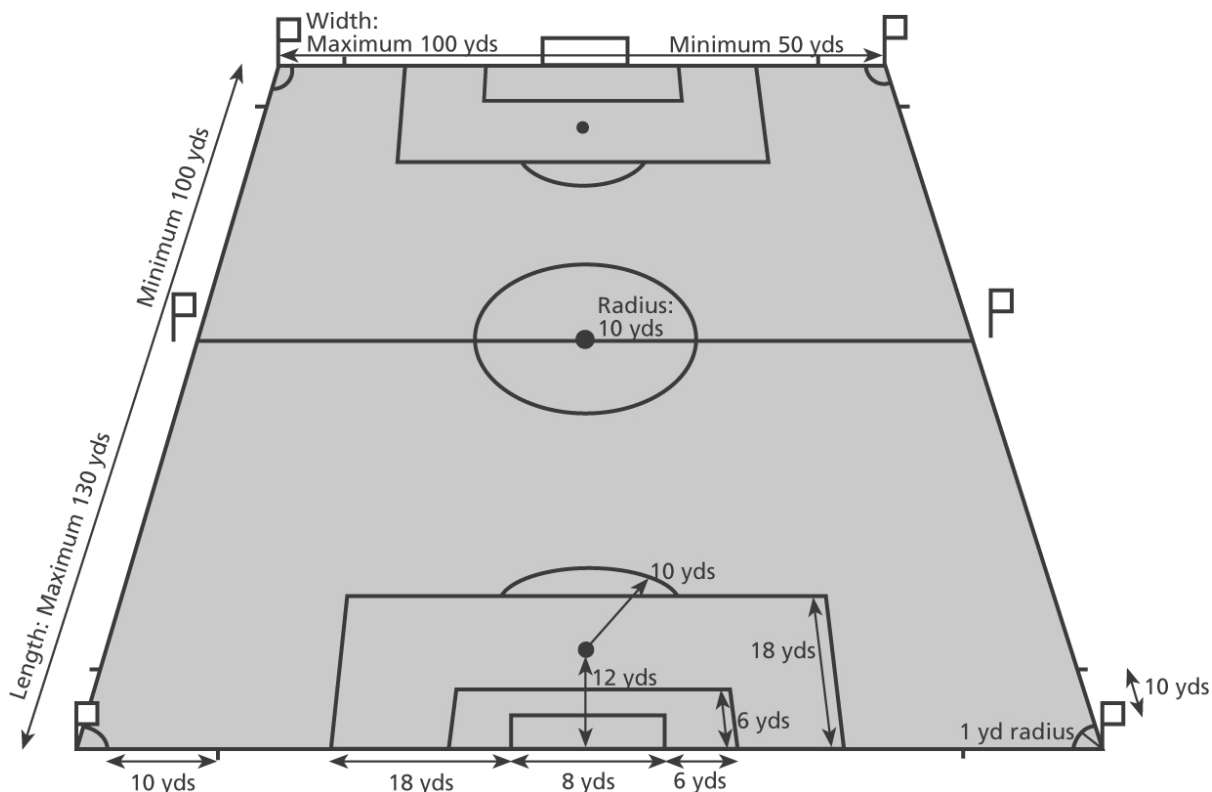
Permanent Goals

If you are using permanent goals set in the ground, be sure the inset is at least one third the height of the goal, i.e., 8-foot goal should extend two and a half to three feet into the ground, using sufficient cement as an anchor for stability.

If you are using sleeves in which to set the goals, anchor the sleeves well with cement. Use threaded pipe to enable you to keep caps on them when not in use. Open pipes are a hazard and they will eventually fill with dirt. (See Goals under Selection and Purchase of Equipment)

Hooks welded to any portion of the goals creates an especially dangerous hazard and should be removed. Use Velcro strips or twine to attach nets.

Field of Play (Diagram)



Selection and Purchase of Equipment

The equipment director is responsible for the purchase, distribution, collection, storage and inventory of all balls, nets, cones, field markers, goals, first-aid and training equipment required by the Region.

The first task will be to determine what equipment the league will supply and what equipment the coaches and players will have to provide on their own. Unless your Region has a particularly generous supplier, you might give some thought to purchasing equipment in large quantities for wholesale discounts and then resell them as a fund raiser to the coaches, players and families. Practice balls, shinguards and cones are good examples of products that can be purchased at quantity discounts.

Field Markers

Begin by determining from the owner (school Board, rec & park department, etc.) and from the field director what type of field markings are permissible. Determine whether they have field markers which can be used by the Region, and the cost of using that method of marking. If marking equipment is available, from whom do you obtain it and when? Where do you find the paint or chalk for their markers?

Markers are available from a number of sources and are fairly inexpensive. Liquid markers work well, but tend to clog. Spray paint can last up to two weeks, depending on how fast the grass grows and how often it is cut. Chalk markers are practical and inexpensive, but this method most likely needs to be redone each week.

Balls

Soccer balls can be the most difficult choice for the equipment director due to the tremendous variation in quality and price in the market. The equipment director should measure the quality of the soccer balls needed against the quantity needed and the budget available. Soccer balls will be lost, and plans should be made to have replacements on hand, if the budget permits.

The covering (vinyl or leather) usually dictates the major price difference between two soccer balls. Leather balls are more expensive. Because leather is porous, leather balls will lose air more quickly from week to week and are more susceptible to damage from water. Vinyl balls will stay inflated for a longer period of time; however, most players say that a vinyl ball hurts more when they are hit with it during play, and the ball's covering is more likely to fall apart after heavy use.

A decision must be made regarding how many balls to issue to each team. Many Regions purchase a "game ball" for each team and encourage parents to purchase an inexpensive soccer ball that can be brought to practice for each of their players. If parents cannot afford to provide a soccer ball, some leagues may wish to investigate buying additional soccer balls for the team to use during practice. Team numbers and telephone numbers should be burned or written in permanent ink on each ball.

Some Regions buy each soccer field a "game ball" to be controlled by the equipment manager and the referee. Game balls are normally of better quality than practice balls. Air pumps should be available at the fields for use by referees and coaches as needed to inflate each ball to proper levels for games. Coaches and referees, just like players, should be responsible for the safekeeping and control of soccer balls in their possession during the season.

Ball Nets

Ball nets provide an inexpensive means of carrying the practice balls used by coaches.

Practice Cones

Cones are available from general sporting goods stores and from soccer supply houses. Generally, such cones are inexpensive. Two general styles are available: a typical roadway style cone and a sliced-disk style of cone. The taller cones are easier to see, but the smaller cones take up less storage space. The taller cone will be more easily overturned in the wind or when contacted by a

player or the ball. Some believe that the taller cones also create a greater risk of injury to players than the small sliced-disk style of cone. If cones are provided to teams by the Region, a sufficient number of cones for roughing out a practice playing field should be supplied (10 to 15 cones). Giving coaches different colored sets of cones makes it easier for players on the practice field to define their space.

Goals

There are a number of high-quality goals available on the market. In terms of potential liability, the choice of goals may be the most expensive decision made by any Region. The Regional Commissioner and safety director, field director, referee administrator and coach administrator should be consulted for their opinions on the type of goal to use. Goals are available in a variety of sizes, in a choice of durable materials, and either for permanent placement or temporary use.

Portable goals may be the only type allowed on the fields used by your Region. Portable goals also have the advantage of being movable and can be easily installed on another field for games or practices. However, temporary or portable goals, if not properly secured to the ground, can collapse or tip over, and for that reason are more prone to cause injury. If temporary goals are not supervised, or if they are left standing during the season, they could be an attractive nuisance inviting children to climb them. A great number of goal injuries occur because an unsupervised goal is misused by a child with a natural instinct to climb. Therefore, these goals must be adequately staked down so that they will not be a danger to anyone at the field and, when not in use, should be put into a shed or chained to a fence or other permanent fixture. Consider using four such stakes to anchor each goal. Staking the net taught at the ground at several places in the back will provide further stability to portable goals.

Permanent goals can only be erected with the permission and consent of the owner of the fields (i.e., the school Board, park commission, etc.). Permanent goals usually are constructed with cast iron, PVC pipe or other durable plastic, or metal. Such goals are usually designed with a section to be buried underground to secure the goals and make them less likely to be tipped over in case of accident or misuse. PVC pipe, however, might crack or break in colder climates, creating a hazard. Cast iron can rust and be unforgiving to a player who falls against it during the excitement of play. Permanent goals require maintenance and may even need to be replaced from time to time. Permanent goals should be checked regularly for damage, paint, rust, and other maintenance needs.

A word about padding goalposts. Based upon the information currently available regarding padding of goal posts, we cannot conclude that padding of goal posts would make AYSO players materially safer in games and practices. Soccer experts we consult also agree that padded goalposts would bring about a change in the way the game is played. Additionally, there currently is no provision for the padding of goalposts during games under FIFA Laws of the Game. Accordingly, as with other soccer safety issues, unless and until additional information comes to our attention regarding the padding of goal posts, AYSO will continue to take direction from FIFA on this issue.

Some Regions have goals built professionally. If iron is used for such goals, welds must be secure and safe. If the goals are to be movable, they need to be built on sleds or with the capability of being dismantled. If the goals are to be permanent, can they withstand the abuse of children climbing or swinging upon them when no adult is there to stop such activity? Goals can be made proportional to the field. Younger children playing short-sided games have different requirements for goals. Check AYSO's "Short-sided Games Guidelines", available from the Programs Department for suggested sizes.

Goal Nets

Another major purchase is goal nets. More expensive nets will be assumed to last longer. Nets should be taken down at the end of each practice or at the end of each game day to avoid injuries when there is no supervision. Duffel bags work well for the storage and transportation of nets and their anchors to and from the fields.

The equipment manager should purchase nets which fit the style of goalpost used by the Region. Some nets are equipped with metal clips to attach to the edge of the net wrapped around a goalpost or crossbar. If the goalpost and crossbar have net hooks, those hooks should be removed and Velcro

strips or twine should be used instead. Anchors or nylon tent pegs that hold the net to the ground are essential particularly with temporary goals.

The equipment manager and field manager should work together to train those who put up the nets. A sloppily attached net will leave openings which could result in injury to the goalkeeper or other players. A particularly hard shot to a corner passing right through the inner post might be ruled by a referee to be a no goal if the net is not attached properly.

Corner Flags

Corner flags are inexpensive. Look for safety factors when purchasing them. Corner flags must be a minimum of five feet tall. A corner flag which does not collapse or bend when taking a player's weight might break and seriously injure the player. Corner flags with spring mounting are one solution; flexible reed flag poles are another solution. Four corner flags are required and one each placed three feet off of the intersection of the halfway line and touch line are recommended.

Referee Equipment

The needs of the referee staff should be coordinated with the referee administrator. The Region should fit and supply each referee with the equipment needed. This equipment will include:

- a referee uniform (shirt, shorts, socks, and optional hat)
- an official AYSO referee badge of the appropriate certification level
- two whistles of good quality with wrist lanyard
- one set of yellow and red cards
- one set of assistant referee flags (sometimes provided per field rather than per referee)

Referees come in all sizes and shapes. Uniforms styled for women are available and should be considered for purchase. Some Regions purchase a standard short-sleeved shirt, shorts and socks for new referees and reward veteran referees with long-sleeved shirts or other colored shirts.

Referee kits containing game card wallets, whistle, red and yellow cards and a flip coin are available from many referee outfitters.

Uniform Purchasing

Uniforms are probably the largest annual expenditure for your Region.

The uniform/equipment director should understand what constitutes uniform selection and ordering—material, sizing, color and style selection.

Decisions

Before the uniform/equipment director can order uniforms, the Region must decide:

- whether to issue new uniforms each year or to reuse uniforms, (See “Cost Comparisons” later in this manual).
- how many teams in each division will be formed,
- how many players will be assigned to each team.

Make sure that vendor quotations

- are in writing
- meet your requirements
- contain all data necessary for decision making
- use consistent criteria, if you are seeking comparison quotes.

Comparing Quotes

Comparing price is obvious. However, there are several other factors to take into consideration before selecting a uniform supplier:

- Vendor availability (local vendor may be a sponsor)
- Vendor capability to supply shirts with the AYSO logo as required by the National Rules & Regulations
- Vendor reliability and helpfulness
- Do they know what they are doing?
- Do they follow through?
- Will they help you prepare your order?
- What is the experience of other Regions with the vendor? Get references.
- Quality of uniform — compare samples
- Delivery time — can they deliver in time for your season?

Placing the Order

- Allow yourself plenty of time.
- Determine the number of teams per division.
- Set the latest date for delivery.
- Arrange for delivery date and location with your supplier.
- Try to submit everything on one order.
- Deliver the completed order to the vendor, making sure it is in writing and has been double checked by a helper for completeness and accuracy before submitting.

Suggestion: Consider ordering one extra jersey for each set.

Sample Team Sizing Chart

Under -6	3 Youth XS	12 Youth S	
Under-8	5 Youth S	7 Youth M	3 Youth L
Under-10		7 Youth M	3 Youth L
Under -12	4 Youth M	8 Youth L	3 Adult 2
Under-14	3 Youth L	8 Adult S	4 Adult M
Under-16	3 Adult S	8 Adult M	4 Adult L
Under-18	7 Adult M	6 Adult L	2 Adult XL

Color Selection

This will depend on the size of the divisions. If there are fewer teams than color selections, choose different colors for each team. Some Regions opt to select white or black shorts for everyone. It's easy to do, but limits extensive color alternatives. Jersey base color and shorts limit the alternatives. If there are more teams per division than color selections, consider these alternatives:

- mix shirt and short colors
- mix vendors
- use reversible shirts
- change uniforms when two similar teams play each other
- purchase several sets of mesh overlay jerseys (also called "pinnies") in contrasting colors that can be used when there are color conflicts

Six Color Selections: Jersey, trim, stripes, shorts, socks and cuff or stripe.

Receiving the Order

Check for:

- correct quantities
- correct colors
- completeness — all with logos and numbers
- no duplicate numbers

Log in each set and identify them.

- Sizes for jerseys and shorts will be the same.
- Goalkeeper jersey should be one of the largest sizes.
- Socks will be within brackets, i.e., stretch socks are sized as small, medium and large and fit all sizes within the range.

Notify the vendor of an adjustment. Pay promptly.

Cost Comparisons

Comparison between Annually Buying Uniforms & Reusing Uniforms

New Uniforms:

- Advantages
 - Easiest to do
 - Can change colors/styles yearly
 - No hassle getting uniforms back
- Disadvantages
 - Recurring cost passed on to families in annual fees
 - Usually cheaper uniforms

Reused Uniforms:

- Advantages
 - Initial cost spread across several seasons – lower reg fees
 - Wider selection – can afford higher quality and more styles
 - Uniforms available for off-season play
- Disadvantages
 - Hard to get them back
 - Must store during off-season
 - Must be able to replace losses
 - Problems when styles are discontinued
 - Requires much more effort

Questions to ask before deciding:

- Is there someone in your Region who cares enough to organize and carry out the work of reissuing uniforms?
- Is the size of the annual player registration fee a problem in your Region?
- Can money be saved by reusing uniforms?
- If your Region cannot answer “yes” to these questions, decide against it. Your program should be based on new uniforms each year.



Sample of Request for Quotation

To: Uniform Supplier

Request for Quotation

Please furnish a quotation for the following uniforms for our soccer teams:

Style 469 C, 10 sets consisting of:

14 team jerseys: style 469C

1 goalkeeper jersey: style 483B

15 pair shorts: style 84M

15 pair socks: nylon with stirrup, contrasting cuff

Include 3" AYSO logo imprinted on jersey fronts and 6" numbers on backs.

Delivery date required: July 15, (year); base quotation on receipt of order by April 1, (year).

Quoted price to include all taxes, packaging and shipping costs for delivery to the above address.

(State payment terms as understood).

Please mail price quotation to the undersigned.

Thank you,

Name

Region (#), Uniform/Equipment Director

XXX Street

City, State Zip



Vendor Questionnaire (sample form)

Vendor Questionnaire for Soccer Uniforms**Vendor:** _____ **Mfg** _____ **or Mfg Rep** __________ **Sports Store** __________ **Distributor/Dealer** _____**Contact:** (Name) _____ **Telephone** _____(Title) _____ **Fax/800** _____Best time to call: A.M. ☐ P.M. ☐ Evenings ☐ or _____

Collect calls accepted? Yes / No

Catalog: Date Published _____ **Next Revision** _____

Prices as of _____ Prices good until _____

Materials: Available Cotton Nylon Poly/Cotton Other

Jerseys _____

Shorts _____

Socks _____

Notes _____

Colors: Color Samples Available? Yes / No

Number of colors available:

Jerseys: _____ adequate _____ or limited _____

Shorts: _____ adequate _____ or limited _____

Socks : _____ adequate _____ or limited _____

Trim : _____ adequate _____ or limited _____

AYSO logo: _____ adequate _____ or limited _____

Can color combinations be varied from those shown in catalog? Yes / No

Are Colors matched year to year? Yes / No

Styles: Number of styles available: _____ adequate _____ Limited _____

Vertical stripes on front and back of jerseys? Yes / No

Pattern (stripes or panels) on front and back Yes / No

Sizes: Selected by manufacturer? Yes / No / If Desired

Selected by Region Yes / No / If Desired

Variations for girls/boys/all-stars? Yes / No / If Desired

Replacements available from stock on hand? Yes / No / If Desired**Packing:** How are shipments bundled?

By Team _____ By Uniform Size _____ By Item _____ Not Sorted _____

Delivery Time: Regular Order _____ Special Order _____



Quotation Comparison Form (sample form)

Quotation Comparison Form**Quotation:** (Refer to Sample Form)**Name of Vendor providing Quote:** _____

Minimum quantity _____

Base price for complete team? Yes / No

(i.e., 14 team plus 1 goalkeeper jersey, 15 shorts & 15 socks)

Extras:

Material Change _____ Yes _____ No

Collars _____ Yes _____ No

V-Neck insert _____ Yes _____ No

Stripes on shorts _____ Yes _____ No

Numbers on Back _____ Yes _____ No

AYSO Logo _____ Yes _____ No

Different Color Sleeve _____ Yes _____ No

Length of time quote is valid: _____ at Receipt _____ 30 Days _____ good until stated date**Financial:**

% Due when order is placed? _____ %

Balance due: Net _____ Days

Discount for early payment? _____ Yes _____ No

Charge for late payment? _____ Yes _____ No

Prior Credit Approval Required? _____ Yes _____ No

Adjustments:

Handled by supplier? _____ Yes _____ No

Referred to manufacturer? _____ Yes _____ No

None available – sold as is? _____ Yes _____ No

Time limit for adjustment: _____

Shipping:

Pickup at vendor _____ Normal _____ Special

Parcel Post _____ Normal _____ Special

UPS _____ Normal _____ Special

Air Freight _____ Normal _____ Special

Truck Carrier _____ Normal _____ Special

Local Delivery _____ Normal _____ Special



Uniform Record (sample form)

AYSO Region _____ Team _____

Jerseys

Manufacturer: _____
 Supplier: _____
 Material: _____
 Style #: _____
 Style Desc: _____
 Year Purchased: _____
 # Ordered: Jerseys _____ GK _____
 Replacements:

Colors	Team	Goalkeeper
Body		
Trim		
Stripes		
Number		
AYSO Logo		

Date: _____ Date: _____
 Date: _____ Date: _____

Size Distribution:

Shorts

Manufacturer: _____
 Supplier: _____
 Material: _____
 Style #: _____
 Style Desc: _____
 Year Purchased: _____
 # Ordered: Jerseys _____ GK _____
 Replacements:

Colors	Team	Goalkeeper
Body		
Trim		

Date: _____ Date: _____
 Date: _____ Date: _____

Size Distribution:

Socks

Manufacturer: _____
 Supplier: _____
 Material: _____
 Style #: _____
 Style Desc: _____
 Year Purchased: _____
 # Ordered: Jerseys _____ GK _____
 Replacements:

Colors	Team	Goalkeeper
Body		
Stripes		
Cuff		

Date: _____ Date: _____
 Date: _____ Date: _____

Size Distribution:



Volunteer Recruitment, Development and Retention

If you want to have a successful volunteer recruitment, development and retention effort, you must remember these four words: **Volunteering is an exchange.**

Volunteers understand that they will not be paid with money, but they do wonder what's in it for them.

The traditional view of assuming that people volunteer for purely philanthropic, altruistic or philosophical reasons has been revised. There are still people who will do good things because of a personal belief in doing what's right and making a difference, but even these people can fade if the exchange over time doesn't meet their expectations. The new view of volunteerism recognizes that volunteers feel a benefit for themselves, too.

The Volunteer's Dilemma

These are the judgments that potential volunteers make when considering a volunteer activity:

1. How much time will this require of me?
2. What skills/talents do I have to do this activity?
3. How does this commitment fit in with existing commitments to family, work, friends, and other community activities?
4. What are the risks for making this commitment?
5. What will my family or I gain for making this commitment? How will it improve the quality of life for us or others?

Volunteers are often motivated by a combination of factors. These factors are unique to each individual, but they tend to fall under some common themes. Understanding these themes and acknowledging potential concerns can go a long way in the volunteer recruitment process.

Here are some of the factors that virtually all volunteers have questions about:

1. Can I do the task?
2. Are there others like me who are doing this, and can they help me to be successful?
3. Will what I do help others in a meaningful way?
4. Do I really believe in the organization and its philosophy?
5. Do I have free will in this or am I being forced?
6. Will I learn important new skills, abilities, and proficiencies?
7. Is love—not money—a sufficient reason to do this?
8. Will doing this make me feel better about myself? Will not doing this make me feel guilty?
9. Is there another part of my life that is less important that I can give up in order to do this?

Regions need to be prepared with solid information to anticipate these questions before they're asked. This is done by having a marketing plan for recruiting volunteers instead of just advertising for help.

Advertising vs. Marketing

Why simple advertising won't work

Everyone knows that volunteer organizations need volunteers. This simple knowledge does not motivate sufficient numbers of people to fill all the positions. Too often, volunteer organizations respond to this shortfall by saying, "We need more volunteers." This kind of advertising is pointless because it imparts no new information, states a redundantly obvious fact, and provides no additional motivation or incentive to potential volunteers.

People today have to be motivated by more than obvious need. You need to make joining the volunteer ranks in your Region a desirable choice for which volunteers give their time – more desirable than something else!

Why marketing will work

Marketing your volunteer positions requires some work, but the payoff can be large. If you review the questions above that potential volunteers ask themselves, you will find the keys to your marketing strategy.

To get volunteers you actually need to ask. One obvious place to market your Region's volunteer opportunities is at player registration. Try some of these:

- Have a smiling recruiting corps on site.
- Use females to recruit females.
- Use youth to recruit youth.
- Use uniformed coaches and referees to recruit coaches and referees
- Post biographies and pictures of some of your volunteers.
- Show AYSO's Parent Orientation video or the VIP video
- Show home video of a volunteer having fun.
- Have a picture display of coaches and referees in action.
- Stress the AYSO Team and the organizational philosophy.
- Distribute a fun test for those who "don't know the game."

If you use these marketing techniques, you show potential volunteers the fun, camaraderie and sense of personal achievement that shines through the people they interact with. Your future helpers can see others just like themselves participating, succeeding and having a good time!

Taking away some of the anxiety helps, too. When potential volunteers learn about AYSO's supportive environment and its "kids first" approach to soccer, they are eager to join. If you make them want to belong, then they will choose AYSO activities over other things they might do. They see a positive exchange.

There are some less obvious places to market Regional volunteer opportunities. These often produce surprising results.

- Put brochures in doctors' and dentists' offices.
- Set up a display in a local store.
- Put a kiosk or stand in the mall.
- Visit sports medicine clinics to inform therapists and staff about AYSO opportunities and to leave recruitment materials.
- Get an announcement or article in the local paper or on public access radio or television.
- Visit fire, police, and civic offices to put up posters.
- Publicize at schools, colleges, retirement homes, and community churches.
- Target specific community leaders for specific needs.

These methods can find you volunteers. Professional offices, malls and schools are the first places new people in the community are likely to go. Capitalize on this by making AYSO's presence known. Be the first to appeal to them and they might come to AYSO as their first opportunity to join the community.

People who go to sports medicine clinics frequently are injured athletes who may have a lengthy rehabilitation before they can reenter sports—or they may not be able to play again. These people are longing for opportunities to be involved in sport in some capacity. Give them a reason to call you.

Often civic, school and community groups require their members to perform service to the community. If you promote AYSO as a great way to meet this requirement and to have fun, they will come. Don't underestimate the attraction that community leaders have for visible positions in your program. Recruiting your school district's superintendent for your Regional Board may have a surprising impact on the availability of school fields for your Region's games!



Your marketing efforts should continue throughout the soccer season, both to boost the morale of current volunteers and to entice others to join them.

- Recruit enthusiastic or dependable spectators at games.
- Feature a volunteer in the local newsletter.
- Create a special patch for volunteers' jackets.
- Treat volunteers and spouses to a special night.
- Send thank you notes to the spouses.
- Provide quality equipment and up-to-date books.
- Send dedicated volunteers to camp or to a clinic
- Send as many volunteers as you can to your Section meeting.

When people get positive recognition, they feel important and appreciated. When volunteers get positive recognition, other people notice. Since most people want positive reinforcement, when your volunteers are treated well publicly, then others will want that recognition, too.

Treat the spouses or significant others of your volunteers well, and they are likely to join your volunteer ranks, too. Nothing sells like success, and if the perception is that your volunteers are appreciated, praised and rewarded, the partner will want to participate. It is often a benefit to their families when both of them are participating.

Volunteers who learn more, who grow and develop with your program and who can translate the AYSO experience into a living, talking role model are your best marketing tools. Consider training some of these outstanding ambassadors as instructors so they can go out and positively influence others.

Developing Volunteer Resources

Being reliant on volunteers to get the job done can sometimes create a paradox. There is so much to do that you have a job for nearly every person you can get. But the daily newspaper headlines and stories on the ten o'clock news remind you that there are people out there you just shouldn't use. This is why volunteers need to be screened.

Your first line of defense is to be sure that every person who wishes to volunteer for a job in your Region registers on-line through eAYSO. Alternatively, they can complete a volunteer application form. But the important thing is that these applicants provide all the key information that will be used to be sure they are the right people for your program. Screening can include checking references, doing background checks, training, testing, and monitoring. Under current AYSO procedures, the Region has responsibility to check the volunteer's references. Criminal background checks are conducted by the Safe Haven Department at the National Office.

For the large majority of volunteers who pass this screening process, we have an obligation to comply with federal legislation designed to protect them against frivolous legal action. The Volunteer Protection Act tells us that volunteer organizations need to do three things for volunteers to protect them.

- They must be trained and certified.
- They must be given job descriptions, preferably in writing.
- They must know and perform their duties within the policies, procedures and guidelines of the organization.

You can easily meet these criteria by seeing to it your Region takes advantage of AYSO's well-respected volunteer development programs. The training should use AYSO lesson plans taught by AYSO-certified instructors. If you don't have the right AYSO-certified instructors in your Region, contact your Area Director for help. When this training is conveniently available it makes being an AYSO volunteer especially attractive. They approach their volunteer commitments with confidence. Empowered volunteers will make your job a lot easier.

- Entry level coach, referee and staff training can be done locally by the Basic Instructors in your Region.
- Area clinics, which may include the Intermediate or Advanced Referee Courses, the Intermediate Coaching Course and instructor courses can be done by Regional or Area Intermediate and Advanced Instructors and Instructor Trainers.
- Section clinics, which may include the National Referee Courses, the Advanced Coaching Course and instructor courses can be done by National Instructors and Instructor Trainers.
- Section meetings, held annually in each Section and staffed in part by national representatives, include Board and staff training, management training, coach training, referee training and instructor training.
- Section super camps that may include all levels of training.

Once your volunteers have had their basic, introductory training at the Regional level, encourage them to seek additional training at other AYSO venues and offer to pay for it. This is money well spent because a trained volunteer is a greater asset to the Region and has a higher sense of personal achievement and satisfaction. For more information, call the AYSO Volunteer Programs Department.

Volunteers need empowerment to do their jobs. Once you have told them what to do, give them the power to do it. Avoid micromanaging. Allow them to participate in the decisions that affect their positions and their performance.

Volunteers need variety in their jobs to grow and develop. Too much mindless work can be frustrating; too much demanding work will burn them out. Routinely (every one-to-three years) alternating jobs among developing staff will keep them around longer and will give your Region greater depth.

Retaining Volunteer Resources

You need to recognize that volunteers sign up for one year at a time. If the exchange for their efforts is not positive, they will not return for another year. In addition, what motivated them to join is not the same as what will motivate them to stay. So your marketing campaign must shift its focus to keep them. Fortunately, it's fairly simple to provide enough incentive and motivation to keep good volunteers returning.

- Make staying desirable. If your volunteers are having fun and feel part of the team, they're likely to stay. If your Region has its act together, is successful and has good community visibility, they're likely to stay.
- Provide the proper environment. AYSO has its own culture. When that culture of safe, fair, fun thrives, then volunteers enjoy the time spent in AYSO – sometimes more than anything else. So ensure that the AYSO philosophies are alive and well and volunteers will return.
- Reward the effort. Be sure to match any reward to both the person and the achievement. Be timely with your rewards so enthusiasm stays high. Make your rewards highly public and thank people by name for specific deeds. Rewards can include patches, pins, shirts, jackets, bags, hats, plaques, letters or certificates. Just be certain to keep the value reasonable and appropriate, and don't ever give cash.
- Make volunteers feel special. Learn their names. Publish their names (not addresses or phone numbers) in your newsletter or local paper. Write thank you notes during the season. Send birthday or holiday cards. Ask for suggestions from them of what other things would be meaningful to them.



- Send them out on a high. A party, special event or ceremony will end the season on a positive note that should leave your volunteers looking forward to coming back next year.
- Make the best ones feel indispensable. Those who contribute a lot have a heavy personal investment in the Region. This leads to a feeling of some ownership, which gives them a vested interest in the ongoing success of the enterprise. With your encouragement, these volunteers see the Region's future success linked to their ongoing participation. This is a powerful way to retain a nucleus of experienced volunteers from year to year.

Each of these six suggestions provides a good exchange for the volunteer. If you capitalize on several of these with each volunteer you'll see your retention rate grow. The more good people you retain, the fewer new people you will need to recruit.

Summary

Five things you need to remember about volunteers:

1. Volunteering is an exchange: When they give, they need to receive.
2. Volunteers don't respond to advertisements: Marketing is the best way to get volunteers.
3. Volunteers need to be trained: They can neither protect nor be protected without child and volunteer protection and job specific education.
4. Volunteers need to be screened:
5. Volunteers have a shelf life: They volunteer one year at a time. Make them want to be back year after year.

If you really understand these truths about volunteers, then you are well on your way to grasping the volunteer recruitment, development and retention process.

Good luck with your volunteers! If you need help, call your Area Director, Section Director or the AYSO Volunteer Programs Department for more information.

Establishing Good Community Relations

Your role as Regional Commissioner is a complex, challenging task and requires many skills and insights to be successful. You are a spokesperson, arbitrator, counselor, planner, facilitator, teacher, judge and public relations director. These are but a few words to describe the demanding yet satisfying role you have accepted. Perhaps "communicator" would cover many of the hats you wear. This is especially true in the area of community relations.

An effective communications program is the key to gaining and maintaining community support for your Regional program. The Regional Board must define their public relations philosophy; translate that philosophy into goals and work together to reach its established goals.

The communications program for the community must be a planned program of honest two-way communication. The Board must continually evaluate this program and strive to improve on it. Communications and public relations go hand in hand. A well planned communication program will ensure an excellent public relations program, and likewise, positive public relations result from comprehensive communication policies.

People you should contact:

- city hall
- department of parks and recreation
- school district and Board



- local service organizations—YMCA, churches, etc.
- Community Web Sites
- local newspapers
- sports groups—youth and adult
- chamber of commerce
- local business sponsors
- state assembly representative

Notify the above with information listing the names, addresses and phone numbers of the Regional Commissioner and other key Regional personnel. Include statistics of the Region, number of teams, players and volunteer support. Identify the objectives of your Region and how you feel the Region will support the welfare of the community. Update this information as the Region grows and changes.

These groups should be included on your mailing list and be invited to all Opening Day ceremonies, award ceremonies, social and fund raising events. They should receive copies of your periodic newsletter so they have first-hand knowledge of your activities.

Complimentary tickets should be sent for all events and recognition made of their attendance. Their participation gives them the opportunity to meet your Regional personnel and witness how well organized you are.

The Regional Commissioner or a representative should periodically attend city council or school Board meetings. Your interest in them will enhance their interest in AYSO.

Avoid asking for something each time you have contact with them. If a request is necessary, present it in a professional manner. Provide plenty of backup material to support your request.

Should you need additional leverage in the individual situation, a letter from your Area or Section director or the National Board of Directors may help.

In all things, present a positive and professional image to the community. Your prior preparation and efforts will ensure recognition of AYSO in your community and reap its own rewards!

Certain issues, if not addressed, can cause unrest and problems in the Region, which in turn, damage the AYSO image in your community. Your Board should establish policies to be followed—write them down. Here are some of the items which must be made public and communicated to your members:

- registration dates
- registration fees
- waiver of registration fees – the criteria
- registration cut-off date
- registration fee refund policy
- policies on:
 - team formation
 - waiting lists
 - transfer to another team
 - missed practices and games
 - disciplining participants
 - field set-up and take-down
 - playing in inclement weather
 - makeup games
 - lodging complaints
 - protests of games

Good and timely community relations efforts assure a well established and accepted AYSO program, which will gain increased support over the years.



Media Relations

Publicity is an important part of any successful Region. What is publicity and how do you manage it?

This guide, prepared by the American Youth Soccer Organization National Office, will outline the basics of establishing a publicity campaign for your Region. It will help you isolate the news in your community and the most effective means of promoting the value of AYSO soccer programs.

As an AYSO volunteer, you are the organization's best spokesperson. Who knows the value of AYSO better than you? Publicity, in essence, is spreading the word about how much we love AYSO!

We hope you find this guide useful in establishing your publicity efforts. As always, we are open to your comments and suggestions.

What Publicity Can Do For You

Publicity can:

- Increase awareness of programs or services
- Increase involvement of current volunteers
- Attract new participants (children and adults)
- Encourage contributions
- Win support for causes or issues
- Clarify misunderstandings
- Create, build, change or enhance the public's image of AYSO

Your first order of business is determining what you want to achieve with your publicity program. Then, you must realize you have almost no control over how, or if, your message will appear in the media. Your news release may appear word for word in one paper and be rewritten almost beyond recognition in another, then not used at all in another.

A graphic artist with marketing and media expertise, AYSO founder Hans F.W. Stierle utilized print and broadcast media when he introduced AYSO to Southern California in the mid-1960's. News coverage helped AYSO gain acceptance within the community and helped create a mainstream interest in soccer.

"We learned that media exposure was critical to the success and growth of AYSO. It gave our members a sense of pride to read and hear about the organization," recalls Stierle. "The media helped us acquire strength. It helped us become legitimate in the eyes of local business people and later with major corporations when we requested support. Publicity encompasses more than the games, the most valuable player, the goals that were scored, or the soccer boosters group get-togethers.

"It's important to get a feel for people in the media, to assess them and recognize what it takes to get them to pay attention to AYSO," Stierle continues. Every soccer program should only present consistent and professional materials to the media. "I encourage every publicity director to develop a rapport with local media representatives. On the other hand, don't be pushy or get on their nerves. If you think they've had enough of you, back off for awhile. Analyze the people who represent the media and ask yourself, 'How are we going to get this reporter to listen to us?'"

News does not just randomly appear in your newspaper or on television or radio stations. It is the result of a dedicated volunteer who has done a superior job of promoting your Region's activities. Unfortunately, the Regional publicity director position is often left unfilled because a Region may feel intimidated by the media or unsure of what to do to gain publicity. However, every Region should be prepared to appoint someone to coordinate publicity efforts. It is a critical duty in today's information age.

Your publicity director will be responsible for distributing information to the general public through newsletters and news releases. He/she needs to be creative and organized with strong communication and writing skills.

Your Publicity Program

One of the keys to good publicity is developing an organized approach or game plan. What do you want to achieve? What is your goal?

The more specific you are in answering these questions, the more effective your strategy. The answer to these questions will help you determine your course of action.

For example, wanting your AYSO Region to become better known is too general a statement to be effective. However, wanting AYSO to be “the premiere youth recreation organization in the community” is more specific and identifiable. Ideally your goal should not only state what you want, but it should also reflect AYSO’s mission and vision statements.

Your goal(s) need to be:

- Specific, so you know exactly what you’re setting out to do
- Measurable, so you can tell if you’re actually doing it
- Achievable, so you’re not wasting your time
- Compatible, so you’re in harmony with the AYSO mission

Whenever possible, emphasize the origin and development of the AYSO program in your community. In most instances, you will want to position your organization as an important and positive element within your community and not just another youth sports program. Your plan needs to emphasize the positive elements of your program including AYSO’s philosophies: Everyone Plays, Balanced Teams, Open Registration, Positive Coaching, Good Sportsmanship and Player Development.

Finally, you must follow through with your program, constantly evaluate it, and be patient.

Your objectives

The first step is to determine what your Region, Area, or Section wants to accomplish through its publicity campaign.

Outline your objectives. They should encompass what you want to achieve: increased registration, enhanced reputation, improved sponsorship support, etc. Establish your priorities and work on them in order of importance and timeliness.

Your audience

The aim of a publicity program is to reach and influence your community. Your “audience” could be:

- Organizational leadership (Board and committee members or administration staff)
- Volunteer coaches, referees, team administrators
- Parents/Players
- Supporters, including family, friends, sponsors, or community representatives
- Colleagues, including organizations and individuals with similar interests in child development and/or soccer
- Key individuals, like influential people in business, government, or other professional positions
- Specialized groups, including those professions, industries or population sectors who you want to reach
- General public

Identify which of these groups is important to you. Then decide how to reach them.

Techniques

The following approaches may be utilized to expand your program:

- news releases
- feature stories
- photographs
- news conferences
- newsletters
- public speakers
- brochures
- posters or fliers
- radio or television appearances
- public service announcements (PSA's)
- special events and programs
- mass mailings
- community web sites, blogs and message Boards

For the best results, you should use several techniques that support one another. For instance, a speaker at a special event should be publicized through news releases and photographs and promoted in advance through posters, fliers and articles in your Regional newsletter. Perhaps the speaker could procure more coverage by making a series of local radio and TV appearances.

Be creative

Use your imagination and creativity. Occasionally, a great idea will come out of the blue, but usually ideas are generated by discussions with other people. A brainstorming session, where everyone contributes ideas, can be effective.

Give some thought to a few things your Region should be known for and publicize them. AYSO may be the largest, oldest, or newest organized youth sports group in your community. Include these things in all the materials you publish or send to the news media. In many cases, the material will be repeated by the media, and the public will come to associate these facts with your Region. In any case, the media will at least learn more about AYSO and the game of soccer.

Evaluation and follow through

You have determined your objectives. You have identified your audience and chosen your techniques. The bulk of your program is done, except for one important detail. Feedback and execution.

The communications process is one of continual evaluation. It is not enough just to contact the media. You must know you are influencing and educating them.

Have you gained support for the issues important to you? Is your membership increasing? Talk to people. Solicit reactions through questionnaires or interviews. Find ways to measure the effectiveness of your actions.

If you find that your news items are rarely used, take some time to figure out why. Examine the items that are printed or broadcast. Are yours equally compelling and timely?

Getting Your Message Across

Go on a fact finding mission

Your publicity efforts can be a win-win situation for you and your local media. Your AYSO program gets news coverage and the media outlet gets news to disseminate! However, for the press to see your efforts as helpful...you need to follow the designated etiquette.

Call your local newspaper, radio, or television station and ask the following questions:

- When are their deadlines?
- How do they like to receive news releases? (i.e. mail, fax, e-mail)
- Do they need your news releases formatted a certain way?
- How far in advance do they need notification of a special event?
- Does the reporter/editor have any special considerations? (i.e. doesn't take calls after 2 p.m., is off on Fridays, works out of a home office, etc.)

You want your media contacts to see you as a valuable source for news. Be helpful, considerate, and as accommodating as possible. By giving them the information they want, the way they want it, and being respectful of their time, you increase the chances of having your message told.

Features

Features are stories that explore situations, events and trends that have special human interest. People, your players and/or volunteers, are excellent subjects for features. Readers and viewers identify with them, and the media want to appeal to their audiences.

Magazines are full of features. Newspapers run them every day. So do television and radio newscasts. Features appeal to the heart as well as the mind.

Print and broadcast feature stories take time to research and write properly. Furthermore, broadcast outlets don't accept feature stories written by outsiders. However, they are usually interested in feature story ideas.

Email or write feature editors and news directors to suggest a feature about someone in your organization—maybe a volunteer (someone with an interesting job or a “name” in the community) or a player (someone who has overcome a disability or unusual life experience). Use the most colorful and dramatic facts and organize them well.

One of the great things about features is they tend to be fairly comprehensive and will usually be accompanied by a photograph, relevant video, or sound bites.

News releases

If your news releases are relevant, well-written, and professional, chances are you will gain acceptance and credibility with your local media. On that same note, editors will not pursue releases that are poorly written, unorganized, inaccurate, trivial, or wordy. Not only will “undesirable” releases not be used, they can alienate the media.

The key to a well-written news release is the lead paragraph. This is where you must grab the editor's interest. Your news releases should tell the “who, what, where, when, why and how” of your activity in the first paragraph. That may be all they read! Use the subsequent paragraphs to elaborate and give more detail.

What are you publicizing? When is the event? What time? Where? How does the event affect the community? What does your organization do? Who is conducting the event?

Think of your release as an inverted pyramid. The most important information should be at the top with additional information in descending order of importance. Write, rewrite and polish. Your paragraphs should not be more than three or four lines each. Also, be sure to include a contact name and telephone number at the end of your release in case anyone has questions.

Just the facts

Never editorialize in your news release—opinions have no place in your publicity efforts. Also, don't use flowery adjectives. Just include the facts. Let the media decide if your event is wonderful.

However, there are ways to include opinion into your articles without being obvious. Quotes, for example, are a great way to say things that you, as the writer, are not at liberty to write.

For example:

“AYSO has given the children of our community a wonderful program. It's by far the most ambitious and organized youth athletic program we've ever had in Center City,” said Regional Commissioner Chris Brooks.



Consider this

So, what is the secret to getting your message placed in your local newspaper or on a local newscast? Initially, there are a few important elements to consider.

If you appoint a Regional publicity director, publicity efforts are less likely to fall through the cracks. Have all Regional publicity, media contact and correspondence, and news releases go through this individual.

Determine how your story affects your local audience. How many kids in your community play AYSO soccer? How many residents volunteer their time for AYSO? How long has your AYSO program been around? What has your Region done to influence your community positively? Find out as many local statistics as possible and tell the media why these numbers are important.

Newspapers receive hundreds of local story requests and news releases each week, so be realistic in your expectations.

Newspapers tend to be supportive of nonprofit community programs. However, do not expect the newspaper to support your organization more than it would any other.

Make sure your message is worth the editor's attention. Don't waste your time and theirs by putting out a lot of frivolous information. By doing so, you damage your credibility. This affects your chances of being taken seriously when a "real story" comes along.

The Basics

News release format:

- Use 8 1/2 x 11 letter-size white paper.
- Always use a computer.
- Make sure your release is neat and double-spaced, with one-inch margins. (This allows the editor to make corrections.)
- Create stationery to use for all your news releases. The AYSO "traditional" logo should be placed at the top left-hand corner of the page. In a pinch, you may also use the "promotional" logo.
- Include the name of your local contact (your publicity director) and his or her telephone number and email address.
- Give your release a headline (i.e. NEW SOCCER PROGRAM COMES TO HUNTINGTON CITY). Center and type it in capital letters.
- When mentioning AYSO for the first time, refer to it as the American Youth Soccer Organization. You can refer to it as AYSO in subsequent mentions.
- Keep the language simple and easy to understand. Don't use lingo that only "soccer people" can interpret.
- Indicate there are more pages by centering the word "MORE" at the bottom of the each page.
- At the top of subsequent pages, write the title of your release (i.e. AYSO Opening Day) and Page ____ of ____ (i.e. Page 2 of 3) in the upper left-hand corner.
- At the end of your release type and center "-30-" or "###", which indicates to the editor or typesetter the end of the article.

Additional guidelines

- Never use the back of a page.
- Only use one typeface (i.e. Times Roman, Arial), and never use script.
- Do not send your news release on colored paper.
- Avoid using big words, AYSO-isms and acronyms, or clichés in your release.
- Specify the exact day and date of your event (i.e. Tuesday, Oct. 24, 1999).
- List the location and address of your event.
- Spell out numbers from one to nine, use numerals for numbers over 10.
- Be concise.
- Check and double-check the telephone numbers and email addresses listed in your news release.
- Use your spell check.
- Always ask someone to proofread your news release before you submit it.
- Write a short thank you note to your media contact if the news release or photograph is used.

Sending out your news release

Deliver

In smaller communities it is recommended that you hand deliver your news releases. This gives you an opportunity to establish a relationship with a reporter. However, don't forget to make an appointment and always make your visit brief.

Come prepared with written information about AYSO and the answers to all possible questions. Be prepared to suggest additional material and topics that might be of interest to the reporter.

Email

If a personal visit isn't possible, emailing your release is the next best thing. Contact the newspaper before emailing your release to verify the email address and use a soft-sell approach to emphasize the timeliness of your event.

Mail

Once you have established your relationship with the media, you may also mail your release. Always be sure the media receives your release at least two weeks prior to the event. The sooner, the better.

Follow Up

If you send your release by US Postal Service or email, you may want to make a follow-up call. Again, be brief and to the point and always ask if it's a good time to talk. Because of the daily avalanche of paper that piles up in a newsroom, don't be surprised if the reporter says he/she has not seen your release. If asked to send it again, graciously agree to do so.

Courtesy

Never call a reporter so frequently that you may be considered a nag. Furthermore, if a reporter does not feel a story is right for publication or broadcast, don't push it. No matter how certain you are that you have the ideal story, you are not going to endear yourself by forcing it on someone. Remember, the one thing you never want to do is alienate your media contacts. Without them, your story will never be told.

What Is News?

Every day we are bombarded with information from newspapers, magazines, television and radio. Issues like war, crime, economics, politics, and sports all command our attention. They all compete against us for news coverage.

It's important to remember that not everything you do is news. However, many things can become newsworthy with the proper spin. Some examples could include the following topics:



A Regional overview

Every year, prior to the start of your regular season, write and distribute a news release about your AYSO program. Explain what your program offers and what AYSO brings to your community.

Registration dates

In addition to sending sign-up flyers to your schools, submit a news release to your local newspaper at least one week before scheduled sign-ups. The release should include the registration day, time, location, age restrictions, fee information, season dates, and contact numbers. Keep your release short, no more than one page.

Season opening

Send a news release to the sports section of your local newspaper two weeks before the start of the regular season. Tell them the date of the opening game, location, time, schedule, and list any special activities. In the case of a tournament, avoid singling out one game.

Post-season games (i.e. all-star, playoffs)

Be sure to notify the newspaper at least two weeks prior to any all-star or playoff activity. A news release should be written and distributed that lists games, sites, and times. Arrangements should be made to provide game results to the newspaper no later than two days following the games. The results could be called in or submitted on the Monday following the game.

All-star honors

Many newspapers will include a list of players named to all-star teams. Be sure to include player names, ages and team affiliations. However, do not write more than one page.

Human interest profiles

Is there a special child or volunteer in your Region who has overcome a disability or has an interesting background? If you need some feedback as to whether an individual is "newsworthy," contact the AYSO National Office and ask to speak with one of our public relations experts.

Special events

Media outlets like to know when organizations are putting something back into the community. Encourage your members to get involved with a special project that helps others and, once the project is going, notify the media. Charity donations, neighborhood clean-up campaigns, and holiday giving programs may be just the thing to warrant media attention in your community.

Sports scoreBoard

Some local newspapers may print standings and scores from previous weeks' games. Such arrangements should be made with the sports editor at least one month before the start of the season.

Photographs

Pictures are a nice accent to any print story. Here are a few possible photo opportunities that you can publicize during the year.

Off-season

Once your Regional leadership has been appointed, write a news release announcing your new Board. Include a 3x5 picture of the Regional Commissioner and be sure to write his or her name on the back of the photo.

Opening day

Send a photo of your opening day ceremonies (newspapers love pictures of kids being kids) along with a news release.



Sideline shots

Encourage someone in your Region to look for photo opportunities on the sidelines. An anxious team mom, kids eating oranges, an enthusiastic coach. Select four or five of your most interesting photos and submit them to your newspaper.

Playoffs

Send your local newspaper photos of your end-of-season playoffs or all-star team along with a news release.

Keep in Mind

Is the subject of your release important to the community's readers, listeners, and viewers? If you were the editor and had dozens of releases to choose from, but only limited space, would you honestly publish your Region's release? Is the information in your release really important? Does it appeal to the community at large? If not, regroup and look for a new angle.

Is it really news or just an advertisement in disguise? Editors are not in the business of giving away free advertising, so don't try to slip anything past them. They already know all the tricks! However, it's always a nice idea to pass along a trinket to a friendly reporter. Maybe an AYSO bumper sticker or lapel pin.

Speaking Out

When you are being interviewed by the media:

- Never say anything that you don't want to see in print or hear over the airwaves.
- Be conversational. Learn to speak in short, clear sentences.
- Use examples to make your point.
- Express passion and enthusiasm for your topic, but don't be phony.
- Tell the truth and never make up information. If you don't know the answer to a question say, "Offhand, I'm not sure. But I will find out for you." And then ALWAYS find out and let them know the answer.
- Remember the reporter is the middleman to your audience. Conduct your interview as if you're talking to your community members directly.

Fund Raising & Sponsorship ---

Sponsorship Guidelines

1. Establish fair but firm sponsor fees based on the Region's ability to deliver value to the sponsor.
2. Select a chairperson who possesses determination, organization, tact and boundless energy.
3. Be sure the chairperson understands the demands of the job and the Regional policy pertaining to sponsors. The chairperson must be able to keep accurate records.
4. Approach sponsors that do not conflict with National sponsors (see www.ayso.org) and who are reputable and respected in the community.
5. Work out trade agreements with sponsors (in kind donations).
6. Send thank you letters to sponsors immediately confirming their commitment. Supply sponsors with AYSO's tax exempt number: 95-6205398.
7. Advise sponsors that they are contributing to a Region fund and not to a specific team unless their contribution is less than \$250. Sponsors are assigned to a team (according to Region policy) as a means of providing them with advertising and publicity and to ensure that all players in the Region receive equal benefit from large sponsors.



8. Advise sponsors about the AYSO National Rules & Regulations concerning uniforms.
9. Educate sponsors on the AYSO Philosophy — “Everyone Plays” — and on your Regional programs.
10. Involve sponsors in Region events (e.g., picnics, award banquets, opening day ceremonies).
11. Recognize sponsors in Region communications such as newsletters and yearbooks.
12. Provide sponsors with a sponsorship decal, certificate of appreciation, team photo or plaque as funds permit.
13. Place signs or banners at field sites if possible.
14. Sponsors should not be allowed to:
 - purchase uniforms, warm-ups, bags or special gifts for individual teams.
 - select a team coach or require certain players be assigned to their team.
 - control administration details.
 - spend an entire contribution on a specific purchase.
 - show favoritism.

Fund Raising Guidelines

1. Select a goal for funds and publicize it.
2. Select a method of fund raising that fits your Region's needs.
3. Investigate carefully the track record of the company and its procedures.
4. Work closely with the Regional treasurer and establish procedures for handling money. (More than one person should be responsible for the money.)
5. Plan ahead.
6. Publicize early.
7. Monitor inventory.
8. Collect and account for all funds promptly and provide a weekly status report.

Where to Get Ideas for Fund Raisers

- www.ayso.org
- National Team Sponsors
- Section Meeting exhibitor show
- other sports groups
- other Regions

Creative ideas for fund raising

- carnival
- candy sales
- snack bar
- equipment sales
- goal-a-thon
- tournaments
- dances
- magazine sales
- coupon books
- raffles / drawings
- car wash
- dinners
- barbecue at a park
- sponsorship drive events



Fundraising Timeline

April

Send request letters—

- letters to last year's sponsors
- letters to previous year's sponsors
- letters to other potential sponsors

May

At Registration—

- Ask parents if their business would like to sponsor a team for \$_____.
- Ask parents if they would like to donate \$___ for scholarship fund.
- Write down names and addresses of all interested people.

After Registration—

- Send follow-up letter with form enclosed to return with payment.

May–June

Follow up by phone—

- Form a team to help make calls to potential sponsors
- Create a list for team member assignments (with status)
- Call team members weekly for status updates.
- Send updated lists to team members as needed.
- Follow up on leads that team members are unable to contact.

July

Make final phone push—

- Collect status reports from team members.
- Follow through on undecided prospects.
- Inform potential sponsors that the printing deadline has arrived.

May–July

As money is received—

- Enter amount received from each sponsor into a mail merge program.
- Send letter with receipt to sponsors (contribution form available at www.ayso.org).

July

- Assemble business cards and sponsor information for your yearbook.
- Thank the phone team.

October

- Send sponsorship plaques and thank you letters.



Sample Calling Committee Letter

Name of Fundraising Chairperson
Address
City, State, Zip
Phone

Date

Dear (Name):

Thank you for agreeing to help with our sponsor effort. If you have any questions or problems please let me know. The following is a listing of our calling team members:

Name	Phone	Bookkeeper
Name	Phone	Phone Coordinator
Name	Phone	Treasurer
Name	Phone	Position

Here is a summary of what is expected of you:

1. Enclosed is a list of past donors and potential donors with a few facts about each of them, sample scripts and copies of forms that were handed out. I'll send you updated lists bi-weekly.
2. Call the people on your list at the number(s) provided, answer any questions they may have and if they are willing to make a commitment at this time. Continue to call those on your list at your discretion until you can confirm the amount of their donation and when you can expect to receive it, or until they decline to participate at this time.
3. Write down summaries of all responses and return them to the Phone Coordinator when you have finished your list (be sure to keep a copy for your records).
4. You will be asked to follow up on commitments that have not been received. You will be the sole contact from AYSO.
5. You should use your own judgment when soliciting (how hard to push etc.). I have found that people who are going to donate don't need convincing as much as reminders. Make sure that people are left with a positive attitude about AYSO.
6. Each potential sponsor is extremely valuable to our program. Please take time to contact everyone on your list. If you have trouble contacting everyone, please let us know so that we can try to reach them by other means.

Sample Script

- A. **Last Year's Donors:** "This is (name) calling for AYSO (community) soccer. Did you receive our letter thanking you for last year's donation and inquiring if you would like to donate again this year? Will you be able to donate this year?" If yes: "When can we expect your donation?"
- B. **Previous Years' Donor:** "This is (name) calling for AYSO (community) soccer. Did you receive our letter thanking you for your contribution in the past and requesting your assistance this year? Will you be able to donate this year?" If yes: "When can we expect your donation?"
- C. **People Interested from Sign-ups:** "This is (name) calling for AYSO (community) soccer. You (or spouse) expressed an interest in our sponsorship program for (community) soccer when you signed up (child's name) last (date). Would you like me to explain how it works? Point out the following: 40% of our budget comes from sponsors; sponsors make it possible to provide quality uniforms, playing fields, and training for volunteer coaches & referees; we have over (# registered players); mention how sponsors are recognized. Do you have our form to send in your donation?" If no: "May I confirm your mailing address?" If yes: "When can we expect your donation?"

Common Questions & Answers

- **\$XXX is too much for me.**

"No problem, we'll be happy to accept a lesser amount. The ad in the book and team photos go to the \$175 donors, but many people make smaller donations which are certainly appreciated."

- **What is the deadline for donations if I want to be in the book?**

"We would like all donations to be in by the end of June. It is possible to get later donations in the book, but it makes it harder for us to do the layout. The absolute printing deadline is July 30."

- **Is it tax deductible?**

"AYSO is registered with the IRS and California as a tax exempt organization and your contribution may be tax deductible. But, you need to check with your accounting service."

- **Do larger donors get additional recognition?**

"Yes. Organizations that donate \$500 get a full page ad in our book and are singled out for a public thank you during opening ceremonies. We also offer the back cover and inside covers to major donors. If a donor wants to negotiate special recognition, cover position, etc., have them get in touch with (name of Chairperson)."

- **I'm upset about the way I was treated last year or I didn't...**

"We'll want to remedy the situation." (Get the facts and let the chairperson know right away.)

- **How does the program work?**

Refer to previous section.

- **Can I get my business card next to my kid's team?**

"We can almost guarantee it. If we get more sponsors for a team than there is space on the page, we'll get the ad as close as possible." Make sure they put their child's name on the sign-up sheet.



Sponsorship Sign-Up Form

Sponsorship Sign-Ups			
Name	Company	Address	Phone

Date:

Assigned to:

Child or Team Affiliation:



Sample Letter to Sponsor

Date:

Sponsor Name

Address

City, State Zip

Dear Name):

Over (# of players) youth, kindergarten through high school, played (community) AYSO soccer last year! Every Saturday last fall, (location of field) was alive with colorful soccer teams rushing up and down the fields. The kids had fun learning about skills and team play. The parents had fun playing with their kids. It was an active, happy time.

Your \$_____ contribution was a key ingredient in our success last year. We had almost (#) corporate patrons and sponsors which supported _____% of the cost of our program. Your contribution helped make it possible to keep players registration fees low while providing durable uniforms, training for our coaches and referees, and scholarships for families who were in need.

Although we spend over \$_____ on each player, the value they receive far outweighs the cost. Last year, over (#) parents volunteered as coaches & referees. Almost every parent participated in helping at practices or providing game snacks. This outpouring of community support in combination with our "Everyone Plays" philosophy makes (community) AYSO soccer a highlight in our community calendar.

Sponsorships are still \$_____. We will recognize your sponsorship by including your business card or an equivalent sized message in our (current year) AYSO Book. Every AYSO family in our Region – over #__ in all – will receive a copy of the yearbook with your ad. Also, as a token of our appreciation, we will be sending you a wall plaque with a picture of your AYSO team.

Corporate Patrons are \$_____. Patrons will get a full page in the (current year) AYSO handbook and a special recognition in our opening day celebration, in addition to the sponsorship tributes mentioned above.

Please return the enclosed form and envelope right away. Your response will let us know where you stand and save our volunteers a great deal of follow-up phone time. When we receive payment, you can expect a thank you receipt that you can use for a tax credit.

Thank you again for your important support of this great program!

Sincerely,



Sponsor Response Form Sample

Date:

Name:

Company Name:

Address:

City, State Zip:

Phone:

Alt. Phone:

☐ Enclosed is \$_____ for the Corporate package.

(We'll contact you later for camera ready art.)

☐ Enclosed is \$_____ for the Sponsorship package and 2 business cards.

Please check the appropriate payment method:

☐ I will bring a sponsorship check to registration.

☐ I will send in a sponsorship check by June 30th.

☐ I prefer to sponsor the following team(s): _____

☐ I am happy to sponsor any team.

☐ I prefer my contribution to remain anonymous.

* I understand that my contribution may be tax deductible.

Please return this form to:

AYSO Region

Address

City, State Zip



General Sample Sponsor Letter

Date

Name

Address

City, State Zip

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 40% 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 including your business card or an equivalent sized message in our (current year) AYSO handbook. 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 in the AYSO book 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.

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

Sincerely,



Sample Sponsorship Return Form

Date:

Name:

Company Name:

Address:

City, State Zip:

Phone:

Alt. Phone:

I wish to donate: \$_____

[\$_____ Sponsor; \$_____ Corporate;

\$ any amount appreciated for scholarship fund]

☐ Please include my name in the AYSO Book

or

☐ Please allow my contribution to remain anonymous

I have enclosed my payment and two business cards or business size message to be included in the (current year) AYSO Book.

*I understand that my contribution may be tax deductible.

Please return this form to:

AYSO Region

Address

City, State Zip



Sample Payment Received Letter

Date

Name

Address

City, State Zip

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. Please save this letter as an income tax receipt.

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

Sincerely,



Sample Thank You Letter

Date

Name

Address

City, State Zip

Dear (Name):

Enclosed you will find a team plaque showing a bunch of kids and a parent or two that had a really good time playing soccer this year. Your generous contribution helped make it possible for them to make new friends, learn new skills and experience the joy of teamwork.

What the team plaque doesn't show are all the parents, brothers, sisters and friends who also received a great deal of enjoyment from watching and helping their favorite people play and grow.

To me, the community soccer games we hold each fall are almost magical in how good they feel. The two essential ingredients of this magic are our parent volunteers and you, our sponsors. Thank you very much for your support!

Sincerely,



9. AYSO Safe Haven

The AYSO Safe Haven™ Program was the first of its kind in youth sports to address the growing need for child and volunteer protection in youth sports. AYSO's Safe Haven is an umbrella program that ensures both children and adults are able to participate in a safe, fair, fun, positive environment or "safe haven" for experiencing the benefits of sport by taking steps to preserve the culture of AYSO while responding to demands from the legal and legislative communities.

AYSO Safe Haven Certification

With our emphasis on child and volunteer protection, the primary components of the Safe Haven program include:

- Registering and screening all volunteers.
- Requiring training and certification.
- Providing child and volunteer protection guidelines.
- Promoting safety and injury prevention.

Screening who volunteers in AYSO is just the first step toward protecting our children, volunteers and Region resources. Requiring Training and Certification is really the only way to fulfill the vision of AYSO and to provide volunteers with the knowledge and skills necessary to protect themselves from misunderstandings and false accusations while protecting our children from harm. Implementing child and volunteer protection guidelines and promoting safety and injury prevention are keys to creating a safe haven.

AYSO educational opportunities afford volunteers maximum protection under the Volunteer Protection Act of 1997 for all volunteers who fulfill these requirements:

- Complete and sign a volunteer application each and every year,
- Be authorized to perform their job by the Region, Area, Section, National Board of Directors or other AYSO authority,
- Act within the scope of their job description and AYSO's policies, procedures and guidelines,
- Complete child and volunteer protection training (AYSO's Safe Haven) and
- Be properly trained for their position.

The AYSO Safe Haven program is the best way to provide protection for players and volunteers. It's built by AYSO, delivered by AYSO volunteers, and it's free.

Safe Haven Prevention and Intervention

Child protection is expressed through two cycles: the Prevention Cycle and the Intervention Cycle.

1. **Prevention.** In response to child protection laws and our sense of duty, there are elements in the Safe Haven Prevention Cycle for child protection. These are intended to stop child abuse in our programs before it occurs:

- **Register and Screen Volunteers** - All AYSO adult volunteers are asked to consent to a background check and to provide character references. To secure an accurate check and with the least inconvenience and cost to the volunteer, AYSO requires that all volunteer applicants over 18 years of age provide personal identifying information including social security number, date of birth and driver license or state issued photo I.D number. AYSO

recognizes the sensitivity of this information and incorporates all known measures to protect its security. AYSO recognizes the individual's right to keep this information private but regrets that it cannot accept any application that does not include all requested information.

- **Train and Certify Volunteers** - It is a requirement that all AYSO coaches, referees, and Regional board positions be trained and certified. The certification program provides every volunteer with the highest level of protection at the lowest possible cost, and offers the hope that every AYSO child will be treated with understanding, compassion and respect.

To make this certification program effective for both the players and the volunteers, the process includes:

- AYSO certified instructors.
- Child-centered curriculum.
- Developmentally-based sports activities.
- Complete instructional plans.
- Complete learning spectrum for children and adults, through:
 - Education, testing, and confirmation through unified instruction.
 - Experience through participation in a focused environment.
 - Observation by trained evaluators for performance enhancement.
 - Opportunity with graduated participation.
- **Provide Child And Volunteer Protection Policies** — These policies offer guidance and protocol. They also place power in the hands of the Regions. The primary Safe Haven policies relate to the following:
 - Requiring a Child Volunteer Protection Advocate (CVPA) Regional Board position;
 - Mandatory Safe Haven training and reporting of suspected abuses;
 - Regulated Supervision, to protect children and adults through simple policies;
 - Codes of Conduct, defining how to work and act in the AYSO environment;
- **Promoting Safety and Injury Prevention** – AYSO also promotes safety measures and guidelines to minimize the risk of injury to all participants.

2. **Intervention.** Additionally, there are eight elements in the Safe Haven Intervention Cycle for child protection. These are proactive steps that provide for positive, healthy child development:

- Foster meaningful relationships.
- Make children and players full participants.
- Promote ethical behavior.
- Model and teach proper conflict resolution.
- Encourage players to speak up.
- Cultivate positive self-images.
- Implant excellence in individual achievement.
- Keep things FUN.



AYSO Safe Haven Policies for Child and Volunteer Protection

Administration

The Region is committed to the protection of all its children from abuse and neglect while participating in the program and it promotes the awareness and prevention of child abuse in the community at large.

The Region shall have at least one Child and Volunteer Protection Advocate (CVPA), who shall be responsible for overseeing the AYSO Safe Haven child and volunteer protection program in accordance with AYSO guidelines. He or she shall be a member of the Regional Board and will act as the main resource on child protection issues and shall be the Region's liaison with the National Safe Haven Administrator at the AYSO National Support & Training Center.

A volunteer application form must be submitted each year. It is easiest and most secure if the volunteer supplies or updates his/her information online through eAYSO. The online form can be printed out, signed and dated and submitted to the Region. Alternatively, an applicant may submit a paper AYSO volunteer application form. The Region should provide pre-printed volunteer applications for returning volunteers, available from the National Office as part of the registration package. In either case, the form is extremely important because it authorizes AYSO to perform applicant screening. Volunteers should know that they are subject to screening. Criminal background checks are performed at the National Office on a targeted basis focusing on certain higher-risk positions for immediate checking.

The Region shall have the right to deny the participation of any individual who refuses to fill out the volunteer application form completely, lies or knowingly misrepresents information on the application form, or who violates the principles of these child protection policies. AYSO shall have the right to revoke both the registration and certification of any volunteer who falsifies information, is found guilty of child abuse, neglect, or other crimes.

The requirements for good faith reporting to law enforcement agencies and child welfare agencies in the state of _____ are as follows: (fill in your state requirements).

Any volunteer under criminal investigation for a crime that might be detrimental to AYSO or its members may be suspended until the matter is resolved. The names and identities of the parties involved shall be protected at all times during the proceedings. A suspended volunteer who is subsequently cleared of all charges may apply to the Regional Commissioner (RC) and Board for reinstatement in the Region. However, reinstatement is not a right, and reinstated volunteers are not guaranteed to return to their former positions.

Training

In AYSO, all referees and coaches are required to be currently registered, trained and certified. AYSO practices and games are not permitted without an AYSO certified and trained coach. AYSO scheduled games are not permitted without a certified and trained AYSO referee, except: In U-5 divisions in which referees/officials are not used; in U-6 divisions in which referees/officials are optional and, if not used, certified and trained AYSO coaches will manage the game; and during certain events involving non-AYSO teams in which competition rules will apply. Practice scrimmages do not require a certified and trained AYSO referee.

Only official AYSO materials and courses (or those approved by AYSO) may be used to train and certify these volunteers and only official AYSO programs, procedures, and policies will be taught. AYSO certified and registered instructors are required and authorized to lead courses and clinics. All other Regional volunteers will be trained in child and volunteer protection as appropriate.



To validate each attendee's training and certification, and to ensure that the coaches and referees are registered with AYSO, records of training or certification course attendance will be maintained in eAYSO or through the submission of properly signed rosters of attendees sent to National Office. Instructors should always keep copies of their rosters.

Volunteers shall be subject to ongoing evaluation, and additional training may be required to maintain good standing within the Region and the organization.

Supervision

The Regional Board shall cooperate with the CVPA to ensure the safety of the Region's players.

The Coach Administrator and the CVPA, prior to each season, shall meet with the head coach of each team, either individually or in groups, to review child protection and supervision responsibilities.

The Coach Administrator shall observe and review the performance of coaches to see that it conforms to the standards set by this child and volunteer protection policy.

Once the head coach has assumed charge of the children on his or her team, he or she remains responsible until a duly designated adult has taken charge of each child after practice or a game or the child leaves the immediate vicinity of the practice or game as prearranged by the parent to walk home or to a friend's or relative's house. No child shall be left unsupervised after a game or practice. Parents who are unreasonably late or consistently tardy should be reported to the child protection advocate for action. Each coach may establish a standing policy of where children may be picked up by late parents.

The Referee Administrator and the CVPA, prior to each season, shall meet with the referees, either individually or in groups, to review child protection and supervision responsibilities.

The Referee Administrator shall observe and review the performance of the referees to see that it conforms to the standards set by this child protection policy.

The game referee is responsible for providing a "child safe" atmosphere for the match, and has both the duty and authority to take any reasonable action to make it so. The referee is to report to the Referee Administrator and CVPA any cases of questionable conduct toward children by any coach, player, parent, sibling, or spectator before, during or after the match.

For the protection of both the children and the volunteer, no volunteer should permit himself or herself to be alone with any child or group of children (except his or her own) during AYSO-sponsored activities. The recommended supervision ratio should be 1:8 or less; that is, one adult for every eight or fewer children and two adults present at all times (one of whom may be the coach and one of whom should be the same gender as the players).

Volunteers shall notify the RC, CVPA, and parents concerning AYSO activities away from the regular practice areas, playing fields, or other designated areas. Such notification should be documented, stating the nature of the activity, the names of the children involved, and the names of the adult supervisors.

Conduct

The Region advocates and expects exemplary behavior by all its participants, and it will hold a strict line on conduct as laid out in these policies.

Abusive statements such as those that deal with race, ethnicity, religion, nationality, gender, age, sex, or sexual orientation are not permitted.

In addition, physical, emotional, sexual, and ethical abuses are prohibited, as is neglect or endangerment of a child.



Some forms of physical contact are acceptable as long as they are respectful and appropriate and should be:

- In response to the need of the child, not the need of the adult.
- With the child's permission.
- Respectful of any hesitation or resistance.
- Careful to avoid private parts.
- Always in the open, never in private.
- Brief, limited in duration.
- Age and developmentally appropriate.

A child's comfort level with physical contact is influenced by factors such as age, developmental stages, social and emotional well-being, life experiences, gender, etc. all of which change over time. These policies will be updated regularly as needed. To stay current or for further information, check the AYSO Web site at www.ayso.org OR contact the National Safe Haven Administrator at the AYSO National Office.

AYSO Criminal Background Check Policy 2009

Since January 1, 2001, all American Youth Soccer Organization (AYSO) Regions, Areas, and Sections are required to comply with the AYSO policy on criminal background checks. AYSO acts as the criminal background requesting entity unless specific arrangements have been approved in writing by the AYSO National Executive Director.

Any person wishing to volunteer in AYSO shall be subject to a criminal background check, with a strong focus on the following:

- Coaches of sports teams
- Assistant coaches of sports teams
- Officers, Board Members and staff who lead or organize children's activities
- Referees

Any person wishing to volunteer in AYSO must complete an AYSO Volunteer Application Form each year, either online or by using the hard copy form, and submit a signed copy to the Region. The application form includes a Criminal Background Check Release. All requested information must be provided by the applicant, including Social Security number, driver license number (or other state issued photo I.D. if the applicant does not drive) and date of birth.

The Region must send the original copy of all such Volunteer Applications to the Safe Haven Department at the AYSO National Office in a timely fashion such that the most sensitive criminal background checks can be completed prior to the start of any playing season.

Criminal background checks are performed on an ongoing basis throughout the year. The responses on the AYSO Volunteer Application Form may target certain individuals for automatic background checks.

Each Region must designate at least one person as the Child and Volunteer Protection Advocate (CVPA) who must act as the liaison between the Region and AYSO for purposes of enacting this policy.

To ensure compliance with all applicable laws, the AYSO Safe Haven staff members at the AYSO National Office are the only people authorized to initiate, review or have access to criminal background reports (unless sanctioned in writing by the National Executive Director). In all cases, the results of any criminal background check must be kept strictly confidential. These reports must be kept in a locked, secure location, for a period as indicated by applicable law or until the person is no longer a volunteer, whichever is later.



The Notice of Duty to Review Criminal Record process is initiated by the Safe Haven Department of AYSO. When a negative determination is made, a copy of the criminal conviction report received by the Safe Haven Department must be sent to that volunteer applicant in an envelope marked "Confidential – to be opened by addressee only," along with the Notice of Duty to Review Criminal Record cover letter.

If a conviction is disclosed or discovered, the AYSO Safe Haven Department must make a decision on whether or not the applicant may be used based on the following guidelines and partial Table of Convictions and advise the Region of its decision. As used in this policy, the term conviction refers to a conviction entered after a trial, after a guilty plea or after a plea of no contest/nolo contendere.

Any application form that does not contain honest answers or that misrepresents the number, type or gravity of any such conviction(s) will not be approved irrespective of the nature of the offense or the time that has transpired since the conviction.

Any individual on probation or required to complete a court ordered rehabilitation or other such program following a conviction for a crime appearing on the Table of Convictions will not be considered to serve as a volunteer until all terms and conditions established by the court have been satisfied and proof of completion submitted to AYSO.

Any person convicted of a crime against or otherwise involving a minor at any time in the past will not be approved to be a volunteer.

Most felony convictions will result in a negative determination. Evidence of multiple convictions, either felony or misdemeanor, are likely to also result in a negative determination. Where a conviction is remote in time or where the applicant's conduct since the conviction(s) indicates rehabilitation or lack of risk to the membership and the program, some leeway may be provided, but only with the concurrence of the RC and CVPA.

Persons convicted of a crime of violence or other serious crime against a person (including major sex offenses) within the prior 20 years should be disqualified from any position listed in policy paragraph #1 above.

Persons convicted of a theft related crime or fraud within the prior 15 years should be disqualified from any position involving the handling of funds, property or personal identification information.

Persons convicted of a serious substance abuse crime within the past 10 years should be disqualified from any coaching position or any position that leads children's activities.

Persons convicted of less serious crimes of violence, substance abuse or one of the listed miscellaneous crimes within the past 5 years should be disqualified from any coaching position or any position that leads children's activities.

DUI: Persons convicted of driving while under the influence within the preceding 3 years will be disqualified from holding the position of team coach or assistant coach. Persons convicted of driving under the influence within the preceding 3 years may be accepted for other volunteer positions with the understanding that they are prohibited from driving any child or AYSO volunteer other than immediate family members to or from an AYSO activity.

If any discretion is exercised in the application of this policy, it must be exercised in a uniform manner, so that substantially similar convictions and circumstances result in substantially similar treatment of potential volunteers. The CVPA or Regional Commissioner (RC) will be immediately notified when a negative determination is made, or if there are issues related to an application. The specific results leading to a negative determination must remain confidential unless the applicant is willing to reveal the results to the RC or CVPA.

Because of the serious implications to the entire AYSO organization, all Regions, Areas and Sections must comply with the decisions made by the Safe Haven Department of the National Office under this policy.



Table of Convictions

This is a partial list only.

Violent Crimes & Serious Crimes Against a Person

Aggravated Assault	Hit and Run Causing Injury/Death
Aggravated Battery w/ Firearm	Kidnapping
Armed Robbery	Murder
Arson	Possession of Explosives
Assault	Preventing a 911 Call
Attempted Murder	Terrorism
Battery	Reckless Homicide
Blackmail	Robbery
Child Abandonment	Second Degree Murder
Child Abduction	Stalking
Child Pornography	Solicitation for Murder
Cruelty to Animals	Tampering w/ Food or Drugs
Domestic Battery	Threatening Public Officials
Endangering the Life or Health of a Child	Treason
Exploitation of a Child	Unlawful Restraint
Extortion	Vehicular Car Jacking
Harboring a Runaway	Vehicular Endangerment
Hate Crime	Violation of Order of Protection
Home Invasion	

Less Serious Crimes Against a Person

Harassment	Obscene Phone Calls
Harassment of Jurors or Witnesses	Simple Assault
Involuntary Manslaughter	Restraining Order
Intimidation	

Sex Offenses

Bigamy	Lewd and Lascivious Behavior
Child Pornography	Obscenity
Criminal Sexual Abuse	Pandering
Criminal Sexual Assault	Pimping
Criminal Transmission of HIV	Prostitution
Distribution/Sale of Pornography to a Minor	Public Indecency
Indecent Exposure	Sex with a Minor
Indecent Solicitation of a Child	Sexual Exploitation of a Child
Keeping a Place of Prostitution	Solicitation of a Sexual Act



Theft-related Crimes

Bid Rigging
Bid Rotating & Kickbacks
Bribery
Burglary
Check Kiting
Fencing of Stolen goods
Forgery
Industrial Espionage
Interference with Public Contracts

Looting
Money Laundering
Misuse of Credit Card
Possession of Burglary Tools
Tax Evasion
Theft of Intellectual Property
Ticket Scalping
Welfare Fraud

Fraud

Deceptive Sales
Fraudulent Advertisement
Insurance Fraud

Mail and Wire Fraud
Odometer Fraud
Public Aid Fraud

Serious Substance Abuse Crimes

Abuse of Prescription Medicines
Criminal Drug Conspiracy
Distribution of Alcohol to Minors
Illegal Transportation of Controlled Substances

Possession of Marijuana, more than one ounce
Possession of Illegal Substances
Sale or Manufacture of Illegal Substances

Miscellaneous Substance Abuse Crimes

Driving Under the Influence
Drunk in Public
Possession of Drug Paraphernalia

Possession of Marijuana (less than 1 oz.)
Sale of Alcohol to a Minor

Miscellaneous Crimes

Aggravated Discharge of a Firearm
Concealing or Aiding a Fugitive
Criminal Damage to Property
Criminal Trespass
Discrimination in Sale of Real Estate
Disorderly Conduct
Driving without a License
Driving without Insurance
Environmental Crimes
Gunrunning
Identity Switching
Illegal Gambling
Impersonating a Law Enforcement Officer
Unlawful Sale of Firearms
Interference with Judicial Proceeding
Obstructing Justice
Legislative Misconduct
Obscene Phone Calls

Perjury
Reckless Conduct
Reckless Driving
Repeated Traffic Offenses
Tampering with Public Records
Unlawful Possession of Weapons
Unlawful Use of Body Armor
Unlawful Use, Sale, or Discharge of a Metal Piercing Bullet
Vandalism



Child Abuse and Neglect Reporting

In order to qualify for federal funding under the Child Abuse Prevention and Treatment Act (CAPTA), all 50 states have passed a mandatory child abuse and neglect reporting law. CAPTA defines child abuse and neglect as any recent act or failure to act:

- Which results in death, serious physical or emotional harm, sexual abuse, or exploitation or presents an imminent risk of serious harm
- Of or to a child
- By a parent or caretaker who is responsible for the child's welfare

Many states have modeled their laws after the federal CAPTA. In all 50 states, the following is true:

- There is a state hotline for reporting child abuse and neglect
- Certain professionals and institutions are required to report suspected child abuse and neglect to a law enforcement or child protection agency, including health care providers and facilities, mental health care providers, teachers and other school personnel, social workers, day care providers and law enforcement personnel.
- In addition to specifying mandated professionals, most states include a general clause stating that anyone who knows of abuse should file a report.
- Immunity from prosecution exists for a person who reports child abuse in "good faith"
- A primary legal concern in any state with reporting requirements is reporting the complaint or concern in a timely manner. Nearly all state legislative bodies are continually working on statutes and procedures regarding this subject, and therefore it is important to regularly review your state's timing requirements.

Because of the large number of AYSO players and volunteers in the state of California, the California Child Abuse and Neglect Act is referenced here. Please note that the information contained therein applies only within the state of California. Following the information on the California law, there is a list of contact information for each state's child abuse reporting agencies.

For your information, the Child Help National Child Abuse Hotline is 1(800) 422-4453. They will assist with contact telephone numbers for each state; however, they are not a reporting agency.

The California Child Abuse and Neglect Reporting Act

The California Child Abuse and Neglect Reporting Act ("the act") requires any "child care custodian" who, in the course of his or her professional responsibilities, reasonably suspects that a child has been abused, to report the suspected abuse by telephone to a child protective agency immediately (or as soon as practically possible). The custodian must also inform the agency of the suspected abuse in writing within 36 hours of receiving the information which led him/her to suspect the abuse.

"Reasonable suspicion" of child abuse exists under the act when it is "objectively reasonable for a person to entertain such a suspicion based upon facts that could cause a reasonable person in a like position, drawing when appropriate on his or her training and experience, to suspect child abuse."

The 1990 Amendment

In 1990, the act was amended to include "administrators of public and private youth centers, youth recreation programs, and youth organizations" within the definition of "child care custodians."



Although the act does not define the terms “youth recreation programs” or “youth organization,” the legislative history of the 1990 amendment suggests that the legislature intended the act to cover organizations like AYSO. In its comments prior to the amendment’s adoption, the California Department of Social Services acknowledged that the scope of the amendment was unclear, but maintained that the amendment included organizations such as the Boy’s Club, Scout organizations, the YMCA and YWCA and the like. Analysis provided by the Republican party prior to the amendment’s adoption indicates that the amendment applies to volunteers as well as employees of youth organizations.

AYSO Obligations

The act, by its terms, applies to “administrators” and “employees.” Under the act’s most reasonable interpretation, as child care custodians, AYSO is obligated to require only two categories of persons to sign their mandated reporter form (1) employees who, as part of their official duties, will have significant interaction with or regularly observe children (“Covered Employees”) and (2) persons participating in AYSO programs as volunteers who, as part of their official duties, have significant administrative responsibility over AYSO’s programs and regularly interact with or observe children (“Covered Volunteers”). We have taken the position that only the Regional Commissioners, the Area Directors and Section Directors, (but not other volunteers such as Regional Board Members, Area or Section staff, or coaches and referees) are considered “Covered Volunteers.”

Child Abuse Reporting Contacts

It is a statutory obligation (“Duty to Report”) in certain states that any individual who is made aware of alleged child abuse has an obligation to report those incidents to the local authorities.

A list of all the states and their child abuse reporting agencies follows:

Alabama

Local (toll): (334) 242-9500

<http://www.dhr.state.al.us/page.asp?pageid=304>

Alaska

Toll-Free: (800) 478-4444

<http://www.hss.state.ak.us/ocs/default.htm>

Arizona

Toll-Free: (888) SOS-CHILD (888-767-2445)

<https://www.azdes.gov/dcyf/cps/reporting.asp>

Arkansas

Toll-Free: (800) 482-5964

http://www.state.ar.us/dhs/chilnfam/child_protective_services.htm

California

<http://www.dss.cahwnet.gov/cdssweb/PG20.htm>

Click on the website above for information on reporting or call Childhelp® (800-422-4453) for assistance.

Colorado

Local (toll): (303) 866-5932

<http://www.cdhs.state.co.us/childwelfare/FAQ.htm>



Connecticut

TDD: (800) 624-5518

Toll-Free: (800) 842-2288

<http://www.state.ct.us/dcf/HOTLINE.htm>

Delaware

Toll-Free: (800) 292-9582

<http://www.state.de.us/kids/>

District of Columbia

Local (toll): (202) 671-SAFE (202-671-7233)

<http://cfssa.dc.gov/cfssa/cwp/view.asp?a=3&q=520663&cfssaNav=|31319|>

Florida

Toll-Free: (800) 96-ABUSE (800-962-2873)

<http://www.dcf.state.fl.us/abuse/>

Georgia

<http://dfcs.dhr.georgia.gov/portal/site>

Click on the website above for information on reporting or call Childhelp® (800-422-4453) for assistance.

Hawaii

Local (toll): (808) 832-5300

http://www.hawaii.gov/dhs/protection/social_services/child_welfare/

Idaho

Toll-Free: (800) 926-2588

<http://www.healthandwelfare.idaho.gov/site/3333/default.aspx>

Illinois

Toll-Free: (800) 252-2873

Local (toll): (217) 524-2606

<http://www.state.il.us/dcfs/child/index.shtml>

Indiana

Toll-Free: (800) 800-5556

<http://www.in.gov/dcs/protection/dfcchi.html>

Iowa

Toll-Free: (800) 362-2178

http://www.dhs.state.ia.us/dhs2005/dhs_homepage/children_family/abuse_reporting/child_abuse.html



Kansas

Toll-Free: (800) 922-5330

http://www.srskansas.org/services/child_protective_services.htm

Kentucky

Toll-Free: (800) 752-6200

<http://chfs.ky.gov/dcbs/dpp/childsafety.htm>

Louisiana

<http://www.dss.state.la.us/index.cfm?md=pagebuilder&tmp=home&pid=106>

Click on the website above for information on reporting or call Childhelp® (800-422-4453) for assistance.

Maine

TTY: (800) 963-9490

Toll-Free: (800) 452-1999

<http://www.maine.gov/dhhs/bcfs/abuserreporting.htm>

Maryland

<http://www.dhr.state.md.us/cps/report.htm>

Click on the website above for information on reporting or call Childhelp® (800-422-4453) for assistance.

Massachusetts

Toll-Free: (800) 792-5200

http://mass.gov/?pageID=eohhs2terminal&L=5&L0=Home&L1=Consumer&L2=Family+Services&L3=Violence%2c+Abuse+or+Neglect&L4=Child+Abuse+and+Neglect&sid=Eeohhs2&b=terminalcontent&f=dss_c_can_reporting&csid=Eeohhs2

Michigan

http://www.michigan.gov/dhs/0,1607,7-124-5452_7119_7193-15252--,00.html

Click on the website above for information on reporting or call Childhelp® (800-422-4453) for assistance.

Minnesota

http://www.dhs.state.mn.us/main/idcplg?IdcService=GET_DYNAMIC_CONVERSION&RevisionSelect ionMethod=LatestReleased&dDocName=id_000152

Click on the website above for information on reporting or call Childhelp® (800-422-4453) for assistance.

Mississippi

Toll-Free: (800) 222-8000

Local (toll): (601) 359-4991

http://www.mdhs.state.ms.us/fcs_prot.html



Missouri

Toll-Free: (800) 392-3738

Local (toll): (573) 751-3448

<http://www.dss.mo.gov/cd/rptcan.htm>

Montana

Toll-Free: (866) 820-5437

<http://www.dphhs.mt.gov/cfsd/index.shtml>

Nebraska

Toll-Free: (800) 652-1999

<http://www.hhs.state.ne.us/cha/chaindex.htm>

Nevada

Toll-Free: (800) 992-5757

http://dcfs.state.nv.us/DCFS_ReportSuspectedChildAbuse.htm

New Hampshire

Toll-Free: (800) 894-5533

Local (toll): (603) 271-6556

<http://www.dhhs.state.nh.us/DHHS/BCP/default.htm>

New Jersey

TDD: (800) 835-5510

TTY: (800) 835-5510

Toll-Free: (877) 652-2873

<http://www.state.nj.us/dcf/abuse/how/>

New Mexico

Toll-Free: (800) 797-3260

Local (toll): (505) 841-6100

<http://www.cyfd.org/report.htm>

New York

TDD: (800) 369-2437

Toll-Free: (800) 342-3720

Local (toll): (518) 474-8740

<http://www.ocfs.state.ny.us/main/cps/>

North Carolina

<http://www.dhhs.state.nc.us/dss/cps/index.htm>

Click on the website above for information on reporting or call Childhelp® (800-422-4453) for assistance.



North Dakota

<http://www.nd.gov/dhs/services/childfamily/cps/#reporting>

Click on the website above for information on reporting or call Childhelp® (800-422-4453) for assistance.

Ohio

<http://jfs.ohio.gov/county/cntydir.stm>

Contact the county Public Children Services Agency using the list above or call Childhelp® (800-422-4453) for assistance.

Oklahoma

Toll-Free: (800) 522-3511

<http://www.okdhs.org/programsandservices/cps/default.htm>

Oregon

<http://www.oregon.gov/DHS/children/abuse/cps/report.shtml>

Click on the website above for information on reporting or call Childhelp® (800-422-4453) for assistance.

Pennsylvania

Toll-Free: (800) 932-0313

<http://www.dpw.state.pa.us/ServicesPrograms/ChildWelfare/003671030.htm>

Puerto Rico

Toll-Free: (800) 981-8333

Local (toll): (787) 749-1333

Spanish Information on Website:

<http://www.gobierno.pr/GPRPortal/StandAlone/AgencyInformation.aspx?Filter=177>

Rhode Island

Toll-Free: (800) RI-CHILD (800-742-4453)

http://www.dcyf.ri.gov/child_welfare/index.php

South Carolina

Local (toll): (803) 898-7318

<http://www.state.sc.us/dss/cps/index.html>

South Dakota

<http://dss.sd.gov/cps/protective/reporting.asp>

Click on the website above for information on reporting or call Childhelp® (800-422-4453) for assistance.

Tennessee

Toll-Free: (877) 237-0004

<http://state.tn.us/youth/childsafety.htm>



Texas

Toll-Free: (800) 252-5400

https://www.dfps.state.tx.us/Child_Protection/About_Child_Protective_Services/reportChildAbuse.asp

Utah

Toll-Free: (800) 678-9399

<http://www.hsdcsf.utah.gov>

Vermont

After hours: (800) 649-5285

http://www.dcf.state.vt.us/fsd/reporting_child_abuse

Virginia

Toll-Free: (800) 552-7096

Local (toll): (804) 786-8536

<http://www.dss.virginia.gov/family/cps/index.html>

Washington

TTY: (800) 624-6186

Toll-Free: (866) END-HARM (866-363-4276)

After hours: (800) 562-5624

<http://www1.dshs.wa.gov/ca/safety/abuseReport.asp?2>

West Virginia

Toll-Free: (800) 352-6513

http://www.wvdhhr.org/bcf/children_adult/cps/report.asp

Wisconsin

<http://dcf.wisconsin.gov/children/CPS/cpswimap.HTM>

Click on the website above for information on reporting or call Childhelp® (800-422-4453) for assistance.

Wyoming

<http://dfsweb.state.wy.us/menu.htm>

Click on the website above for information on reporting or call Childhelp® (800-422-4453) for assistance.





10. National Coaching Program

Purpose ---

The AYSO National Coaching Program is designed to develop good soccer players who have a positive image of themselves, their teammates, coaches, game officials, and opponents. Coach training is the key. It is the goal of AYSO that every coach be a trained and certified coach. This shall be accomplished by providing coaching expertise through clinics, manuals, videos, and reference materials. A full coach training program has been developed for each division of play.

Coaching Structure ---

You have support!

The AYSO National Coaching Program is administered by the AYSO Player Development Department in conjunction with the chairman and the members of the National Coaching Advisory Commission (NCAC). The AYSO National Coaching Advisory Commission, is a group of AYSO volunteers, selected for their coaching expertise and appointed by the National President to provide advice to the NBOD on matters related to coaching and player development. The AYSO National Coaching Advisory Commission provides a channel of communication from the National Office to Section, from Section to Area, and from Area to Region. This will help ensure that the AYSO National Coaching Program is being delivered to the grass-roots level.

Section Coach Administrators, are appointed by their respective Section Directors, and they direct and implement the programs established by the National Coaching Program within their respective Section.

Each Section is comprised of several Areas, each with its corresponding Area Coach Administrator. The Area Coach Administrator provides support and training opportunities to the Regions and the coaches in the Area. The Area Coach Administrator should assist new Regional Coach Administrators in conducting Regional coach clinics

If you have a question, your Area and Section staffs, along with the resources of the AYSO National Office, are there to help.

Materials Available ---

Listing of registered coaches (from eAYSO)
Listing of coaches by training and certification (from eAYSO)
*AYSO National Rules & Regulations**
Section Rules and Regulations (does not apply to some Sections)
U-5 Master Coach Manual
U-6 Coach Manual *
U-8 Coach Manual *
U-10 Coach Manual *
U-12 Coach Manual *
Intermediate Coach Manual and instructor notes*
Advanced Coach Manual and instructor notes*
National Coach Program Manual*



Coach Administrator Manual*

Guidance for Referees and Coaches (updated annually)*

AYSO's Safe Haven Manual*

* Available from the AYSO Supply Center – 1 (888) 297-6786

Holding an AYSO Coaching Course

Step 1:

All training courses must be registered in eAYSO. Coach Administrators and certified AYSO Coaching Instructors may register a course in eAYSO. Alternatively, you can obtain a Coaching Course Request Form, which is available from the AYSO Supply Center at (888) 243-2976. Call the National Office, Player Development Department if you have any questions, (800) 872-2976, ext. 7974.

Step 2:

To register a course online or fill out the Coaching Course Request Form, you will need to have the following information:

- Section, Area, and Region
- Course Name (Safe Haven, U-6, U-8, U-10, U-12, Intermediate or Advanced)
- Name of the Certified Instructor, qualified to lead the course (see the matrix at the end of this chapter)
- Course Date
- Estimated Number of Participants (needed to order supplies)
- Materials Needed (manuals, certificates, patches, pins, etc.)
- Name of Course Authorizer

Make sure to include contact information so we are able to contact you with any questions!

Step 3:

Register the course online, or submit your request form by fax or email at least 30 days prior to the first date of the course. Fax or email to:

AYSO Supply Center
FAX (310) 525-1158
email: SupplyCenter@ayso.org

Step 4:

Conduct course and have all attendees fill out roster completely and legibly.

Step 5:

Have participants keep their tests, once graded, for future reference.

Step 6:

Coaching Course rosters can either be input directly online via eAYSO or sent to the Player Development Department at the AYSO National Office, 19750 So. Vermont Ave., Suite 200, Torrance, CA 90502. If you send the rosters to the AYSO National Office for processing, make copies of the rosters for your records.

Note: If the roster is not entered into the eAYSO database, attendess will not receive credit for the course. If a roser is outstanding more than sixty (60) days, it can cause the course instructor to be ineligible to conduct further coaching courses. If you do not hold the course, please cancel it in eAYSO or notify the Player Development Department (800) 872-2976, ext. 7974 for further assistance.



For our volunteers protection, every course must be registered with eAYSO and have a completed roster returned. Thank you for your cooperation and thank you for taking the time to provide quality coaching courses to AYSO coaches.

Accreditation

The AYSO Coaching Program and our Safe Haven certification are fully accredited by the National Council for Accreditation of Coaching Education (NCACE). The essential function of NCACE is to review the quality of coaching education programs and encourage continuous improvement of coaching education. The Council endorses The National Standards for Athletic Coaches.

A trained and certified coach who keeps his or her education current with changing standards is the best vehicle for delivering a positive, quality experience to the players of AYSO.

Our goal is to have every AYSO coach trained, certified, and keeping up-to-date through continuing education for the welfare of players and volunteers alike.

Required Coach Training

Beginning August 1, 2010, coaches and assistant coaches in the U-6 age division in every AYSO Region were required to have AYSO's age-appropriate training and AYSO's Safe Haven certification when they take the field.

The coach training policy will roll forward each year adding one additional level of required age-specific coach training until, by the 2015 membership year, every AYSO coach and assistant coach, at every level, will be appropriately trained for the team they will coach.

This policy was approved and adopted by the AYSO National Board of Directors at their July 2009 meeting and is supported by the AYSO National Coaching Advisory Commission.

Coaches will continue to be required to be currently registered AYSO volunteers and have AYSO's Safe Haven certification. AYSO's Safe Haven certification, which is designed to protect both volunteers and children alike, is available as an online or in-person class.

Following is the training that will be required for each of the age levels in all AYSO games and the schedule for implementation:

Division	Minimum Training Requirement
U-6	U-6 Coach (beginning 8/1/2010)
U-8	U-8 Coach (beginning 8/1/2011)
U-10	U-10 Coach (beginning 8/1/2012)
U-12	U-12 Coach (beginning 8/1/2013)
U-14	Intermediate Coach (beginning 8/1/2014) Including all pre-requisites
U-16/U-19	Advanced Coach (beginning 8/1/2015) Including all pre-requisites

To schedule training for any of these courses, contact your Regional Coach Administrator for more details or contact the Player Development Department at the AYSO National Office for more information, (800) 872-2976, ext 7974.



Certification/Training Policy - National Games and AYSO Sanctioned Tournaments

The following policy was approved and adopted by the National Board of Directors at their October 2006 meeting in Hawthorne California:

Effective August 1, 2009, all AYSO coaches and assistant coaches who wish to coach in the AYSO National Games, or nationally sanctioned AYSO Tournaments must, at a minimum:

- 1. Be a registered volunteer in eAYSO for the current year.**
- 2. Be Coach Safe Haven certified and trained.**
- 3. Be trained per the National Coaching Program Guidelines at the age/skill level of the team they wish to enter/coach.**

Many Sections and Areas have already adopted this requirement for those coaching in Area and/or Section sponsored competitions. This policy is also supported and backed by the National Tournament Advisory Commission and is to be included in the Tournament Handbook.

To schedule 'age appropriate' coach training and AYSO certification please contact one of the following:

- Regional Coach Administrator (U-10 & U-12 Training)**
- Area Coach Administrator (Intermediate Training)**
- Section Coach Administrator (Advanced Training)**

Contact information for any of these administrators can be accessed through the Regional Commissioner or by contacting the Coaching Department at the AYSO National Office (1-800-USA-AYSO) or via email to coaching@ayso.org

Although only the age-specific course is required to meet the new requirement at the U-10 and U-12 levels, it is best for the players if each coach at U-10 and U-12 has the full range of AYSO coach training (U-6, U-8, U-10 and U-12). Please note, however, there are prerequisites that must be met before taking the Intermediate, Advanced or National Coach courses. *For those who are coaching (or are going to be coaching) at the U14 level or above, please see the following "Coach Course Catalog" for the prerequisites for Intermediate, Advanced or National Coach Training.*

Coach Training Matrix					
Course	Description	Length	Attendee Prerequisites	Minimum Lead Instructor Requirements	Minimum Authorization Required
AYSO's Safe Haven	This course presents information on child & volunteer protection and the key components necessary to create a safe haven.	2 hours	None	Coach, Referee or Management Instructor AYSO's Safe Haven	Regional Administrator in Coach, Referee or Management discipline
U-6 Coach	This training presents information and skills to be taught relevant to the short-sided game (3v3) of the U-6 age group.	2 hours	None	Coach Instructor	Regional Coach Administrator
U-8 Coach	This training presents information and skills to be taught relevant to the short-sided game (5v5) of the U-8 age group.	2 hours	Completion of U-6 Coaching Course is recommended	Coach Instructor	Regional Coach Administrator
U-10 Coach	This training presents information and skills to be taught relevant to the short-sided game (7v7) of the U-10 age group.	3 hours	Completion of U-8 Coaching Course is recommended	Coach Instructor	Regional Coach Administrator
U-12 Coach	This training presents information and skills to be taught relevant to the short-sided game (9v9) of the U-12 age group.	5 hours	Completion of U-10 Coaching Course is recommended	Coach Instructor	Regional Coach Administrator



Coach Training Matrix

Course	Description	Length	Attendee Prerequisites	Minimum Lead Instructor Requirements	Minimum Authorization Required
Intermediate Coach	This training focuses on tactical situations and set pieces. This course builds upon the U-12 Coaching Course.	15 hours	Completion of the U-12 Coaching Course is required .	Advanced Coach Instructor	Area Coach Administrator
Advanced Coach	This training focuses on tactical situations, advanced tactics, and observation, evaluation, and implementation techniques. This course builds upon the Intermediate Coaching Course.	18 hours	Completion of the Intermediate Coaching Course is required .	Advanced Coach Instructor	Section Coach Administrator
National Coach	This training provides training in advanced levels of play.	56 hours	Completion of the Advanced Coaching Course is required .	AYSO National Coach Instructor	Director of Player Development
Coach Administrator Training	This training presents the duties and responsibilities of Coach Administrators with tips to enhance performance and enjoyment.	1.25 hours	None	Advanced Coach Instructor	Area Coach Administrator
Annual Coach Update	This training provides continuing education for coaches in the Region. Program updates and program requirements are reviewed in this training session.	1 hour	None	Coach Instructor	Regional Coach Administrator



11. National Referee Program

Administrative Overview of the AYSO National Referee Program

The AYSO National Referee Program is administered by the AYSO National Referee Program Administrator (NRPA) in conjunction with the chairman and the members of the National Referee Advisory Commission (NRAC). The NRAC is a group of AYSO volunteers, selected for their refereeing expertise and appointed by the National President to provide advice to the National Board of Directors (NBOD) on matters related to referee development and officiating. The NRAC provides a channel of communication from National to Section, from Section to Area and from Area to Region. This helps ensure that the AYSO National Referee Program is delivered to the grass-roots level as intended. Also supporting the NRAC is the AYSO FIFA Law Interpreter, the National Programs Support Coordinator and the appointed liaison from the NBOD.

AYSO referees are supported by an administrative structure that is similar at the Region, Area and Section levels, each of which has a Referee Administrator, Referee Director of Instruction and Referee Director of Assessment. The individuals in these roles are responsible for implementing the AYSO National Referee Program in response to the needs of the referees within their designated areas of responsibility.

Training and Certification

One of the most important features of the AYSO National Referee Program is the AYSO Referee Certification and Training Program. All AYSO referees are required to be certified and trained. Referee certification is obtained by attending AYSO's Safe Haven course (which replaced the former course entitled Safe Haven for Referee). Referee training is available in six different training courses: U-8 Official, Assistant Referee, Basic Referee, Intermediate Referee, Advanced Referee and National Referee. There is also an online Basic Referee Course, which coupled with an in-person Companion Course, completes the training for the Basic Referee.

AYSO referee training is designed to provide education for referees and prospective referees that will enable them to officiate AYSO soccer matches in accordance with the *FIFA Laws of the Game* and the *AYSO National Rules & Regulations*. It is the intent of the AYSO National Referee Program to provide practical, incremental referee training that will ensure consistency throughout AYSO.

With the exception of training for the U-8 Official, referee designations and training are not directly associated with any specific age group. The AYSO U-8 Official may officiate only AYSO players under the age of 8. Completion of one of the additional AYSO referee courses is required to officiate at any other level of AYSO play.

To effectively officiate higher-level games, a referee must have experience, physical conditioning and mental preparation along with appropriate training. Training in AYSO is a continuing process. Referees are encouraged to take additional courses and to participate in continuous education whether or not they desire to upgrade to a higher level.

Every referee must have a sound foundation in the *Laws of the Game* as a prerequisite to being certified as a referee. At all levels of the training program, referee candidates are tested on their knowledge of the Laws.



At each referee certification level, there are requirements in addition to training (including the law exams). It is the responsibility of the individual referee to ensure that he/she meets all other requirements.

The training program has been organized as a series of short courses intended to provide training supplemental to the previous courses. In addition, elements of the courses (modules) may be presented individually as part of continuing education that may not necessarily result in upgrade. All referee training classes are open to anyone who wishes to attend. There are no prerequisites for attending any referee training session.

Referees who attend training for upgrade must maintain their individual training record and obtain appropriate signatures for training completed.

Cross-certification between certain AYSO and United States Soccer Federation (USSF) referee certification levels is available upon application.

Observation and Assessment

An additional service is available to AYSO Referees through the observation or assessment of the on-field performance of the official. This observation/assessment serves at least three purposes. First, it measures an official's competency at the level required to officiate a typical, regular season AYSO match. Second, it provides a mechanism for officials to obtain positive and constructive feedback and to measure the progress of their officiating skills. Third, it provides a means of recognition for that progress.

Additional Information

A more detailed explanation and information regarding the AYSO National Referee Program is available in the National Referee Program Manual. This manual plus additional information regarding the AYSO National Referee Program is available online www.aysotraining.org. An AYSO ID number is required for access or call the referee department at the National Office in Torrance, CA at (800) USA-AYSO.



Referee Training Matrix

Course	Course Description	Length	Pre-requisites	Minimum Lead Instructor Requirements	Verification of Lead Instructor Requirement
AYSO's Safe Haven	This course presents information on AYSO's vision, child & volunteer protection and the key components necessary to create a safe haven.	2 hours	None	Referee, Coach or Management Instructor AYSO's Safe Haven	Regional Administrator in Coach, Referee or Management discipline
U-8 Official	This training includes modules 2 through 7 and trains volunteers to officiate in U-8 matches.	3 hours	None	Referee Instructor	Regional Referee Administrator
U-8 Official to Assistant Referee	Trains U-8 Officials in the basic skills required to serve as an Assistant Referee	3 hours	U-8 Official	Referee Instructor	Regional Referee Administrator
Assistant Referee	This training includes modules 2 through 7 plus 10, 11, and 12 and trains volunteers in the basics of being an Assistant Referee for AYSO matches under FIFA Laws and <i>AYSO National Rules & Regulations</i> .	5 hours	None	Referee Instructor	Regional Referee Administrator
U-8 Official to Basic Referee	Trains U-8 Officials in the basic skills required to serve as a Basic Referee	4 hours	U-8 Official	Referee Instructor	Regional Referee Administrator
Assistant Referee to Basic Referee	Trains Assistant Referees in the basic skills required to serve as a Basic Referee	2 hours	Assistant Referee	Referee Instructor	Regional Referee Administrator
Basic Referee Online Course	This is an online training course located at www.aysotraining.org	1.5 hours	None	Self study	N/A



Referee Training Matrix

Course	Course Description	Length	Pre-requisites	Minimum Lead Instructor Requirements	Verification of Lead Instructor Requirement
Basic Referee Online Companion Course	This training, in combination with the Basic Referee Online Training course trains referees in the basic skills required to serve as a Basic Referee	3 hours	Basic Referee Online Training Course	Referee Instructor	Regional Referee Administrator
Basic Referee	This training includes modules 2 through 13 and trains referees in the basic aspects of refereeing needed to do AYSO matches under FIFA Laws and <i>AYSO National Rules & Regulations</i> .	7 hours	None	Referee Instructor	Regional Referee Administrator
Intermediate Referee	This training includes modules 14 through 19 and trains referees to do more physically demanding and challenging matches under FIFA Laws and <i>AYSO National Rules & Regulations</i>	7.5 hours	Completion of the Basic Referee Course is recommended	Referee Instructor	Area Referee Administrator or Director of Referee Instruction
Advanced Referee	This training includes modules 20 through 24 and trains referees to do most matches under FIFA Laws and <i>AYSO National Rules & Regulations</i>	7.25 hours	Completion of the Intermediate Referee Course is recommended	Advanced Referee Instructor	Area Referee Administrator or Director of Referee Instruction
National Referee	This training is not modularized. The course trains referees to referee all AYSO matches under FIFA Laws and <i>AYSO National Rules & Regulations</i>	15.25 hours	Completion of the Advanced Referee Course is recommended	National Referee Instructor	National Referee Program Coordinator (National Office) or eAYSO



Referee Training Matrix

Course	Course Description	Length	Pre-requisites	Minimum Lead Instructor Requirements	Verification of Lead Instructor Requirement
Referee Assessor	This training is designed to train assessors to assess officiating skills at the Advanced level.	4.5 hours	Intermediate Referee and completion of the Advanced Referee course and test	Advanced Referee Instructor and either an Assessor or National Assessor	Section Referee Administrator or Section Director of Referee Assessment
National Referee Assessor	This training is designed to train Assessors to assess refereeing skills at the National level	5 hours	Referee Assessor	Advanced Referee Instructor and National Referee Assessor	National Referee Program Coordinator or eAYSO
Annual Referee Update	This is continuing education for referees. Program overview, Law changes and points of emphasis will be reviewed	1.25 hours	None	Referee Instructor	Regional Referee Administrator
Annual Update for Referee Administrators, Instructors and Assessors	This is continuing education for Referee Administrators, Instructors and Assessors. Program updates and program requirements are reviewed	1.25 hours	None	Advanced Referee Instructor	Section Referee Administrator or Director of Referee Instruction
Referee Administrator Training	This training is designed to teach Referee Administrators the essential activities needed to manage a Regional referee program	2.5 hours	None	Referee Instructor	Area Referee Administrator or Area Director of Referee Instruction
Area Referee Administrator Training	This training is designed to teach Area Referee Administrators the essential activities to manage an Area level referee program	1.25 hours	Regional Referee Administrator Training	Advanced Referee Instructor	Section Referee Administrator or Section Director of Referee Instruction



12. Management Program

The AYSO National Management Program is administered by the AYSO National Management Program Administrator in conjunction with the chairman and the members of the National Management Advisory Commission (NMAC). The National Management Advisory Commission is a group of AYSO volunteers, selected for their administrative expertise and appointed by the National President to provide advice to the National Board of Directors (NBOD) on matters related to the administration of AYSO Regions, Areas and Sections and training of AYSO management volunteers. The AYSO National Management Advisory Commission provides a channel of communication from national to Section, from Section to Area and from Area to Region. This helps ensure that the AYSO National Management Program is being delivered to the grass-roots level.

The national management program provides volunteer board members and local administrators with support and educational programs to help them effectively organize and run local programs. Mandatory training is provided for all seven required Regional Board members and many other volunteer positions. The management training program provides information on how to fulfill specific roles within the Region like Registrar, Treasurer or Safety Director. It also provides training on a variety of specialized topics such as team balancing, fund raising, and volunteer recruiting and retention. By attending, supporting and offering these educational programs, Regional volunteers enhance the AYSO experience for everyone. These support and educational programs are offered throughout the year in the various AYSO Regions, Areas and Sections.

Management Training

In addition to job specific training, AYSO also offers a series of management training courses that allow Regional Board members to develop and improve their management skills.

Regional Commissioner Training – AYSO also provides a weekend-long management training opportunity for all Regional Commissioners. This training is designed to empower Regional Commissioners with tools that will enable effective Region operations and leadership. RCs meet the National Office staff and tour the facility while learning about all the support services available at the National Office.

Introductory Management – This training course is the core for training AYSO's Regional Board members -- Regional Commissioners, Coach Administrators, Referee Administrators or other Regional Board members. The purpose of Introductory Management is to offer the new Regional management team a curriculum that will provide a unified, practical approach to management training at the Regional level. Offered at Section Meetings, RoadShows or locally, Introductory Management is designed to train Regional managers in the basic management skills and tools that they will require during their first year together to successfully establish and manage a viable Regional program.

Area Director Training– AYSO provides a weekend-long management training opportunity for all newly appointed Area Directors. This training is held at the National Office annually, usually in Fall. Area Directors meet the National Office staff and tour the facility. Topics covered during this training include Budget, Regional Commissioner and Regional Board Orientation, Communications, Conflict Resolution, and Area Director and Staff Job Descriptions

Dispute Resolution - This course provides Region, Area and Section managers with an understanding of how to resolve disputes and, if necessary, the process to use when limiting, suspending or removing/terminating a Non-Executive Member from their participation in AYSO. This



course reviews the many tools available to properly deal with difficult situations, helps to identify the different types of volunteers in AYSO, expand the ability of Region and Area Board Members to deal with personnel problems and review the procedures to determine appropriate discipline which afford the Non-Executive Members their due process and appeal protection.

Continuing Education Programs - In addition to specific training courses, AYSO offers continuing education that provides Section, Area and Regional staff members with informational updates on topical issues.

Management Training Matrix

Course	Description	Length	Prerequisites	Minimum Lead Instructor Requirements	Minimum Authorization Required
AYSO's Safe Haven	This course presents information on AYSO's Vision, child & volunteer protection and the key components necessary to create a safe haven	2 hours	None	Management, Coach or Referee Instructor AYSO's Safe Haven	Regional Commissioner
Regional Commissioner Training	Designed for RCs, this course provides extensive Regional operations and leadership training	24 hours	RC and Board Orientation; Appointed Regional Commissioners	Instructors are selected by the AYSO National Management Program Administrator	AYSO National Management Program Administrator
Introductory Management	This training is designed for Regional Commissioners, Regional Coach Administrators, Regional Referee Administrators and other Board Members. It covers general Regional management	4.5 hours	None	Advanced Management Instructor	Area Director or Area Management Administrator
Dispute Resolution (formerly Advanced Management)	This training is for Regional and Area staff on effective handling of people and problem solving	2.5 hours	Completion of the Introductory Management Course.	Advanced Management Instructor	Area Director or Area Management Administrator



Management Training Matrix

Course	Description	Length	Prerequisites	Minimum Lead Instructor Requirements	Minimum Authorization Required
Regional Commissioner & Regional Board Orientation	This training is for new Regional Commissioners and Regional Boards to ensure they understand their duties and responsibilities	3 hours	None	Area Director or Advanced Management Instructor authorized by the Area Director	Area Director
Area Director Training	This training provides a comprehensive review of the Area Director's job and problem solving	24 hours	Appointed Area Directors and selected personnel by invitation.	Instructors are selected by the AYSO National Management Program Administrator	AYSO National Management Program Administrator
Division Coordinator	Covers roles, responsibilities and the importance of functioning as an intermediary between the RC, RCA, RRA, coaches, referees and parents	1.25 hours	None	Management Instructor	Regional Commissioner
Regional Board Member	This training provides general Regional management and job specific information for all Regional staff except the RC, RCA, RRA, CVPA, Safety Director, Treasurer, or Registrar	1.25 hours	None	Management Instructor	Regional Commissioner
Registrar	Designed to provide new Regional Registrars with information about the job, its duties, and requirements	1.25 hours	None	Management Instructor	Regional Commissioner
Safety Director	Provides new Regional Safety Directors with information about the job, its duties, and requirements	1.25 hours	None	Management Instructor	Regional Commissioner



Management Training Matrix

Course	Description	Length	Prerequisites	Minimum Lead Instructor Requirements	Minimum Authorization Required
Treasurer	Provides new Treasurers with information about the job, its duties and requirements	2.5 hours	None	Management Instructor	Regional Commissioner
Auditor	Reviews the duties and responsibilities of the Auditor and required forms and procedures	1.25 hours	Treasurer	Advanced Management Instructor	Regional Commissioner
Child and Volunteer Protection Advocate (CVPA) Training	Designed to create an understanding of the position description, volunteer form processing, screening protocols, AYSO's Criminal Background Check Policy, and how to identify signs of abuse and what to do if you suspect abuse	2.0 hours	AYSO's Safe Haven	Advanced Management Instructor with CVPA Training, the current CVPA Annual Update	Section Director, Section CVPA or Section Management Administrator
Child and Volunteer Protection Advocate Annual Update	This training offers continuing education for CVPAs while covering what's new with CVPA duties	1.25 hours	CVPA Training	Advanced Management Instructor with CVPA Training, the current CVPA Annual Update	Section Director, Section CVPA or Section Management Administrator

13. Additional Programs

Experimental Program for U-16/U-19 Play

The Board of Directors at its March 22-23, 1985, meeting authorized the creation of a one-year national pilot program for U-16/U-19 play. The following year, the Board announced the indefinite continuation of the program. The board reaffirmed the appropriateness of this policy in July, 2003. It also reaffirmed that this policy only applies to U-16/U-19 play.

The purpose of the experimental program is to explore different ways to enable Sections, Areas and Regions to attract and keep U-16/U-19 players in the AYSO program.

A. WHO IS ELIGIBLE?

All Regions (chartered or pilot) or Areas that have or wish to establish a U-16/U-19 or combination program and wish to deviate from the National Rules & Regulations with respect to substitution and other matters are subject to this policy.

B. GUIDELINES

The experimental program will continue to permit U-16/U-19 play to be conducted with greater flexibility by permitting the following:

- More informal play;
- More games and less practices;
- Coed play;
- Providing different programs in U-16 and/or U-19 based on the ability of the participants to commit their time (e.g., a 10-hour program for those with more time and a four-hour program for those with less time);
- Fixing game times on a regular basis to suit the working schedule and other commitments of the participants;
- More flexible player substitutions;
- Limitation of the play of any participant who is excessively violent and receives a red card during a game;
- Creation of a “traveling” team to participate in non-AYSO leagues but only where there are insufficient AYSO players to form a viable U-16 or U-19 league or a combined U-16/U-19 league within the Region or Area;
- Creation of a “select” team to play in USYSA, SAY, U. S. Club Soccer or other tournaments; and
- Creation of neighborhood-, Regional- or Area-based teams to minimize the travel of the participants.

C. MONITORED SUBSTITUTION

Much of the concern about the need to continue the U-16/U-19 Experimental Program seems to have centered on the desire to have free substitution. Free substitution will be permitted in the U-16/U-19 Experimental Program, but only if it is handled in a manner which will ensure that every participant plays at least one half of every game by requiring a separate time monitor, independent of either team or coach, who checks each player in or out of the game.



Where Monitored Substitution is being used in AYSO U-16 and U-19 games, substitutions will be permitted with the referee's permission during any stoppage in play as specified in the FIFA Laws of the Game, Law 3 (The Number of Players) as well as in the section titled "Interpretation of the Laws of the Game and Guidelines for Referees". Substitution rules used in High School, College or other soccer organizations do not apply to AYSO games. The substitution procedures used in games played according to the FIFA Laws of the Game will be in effect. Namely, when a substitution is requested (the assistant referee signals a substitution has been requested), the referee will determine when there is an appropriate stoppage in play and will then allow the substitution to occur as outlined by the Laws of the Game.

Stoppages in play include the eight identified restarts plus other stoppages where, in the opinion of the referee, the substitution will not unfairly interfere with play, e.g., injury stoppages, outside agent stoppages, stoppages to administer misconduct sanctions and free kicks where the team taking the kick has not elected to take a quick kick.

AYSO National Referee Program Manual

D. OTHER AREAS OF FLEXIBILITY

Rural, suburban, ex-urban and city areas seem to require different types of programs because of the varying demands on the time of the participants.

Coed practices and/or teams or parallel social programs should be considered since they have been found to lead to greater participation.

Coordinate team structuring, playing schedule and practice time and season with the local high schools in the event the local school rule prohibits high school and AYSO play at the same time.

E. MONITORING

It is the responsibility of the Regional Commissioner or the Area Director, as the case may be, to monitor the experimental program during the season.

AYSO Instructor Program

To ensure proper training and orientation of AYSO volunteers, only AYSO certified instructors can deliver AYSO training courses. There are three instructor levels in all disciplines: Instructor, Advanced Instructor and National Instructor. Instructors are authorized to teach courses based on their instructor level. See the Training Matrix at the end of this Chapter for more details.

VIP

The AYSO VIP (Very Important Player) program provides a quality soccer experience for children and adults whose physical or mental disabilities make it difficult to successfully participate on mainstream teams.

VIP Vision Statement

The vision of the AYSO VIP program is to create VIP teams in every AYSO Region whenever possible and to maximize opportunities for VIP player participation where VIP teams are not available.

VIP Mission Statement

The mission of the AYSO VIP Program is to provide a quality soccer experience for individuals whose physical or mental disabilities make it difficult for them to successfully participate on mainstream soccer teams. What is successful participation? It should be defined by the player's enjoyment and the safety of all team members.



VIP Participation information

The minimum age corresponds to AYSO's age eligibility – currently 4 years of age by July 31 prior to the start of the playing season or, in some Regions with permission of the Section Director, by the date of the Region's first organized activity – camp, practice or game. If a player remains on a VIP team, there is no upper age limit for participation.

There may be a wide range of ability and age levels on VIP teams, so sometimes younger (ages 5-12) and older (12+) teams are created. Some Regions form their teams according to mobility and/or ability. Regions are allowed flexibility to design their programs to fit the needs of the community.

VIP as Part of an AYSO Region

Most VIP programs are administered as another “division” of an AYSO Region, affording VIP teams the opportunity for participation in Regional activities such as Opening Day, Picture Day and awards celebrations. The VIP Administrator for the Region should serve on the Regional Board and coordinate operations of the programs with the help of other volunteers. The VIP Administrator works with other key individuals in the Region to secure uniforms, field space, practice and game schedules and other necessities for the VIP teams.

As a VIP League

A second option is available for starting a VIP program in communities where there are no AYSO Regions close by. In such cases, a “VIP League” can be formed in much the same way – but on a smaller scale – that AYSO Regions are formed.

An equally important opportunity is afforded mainstream players to participate in VIP as buddies where they get to know VIP players as individuals and friends. Buddies are able-bodied players who provide prompts and guidance on the field for those VIP players who need assistance.

Resources

Available resource materials from the National Office include the VIP Program Guide, VIP Coach Manual, VIP Referee Manual, VIP Buddy and Family Manual and the VIP brochure in both English and Spanish. Additional VIP items including posters, pins, badges and certificates are available through the AYSO Supply Center. VIP Volunteer Training, Buddy Training and the VIP Instructor Course are also offered for volunteers working with VIP programs.

Contact the Programs department at the National Office for information about finding an established VIP program, starting a VIP program or holding a training session.

Kids Zone®

As part of AYSO's education agenda, Kids Zone is a dynamic program targeted to eliminate negative sideline behavior. It is designed to produce a thoroughly positive impact on everyone involved in AYSO soccer. To execute this program, four basic elements are involved:

1. The Button. This is a pin-on button bearing the program's logo. This will be worn by program supporters at games, and will serve as a reminder of the importance of positive sideline behavior.
2. The Sign. A large sign, which lists positive behavior standards, will be posted at the entrance of participating fields. Parents and spectators who will abide by these standards are welcome — all others are not.
3. The Pledge. We request AYSO parents and spectators sign a pledge that holds them to the Kids Zone standards.
4. The Video. This AYSO-produced video features real moms and dads describing the atmosphere they feel should prevail at our games and practices. It includes a scenario where a parent



decides to intervene and persuade another adult to change his behavior. Good for parent orientation.

Contact the National Office for information about implementing the Kids Zone program in your Region.

Section Meetings

Section Meetings are annual educational meetings conducted in various geographical portions of the country. These weekend meetings for volunteers include workshops, training seminars and motivational speeches to encourage the exchange of ideas and information. The scope and variety of these meetings varies to ensure the broad spectrum of volunteer needs is met.

Workshops are held on program, financial and risk management, legal questions, registration, coaching, refereeing, national development, support services available from the National Office, and special programs. All Section Meetings feature a vendor show where volunteers can see products, equipment and services that could improve their local program.

National Games

Purpose of the National Games

The National Games is AYSO's biannual celebration of all that is AYSO – and Regions are invited to participate based on a lottery which is held at the preceding year's National Annual General Meeting. The National Games is awarded to an Area or a Section to host and is planned in concert with the National Board of Directors and the National Office.

The National Games offers an opportunity to bring together different Regions and Sections to share in the diverse soccer culture of the AYSO family. This occasion focuses on sportsmanship, team spirit and making new friends through the activities and events that are offered during this weeklong event. The Games should not be interpreted nor represented as any form of an AYSO national championship.

Events of the National Games

Opening Ceremonies

This Olympic-style parade of coaches, referees and over 200 teams -- behind state banners, their team banners, some in "local" dress and tossing "local souvenirs" – the cheering of thousands in the crowd as the teams circle the field and take their places in a sea of AYSO players of all shapes and sizes and colors meshing into a landscape of cheering, waving young people, and the inevitable announcement, "Let the Games begin!" All players gather in the middle of the field for welcomes from local and AYSO dignitaries and state-inspired entertainment. The Opening Ceremony is a huge splash of color, energy, soccer enthusiasm and goodwill.

Soccerfest

The next morning, building on the excitement and stimulation of the Opening Ceremonies, soccer games begin with the Soccerfest ---the most unique and important tradition of the week! Soccerfest sets the tone and establishes the philosophy of the Games and of AYSO – focus on sportsmanship, team spirit and making new friends. All National Games team members are included, and all AYSO players and non-AYSO players of the appropriate ages are invited to sign up and play in two games. Players are randomly placed on teams with coaches whom they have just met, giving everyone the opportunity to meet and play with kids from all over the country! What a day!

Ask almost anyone who has participated in the National Games in any years past what they liked best about the Games and the most frequent answer is "the Soccerfest!"



Sportsmanship Awards

“Good Sportsmanship” is one of AYSO’s six philosophies, added to our organization’s high profile tenets in 1991. “AYSO strives to create a 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.”

Thus, the most important element of the Games is the Sportsmanship. It is built into all of the competitions through field monitor and referee evaluation of the sporting behavior of players, coaches and spectators, based on AYSO expectations, Teams are recognized with medals or trophies for their sporting efforts at a special awards ceremony at the end of pool play. It may not be possible for every team to win in their pool play matches, as the skill levels of teams are usually quite diverse. But every team can strive to win the sportsmanship award! This should be considered the most important “hardware” that can be earned at the Games!

Pool play games, medal rounds

All National Games teams are placed into pools made of teams from different Sections from across the country. This guarantees the cultural exchange which is such an important element of the Games. With 24 teams per most age divisions, the pools are six teams and round robin play allows five pool play games for each team – two on Thursday, two on Friday and one on Saturday. A full one-third of the teams move into the medal rounds – after the quarter finals they play in either the championship or consolation bracket and are awarded 1st, 2nd, 3rd and 4th place medals in each bracket.

Who Hosts and How?

The National Games are awarded to an AYSO Section or Area through a bidding process, which gives the potential hosts 30 months in advance of the dates to consider hosting this national event.

The AYSO National Games Bid Package provides information necessary to help assure a successful event. The eventual host of any Games must understand both the enormous scope of the event and the responsibility that falls to those who submit the successful bid.

Each Games venue provides a unique experience for participants enhanced by the special qualities of the locale and the local volunteers. During the last decade, the Games have been hosted in Albuquerque, West Point, Honolulu, Lancaster, CA., Chicago and West Palm Beach, FL. It is experiencing an AYSO national event in such different geographical areas that further create a true cultural exchange and an opportunity to experience the AYSO family all across the nation.

Additional Programs

AYSO’s philosophy, Everyone Plays, provides the impetus for collaborating with groups outside of AYSO. Partnerships with like-minded organizations make for a powerful networking that channels positive child development through organized sport to never-before-reached children.

Team-Up

The Team-Up program exists to provide support and guidance to groups seeking to establish Regions in economically-challenged communities, or to existing Regions expanding their participants to include children in such areas. The National Office will provide support and guidance by:

- Sending materials which include informational brochures, application forms, a fund-raising packet, and a proven model for inner-city and Native American Region development.
- Administering Team-Up funds and designated sponsor product to qualifying Regions.
- Establishing, with the Area Director’s help, one or more “sister Regions” that will promote interplay, networking, and other forms of neighborly support to the new Region.
- Maintaining close contact with Regional administrators to ensure that the Region is receiving the services it needs.



Girl Scouts

In recent years, the Girl Scouts of America has developed a sports initiative called GirlSports that encourages and promotes the participation of Girl Scouts in various sports. AYSO is the designated soccer program of choice for this initiative. AYSO volunteers have run soccer clinics at Girl Scout sports events and summer soccer camps, and an AYSO volunteer designed the soccer badge which Girl Scouts may earn. Joint effort is underway at a national level between the organizations to develop soccer Regions in Girl Scout councils, which will benefit both groups by giving more girls the opportunity to play soccer.

Optimist International

AYSO is an endorsed organization of Optimist International. That means that the Optimists have examined our philosophies, principles and structure and have found AYSO worthy of their support. AYSO is the only youth soccer program and one of only three youth sports programs to have this distinction. Optimists are the "friends of youth," providing tireless service to benefit young people. One way they help children is by operating or assisting with sports programs. Check with your local Optimist Club to see how your Region may benefit from assistance with field development, fund-raising and other forms of volunteer help.

American Legion

AYSO is the recommended Youth Soccer program of the American Foreign Legion and the organization that the Legion recommends to returning Veterans and their families. AYSO is proud of its association with the American Legion and honors all veterans who have served our country.

Instructor Training Matrix					
Course	Description	Length	Prerequisites	Minimum Lead Instructor Requirements	Minimum Authorization Required
Introduction to Instruction	This training is designed to teach potential instructors their role as instructors and general aspects of presenting AYSO courses using AYSO directed teaching plans	3 hours	None	Advanced Instructor in any discipline	Area or Section staff in any discipline
Coach Instructor	This training is designed to teach Instructor candidates how to conduct introductory coach training courses at the U-6, U-8, U-10 & U-12 levels using AYSO directed teaching plans	8 hours	Introduction to AYSO Instruction AYSO's Safe Haven U-12 Coach Course	Advanced Coach Instructor	Area or Section Coach Administrator
Advanced Coach Instructor	This training is designed to prepare Coach Instructors to teach the Intermediate Coach Course using AYSO directed teaching plans, and to meet the educational requirements for becoming a Coach Instructor	8 hours	Coach Instructor Advanced Coach	Advanced Coach Instructor	Section Coach Administrator
National Coach Instructor	This training (not a course) is accomplished through mentoring	Variable	National Coach Advanced Coach Instructor Assist as instructor at National Coaching Course Have contributed to National Coaching Program Approved by the National Coach Instructor	AYSO National Coach Instructor	Director of Player Development



Instructor Training Matrix

Course	Description	Length	Prerequisites	Minimum Lead Instructor Requirements	Minimum Authorization Required
Referee Instructor	This training is designed to teach Instructor candidates how to conduct introductory and intermediate referee training courses using AYSO directed teaching plans	7.5 hours	Intermediate Referee AYSO's Safe Haven Introduction to Instruction	Advanced Referee Instructor	Area Referee Administrator or Area Director of Referee Instruction
Advanced Referee Instructor	This training is designed to teach Referee Instructors how to conduct advanced referee training courses using AYSO directed teaching plans	6.5 hours	Referee Instructor Advanced Referee	Advanced Referee Instructor	Section Referee Administrator or Section Director of Referee Instruction
National Referee Instructor	This training (not a course) is accomplished through mentoring while assisting with national referee training courses	Variable	Advanced Referee Instructor National Referee Referee Instructor Evaluator Referee Assessor Recommended by Section Director of Referee Instruction (SDI) Recommended by a National Referee Instructor other than a member of the recommending SDI's section staff based on teaching portions of the National Referee Course and satisfying the evaluation criteria for National Referee Instructor	National Referee Administrator or National Director of Referee Instruction assigns mentor	National Referee Administrator or Director of Referee Instruction



Instructor Training Matrix

Course	Description	Length	Prerequisites	Minimum Lead Instructor Requirements	Minimum Authorization Required
Referee Instructor Evaluator	This training is designed to teach Referee Instructors to evaluate other instructors and to provide positive constructive feedback	5.5 hours	Referee Instructor	Advanced Referee Instructor and Referee Instructor Evaluator	Section Referee Administrator or Section Director of Referee Instruction
Management Instructor	This training is designed to teach instructor candidates how to use AYSO directed teaching plans to teach all management workshops excluding Introductory Management, Dispute Resolution, CVPA and Auditor courses	6 hours	Introduction to Instruction AYSO's Safe Haven	Advanced Management Instructor	Area or Section Director Area or Section Management Administrator
Advanced Management Instructor	This training is designed to prepare management instructors to use AYSO directed teaching plans to teach all management workshops including Introductory Management, Dispute Resolution, CVPA and Auditor courses. Instructors learn advanced presentation skills and techniques to address the needs of all class sizes and longer sessions.	6 hours	Current Management Instructor Must have taken: Introductory Management, Dispute Resolution, Registrar, Safety Director and Treasurer. Must have been the lead instructor in three of five certification courses since achieving the status of Management Instructor: Registrar, Safety Director, Treasurer, Division Coordinator or Regional Board Member Training.	Advanced Management Instructor	Section Director Section Management Administrator



Instructor Training Matrix

Course	Description	Length	Prerequisites	Minimum Lead Instructor Requirements	Minimum Authorization Required
National Management Instructor	This training (not a course) is accomplished through mentoring while assisting with national management training courses.	Variable	Under review.	National Management Administrator assigns mentor.	National Management Administrator
VIP Instructor	This training prepares volunteers to fulfill the VIP Instructor needs at the Section level, to train VIP Instructors at the Area level and to teach the VIP Volunteer Training at all levels using AYSO directed teaching plans.	3 hours	Introduction to Instruction OR Current Coach, Referee or Management Instructor AYSO's Safe Haven VIP Volunteer Training	Advanced Coach, Referee or Management Instructor VIP Volunteer Training	Section Director, National VIP Coordinator or National Director of Special Programs



VIP Training Matrix					
Course	Description	Length	Prerequisites	Minimum Instructor Requirements	Minimum Lead Authorization Required
AYSO's Safe Haven	This course presents information on AYSO's Vision, child & volunteer protection and the key components necessary to create a safe haven	2 hours	None	Coach, Referee or Management Instructor	Regional Commissioner
VIP Volunteer Training	This training prepares volunteers to work with individuals with disabilities. Note: This training is the same in all disciplines	2.5 hours	None	VIP Instructor or Coach, Referee or Management Instructor VIP Volunteer Training	Regional Commissioner, Area Director, Area Coach, Referee or Management Administrator
VIP Buddy Training	This training prepares buddies to work with individuals with disabilities. Buddies may also take VIP Volunteer Training	1 hour	None	VIP, Coach, Referee or Management Instructor VIP Volunteer Training.	Regional Commissioner, Area Director, Area Coach, Referee or Management Administrator



14. Tournaments and Secondary Play

Overview

AYSO Tournaments and Secondary Programs are administered by the AYSO National Special Programs Administrator (NSPA) in conjunction with the chairman and the members of the National Tournament Advisory Commission (NTAC). The National Tournament Advisory Commission is a group of AYSO volunteers, selected for their expertise in organizing tournaments and the AYSO National Games. The Advisory Commission members are appointed by the National President to provide advice to the National Board of Directors on matters related to offering more playing opportunities for more players. The AYSO National Tournament Advisory Commission provides a channel of communication from national to Section, from Section to Area, and from Area to Region. This will help ensure that policies and procedures relating to AYSO Tournaments and Secondary Programs are properly implemented and that enjoyment of these opportunities is maximized at the grass-roots level.

Many players and their families see no reason why the positive and fulfilling experience of AYSO soccer must cease at the end of the Standard Primary program or during seasonal or holiday breaks. Their love of the Game and of the AYSO experience is sustained through involvement in soccer tournaments and other post-season or concurrent secondary play. AYSO encourages additional playing opportunities for its players and facilitates the operation of these programs under AYSO Rules and Regulations, Policies and By-laws.

Tournaments provide a valuable opportunity for those who wish to play the game of soccer beyond the Standard Primary program. This additional experience is good for the kids and good for the Game. This should be the main reason that a Region, Area or Section hosts a tournament. Other reasons to host tournaments include Regional, Area or Section development through publicity; player and volunteer camaraderie; the opportunity to provide an enjoyable time for players, coaches, referees and spectators; and secondarily, as fundraising events. Whatever the reason, participating in a successful tournament should be the source of good memories and lasting friendships for all involved.

Staging a tournament can be a highly beneficial experience for a Region, Area or Section. The countless hours of hard work and preparation by a staff of dedicated volunteers unites them behind a common objective and generates a spirit of camaraderie and cooperation that is invaluable. This often pays dividends into the next Standard Primary program season and beyond.

Holding a tournament can also provide much-needed funds to support the long-term goals of a local program. To be a successful fundraiser, though, a tournament must be looked upon as a business venture entered into by the Region, Area or Section. It must be well-promoted so as to attract maximum participation. It must be well-organized and smoothly operated. Being entrusted with fees by teams to provide a service (a tournament) implies an obligation on the part of the hosts to deliver an experience that the participants consider a good value. A Region's or Area's reputation is at stake as well as the desire for teams to return year after year to their event.

Tournaments must be self-sustaining – that is, all costs related to the staging of the event must be paid for from entry fees, sponsorships, snack bar sales, etc. General Regional funds may not be used. While most tournaments hope to generate revenue, tournaments should be started on the conservative side and build in size as resources grow. All involved must be aware of the risk of economic loss that can occur due to unforeseen circumstances such as weather or loss of field permits. It is prudent to have the Region or Area set aside a start up fund for the following year's event from proceeds derived from the current tournament.



The National Tournament Commission (NTC) maintains the AYSO Tournament Handbook and all of the accompanying forms. The NTC is a valuable resource for Regions, Areas or Sections who are considering hosting a soccer event. Training is available for Tournament Directors and Section Tournament Administrators

Terminology

It is important to have a clear understanding of the various terms AYSO uses in conjunction with tournaments. This Section is a brief overview of the AYSO Tournament Handbook. To request the Tournament Handbook please contact the Programs Department at (800) USA-AYSO. The AYSO Tournament Handbook is also available online at

http://www.ayso.org/Libraries/Resources/National_Tournament_Handbook.pdf

A/B PROGRAMS: A/B Programs are those in which a form of tryout or player rating determines participation. Run concurrently, and often side-by-side with the Region's Standard Primary program, they draw from the entire registrant base but limit participation. These are run by and are self-contained within the Region or Area, and volunteers from the Region(s) support both programs. These programs must have approval of the National Board of Directors to operate in AYSO. Currently players in these programs are prohibited from participation in the AYSO National Games and most AYSO-hosted tournaments. (See EXTRA)

AUTHORIZATION: Permission has been obtained to host a tournament or soccerfest. Prior written approval gives the hosting Region, Area, or Section permission to use the AYSO name for publicity, sponsor support and other support from the organization. It ensures AYSO liability insurance for fields and Soccer Accident Insurance (SAI) for players and volunteers.

ALL-STAR PROGRAMS: An "All-Star" program is any program which is an extension of the Standard Primary program (i.e., the first playing season in the Region in which all registered players participate) and which selects players for participation based primarily on their ability. (National Policy Statement 2.7.)

ALL STARS: All-stars are players selected to play on an AYSO all-star team for the purpose of participating in the all-star program.

AREA TOURNAMENT: Open to AYSO teams within a specific AYSO Area. The Area Director is responsible for authorization.

AYSO INVITATIONAL: In an AYSO Invitational tournament, participation is limited to AYSO teams consisting of players currently registered with the National Office and playing or having just played in the local AYSO Standard Primary program. Invitational tournaments must be approved by the appropriate level(s) of authorization. Non-AYSO teams may be excluded from entry only if the tournament is designated as an AYSO Invitational.

AYSO OPEN INVITATIONAL: An AYSO Open Invitational tournament is sponsored by an AYSO Region, Area or Section but is open to entry by both AYSO teams and non-AYSO teams. Open Invitational tournaments must be approved by the appropriate level(s) of authorization, which include the National Director of Tournaments or designee. The entry of even one non-AYSO team in a tournament makes that tournament an Open Invitational Tournament. All players must be currently registered with their sponsoring organizations and proof of insurance is required. AYSO and non-AYSO teams participating in an AYSO Open Invitational tournament must adhere to AYSO's Rules and Regulations, including the requirement that all participants play at least half of every game.

AYSO TOURNAMENT HANDBOOK AND FORMS: A comprehensive document containing AYSO's step-by-step plan for organizing and executing a successful tournament within the best practices of AYSO. A myriad of forms, including samples invitations, rules, income and expense are all available for use by specific tournaments which can modify the documents to fit their event, retaining the required AYSO compliance information. These are all located for download on www.ayso.org.

CULTURAL EXCHANGE: Any game, series of games or tournament in which AYSO players travel to another country, or where an AYSO Region, Area or Section hosts a team from another country, for the dual purpose of playing soccer, learning about different cultures and geographic areas and making friends through the universal language of soccer. Specific forms are required by the United States Soccer Federation (USSF) to either host a foreign team or to travel to a foreign country. These are available for download at:

http://www.ayso.org/resources/tournament_forms/open_invitational_international_forms.aspx

EXTRA CONCURRENT PROGRAMS: Extra Concurrent Players are rostered on an Extra team and a standard Standard Primary program team at the same time and participate fully with both teams. Players are eligible for All Star, tournament, National Games, travel and other secondary program teams.

EXTRA SIDE-BY-SIDE: Players are rostered on an Extra team only. Players are eligible for tournament, travel or other secondary program teams.

FRIENDSHIP GAMES: An event recommended to be played short-sided in which no scores or standings are kept. All teams must play an equal number of games and, if participation mementos are given, all players are to receive the same keepsake.

GUEST PLAYER: A player on an AYSO tournament team temporarily borrowed from a different AYSO team (if the competition is for Standard Primary program teams) or from a different AYSO Region than the one entering the team. A guest player must have a signed letter of approval from the Regional Commissioner of that player's home Region stipulating the tournament(s) in which the guest player may participate. A good rule of thumb is to limit guest players to three (3) on a roster unless extenuating circumstances are outlined and the necessary approval is granted. Each tournament has the authority to further limit or prohibit these types of players.

INTERNATIONAL TEAMS: A team composed of players who reside outside of the United States and enter a tournament or other non-league AYSO competition.

NON-AYSO TOURNAMENT: A tournament hosted by a group that is not affiliated with or registered in AYSO. AYSO teams competing in a non-AYSO tournament must still adhere to AYSO Rules and Regulations, including AYSO roster maximum sizes, the requirement that all participants play at least half of every game, positive coaching, etc. "Travel" papers – or permission documents—often are required by non-AYSO tournaments, and those forms are also available for download at www.ayso.org.

OUTSIDE PLAYER: Any player not currently registered in AYSO or not participating in the current or just-concluded primary AYSO program. Under special circumstances, when all efforts to obtain a registered AYSO player within the Region or neighboring Regions have been exhausted, an outside player may be invited to participate in an AYSO secondary program or tournament. Prior to any participation in AYSO activities, outside players must have the written approval of the Regional Commissioner, Area and Section Directors, and must register with the National Office. A maximum of three (3) outside players are permitted on any team roster. Each tournament has the authority to further limit or prohibit these types of players.



STANDARD PRIMARY PROGRAM: The AYSO Standard Primary program is that set of scheduled games in a Region for which open registration is held, balanced teams are formed and all registrants play. This is also the first time in each AYSO membership year (August 1 – July 31) for which team member registrations have been paid, national fees remitted and insurance is in effect.

Most Regions have their Standard Primary program only in fall; a small number have a winter or spring or summer Standard Primary program; a few have a different Standard Primary program time of year for each upper age gender based on the high school play season. Some Regions split their Standard Primary program into two sets of games, usually due to weather and field issues. When the program is split, both sets of games count toward a player's total participation in the Standard Primary program.

Currently, only participants in Standard Primary programs are eligible to participate in the AYSO National Games and most AYSO-hosted tournaments.

SECONDARY PROGRAMS: Any program other than the primary season program (whether in single or split form) and any associated playoffs. (See National Policy Statement 2.2.)

SECTION TOURNAMENT: Open to AYSO teams from within a specific Section. Hosting Regional Commissioner or Area Director and the Section Director must authorize.

SELECT PROGRAMS/PLAYERS: Select programs are usually run at the Region or Area level. Players chosen to participate in tournaments or other secondary program opportunities are selected based on interest, skill and attitude.

SOCCKERFEST: An event in which AYSO registered players either (a) affiliated with a team; or (b) as individuals randomly distributed onto teams on game day, come together for the express purpose of playing for fun and camaraderie. Coed and cross-age teams may be formed. If participation mementos are given, all players are to receive the same keepsake. Non-AYSO players may take part in soccerfests with the permission of the hosts and after filling out an AYSO Player Registration Form and paying the required fee.

TOURNAMENT: Any organized special event that brings together teams of soccer players for the purpose of competing in soccer games, whether for sportsmanship, a championship, or other competitive recognition, with or without awards or other recognition, in an environment that is good for the players and good for the game.

TOURNAMENT AUTHORIZATION FORM AND OTHER APPLICATION

RESOURCES: The Tournament authorization packet can be downloaded from the AYSO Web site at http://www.ayso.org/resources/tournament_forms.aspx or by calling the National Office at (800) USA-AYSO.

TOURNAMENT SCOPE: Types of AYSO tournaments are defined and limited by who is able to participate. Tournament scope also indicates the necessary authorizing level.

U-8 PLAYERS: Regions, Areas and Sections are discouraged from including players who are currently or have just concluded participation in a Standard Primary program U-8 and under division players in any tournament or secondary program. Subject to the philosophy of a Section, U-8 players (those players just completing the U-8 primary season program, NOT specifically all players who fit within the current age minimum and maximums), may participate in soccerfests or friendship games with the written approval of the Area and Section Directors and subject to close monitoring and evaluation by the Area and/or Section Director(s) to ensure that a healthy, positive, and fun environment is maintained for these youngsters.



Nothing in these guidelines is to be interpreted as endorsing the participation of U-8 and under players in multiple post-season events. Rather, participation by players under the age of eight should be on a limited basis and/or in connection with an Area, Section or state event.

VIP TOURNAMENTS: Tournaments are a great experience for everyone, so it is important to remember that VIP teams can participate as well. The key to the VIP program is flexibility. You may include a VIP division in your annual tournament or start a whole new stand alone VIP tournament that is structured to meet the needs of the VIP players. Contact the National Office for more information or to find the closest VIP program to you.

Whether or Not to Host a Tournament

The first responsibility of the executive member in charge is to appoint a committee to determine the feasibility of hosting a tournament. The committee should consist of no more than three or four people each of whom possesses good organizational skills and sound business sense. Committee members should be chosen with the thought that they may be part of the tournament committee if the decision is made to host a tournament. One member should be appointed to chair the committee.

Measure the interest: Is there sufficient volunteer support to make this happen? Poll coaches, referees and volunteers. Do the volunteers want to limit the tournament to teams from the Region or open it to AYSO teams from the Area, Section, or across the country? Should non-AYSO teams be allowed to enter?

Reason for hosting a tournament: Will the tournament be held solely for the fun of participation (a soccerfest) or will it seek to increase player development through more competitive play? What about fundraising opportunities? All are worthwhile reasons, but the choice will determine various aspects of the tournament.

Dates for the tournament: Tournament date(s) should be selected carefully. Choose a couple of dates based upon what appears to be best for the community, the staff and the schedules of local players. The date(s) should not conflict with the primary/regular (league) season, other local tournaments in the Area or Section, religious holidays, special local events, Section meetings, the National Games or other special national events. Alternate dates should also be investigated in the event of extreme weather or other unforeseen postponements. Cancelled tournaments must issue full refunds to entered teams.

Availability of a playing site: A determination should be made if field space is available on the desired dates. Try to get the field use donated. If there is a cost, this will have to be budgeted. Determine the availability of alternate fields as a backup in the case of unforeseen circumstances that might limit or eliminate access to the original playing site(s).

Format of tournament: Determine whether the tournament will include Standard Primary program teams only, all-star teams only, select teams only, a combination of teams and/or inclusion of non-AYSO teams or international teams. Decide if a soccerfest will be included. Determine which age divisions and genders will participate in the tournament. It is strongly recommended that all tournaments adopt a format for short-sided play and rosters maximums that are consistent with the AYSO National Coaching Program.

Player eligibility: Once the scope of the tournament or secondary program has been decided, a decision on player eligibility should be made. Player participation in secondary programs (a) shall require, absent special circumstances, prior participation as a player in the concurrent or just-concluded Standard Primary program; (b) should be inclusive (open registration) and not exclusionary, but may be limited by age and/or gender. A player may participate in a Standard Primary program league-team and in a secondary program team at the same time, but may not



participate in more than one Standard Primary program league-team at any one time. (See Rules & Regulations III, H.) A good rule of thumb for player participation would be to have played in at least one half of the Standard Primary program games.

Special circumstances would include, but are not limited to, an illness; a soccer-related injury; change of address (moved to a new Region); parental custodial rights; conflict with secondary or high school rules of state which prevent the registered player from completing the Standard Primary program; guest players; and/or players enrolled in any special or pilot program that has been approved for inclusion in AYSO secondary programs by the board of directors.

If such a special circumstance arises within a Region, the Regional Commissioner must request approval, in writing, from the Area Director and/or Section Director prior to adding the child to a secondary season roster.

In special cases where all efforts have been exhausted to obtain a substitute player within the Region or neighboring Region, the Area Director and Section Director may approve up to three (3) outside players to participate. An outside player is any player not currently registered in AYSO or not participating in the current or just-concluded regular/primary season AYSO program. Said approval shall be secured in writing and shall state the name(s) of the tournament(s) in which the outside player(s) are approved to participate. For insurance purposes, any outside player must register with the National Office before participating. (See National Policy Statement 2.2.)

Team affiliations: Individual teams are to represent one affiliation, i.e., players are all registered with one organization — AYSO, USYSA, etc. This does not preclude players from being registered in more than one organization; they just may not represent each on different teams in the same tournament.

Size of Tournament: How many teams will participate? Be sure to pick a number of teams your volunteer base can support including full referee and field needs. A well-organized and conducted small tournament as a starter will help ensure success. Conversely, a tournament that is too large for the volunteer base will most likely become an unpleasant experience for all involved. A large tournament staffed with a sufficient number of qualified volunteers will be more visible and adequately run, will be more enjoyable, will undoubtedly raise more funds, and will ensure that everyone will be looking forward to the tournament next year.

Name of Tournament: A catchy name can build a strong identity for a tournament, so choose it carefully. It is strongly recommended that the name AYSO be used somewhere in the tournament name. Creative names might reflect location, a unique feature of the Area, etc. Because of tax implications, it is not recommended that sponsors be given title sponsorship. One of AYSO's official logos, preferably the traditional logo, should be incorporated in the design of publicity and promotional materials for the tournament.

Participation of International Teams: Inclusion of international teams in an AYSO tournament can enhance the experience for all participants but requires extra effort by the organizing committee. First, approval to conduct a competition involving one or more teams from other countries must be secured from both U. S. Soccer and FIFA. No international team may participate without these approvals. The committee should plan a four- to six-month timeline to secure approvals and properly advertise the tournament to potential visiting teams overseas.

The necessary forms and applications from U.S. Soccer required for approval are able to be downloaded at:

http://www.ayso.org/resources/tournament_forms/open_invitational_international_forms.aspx.

Paperwork must be fully completed and original documents returned to the National Office with sufficient lead time such that the National Office can then submit them to U.S. Soccer for approval. It is good to allow at least 120 days in advance of the proposed date(s) of the tournament/games to



complete the approval process. U.S. Soccer is not required to accept or approve any such application submitted less than 90 days in advance.

After U.S. Soccer ensures that the team or organization is in good standing, it will then submit the request to FIFA (Federation Internationale de Football Association) for approval. Upon approval from FIFA, U.S. Soccer will return the approved application to the tournament director, (and other organizers in jointly sponsored tournaments), the Section Director (and State Associations in jointly sponsored tournaments), and the National Office.

Research and Reporting Back: Each committee member should be given one or more of the above issues to research with a task completion date. A future committee meeting date should be set relatively soon after the task completion date in order to come to a conclusion about how to proceed. Take whatever time is required to research these issues, as they are probably the most important ones to be addressed. Regular meetings should be scheduled to maintain interest in the process. If the decision is made to host a tournament, the Regional Commissioner, Area Director, or Section Director should then proceed with identifying and appointing a tournament director





15. AYSO Position Descriptions

Position Descriptions for Section Director, Area Director, the seven required Regional Board positions, and several others are included here for reference purposes. Each AYSO Position Description includes the following components:

- Purpose
- Specific Duties and Responsibilities
- Qualifications and Desired Skills
- Supervision protocols
- Time Commitment
- Orientation, Training and Certifications
- Activity Locations

All Position Descriptions are available on the AYSO website:

http://www.ayso.org/resources/volunteer_position_descriptions.aspx



Section Director



Purpose

The AYSO volunteer position of Section Director is intended to be responsible for the general welfare, growth, and administration within the Section. All Section Director actions shall support and be in compliance with AYSO's philosophies at all times.

Specific Duties and Responsibilities

The Section Director is expected to:

1. Report to the National Board of Directors;
2. Ensure that all Area Director candidates within the Section are nominated through the appropriate process, and initiate a recommendation to the Board in the form of a Section Director appointment request;
3. Provide and deliver a thorough orientation session to each new Area Director;
4. Organize and maintain a staff to assure adequate support and services to the Areas in the Section. At a minimum, this staff will include a Section Coach Administrator, Section Management Administrator and a Section Referee Administrator whose appointments will be subject to review by the National Coach, National Management Administrator or the National Referee Administrator respectively. These administrators will report to their respective directors;
5. Be the official spokesperson of the Section in regard to AYSO matters that relate directly to the operation of the Section. The Coach and Referee Administrators shall be the official spokespersons with regard to the coaching and refereeing programs, respectively;
6. Refrain from holding dual positions, particularly coaching or refereeing. If a Section Director chooses to hold such a position, he/she must exercise great caution in order not to create a conflict of interest or prevent him/her from performing the duties of Section Director. Holding dual positions creates perceived conflict;
7. Identify and recruit sufficient instructors to support the training needs of the Section, in conjunction with the efforts of the Coaching and Refereeing Administrators;
8. Be informed about the performance of each Area within the Section;
9. Proactively seek information on the performance of and conditions within Areas and Regions. When these are not in compliance with AYSO National Rules & Regulations, Bylaws, Policy, or the FIFA Laws of the Game, the Section Director has the authority and responsibility to correct them. In the event the Section



Director is unable to achieve the required results, he/she shall seek appropriate action by the National Board of Directors;

10. Develop, monitor, and pursue annual Section goals and objectives;
11. Attend and participate in joint meetings with the National Board of Directors (NBOD) when scheduled (usually in January and at other times of the year as designated);
12. Assist the AYSO National Office (as requested) with coordination/staffing of and presiding over the annual Section Conferences, to which all Section, Area, and Regional staff shall be invited and encouraged to attend;
13. Call and preside over staff/planning meetings as needed;
14. Attend and participate in the National Annual General Meeting (NAGM);
15. Serve as an active member of the nominating commission in accordance with the AYSO National Bylaws;
16. Communicate regularly with Section staff and all Area Directors to plan Section activities, discuss/review problems and concerns, and to keep them apprised of National and Section programs;
17. Visit each Area at least once a year, if possible;
18. Provide written reports to the NBOD upon request (usually prior to each NBOD meeting) on the activities and concerns of the Section;
19. Request periodic written reports from Area Directors;
20. Prepare and distribute annual calendar of Section and Area activities including clinics, events, playoffs, meetings, and training dates;
21. Handle fact-finding, dispute research, and dispute resolution as required;
22. Section staffs should work closely to develop plans based on the AYSO Strategic Plan and any Section-specific goals;
23. Develop a timeline for these plans and identify the cost of each part of the overall plan;
24. Items that support the AYSO Mission and Strategic Plan at the Section level should be included in the Operating Budget proposal, although funds are limited, so there is no guarantee that all items will be covered;
25. Do not assume that this year's Operating Budget will be in effect for next year;
26. Develop plans for Discretionary Budgets in order to pay for items not covered in the Operating Budget. Discretionary bank accounts must be on the National Accounting Program.
27. Follow the financial guidelines of the organization;
28. Work with the Membership Department at the AYSO National Office, support, and implement development (growth) efforts within the Section in accordance with established procedures;



29. Support orderly expansion of the program through growth of existing Regions and the establishment of new Areas (as needed)/new Regions, and the promotion of AYSO in underdeveloped portions of the Section;
30. Review area guidelines for consistency with bylaws, rules, regulations, policies, and philosophies of AYSO and seek guidance from the National Board of Directors, Executive Director, National Coach, National Management Administrator and National Referee Administrator for clarification on matters of interpretation;
31. Provide training and on-going support to area level staff;
32. Encourage regular two-way communication between Section Director and Area Directors;
33. Explain and support the purpose and plans of the NBOD to the Area Directors, Regional Commissioners, other volunteers, and public within the Area;
34. Ensure that those associated with Inter-Area play and Section playoffs (staff, officials, etc.) are precluded from coaching or being involved with a team;
35. Ensure Section playoffs are self funded and not supported by National funds;
36. Administer Section playoffs, if held, or appoint an individual;
37. Submit for review and approval rules and regulations relating to the conduct, play, and scheduling of soccer games within the Section. They may be submitted in writing to the National Executive Director who will direct, as he/she sees fit, the proposals to the board or appropriate departments for review and comment. The Section Director will be notified of approval and/or concerns prior to finalization;
38. Understand these Section rules and regulations may be amended (in which case they must be reviewed again) or repealed by a majority vote of The Regional Commissioners, Area Directors, and the Section Director, when voting as a body. Each member of said body shall be entitled to one vote per ballot;
39. Review Regional Guidelines (after review by Area Directors) to ensure compliance with National Rules and Regulations, Bylaws, AYSO policies, and FIFA Laws of the Game;
40. Review tournament applications for proper compliance, and review concerns with the appropriate parties. Submit signed copy to the National Support & Training Center's Events Department for approval; and
41. Create Inter-Area programs and the rules of their operation.

Qualifications and Desired Skills

To be considered for the position of Section Director, the applicant should:

1. Annually submit an AYSO Volunteer Application form;
2. Pass the AYSO screening and background check;
3. Have extensive experience in AYSO, preferably as a Regional Commissioner and Area Director;
4. Be organized;



5. Have good communication skills;
6. Have good administrative abilities; and
7. Successfully pass a screening, including a background check.

Supervision Protocols

While performing as the Section Director, the volunteer is:

1. Subject to the bylaws, rules, regulations, policies, procedures, and guidelines of AYSO;
2. Under the overall authority of and directly supervised by the National Board of Directors; and
3. To maintain the recommended adult to child supervision ratio of 1:8 or less; that is one adult for every eight or fewer children and two adults (one of whom may be the coach and one of whom should be of the same gender as the group) present at all times. For the protection of both the children and the volunteer, no volunteer should permit himself or herself to be alone with any child or group of children (except his or her own) during AYSO-sponsored activities.

Time Commitment

The anticipated time commitment for a Section Director is three years. Time commitment will vary depending on Section size; the Section Director can expect to devote about ____ hours per week per year.

Orientation, Training, Certification, and Continued Education Provided

To prepare a volunteer for the position of Section Director, AYSO will offer the following educational opportunities which the volunteer is expected to take advantage of and participate in, as appropriate.

1. Orientation by the Executive Director; and
2. AYSO Safe Haven Program.

Activity Locations

While performing the duties of Section Director, the volunteer is limited to the following locations, unless expressly authorized in writing by the Executive Director to hold activities in another location.

1. All Section sponsored activities;
2. Area and Regional activities within the Section;
3. Dispute resolution within the Section;
4. Area meetings;
5. Section staff meetings;
6. The annual Section Conferences; and
7. National Annual General Meeting (NAGM).



Area Director



Purpose

The AYSO volunteer position of Area Director is intended to organize and coordinate the various Regions in the Area. Each Area Director shall be nominated by the Regional Commissioners within the Area. Subject to the approval of the appropriate Section Director, Area Directors shall be appointed by the National Board of Directors for a term of three years.

Specific Duties and Responsibilities

The Area Director is expected to:

1. Be responsible for the performance and growth of his/her Area, and all inter-Regional and extra-Regional activities within his/her Area;
2. Maintain good community relations with the primary objective being youth development;
3. Organize and maintain volunteer staff to assure adequate support and services to the Regions in his/her Area;
4. Work closely with the Area staff to develop plans based on the AYSO Strategic Plan and any Area-specific goals.
5. Develop plans for Discretionary Budgets in order to pay for items not covered in the Operating Budget. Discretionary Budget must be on the National Accounting Program.
6. Be the official spokesman for the Area in regard to publicity, outside development, cultural exchange, internal development, business systems, budgets, bylaws, board policies, rules and regulations;
7. Be responsible for such other matters that directly relate to the operation of the Area;
8. Attend the annual Section Conferences and the National Annual General Meeting (NAGM);
9. Submit completed Area Assessment Program to Section Director;
10. Attend Regional Board meetings within the Area once a year;
11. Hold and preside over regular Area meetings;
12. Oversee any inter-Regional play within the Area, including any playoffs; and
13. Oversee dispute resolution within the Area.

Qualifications and Desired Skills

To be considered for the position of Area Director, the applicant should:

1. Annually submit an AYSO Volunteer Application form;
2. Pass the AYSO screening and background check;



3. Have extensive experience in AYSO, preferably as a Regional Commissioner;
4. Be organized;
5. Have good communication skills.

Supervision Protocols

While performing as the Area Director, the volunteer is:

1. Subject to the bylaws, rules, regulations, policies, procedures, and guidelines of AYSO;
2. Under the overall authority of and directly supervised by the Section Director, and supervised indirectly by the National Board Of Directors; and
3. To maintain the recommended adult to child supervision ratio of 1:8 or less; that is one adult for every eight or fewer children and two adults (one of whom may be the coach and one of whom should be of the same gender as the group) present at all times. For the protection of both the children and the volunteer, no volunteer should permit himself or herself to be alone with any child or group of children (except his or her own) during AYSO-sponsored activities.

Time Commitment

The anticipated time commitment for an Area Director is three years. The estimated hours to fulfill duties per week are ____ hours.

Orientation, Training, Certification, and Continued Education Provided

To prepare a volunteer for the position of an Area Director, AYSO will offer the following educational opportunities which the volunteer is expected to take advantage of and participate in, as appropriate:

1. Orientation by the Section Director and staff;
2. Area Director Training at the AYSO National Office within one year of appointment;
3. Introductory Management Training;
4. Dispute Resolution;
5. AD caucus/updates at the NAGM; and
6. AYSO's Safe Haven Program.

Activity Locations

While performing the duties of Area Director, the volunteer is limited to the following locations, unless expressly authorized in writing by the Section Director to hold activities in another location:

1. All area sponsored activities;
2. Regional activities within the Area that fall within the scope of the Area Director's responsibilities;
3. Inter-Regional activities within the Area;
4. Dispute resolution within the Area;
5. Area meetings;
6. Section staff meetings;
7. National Annual General Meeting (NAGM); and
8. Independent work at home alone, in committees of adults, or in a properly supervised situation with children.



Regional Commissioner

Purpose

The AYSO volunteer position of Regional Commissioner is intended to have the responsibility and the authority to manage the day-to-day business of the Region as described in Article III of the Standard Regional Guidelines within the framework of the AYSO operation regulations.

Specific Duties and Responsibilities

The Regional Commissioner is expected to perform their duties consistent with the directions as detailed in the training, certification, and continuing education provided by AYSO for this position including:

1. Support the AYSO Vision, Mission and National Programs in both specifics and spirit;
2. Collect and disburse fees in a fiscally responsible manner, maintain records and submit reports as required by the National Office;
3. Appoint, at a minimum, a CVPA, a Treasurer, a Registrar, a Safety Director, a Regional Coach Administrator, and a Regional Referee Administrator;
4. Publish Regional guidelines for the operation of AYSO within the Region which conforms to all provisions of the Standard Regional Guidelines;
5. Comply with the Soccer Accident Insurance plan and submit insurance claims according to current procedures;
6. Budget for and participate at AYSO's annual business meeting, the National Annual General Meeting (NAGM);
7. Oversee dispute resolution within the Region pursuant to Article Nine of the guidelines and AYSO operating regulations;
8. Maintain oversight of the Regional Treasury by reviewing Region cancelled checks, bank statements, the National Accounting Program (NAP) reports, and periodically, internal financial control procedures in order to ensure fiscal responsibility.
9. Preside at all Regional Board Meetings;
10. Regional Commissioner or delegate attended at least one Area meeting or Area conference call that was offered during the past year; and
11. Maintain close liaison with the Area Director and the Section Director, and coordinate all extra-Regional activities through the Area Director.

Qualifications and Desired Skills

To be considered for the position of Regional Commissioner, the applicant must:

1. Annually submit an AYSO Volunteer Application form;



2. Pass the AYSO screening and background check;
3. Have good management, administrative and communication skills; and
4. Know the AYSO Vision, Mission and structure.

Supervision Protocols

While performing as the Regional Commissioner, the volunteer is:

1. Subject to the bylaws, rules, regulations, policies, procedures, and guidelines of AYSO;
2. Under the overall authority of and directly supervised by the Area Director, and supervised indirectly by the Section Director; and
3. To maintain the recommended adult to child supervision ratio of 1:8 or less; that is one adult for every eight or fewer children and two adults (one of whom may be the coach and one of whom should be of the same gender as the group) present at all times, for the protection of both the children and the volunteer, no volunteer should permit himself or herself to be alone with any child or group of children (except his or her own) during AYSO-sponsored activities.

Time Commitment

Time commitment will vary depending on Region size and length of playing season(s). For the typical AYSO Region, the Regional Commissioner will devote about 9 hours per week per playing season.

Orientation, Training, Certification, and Continued Education Provided

To fully prepare for the position, the Regional Commissioner is expected to participate in the following AYSO training, certification and continuing education opportunities:

1. Orientation by the Area Director;
2. eAYSO Training – 1 ¼ hours;
3. AYSO's Safe Haven – 2 hours;
4. Regional Commissioner and Board Member Orientation – 3 hours;
5. Regional Commissioner Training – 20 hours
6. Introductory Management Training – 4 ½ hours;
7. Dispute Resolution – 2 ½ hours; and
8. Annual Management Update – 1 ¼ hours.

Activity Locations

While performing the duties of Regional Commissioner, the volunteer is limited to the following locations, unless expressly authorized in writing by the Area Director to hold or participate in activities in another location:

1. Regularly scheduled and duly approved inside or outside AYSO activities; and
2. Independent work at home alone, in committees of adults, or in a properly supervised situation with children.



Regional Coach Administrator



Purpose

The AYSO volunteer position of Regional Coach Administrator is intended to implement, monitor, and maintain the AYSO National Coaching Program including program delivery, staff development, communication and coordination at the Regional level.

Specific Duties and Responsibilities

The Regional Coach Administrator is expected to perform their duties consistent with the directions as detailed in the training, certification, and continuing education provided by AYSO for this position including:

1. Support the AYSO Vision, Mission, National Programs and Regional Commissioner in the promotion and implementation of the Regional Coaching Program in both specifics and spirit;
2. Support and ensure the consistent and accurate implementation of the AYSO National Coaching Program within the Region;
3. Appoint, train and support a Regional Coach Trainer;
4. Ensure all coaches within the Region annually complete and submit a Volunteer Application Form;
5. Serve as member of the Regional Board of Directors and provide advice and recommendations on matters pertaining to coaching; and
6. Manage routine day to day business of the Regional Coaching Program (Recruiting, Retaining, Training, Team Balancing, Evaluating, Budgeting, etc).

Qualifications and Desired Skills

To be considered for the position of Regional Coach Administrator the applicant must:

1. Annually submit an AYSO Volunteer Application form;
2. Pass the AYSO screening and background check;
3. Be annually approved and duly appointed as Regional Coach Administrator by the Region;
4. Have good management, administrative and communication skills; and
5. Be well familiar with the AYSO National Coaching Program, the AYSO Guidance for Referees and Coaches and the AYSO edition of the FIFA Laws of the Game.

Supervision Protocols

While performing as the Regional Coach Administrator, the volunteer is:



1. Subject to the bylaws, rules, regulations, policies, procedures, and guidelines of AYSO;
2. Under the overall authority of and directly supervised by the Regional Commissioner, and supervised indirectly by the Area Coach Administrator; and
3. To maintain the recommended adult to child supervision ratio of 1:8 or less; that is one adult for every eight or fewer children and two adults (one of whom may be the coach and one of whom should be of the same gender as the group) present at all times, for the protection of both the children and the volunteer, no volunteer should permit himself or herself to be alone with any child or group of children (except his or her own) during AYSO-sponsored activities.

Time Commitment

The time commitment will vary depending on Region size and length of playing season(s). For the typical AYSO Region, the Regional Coach Administrator will devote about 8 hours per week per playing season.

Orientation, Training, Certification, and Continued Education Provided

To fully prepare for the position, the Regional Coach Administrator is expected to participate in the following training, certification and continuing educational opportunities:

1. Orientation by the Regional Commissioner and Area Coach Administrator;
2. AYSO's Safe Haven – 2 hours;
3. Coach Administrator Training – 1 ¼ hours;
4. eAYSO Training – 1 ¼ hours;
5. Regional Board Member Orientation – 3 hours;
6. Annual Coach Update – 1 ¼ hours.

Activity Locations

While performing the duties of Regional Coach Administrator, the volunteer is limited to the following locations, unless expressly authorized in writing by the Regional Commissioner to hold or participate in activities in another location.

1. Regularly scheduled and duly approved inside or outside AYSO activities; and
2. Independent work at home alone, in committees of adults, or in a properly supervised situation with children.



Regional Referee Administrator

Purpose

The AYSO volunteer position of Regional Referee Administrator is intended to implement, monitor, and maintain the AYSO National Referee Program including program delivery, staff development, communication and coordination at the Regional level.

Specific Duties and Responsibilities

The Regional Referee Administrator is expected to perform their duties consistent with the directions as detailed in the training, certification, and continuing education provided by AYSO for this position including:

1. Support the AYSO Vision, Mission, National Programs and Regional Commissioner in the promotion and implementation of the Regional Referee Program in both specifics and spirit;
2. Support and ensure the consistent and accurate implementation of the AYSO National Referee Program within the Region;
3. Appoint, train and support a Regional Director of Referee Instruction and a Regional Director of Referee Assessment;
4. Ensure all referees within the Region annually complete and submit a Volunteer Application Form;
5. Verify certification requests for Assistant Referee, U-8 Official and Regional Referee;
6. Serve as member of the Regional Board of Directors and provide advice and recommendations on matters pertaining to refereeing; and
7. Manage the routine day to day business of the Regional Referee Program (Recruiting, Retaining, Training, Team Balancing, Evaluating, Budgeting, etc).

Qualifications and Desired Skills

To be considered for the position of Regional Referee Administrator the applicant must:

1. Annually submit an AYSO Volunteer Application form;
2. Pass the AYSO screening and background check;
3. Be annually approved and duly appointed as Regional Referee Administrator by the Region;
4. Have good management, administrative and communication skills; and



5. Be well familiar with the AYSO National Referee Program, the AYSO Guidance for Referees and Coaches and the AYSO edition of the FIFA Laws of the Game.

Supervision Protocols

While performing as the Regional Referee Administrator, the volunteer is:

1. Subject to the bylaws, rules, regulations, policies, procedures, and guidelines of AYSO;
2. Under the overall authority of and directly supervised by the Regional Commissioner, and supervised indirectly by the Area Referee Administrator; and
3. To maintain the recommended adult to child supervision ratio of 1:8 or less; that is one adult for every eight or fewer children and two adults (one of whom may be the coach and one of whom should be of the same gender as the group) present at all times, for the protection of both the children and the volunteer, no volunteer should permit himself or herself to be alone with any child or group of children (except his or her own) during AYSO-sponsored activities.

Time Commitment

Time commitment will vary depending on Region size and length of playing season(s). For the typical AYSO Region, the Regional Referee Administrator will devote about 8 hours per week per playing season.

Orientation, Training, Certification, and Continued Education Provided

To fully prepare for the position, the Regional Referee Administrator is expected to participate in the following training, certification and continuing educational opportunities:

1. Orientation by the Regional Commissioner and Area Referee Administrator;
2. AYSO's Safe Haven – 2 hours;
3. Referee Administrator Training – 2 ½ hours
4. Referee Administrator, Instructor and Assessor Update – 1 ¼ hours;
5. Annual Referee Update – 1 ¼ hours;
6. eAYSO Training – 1 ¼ hours;
7. Regional Board Member Orientation – 3 hours;

Activity Locations

While performing the duties of Regional Referee Administrator, the volunteer is limited to the following locations, unless expressly authorized in writing by the Regional Commissioner to hold or participate in activities in another location.

1. Regularly scheduled and duly approved inside or outside AYSO activities; and
2. Independent work at home alone, in committees of adults, or in a properly supervised situation with children.



Child and Volunteer Protection Advocate

Purpose

The AYSO volunteer position of Child and Volunteer Protection Advocate is intended to oversee the Child and Volunteer Protection Program in the Region in accordance with the AYSO Safe Haven program.

Specific Duties and Responsibilities

The Child and Volunteer Protection Advocate is expected to:

1. Support the AYSO Vision, Mission, National Safe Haven Office and Regional Commissioner in promoting and implementing the AYSO Safe Haven Program, in both specifics and spirit;
2. Ensure all potential Regional volunteers annually submit an AYSO volunteer application form and that approved volunteers are duly registered in eAYSO;
3. Screen all potential Regional volunteers annually and submit eligible names to the Regional Board for approval;
4. Serve as the Regional liaison with the AYSO National Safe Haven Office;
5. Be familiar with the Child Protection Act of 1993, the Volunteer Protection Act of 1997, and state provisions for the reporting of child abuse and neglect;
6. Serve as a resource and/or a facilitator to Region members on the requirements for good faith reporting of abuse to law enforcement and child welfare agencies;
7. Enforce AYSO's protocols to protect volunteer identities, privacy and privileged information;
8. Ensure that the Region has available the written position descriptions for each volunteer filling a Regional position;
9. Work Regional Commissioner, Coach and Referee Administrators to ensure an annual review is held on child and volunteer protection responsibilities;
10. Promote the standards of behavior and conduct as laid out in the child and volunteer protection policies, procedures, and guidelines of the AYSO Safe Haven program.

Qualifications and Desired Skills

To be considered for the position of Child and Volunteer Protection Advocate, the applicant must:

1. Annually submit an AYSO Volunteer Application form;
2. Pass the AYSO screening and background check;
3. Be annually approved and duly appointed as CVPA by the Region;



4. Must have discretion as well as strong administrative and organizational skills;
5. Understand and implement requirements and recommendations as specified in the Child and Volunteer Protection Advocate training and certification.

Supervision Protocols

While performing as the Child and Volunteer Protection Advocate, the volunteer is:

1. Subject to the bylaws, rules, regulations, policies, procedures, and guidelines of AYSO;
2. Under the overall authority of and directly supervised by the Regional Commissioner; and
3. To maintain the recommended adult to child supervision ratio of 1:8 or less; that is one adult for every eight or fewer children and two adults (one of whom may be the coach and one of whom should be of the same gender as the group) present at all times. For the protection of both the children and the volunteer, no volunteer should permit himself or herself to be alone with any child or group of children (except his or her own) during AYSO-sponsored activities.

Time Commitment

Time commitment will vary depending on Region size and length of playing season(s). For the typical AYSO Region, the CVPA will devote about 120 hours per year.

Orientation, Training, Certification, and Continued Education Provided

To fully prepare for the position, the Child and Volunteer Protection Advocate is expected to participate in the following training, certification and continuing educational opportunities:

1. Orientation by the Regional Commissioner – 1 ½ hours.
2. AYSO's Safe Haven – 2 hours.
3. Child and Volunteer Protection Advocate Training – 2 hours.
4. Child and Volunteer Protection Advocate Annual Updates – 1 1/4.
5. eAYSO Training.

Activity Locations

While performing the duties of Child and Volunteer Protection Advocate, the volunteer is limited to the following locations, unless expressly authorized in writing by the Regional Commissioner to hold or participate in activities in another location.

1. Regularly scheduled and duly approved inside or outside AYSO activities; and
2. Independent work at home alone, in committees of adults, or in a properly supervised situation with children.



Regional Registrar

Purpose

The AYSO volunteer position of Regional Registrar is intended to be responsible for the annual planning and implementation of player registration.

Specific Duties and Responsibilities

Regional Registrars are expected to perform their duties consistent with the directions as detailed in the training, certification, and continuing education provided by AYSO for this position including:

1. Support the AYSO Vision, Mission, National Programs and Regional Commissioner in the promotion and implementation of their duties in both specifics and spirit;
2. Maintain a Regional database of currently registered players and verify payment of the National Player fee to AYSO;
3. Schedule, plan and coordinate multiple Regional registration events/opportunities;
4. Maintain a waiting list for players who sign up after teams are balanced and filled;
5. Provide Regional staff with periodic player registration reports as needed; and
6. Ensure player registration information is only provided to authorized AYSO representatives.

Qualifications and Desired Skills

To be considered for the position of Regional Registrar, the applicant must:

1. Annually submit an AYSO Volunteer Application form;
2. Pass the AYSO screening and background check;
3. Be annually approved and duly appointed as Regional Registrar by the Region;
4. Be familiar with the AYSO player registration process; and
5. Be familiar with the use of computers and the eAYSO database.

Supervision Protocols

While performing as the Regional Registrar, the volunteer is:

1. Subject to the bylaws, rules, regulations, policies, procedures, and guidelines of AYSO;



2. Under the overall authority of and directly supervised by the Regional Commissioner; and
3. To maintain the recommended adult to child supervision ratio of 1:8 or less; that is one adult for every eight or fewer children and two adults (one of whom may be the coach and one of whom should be of the same gender as the group) present at all times, for the protection of both the children and the volunteer, no volunteer should permit himself or herself to be alone with any child or group of children (except his or her own) during AYSO-sponsored activities.

Time Commitment

Time commitment will vary depending on Region size and length of playing season(s). For the typical AYSO Region, the Regional Registrar will devote about 6 hours per week per playing season.

Orientation, Training, Certification, and Continued Education Provided

To fully prepare for the position, the Regional Registrar is expected to participate in the following training, certification and continuing educational opportunities:

1. Orientation by the Regional Commissioner;
2. AYSO's Safe Haven training – 2 hours;
3. Registrar Training – 1 ¼ hours;
4. Registration Day: A Survival Guide – 1 ¼ hours;
5. eAYSO Training – 1 ¼ hours;
6. Regional Board Member Orientation – 3 hours;

Activity Locations

While performing the duties of Regional Registrar, the volunteer is limited to the following locations, unless expressly authorized in writing by the Regional Commissioner to hold or participate in activities in another location.

1. Regularly scheduled and duly approved inside or outside AYSO activities; and
2. Independent work at home alone, in committees of adults, or in a properly supervised situation with children.



Regional Safety Director

Purpose

The AYSO volunteer position of Regional Safety Director is intended to be responsible for all aspects of the Region's safety.

Specific Duties and Responsibilities

Regional Safety Directors are expected to perform their duties consistent with the directions as detailed in the training, certification, and continuing education provided by AYSO for this position including:

1. Support the AYSO Vision, Mission, National Programs and Regional Commissioner in the promotion and implementation of Regional safety in both specifics and spirit;
2. Be available and knowledgeable to answer questions from Regional volunteers regarding safety and AYSO insurance plans;
3. Ensure the AYSO Soccer Accident Insurance (SAI) plan information, AYSO/CDC Concussion tools and approved safety procedures are available for Regional volunteers and player families;
4. Ensure all AYSO procedures are followed regarding Incident Reports and/or SAI claims and notify the Regional Commissioner within 24 hours of each occurrence;
5. Obtain liability insurance certificates for all facilities used by the Region and ensure first-aid supplies are available at all playing sites;
6. Forward a copy of all Incident Reports to the National Office. For concussions, also forward copies of the Participation Release and Player Registration Form.
7. Inspect all field equipment to ensure it is in safe condition and properly installed; and
8. Promote safety training and preventive programs for all Regional participants.

Qualifications and Desired Skills

To be considered for the position of Regional Safety Director, the applicant must:

1. Annually submit an AYSO Volunteer Application form;
2. Pass the AYSO screening and background check;
3. Be annually approved and duly appointed as Regional Safety Director by the Region;
4. Have experience implementing safety standards and conducting safety inspections; and



5. Have good communication and organizational skills;

Supervision Protocols

While performing as the Regional Safety Director, the volunteer is:

1. Subject to the bylaws, rules, regulations, policies, procedures, and guidelines of AYSO;
2. Under the overall authority of and directly supervised by the Regional Commissioner; and
3. To maintain the recommended adult to child supervision ratio of 1:8 or less; that is one adult for every eight or fewer children and two adults (one of whom may be the coach and one of whom should be of the same gender as the group) present at all times, for the protection of both the children and the volunteer, no volunteer should permit himself or herself to be alone with any child or group of children (except his or her own) during AYSO-sponsored activities.

Time Commitment

Time commitment will vary depending on Region size and length of playing season(s). For the typical AYSO Region, the Regional Safety Director will devote about 4 hours per week per playing season.

Orientation, Training, Certification, and Continued Education Provided

To fully prepare for the position, the Regional Safety Director is expected to participate in the following training, certification and continuing educational opportunities:

1. Orientation by the Regional Commissioner;
2. AYSO's Safe Haven training - 2 hours;
3. Safety Director training - 1 ¼ hours;
4. eAYSO Training - 1 ¼ hours;
5. Regional Board Member Orientation - 3 hours;

Activity Locations

While performing the duties of Regional Safety Director, the volunteer is limited to the following locations, unless expressly authorized in writing by the Regional Commissioner to hold or participate in activities in another location.

1. Regularly scheduled and duly approved inside or outside AYSO activities; and
2. Independent work at home alone, in committees of adults, or in a properly supervised situation with children.



Regional Treasurer

Purpose

The AYSO volunteer position of Regional Treasurer is intended to keep and safeguard all of the monies of the Region and to have in their possession all of the Region's cash investments, contracts, leases and any other valuable documents. The Regional Treasurer shall deposit all funds and securities in the name and to the credit of the Region in an authorized bank or depository.

Specific Duties and Responsibilities

The Regional Treasurer is expected to perform their duties consistent with the directions as detailed in the training, certification, and continuing education provided by AYSO for this position including:

1. Support the AYSO Vision, Mission, National Programs and Regional Commissioner in the promotion and implementation of their duties in both specifics and spirit;
2. Comply with the AYSO National Accounting Program (NAP) and AYSO Treasurer's Manual plus record all Regional monies received and paid;
3. Ensure the collection of registration fees for all players and payment of the national portion of the registration fees within 30 days of registering each player in eAYSO;
4. Provide financial reports as requested for the Regional Commissioner or the AYSO National Office including annual budget and monthly deposit reports;
5. Notify immediately the Area Director, Section Director, and the AYSO National Office of any procedural violations or fiscal irregularities;
6. Review and ensure the accuracy of the Region's monthly financial statement prepared by the AYSO National Office and report errors immediately;
7. Publish the Region's annual financial report to the Regional membership before the Region's last scheduled game of the season; and
8. Attend all board meetings and registration events.

Qualifications and Desired Skills

To be considered for the position of Regional Treasurer, the applicant must:

1. Annually submit an AYSO Volunteer Application form;
2. Pass the AYSO screening and background check;
3. Be annually approved and duly appointed as Regional Treasurer by the Region;
4. Have unswerving integrity; and



5. Be knowledgeable and proficient in finance and accounting.

Supervision Protocols

While performing as the Regional Treasurer, the volunteer is:

1. Subject to the bylaws, rules, regulations, policies, procedures, and guidelines of AYSO;
2. Under the overall authority of and directly supervised by the Regional Commissioner; and
3. To maintain the recommended adult to child supervision ratio of 1:8 or less; that is one adult for every eight or fewer children and two adults (one of whom may be the coach and one of whom should be of the same gender as the group) present at all times, for the protection of both the children and the volunteer, no volunteer should permit himself or herself to be alone with any child or group of children (except his or her own) during AYSO-sponsored activities.

Time Commitment

Time commitment will vary depending on Region size and length of playing season(s). For the typical AYSO Region, the Regional Treasurer will devote about 3 hours per week per playing season.

Orientation, Training, Certification, and Continued Education Provided

To fully prepare for the position, the Regional Treasurer is expected to participate in the following training, certification and continuing educational opportunities:

1. Orientation by the Regional Commissioner;
2. AYSO's Safe Haven – 2 hours.
3. Treasurer workshop – 2 ½ and hours;
4. eAYSO Training – 1 ¼ hours;
5. Regional Board Member Orientation – 3 hours;

Activity Locations

While performing the duties of Regional Treasurer, the volunteer is limited to the following locations, unless expressly authorized in writing by the Regional Commissioner to hold or participate in activities in another location.

1. Regularly scheduled and duly approved inside or outside AYSO activities; and
2. Independent work at home alone, in committees of adults, or in a properly supervised situation with children.



Assistant Regional Commissioner



Purpose

The AYSO volunteer position of Assistant Regional Commissioner is intended to assist and train in the footsteps of the Regional Commissioner who is ultimately responsible for the running of the AYSO Region in all aspects, with the help of the Board.

Specific Duties and Responsibilities

The Assistant Regional Commissioner is expected to perform their duties consistent with the directions as detailed in the training, certification and continuing education provided by AYSO for this position including:

1. Assist the Regional Commissioner in directing monthly Board meetings;
2. Aid in instituting Region policies;
3. Participate in the interfacing with other Regions;
4. Help recruit children to play soccer and volunteers to assist in running the program;
5. Assist with scheduling the season and fields; and
6. Attend the monthly Board meetings and the annual Section Conferences.

Qualifications and Desired Skills

To be considered for the position of Assistant Regional Commissioner, the applicant must:

1. Annually submit an AYSO Volunteer Application form;
2. Pass the AYSO screening and background check;
3. Be annually approved and duly appointed as Assistant Regional Commissioner by the Region;
4. Have significant involvement within the Region, i.e., as a board member, coach, referee, etc.;
5. Have a strong administrative background; and
6. Be efficient and dependable

Supervision Protocols

While performing as the Assistant Regional Commissioner, the volunteer is:

1. Subject to the bylaws, rules, regulations, policies, procedures, and guidelines of AYSO;
2. Under the overall authority of and directly supervised by the Regional Commissioner; and supervised indirectly by the Area Director; and



3. To maintain the recommended adult to child supervision ratio of 1:8 or less; that is one adult for every eight or fewer children and two adults (one of whom may be the coach and one of whom should be the same gender as the group) present at all times, for the protection of both the children and the volunteer, no volunteer should permit himself or herself to be alone with any child or group of children (except his or her own) during AYSO-sponsored activities.

Time Commitment

Time commitment will vary depending on Region size and length of playing season(s). For the typical AYSO Region, the Assistant Regional Commissioner will devote about 6 hours per week per playing season.

Orientation, Training, Certification, and Continued Education Provided

To fully prepare for the position, the Assistant Regional Commissioner is expected to participate in the following training, certification and continuing educational opportunities:

1. Orientation by the Regional Commissioner;
2. AYSO's Safe Haven) – 2 hours;
3. eAYSO Training – 1 ¼ hours;
4. Regional Board Member Orientation – 3 hours;
5. Introductory Management Training – 4 ½ hours;
6. Advanced Management Training – 2 ½ hours;
7. Annual Management Update – 1 ¼ hours; and
8. Regional Management workshops as directed by the Regional Commissioner.

Activity Locations

While performing the duties of Assistant Regional Commissioner, the volunteer is limited to the following locations, unless expressly authorized in writing by the Regional Commissioner to hold activities in another location.

1. Regularly scheduled and duly approved inside or outside AYSO activities; and
2. Independent work at home alone, in committees of adults, or in a properly supervised situation with children.



Regional Secretary

Purpose

The AYSO volunteer position of the Regional Secretary is intended to help with Regional matters as needed.

Specific Duties and Responsibilities

The Regional Secretary is expected to perform their duties consistent with the directions as detailed in the training, certification and continuing education provided by AYSO for this position including:

1. Organize and schedule Regional meetings;
2. Record minutes of the Region meetings and transcribe them for distribution to the Regional staff; and
3. Attend Region meetings (about eight per year) to record minutes, and perform other duties as required.

Qualifications and Desired Skills

To be considered for the position of Regional Secretary, the applicant must:

1. Annually submit an AYSO Volunteer Application form;
2. Pass the AYSO screening and background check;
3. Be annually approved and duly appointed as Regional Secretary by the Region;
4. Have good computer skills;
5. Be able to take notes at meetings; and
6. Have some knowledge of AYSO.

Supervision Protocols

While performing as the Regional Secretary, the volunteer is:

1. Subject to the bylaws, rules, regulations, policies, procedures, and guidelines of AYSO;
2. Under the overall authority of and directly supervised by the Regional Commissioner; and supervised indirectly by the Area Director; and
3. To maintain the recommended adult to child supervision ratio of 1:8 or less; that is one adult for every eight or fewer children and two adults (one of whom may be the coach and one of whom should be the same gender as the group) present at all



times, for the protection of both the children and the volunteer, no volunteer should permit himself or herself to be alone with any child or group of children (except his or her own) during AYSO-sponsored activities.

Time Commitment

Time commitment will vary depending on Region size and length of playing season(s). For the typical AYSO Region, the Regional Secretary will devote about 6 hours per month.

Orientation, Training, Certification, and Continued Education Provided

To fully prepare for the position, the Assistant Regional Commissioner is expected to participate in the following training, certification and continuing educational opportunities:

1. Orientation by the Regional Commissioner;
2. AYSO's Safe Haven – 2 hours;
3. Regional Board Member Training – 1 ¼ hours;

Activity Locations

While performing the duties of Assistant Regional Commissioner, the volunteer is limited to the following locations, unless expressly authorized in writing by the Regional Commissioner to hold activities in another location.

1. Regularly scheduled and duly approved inside or outside AYSO activities; and
2. Independent work at home alone, in committees of adults, or in a properly supervised situation with children.



Regional Auditor

Purpose

The AYSO volunteer position of Regional Auditor is intended to assist the Regional Commissioner in his/her fiduciary responsibilities to protect the organization's assets by monitoring, reviewing and reporting on Regional financial controls and records.

Specific Duties and Responsibilities

The Regional Auditor is expected to perform their duties consistent with the directions as detailed in the training, certification and continuing education provided by AYSO for this position including:

1. Review the Region's accounting practices and verify that they are in compliance with the AYSO Treasurer Manual requirements;
2. Check on a regular basis to verify that approved internal control procedures are being followed;
3. At least annually, or more frequently if requested, review the canceled checks, bank deposits, and bank transfers;
4. At least annually, or more frequently if requested, review the reconciliation of the Region's bank and savings accounts;
5. Periodically review the financial report prepared by the AYSO National Office (NAP report);
6. Periodically compare actual revenues and expenditures to the Region's annual budget and analyze any material variance; and
7. At least annually, or more frequently if requested, submit a report to the Area Director with a copy to the Regional commissioner.
8. At least annually, or more frequently if requested, meet with the Area Auditor; and
9. Upon request of the Executive Director, Chief Financial Officer, National Treasurer, A Section Director, An Area Director or any other Regional Commissioner, perform audit services at other places and at such times as needed, subject to personal availability;

Qualifications and Desired Skills

To be considered for the position of Regional Auditor, the applicant must:

1. Annually submit an AYSO Volunteer Application form;



2. Pass the AYSO screening and background check;
3. Be annually approved and duly appointed as Regional Auditor by the Region;
4. Have some managerial and financial experience; and
5. Have experience as a Regional Treasurer; In no instance may a volunteer serve as a Regional Auditor in the same Region where he/she served as a Treasurer unless and until an audit of the Region's finances has been completed by another AYSO Auditor appointed by the Regional Commissioner;

Supervision Protocols

While performing as the Regional Auditor, the volunteer is:

1. Subject to the bylaws, rules, regulations, policies, procedures, and guidelines of AYSO;
2. Under the overall authority of and directly supervised by the Regional Board; and supervised indirectly by the Area Director; and
3. To maintain the recommended adult to child supervision ratio of 1:8 or less; that is one adult for every eight or fewer children and two adults (one of whom may be the coach and one of whom should be the same gender as the group) present at all times, for the protection of both the children and the volunteer, no volunteer should permit himself or herself to be alone with any child or group of children (except his or her own) during AYSO-sponsored activities.

Time Commitment

Time commitment will vary depending on Region size and length of playing season(s). For the typical AYSO Region, the Regional Auditor will devote about 6 hours per month.

Orientation, Training, Certification, and Continued Education Provided

To fully prepare for the position, the Assistant Regional Commissioner is expected to participate in the following training, certification and continuing educational opportunities:

1. Orientation by the Regional Commissioner;
2. AYSO's Safe Haven – 2 hours;
3. eAYSO Training – 1 ¼ hours;
4. Treasurer Training – 2 1/2 hours;
5. Auditor Training – 1 ¼ hours;

Activity Locations

While performing the duties of Assistant Regional Commissioner, the volunteer is limited to the following locations, unless expressly authorized in writing by the Regional Commissioner to hold activities in another location.

1. Regularly scheduled and duly approved inside or outside AYSO activities; and
2. Independent work at home alone, in committees of adults, or in a properly supervised situation with children.



16. Acronyms and Abbreviations

Below is a list of some of the acronyms and abbreviations commonly used throughout AYSO.

AAP	Area Assessment Program
ACA	Area Coach Administrator
AD	Area Director
ADRA	Area Director of Referee Assessment
ADRI	Area Director of Referee Instruction
ARA	Area Referee Administrator
AST	Area Staff Training
BASIC	Board and Staff Introductory Certification
Big 3	AYSO, NISOA and NSCAA
BOD	Board of Directors (of a Region)
CVPA	Child and Volunteer Protection Advocate
FIFA	Federation Internationale de Football Association (the international governing body of soccer)
NAASA	National AYSO Adult Soccer Association
NAGM	National Annual General Meeting
NAP	National Accounting Program
NBOD	National Board of Directors
NCAC	National Coaching Advisory Commission
NCACE	National Council for Accreditation of Coaching Education
NDOT	National Director of Tournaments
NISOA	National Intercollegiate Soccer Officials Association
NMAC	National Management Advisory Commission



NRA	National Referee Administrator
NRAC	National Referee Advisory Commission
NRP	National Referee Program
NSCAA	National Soccer Coaches Association of America
NSHOF	National Soccer Hall of Fame
NTAC	National Tournament Advisory Commission
PA	Program Administrator
RAP	Regional Assessment Program
RC	Regional Commissioner
RCA	Regional Coach Administrator
RDRA	Regional Director of Referee Assessment
RDRI	Regional Director of Referee Instruction
RRA	Regional Referee Administrator
RRC	Regional Referee Course
SCA	Section Coach Administrator
SD	Section Director
SDRA	Section Director of Referee Assessment
SDRI	Section Director of Referee Instruction
SMA	Section Management Administrator
SRA	Section Referee Administrator
STA	Section Tournament Administrator
USASA	United States Adult Soccer Association
USSF	United States Soccer Federation
USYSA	United States Youth Soccer Association
VIP	Very Important Player

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