

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:

(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 all participating players, coaches, referees, administrators and other volunteers, prior to the commencement of the season and, as applicable, throughout the season, in accordance with the registration and application requirements and procedures of the Organization;

(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 Policies and Protocols 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 AYSO 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 AYSO 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, and a third board member to assist with Regional operations. At the discretion of the Region, when volunteers are available, to elect or appoint a Coach Administrator, Referee Administrator, Safety Director, Child & Volunteer Protection Advocate (CVPA) and Registrar. (At least one board member must be trained and responsible for CBPAduties; the responsibilities of the remining ufilled positions should be assumed by the three required members).

(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. A pilot program Region may also be established by mutual approval of the Section Director and the National Executive Director.

(b) A Regional Commissioner for the pilot program will be appointed by the Section Director for a term not to exceed three years. 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 and appointed by the National Board of Directors.

(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 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.

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.

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. The Board may also declare that a meeting of the entire executive membership may be held, in whole or in part, by electronic transmission by and to the corporation or by electronic video screen communication pursuant to California Corporations Code section 5510. Executive members who attend meetings of the entire executive membership at the place designated by the Board must cast their votes while in the room in which said meeting is being held.

SECTION 3.09 ANNUAL MEETINGS

The annual meeting of all executive members of the Organization, the "annual meeting" or the NAGM, 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 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 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 by any means 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. Any executive member appearing virtually, either by electronic transmission by and to the corporation or by electronic video screen communication, shall be considered to be appearing in person at that meeting for the purpose of determining the existence of a quorum.

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.

SECTION 3.19 POSTPONEMENT OF 2020 NAGM

The COVID-19 virus has created a pandemic that has disrupted all aspects of life. Forty-three states have issued full or partial shelter-in-place orders to slow the spread of the coronavirus pandemic. Meetings of more than 10 people are prohibited in the majority of states in the United States, and social distancing is required at any such meeting. It is currently unknown how long these restrictions will last.

Bylaw 3.09 requires AYSO to hold an annual meeting of members ("NAGM") no later than 45 days after the end of AYSO's fiscal year. AYSO's fiscal year ends June 30. At this time, it is unknown if AYSO can timely hold the annual meeting currently scheduled for June 5-7, 2020. As such, the Board considers the COVID-19 pandemic to be a *force majeure* event requiring modicication of Bylaw 3.09 as well as other bylaws related to the holding of an annual meeting of executive members in 2020.

The Board hereby postpones the 2020 NAGM such that it will be held on the same date, time and at the same location as the 2021 NAGM. The term of the current President of the National Board of Directors is hereby extended until the election for that position at the 2021 NAGM. To remain consistent with Bylaw 4.03, which requires that Directors hold staggered terms, the terms of each member of the National Board of Directors are also extended by one year. All currently proposed amendments to AYSO Bylaws and/or AYSO National Rules and Regulations that could have been considered at the 2020 NAGM will be considered at the 2021 NAGM should the proponets of those amendments wish to have them considered at that time. All persons currently nominated to the AYSO National Board of Directors shall have their nominations carry over to the 2021 NAGM.

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") may be appointed by a two-thirds vote of the Directors who were elected by executive members pursuant to Section 4.02(b), or selected pursuant to Section 4.17(b). The Outside Directors shall be selected and appointed to provide outside perspective and bring particular expertise, experience or skills to the Board for the benefit of the Organization, including but not limited to the areas of financial management, fundraising, media, child development, sponsorship, sports medicine, youth sports business and/or strategic expertise, or technology. A person may not serve as an Outside Director if, in the opinion of the Board, such person has a material relationship with the Organization, which includes but is not limited to the following:

(i) Employment of such person or any member of such person's family as an executive officer of the Organization at any time during the past five years; (ii) prior service as a member of the Organization's Board of Directors at any time during the past five years; and (iii) prior service as a Section Director of the Organization at any time during the past five years.

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 under Section 4.02(c) or as needed in the event of a vacancy in an Outside Director position prior to the end of such Outside Director's term, the terms of the two Outside Directors shall commence on January 1 and shall end on December 31 two years thereafter. In the case of the initial terms of the first two Outside Directors appointed by the Board and in the case of the term of an Outside Director appointed in the event of a vacancy in an Outside Director position prior to the end of such Outside Director's term, the term of appointment of an Outside Director may have a beginning date other than January 1 and may be more or less than two years, provided that the terms of the Outside Directors shall be staggered such that, in any year, only one Outside Director's term shall end on December 31.

SECTION 4.04 PROCEDURES FOR THE NOMINATION OF DIRECTORS

(a) A nominating commission shall be formed that is comprised of at least eight (8) commission members for the nomination of candidates for election as Directors and the President at the annual meeting of executive members at which Directors and the President are to be elected. One member shall be a member of the Board whose term of office will not expire at the annual meeting of the executive members with respect to the election for which the Board member is acting as a member of the nominating commission. The Board member will serve as a non-voting Chair for the commission. All commission members together shall be designated by the Board and charged to seek qualified candidates for election to the Board and President. The members shall be appointed in a manner prescribed in a National Policy Statement of the Board. The term of appointment to the commission shall be for two years, however, the Board member who is Chair of the commission may be appointed for only one year. At least 120 days prior to the date of the annual meeting of executive members at which Directors and the President are to be elected, the nominating commission shall make its report to the Board in which the commission identifies the candidates nominated by the commission. The National Secretary shall forward to each executive member, by means of communication permitted by Bylaw Section 9, a list of candidates nominated by office.

(1) No person who serves as a commission member concerning candidates for election at a particular annual meeting of executive members shall be eligible to seek subsequently to be, or accept nomination as, or otherwise be, a candidate for election to the Board or as President at the same annual meeting of executive members to which the nominating commission relates. This prohibition includes, without limitation, each method for nomination of candidates specified in this Bylaw 4.04.

(2) By serving as a member, each commission member shall be deemed to waive any rights that such person may otherwise have to be a candidate for election to the Board or as President with respect to the election for which such person is acting as a member of the nominating commission.

(b) Candidates for election as Directors and/or as President at an annual meeting of executive members may be nominated by petition signed by at least six executive members and delivered to the National Office to the attention of the National Secretary at least 75 days prior to the date of such annual meeting. On timely receipt of such petition, the National Secretary shall cause the names of the candidate(s) named on such petition to be placed on the ballot along with all other properly nominated candidates for Director and/or President.

(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. Due to the logistical challenges of holding a hybrid in-person and virtual National Annual General Meeting, persons nominated pursuant to this subsection must be present at said National Annual General Meeting.

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, electronic transmission, or other similar means of communication permitted by Bylaw Section 9.14.

(b) Any such notice shall be addressed or 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 if giving the notice by electronic means. 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 AND COUNCILS

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 and councils 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 and councils shall be as prescribed by the chairman of each such advisory commission and councils, and meetings of advisory commissions and councils may be called by the Chairman of the Board, the Board, the Executive Committee, the National President or the chairman of the advisory commission and council.

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 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 operating officer of the Organization and, subject to the supervision of the Board, shall:

(a) 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) 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 staff advisor to the Board, Executive Committee, if any, and all standing committees, if any, and when invited, shall attend meetings of the Board, Executive Committee and/or standing committees;

(e) Have the power to suspend a Section Director, Area Director or Regional Commissioner for conduct which the National Executive Director believes 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;

(f) 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

(g) 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. Such nomination shall be submitted to the National Board of Directors for its consideration. The National Board of Directors shall have the discretion whether or not to appoint the nominee as Section Director, and shall have the discretion to make the appointment for a term of three years or for such shorter time period as the National Board of Directors deems appropriate in its sole discretion. Each Section Director shall:

a) Report to the Board and be responsible for the performance and growth of his or her Section and all inter-Area activities within such Section.

b) Organize and maintain volunteer staff to assure adequate support and services to the Area in his or her Section.

c) Be the official spokesperson for the Section with respect to all AYSO matters, including, without limitation, publicity, outside development, business systems and budgets.

d) Be responsible for such other matters that directly relate to the operation of the Section, and

e) Oversee dispute resolution within the Section.

f) A Section Director may be suspended or removed by the Board.

SECTION 7.02 AREA DIRECTOR

An Area Director shall be nominated by themselves and the Regional Commissioners within each Area. If the Section Director, whose territory includes that Area approves the nomination of that person as Area Director, then, in such event the nomination subsequently (i) will be delivered to the National Board of Directors for its consideration; and (ii) the National Board of Directors shall have the discretion whether or not to appoint the nominee, and, if the National Board of Directors elects in its discretion to appoint the nominee, the National Board of Directors shall have the discretion to make the appointment for a term of three years or for shorter time period as the National Board of Directors deems appropriate. 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

A Regional Commissioner shall be nominated by a majority of the Regional Board in accordance with the Standard Regional Policies and Protocols as properly amended, if at all. If the Area Director and the Section Director whose territory includes that Region both approve the nomination of that person as Regional Commissioner, then, in such event the nomination subsequently (i) will be delivered to the National Board of Directors for its consideration; and (ii) the National Board of Directors shall have the discretion whether or not to appoint the nominee, and, if the National Board of Directors elects in its discretion to appoint the nominee, the National Board of Directors shall have the discretion to make the appointment for a term of three years or for a shorter time period as the National Board of Directors deems appropriate. 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 Standard Regional Policies and Protocols as properly amended, if at all. 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 National Board of Directors.

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. 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 annual meeting of executive members if approved by the executive members provided that the proposed change has been submitted

by an executive member in writing to the National Office no later than 75 days prior to the date of the annual meeting of executive members.

(b) The requirement that a proposed change be submitted by an executive member in writing to the National Office no later than 75 days prior to the date of the annual meeting of executive members 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 under the provisions of the section at the annual meeting of executive members must be submitted by an executive member in writing to the National Office no later than 75 days prior to the date of the annual meeting of executive members.

(b) The requirement that a proposed change be submitted by an executive member in writing to the National Office no later than 75 days prior to the date of the annual meeting of executive members 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.

(d) From time to time, AYSO Bylaws may be amended to impose limits on the terms that some or all executive members may serve in a particular executive member position. Should such term limits be imposed, they will not apply to any person serving as an executive member on the date that any such bylaw is approved. Should any such term limit be repealed, said term limit will not be applicable to persons who become executive members subject to that term limit while said term limit was in effect. This provision will also be applicable to any current executive member who became an executive member while any prior term limit provision previously contained in these bylaws was in effect.

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 are those in effect as of Saturday, August 22, 2015 and have been adopted pursuant to Bylaw Section 10.01, other provisions of the Bylaws and applicable California law.

2. AYSO National Rules & Regulations

The American Youth Soccer Organization ("AYSO") within its operating framework of Sections, Areas and Regions, offers a variety of player program options for delivering a quality soccer experience to all participants. Additionally, alternative soccer play programming may include indoor soccer, futsal, AYSO Playground Soccer, AYSO Schoolyard Soccer, jamboree format or monitored pick-up play, Soccerfest, camps, technical training, skills clinics and other offerings across the Organization.

AYSO primarily delivers outdoor soccer match play. The following Rules & Regulations shall be used for Region, Area, Section and tournament play within AYSO. Some flexibility in these rules may be allowed for other forms of match play with the approval of the Area Director and Section Director.

I. MATCH CONDUCT

AYSO matches shall be conducted in accordance with the current *IFAB Laws of the Game* and decisions of the International Football Association Board (IFAB) in effect on August 1 each calendar year and the US Soccer Player Development Initiatives, 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 small-sided matches (Article I.H), a scheduled match shall not commence nor be continued unless both teams can field at least seven eligible players.

B. DURATION OF MATCHES

1. Matches shall be of two equal halves, not to exceed the following maximum durations:

Division	Maximum Duration of Half
Playground Soccer	Not Applicable
Schoolyard Soccer	10 minutes
6U	10 minutes
8U	20 minutes
10U	25 minutes
12U	30 minutes
14U	35 minutes
16U	40 minutes
19U	45 minutes

2. Half-time periods shall be a minimum of five and a maximum of ten minutes as designated by the referee.

3. Player Safety is paramount. Water breaks are allowed at the referee's discretion when heat conditions warrant this consideration.

4. 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 matches must play at least half of the match, 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 match 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 match 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 match 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.4. 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 match.

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 current versions of *AYSO Rules & Regulations* (the rules of competition), the *IFAB Laws of the Game* (AYSO Edition) 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 *Laws of the Game* are intended to provide that matches 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, OFFICIALS, OTHER VOLUNTEERS, SPECTATORS, TEAM MEMBERS AND OTHER PARTICIPANTS

1. It shall be the duty of each coach, referee, 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 Six Philosophies and the highest standards of conduct.

   b. Work together as a team in support of the children playing the match and in alignment with the Stewards of the Game and Kids Zone programs to promote a safe, fair, fun environment.

   c. Comply with and promote compliance with the Bylaws, Rules & Regulations and policies, including those related to registration, certification and training.

   d. Encourage clean competition and good sportsmanship.

   e. Prohibit and abstain from making negative comments and complaints about officiating.

   f. Present a healthy and safe athletic environment for team members, including but not limited to, not consuming alcoholic beverages, using tobacco products or smoking or simulating smoking or the use of tobacco products during practices or matches or in the immediate vicinity of the soccer fields.

2. It shall also be the duty of each coach to:

   a. Effective August 1, 2015, all coaches in all age divisions shall 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' technical area (Article I.G.2) during the match; a maximum of two coaches is permitted for each team.

   c. Limit his/her sideline participation during AYSO matches to comments that are positive and/or encouraging, with limited supportive instruction.

   d. Upon team formation, and during all subsequent team gatherings, practices, scrimmages, and (Regional, Inter-Regional, Area, Sectional, National and tournament

play), have in his/her possession all signed 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
AYSO Schoolyard Soccer, 6U & 8U	3	23.0-25.0 inches	10-12 oz.
10U & 12U	4	25.0-26.5 inches	12-14 oz.
14U, 16U & 19U	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 *IFAB Laws of the Game* for 13U and older or to AYSO/US Soccer Player Development Initiative small-sided match requirements as follows:

Field Sizes by Age Division					
	Schoolyard 6U, 7U, 8U	9U, 10U	11U, 12U	13U, 14U	15U,16U, 17U,19U
Length (Yards)	25 to 35	55 to 65	70 to 80	100 to 130	100 to 130
Width (Yards)	15 to 25	35 to 45	45 to 55	50 to 100	50 to 100
Center Circle Radius (Yards)	5	8	8	10	
Goal Area Length/Width (Yards)	None	4 x 8	5 x 16	6 x 20	
Penalty Area Length/Width (Yards)	None	12 x 24	14 x 36	18 x 44	
Goal Line to Penalty Spot(Yards)	None	10	10	12	
Max Goal Size Height/Width (Feet)	4 x 6	6.5 x 18.5	7 x 21	8 x 24	
Recommended Goal Size (Feet)	4 x 6	6.5 x 12	6.5 x 18.5	8 x 24	

2. The coaches' technical area on each side of the halfway line shall be marked by two lines off the field of play and perpendicular to the touch line. The area shall be as long as the diameter of the center circle. Where possible, the coaches' technical 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 and between the top lines of the penalty area.

4. Spectators shall not be allowed behind the goal lines, with the exception of photographers who have received authorization from the referee, and who shall remain quiet and sufficiently back from the goal lines.

H. SMALL-SIDED MATCHES

1. US Soccer has mandated for its member associations small-sided matches as part of the Player Development Initiatives. Match play shall be governed by the *IFAB Laws of the Game* as modified by AYSO (with permission), the *AYSO National Rules & Regulations* and the age appropriate AYSO Coach Manual.

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

I. HEADING THE BALL

1. Consistent with the US Soccer mandates on heading the ball, heading is banned for all division players 11U and below (12U and below for programs without single age divisions) in both practices and matches.

   Heading for players in 14U is limited to a maximum of thirty (30) minutes per week with no more than 15-20 headers, per player. There is no restriction on heading in matches.

2. An indirect free kick will be awarded to the opposing team if a player in the above-stated divisions, deliberately touches the ball with his/her head during a match. The indirect free kick is to be taken from the place where the player touched the ball with his/her head with the following exceptions:.

   a. An indirect free kick awarded to the attacking team inside the opposing team's goal area, must be taken on the goal area line which runs parallel to the goal line at the point nearest to where the player touched the ball with his/her head.

   b. An indirect free kick awarded to the defending team in their own goal area may be taken from anywhere in that area.

3. Neither cautions nor send-offs shall be issued for persistent offenses or denying an obvious goal scoring opportunity related to the heading infractions.

J. THROW-INS

1. For 6U, the throw-in is replaced with the pass-in. Opposing players must be at least two yards from the ball until it is kicked.

2. For 8U, each Region shall have the discretion to use either throw-ins or pass-ins or dribble-ins to restart play.

3. Training of throw-in technique may begin at 8U and up.

K. GOALKEEPER PUNTS

1. For 9U to 10U, the goalkeeper shall not punt, nor drop kick the ball.

2. An indirect kick will be awarded to the opposing team at the spot of the offense if a goalkeeper for 9U to 10U deliberately punts the ball during a match, except that an indirect free kick awarded to the attacking team inside the opposing team's goal area must be taken on the goal area line which runs parallel to the goal line at the point nearest to where the goalkeeper punted the ball.

L. BUILD-OUT LINE (9U AND 10U)

1. The build-out line shall be placed across the field equidistant between the top of the penalty area and the halfway line.

2. The opposing team must move behind the build-out line for a goal kick or when the goalkeeper has possession.

3. The player taking the goal kick, does not have to wait for opposing players to move behind the build-out line to put the ball into play. The goal kick,may be played to either side of the build-out line. The ball is in play after the ball is kicked and clearly moves, after which the opposing team may cross the build-out line. If an opponent crosses the build out line before the ball is in play and interferes with the goal kick, the kick is retaken.

4. The goal keeper in possession of the ball in their hands does not have to wait for the opposing players to move behind the build out line to release the ball. The ball may be released to either side of the build out line, after which the opposing team may cross the build out line. If an opponent crosses the build out line before the ball is released and interferes with play, an indirect free kick is awarded to the goal keepers team at the point where the opponent crossed the build out line.

5. The build-out line in the opponents half of the field shall be used as the line to determine offside. Players cannot be penalized for an offside offense between the halfway line and that build-out line.

II. TEAMS

A. TEAM NAMES

1. Team names shall bear no resemblance to a religion, race, ethnicity or nationality.

B. TEAM PARTICIPATION

1. Teams shall participate only in matches approved by their respective Regional Commissioners and/or presiding AYSO governing authority.

2. Participation in tournaments requires a signed roster.

3. Participation in tournaments or soccer play outside of the United States requires US Soccer approval.

C. TEAM SIZE

1. The following are the recommended team sizes:

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

2. Regions may allow 8U specific teams the option to play 5v5, with no goalkeeper, instead of 4v4, with no goalkeeper. This option is not available for Regions that have 8U teams with 7U players.

3. All divisions may play optionally with teams of smaller sizes for mini-socer, indoor soccer or small-sided matches.

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 match.

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
Ages 3, 4 or 5 by the date of program commencement	AYSO Playground Soccer
5 years but not younger than 4 years	AYSO Schoolyard Soccer
6 years and Under	6U
8 years and Under	8U
10 years and Under	10U
12 years and Under	12U
14 years and Under	14U
16 years and Under	16U
19 years and Under	19U

B. The player's age division shall be determined by birth year as per the AYSO Age Determination Chart.

C. AYSO Playground Soccer is a program for learning fundamental motor skills and physical literacy using soccer as a theme. AYSO Playground Soccer shall not have competition in training (1v1, 2v2) or match play of any kind.

D. AYSO Schoolyard Soccer and 6U divisions are primarily for the introduction of soccer skills.

E. 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. A Region approved exception to allow a player to play down will not affect the age division of the team for play within the Region only.

F. 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.

G. No potential team member may register without the written consent of his/her parent or guardian, unless the registrant is of the age of majority in his/her respective state.

H. A registrant becomes an official team member upon:

1. Payment of the National Membership Fee and payment to the Region of its required registration fee, and

2. Placement on a team by the Regional Commissioner or the Regional Commissioner's designated representative.

I. 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.

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) or his/her designee.

C. Approval of team member and parent/guardian; parent/guardian approval is not required if team member is of the age of majority in his/her respective state.

V. DURATION OF REGISTRATION

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

B. The AYSO competition year or soccer calendar coincides with the Membership Year. Competition may begin on August 1 of the Membership Year and ends on July 31 of the Membership Year.

VI. PLAYERS' EQUIPMENT

A. Each chartered AYSO Region shall provide for team members to wear a matching team uniform consisting of a jersey, shorts and socks. See the AYSO National Uniform Brand Specifications posted on ayso.org and housed with the Marketing Department at the National Office.

B. No person, company or business entity 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, but is not limited to, 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.

C. Athletic footwear (with or without cleats) are permissible in all AYSO competitions subject to the referee's approval regarding their safety under Law 4.

D. 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 match. The lone exception is sanctioned beach futsal soccer tournament play where players may opt out of wearing shinguards.

E. Team members shall not be allowed to practice or participate in any match 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 match participation.

F. Players shall not wear anything that is dangerous to either themselves or other players subject to the referee's approval under Law 4.

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

A. 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 AYSO. Incident Report Forms with the appropriate attachments shall be delivered to the Risk Management Department of the National Office at the earliest possible opportunity.

B. Subject to the terms and conditions from the current carriers of AYSO's insurance policies, there is a limited time for filing claims. It is the responsibility of the claimant to initiate and complete the process.

AYSO EXTRA Rules & Regulations

INTRODUCTION

AYSO EXTRA is an optional tryout based program that provides an option to play soccer at a more challenging level for those youth players who possess the desire, appropriate skills and abilities. AYSO EXTRA is a player development, player focused program within the AYSO player development pyramid. AYSO's Six Philosophies apply to the program:

The EXTRA program is:

- An approved program (April 2015).
- For teams participating from AYSO Regions that shall be formed through tryouts.
- Designed to supplement and support a primary AYSO program.
- Shall not harm or detract from a Region's primary program.

The player base within a Region or Area and the available volunteers to organize, to administrate, to operate and to support the program effectively will determine the Areas and Regions ability to facilitate EXTRA.

The Section Director or his/her designee will collaborate with the appointed staff to assist in managing the program through AYSO volunteers.

The AYSO EXTRA program and its matches shall be conducted under the AYSO National Rules and Regulations that include the US Soccer Player Development Initiatives with the following exceptions and clarifications:

I. MATCH CONDUCT

A. EXTRA supplements a Region's primary program. EXTRA may not be the only program a Region operates.

B. The Section Director or his/her designee is responsible for:

1. Sanctioning of the EXTRA gaming circuit
2. Oversight of EXTRA program operations
    a. Inside the Section or
    b. Section Interplay and/or play-offs or
    c. Allowing participation of non-AYSO teams in the gaming circuit
    d. Allowing play in non-AYSO gaming circuits if an AYSO only EXTRA gaming circuit is not feasible.
3. Ensuring dispute resolution and due process are handled quickly and appropriately.

C. GAMING CIRCUIT GUIDELINES

1. Shall be a formal written document widely posted and/or published to be available to participants, current and prospective.

2. Shall comply with AYSO National Rules and Regulations.

3. Shall conform to AYSO National Bylaws and National Policy Statements.

4. Must include a disciplinary/misconduct policy.

5. Are to adhere to US Soccer Player Development Initiatives related to age guidelines for training, number of matches in a day and year, and rest days.

    a. Two to three training sessions per match

    b. Limit of 20 matches per calendar year for 10U

    c. Limit of 30 matches per calendar year for 11U and 12U

    d. Limit travel times

6. Teams participating in a non-AYSO gaming circuit must adhere to the rules and regulations for AYSO as well as the other gaming circuit.

D. OFFICIATING

1. Referees participating in the EXTRA program must be currently registered and accepted volunteers.

2. Referees shall be a minimum of two years older than the oldest players in the division to which they have been assigned.

3. Referees shall be approved by the Region Referee Administrator (RRA) and/or Area Referee Administrator (ARA).

4. Referees shall be evaluated and approved each Membership Year.

5. Participating Regions must supply referees to cover the games being played in their Region.

6. Referees will be assigned to games in divisions for which they are certified based on certification badge level as follows:

    a. 10U Basic – Regional or higher

    b. 12U/13U/14U Intermediate or higher

    c. 14U to 18U Advanced or National

    d. Recommended to be one badge level higher than the above with experience in positive sideline management.

7. Participation in non-AYSO gaming circuits may require USSF certified referees

E. COACHING

1. Selection

a. Coaches participating in the EXTRA program must be currently registered and accepted volunteers.

b. Must be an active participant in the Region's standard primary program as an instructor, coach or referee mentor, or other volunteer service the Region determines adequate to fulfill this requirement.

c. Coach and assistant coach assignments shall be renewed each season.

2. Coaches must have completed the AYSO training levels below:

a. 10U Division - U10 Certified or higher

b. 11U/12U Divisions - U12 Coach Certified or higher

c. 13U/14U Divisions - Intermediate Coach Certified or higher

d. 15U Division and Up – Advanced Coach Certified or higher

3. Each EXTRA Program Team shall have a trained and certified head coach and trained and certified assistant coach..

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

1. All participants in EXTRA shall exemplify the highest standard of AYSO's Six Philosophies.

2. All participants will provide signed Kids Zone pledges to the Region or coach.

3. Are subject to the code of conduct policy set by the gaming circuit and National Policy Statement 2.12.

II. TEAMS

A. Area Directors shall approve the number of teams participating from each of their Regions.

B. Shall be formed in advance of primary program team formation.

C. Must undergo new selections each Membership Year with no guaranteed rosters positions for coaches or players.

D. Team Rosters are to be entered in AYSO's Registration System of Record, before the primary program, and shall include:

1. Regional and divisional identification;

2. Coach's and assistant coach's names, address, home and work phone numbers, e- mail addresses, coach training level and Safe Haven certification date;

3. Player information: name, address, phone number, birth date, AYSO registration number and date of registration and jersey number;

4. Team number, uniform colors and team name (if available); and

5. Approval of the Regional Commissioner certifying players and coaches.

E. The determination of the appropriate number of teams in a division should be based on:

1. The population of available players in the divisions in a Region;

2. The effect the creation of the teams will have on the standard primary program;

3. The capability of the player pool from within the Region;

4. Field availability;

5. Age-appropriate referee support; and

6. The effect on the program-wide team balancing.

F. Regions forming more than one team in a gender/age division must receive written approval from their Area Director prior to the formation of the teams.

G. Regions may not have more teams in an EXTRA Program division than in its Standard Primary Program division.

H. Regions that create multiple teams in the same gender/age division shall be balanced. A/B teams shall NOT be created.

I. Single-year age bracketing is permissible and recommended. A gaming circuit may also have two-year age bracketing where such action may be in the best interest of a sustainable program. In such cases, the age of the oldest player will determine the age bracket placement of the team.

J. AYSO Identification Cards shall be used for players and coaches. Outside gaming circuits may require additional ID cards.

1. Player ID cards shall bear the name, AYSO ID number, a recent photo and the signature of the Regional Commissioner.

2. Coach ID cards will be specified by the Program Administrator and shall bear the name, AYSO ID number, a recent picture and a Section/Area/Region (nn/a/nn) designation. Coaches shall wear ID cards visibly on their person during pre-game check-in and for the duration of all matches.

3. Any ID cards required by outside gaming circuits shall meet their requirements.

K. Coaches must have an official AYSO roster, ID cards and copies of AYSO Player Registration Forms (medical release forms) for each participating player as well as their own ID cards. These must be at all events (games, practices, scrimmages, parties, etc.) in which the team participates.

III. REGISTRATION

A. Player Eligibility:

1. Each Regional Commissioner of a Region electing to and accepted by the gaming circuit to participate in the EXTRA Program is responsible for his/her Region's compliance with established player eligibility requirements.

2. Player eligibility, as it pertains to age requirements to participate in a specific gender/age bracket, is defined in the AYSO National Rules & Regulations.

3. Players not currently registered as a member of AYSO may attend a tryout by completing the non-AYSO player tryout form and paying the appropriate nominal fee.

4. Players eligible to participate in match play must be currently registered in AYSO and have participated in a scheduled player evaluation at dates and times determined by the Region.

5. The AYSO System of Record shall be the source of determining all players' current registration status.

6. An EXTRA side-by-side player may not play on another AYSO standard primary program team during the same season, nor will they be eligible for All-Star play.

7. An EXTRA concurrent player may play on another AYSO standard primary program team during the same season, and they will be eligible for All-Star play.

8. Players may be added to an EXTRA program team as long as they are not rostered on another AYSO team and comply with the requirements herein. The additional player must be approved by the Regional Commissioner and the Area Director.

B. Player Selection:

1. AYSO EXTRA teams must be chosen by fair and impartial tryouts. Tryout dates for AYSO EXTRA teams will be posted on the host Region's website and communicated to the player participants.

2. The tryout date will be set by a Region's EXTRA Coordinator with the approval of the RC and/or Region's Board of Directors.

3. AYSO EXTRA Programs will make every effort to hold multiple tryout sessions (at least two) on alternating days of a week to allow players to select when they may tryout.

4. Copies of tryout records may be requested by the EXTRA Section Coordinator. Regions are advised to maintain records.

5. Players may only be selected from candidates who attended tryouts. The Section Director or his/her designee overseeing the gaming circuit must approve any exceptions.

6. Once selected and position accepted, the player may not drop off one team and be picked up by another team during that season. All players and parents will sign the team commitment form, which prohibits all participants in the AYSO EXTRA Program from switching teams during the season.

7. Tryouts require standard format and evaluation forms available from the AYSO National Office Programs Department.

C. Player Selection Procedure:

1. Evaluators shall be Advanced or National Coach Certified. AYSO Camps Coaches and/or United Program DOC's may be used as an alternative.

2. Evaluations shall be as impartial as possible.

3. Coaches of an EXTRA Program Team may not participate in their team's evaluation. Coaches should observe all the players throughout the evaluations.

4. A parent of a player trying out for an EXTRA Program Team may not participate as an evaluator for his/her child's gender/age bracket.

5. Evaluators are strongly encouraged to use a small-sided game format to evaluate players. Evaluators are strongly encouraged to utilize the AYSO Player Evaluation Procedure available at ayso.org.

6. Evaluators shall submit player rankings/ratings and recommend the most capable and deserving players.

7. The Selection Committee should consist of the Regional Commissioner, the Regional Coach Administrator, the Regional EXTRA Program Administrator, the EXTRA Program Coach and any other designees by the Regional Commissioner.

8. Regional Commissioners shall attest to coach compliance, with the respective Area Director's oversight/verification. The list of approved coaches and assistant coaches shall be submitted to appropriate gaming circuit administrator/registrar.

D. Player Commitment

1. Players selected to the EXTRA Program will commit to their teams as their priority non-school activity.

2. It is expected that every player attends each practice and game at the scheduled times.

E. Ineligible Participants

1. Use of ineligible player or coach will result in consequences for those responsible for the transgression.

2. Consequences may affect participation by the player, coach, or other AYSO volunteers responsible.

3. Disciplinary actions are subject to AYSO's Dispute Resolution and Due Process procedures.

4. Non-AYSO gaming circuits may have additional sanctions and Dispute Resolution and Due Process procedures.

IV. PLAYERS' EQUIPMENT

A. All Uniforms and equipment shall be in accordance with AYSO National Rules and Regulations

B. The home team in a match is responsible for wearing uniform jerseys (or scrimmage vests) that clearly distinguish them from the other team. In case of color conflicts, the home team is required to change uniform colors.

C. The home team in a match is responsible for wearing uniform jerseys (or scrimmage vests) that clearly distinguish them from the other team. In case of color conflicts, the home team is required to change uniform colors.

V. FINANCE AND SERVICES

A. Regions are to set EXTRA program fees for participants to cover costs of participation.

B. EXTRA player fees may include payment for paid trainers for development and continuing education of coaches and players and must comply with National Policy Statement 2.5.

C. Coaches or administrators shall not be paid.

D. Gaming circuits shall set budgets as part of the Area or Section.

1. Budgets are to be approved by the Executive Members of the participating Regions and Areas in the gaming circuit.

2. Gaming circuits should be self-sustaining and may participate in an outside gaming circuit as deemed necessary with AD/SD approval.

3. Team fees are to be agreed on an annual basis.

4. Accounting shall be tracked in NAP Online as required for Areas and Sections.

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 Small-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
10U	U-10 Coach
12U	U-12 Coach
14U	Intermediate Coach
16U, 18U, U19	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 small-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 for Outside Services

AYSO permits the use of paid service providers when utilized by Regions, Areas and other members of the organization to improve the delivery of AYSO's programs. However, when using paid service providers, it is absolutely imperative that such arrangements follow certain protocols to ensure that AYSO and individuals within the organization are not harmed.

Numerous federal and state tax, labor, employment and benefit laws may apply when paying for services. If these laws are not followed, it could lead to significant liability to AYSO and personal liability for executive members and/or board members who approve or permit such payments. Moreover, it is possible that such liability may not be shielded by the Volunteer Protection Act of 1997 or insurance policies, such as Officers and Directors Insurance.

In order to assist its Members, AYSO has prepared guidelines for use which have been approved by the NBOD for distribution. Members contemplating paying for services must consult these guidelines prior to engaging a paid service provider first, and then follow those guidelines.

No contractual arrangements for pay-for-services should be entered into, and no payments for services may be made, unless done in strict compliance with the guidelines. This includes proper execution of the Paid Services Agreement and Questionnaire, and furnishing of supporting documentation (W-9, CGL COI, Business License, etc.). Failure to comply with the guidelines may result in any number of measures, including but not limited to the following: forbidding any future business with the identified business entity (ban), suspension or removal of the person(s) responsible, revocation of the Region and/or Area's Charter, tournament cancellation, program cancellation and/or any other actions necessary to address the situation presented.

Further Guidance

If there is ever any question regarding pay-for-services, members are strongly encouraged to contact their Area Director or the National Office Risk Manager.

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, and it includes only team members who have participated as players in 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.

An All 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 the All-Star program is a historical AYSO program in some parts of the country and allows it organization-wide as an optional 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 Standard Primary program.

(b) Team members must have participated as players in the Standard Primary program. (It is recommended that to be eligible for participation in an All-Star program, a team member should have played a minimum of one-half of the Standard Primary program games.)

(c) It must be self-supporting and not use general Region funds.

(d) It shall not involve Jamboree, U-6 or U-8 divisions.

(e) AYSO principles, Everyone Plays (one-half of every game), 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 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 even 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 AYSO Code of Conduct - Policy Against Discrimination, Harassment, Abuse or Violence

Diversity, Equity and Inclusion
AYSO commits fully to its founders' legacy of diversity, equity and inclusion. Providing fun and enriching soccer programs is what we do. We welcome everyone regardless of race, ethnicity, national origin, religion, gender, gender identity, sexual orientation, social-economic position, ability or disability. Differences are respected and embraced. AYSO is proud to be at the heart of communities where all feel that they belong.

Diversity encompasses the variety of experiences, influenced by culture and circumstance, which affect each person's thoughts, ideas, values and views of the world. AYSO embraces diversity and offers Open Registration to all age-eligible players -- anyone who wants to play soccer is welcome to register where it is convenient and most supportive for the family. Adults are invited to join the community of volunteers who make AYSO soccer programs run – administrators, coaches, referees and a myriad of other positions. AYSO believes in and values diverse representation at all levels of our organization. Positive Coaching affirms these efforts through encouragement in a safe learning environment where all players can try, falter, learn and succeed without prejudice or bias. Good Sportsmanship encourages respect for differences and the enrichment they contribute to the AYSO team and family experience.

Equity aims to ensure that access, opportunity and needed resources are available for all eligible players and volunteers to participate in a fair, fun and safe environment. Balanced Teams provides for each player to have a positive experience by playing with a wide variety of teammates of different skill levels while socializing with diverse groups. Player Development defines the desire for every individual to enjoy playing and growing in soccer as differences are respected and embraced. AYSO strives to develop the whole player by focusing on skill-building on and off the field -- instilling confidence, understanding, resilience, problem solving, self-care and how to win and lose graciously. AYSO programs provide the opportunity for any adult willing to undergo a background check and complete necessary training to participate as a volunteer – there is always a way to contribute.

Inclusion creates an AYSO environment in which every individual player, volunteer, caregiver and family member feels welcomed, valued, respected, supported and has a sense of belonging because AYSO values empathy and understanding of differences. Everyone Plays® ensures that each player participates as a team member on the field and has the opportunity to learn while having fun playing soccer. AYSO promotes an inclusive environment to make everyone feel accepted and seen as part of the larger AYSO organization both locally and globally. As a child development organization that provides soccer programs, inclusion applies to AYSO volunteers, too, where the sense of community is built by creating pathways to friendships among players, families and volunteers alike.

AYSO has a well-deserved reputation for quality youth soccer which is played in a safe, fair, fun, positive family environment as established by the expectations of AYSO in its governing documents and educational programs.

Consistent with Child Protection laws and the SafeSport Act, AYSO prohibits all forms of child abuse, including emotional, physical, sexual, ethical abuse and neglect. As a mandated reporter, AYSO requires good faith reporting of suspected child abuse to local law enforcement agencies and the Safe Haven Department at the AYSO Office.

This Code of Conduct Policy supports AYSO's Vision, Mission and Philosophies by providing guidelines for AYSO entities to report, track and respond to inappropriate behavior for any incident that detracts from AYSO's stated beliefs and reputation, including but not limited to, any type of discrimination, harassment, abuse or violence. This Policy will cover incidents before, during and after an AYSO activity. Incidents that involve players or substitutes during a match are typically handled by the referee subject to further action pursuant to Region, Area, or Section procedures. All other incidents will be subject to this Policy.

Retaliation against persons who report discrimination, harassment, abuse, or violence, or who cooperate in any related investigation, is not acceptable. Reports of discrimination, harassment, abuse or violence, as well as any related investigation, will be kept as confidential as possible, consistent with the need to investigate any such report and comply with AYSO's policies, procedures and applicable laws.

Harassment and Discrimination

AYSO is committed to providing an environment that is free of discrimination and harassment of any kind. Therefore AYSO maintains a strict policy of prohibiting all forms of unlawful discrimination and harassment including sexual harassment and harassment based upon sex (including pregnancy, childbirth, breastfeeding or related medical conditions), race, religion (including religious dress and grooming practices), color, gender (including gender identity and gender expression), national origin or ancestry, physical or mental disability, medical condition, genetic information, marital status, registered domestic partner status, age, sexual orientation, military or veteran status or any other basis protected by federal, state, and local law or ordinance or regulation. This policy applies to all persons considered to be members of AYSO in accordance with AYSO policies, procedures and guidelines and prohibits discrimination against or harassment of all members at any AYSO activity by any person, including spectators, vendors and visitors. This policy prohibits unlawful harassment in any form, including verbal, physical, visual, retaliation or threats or demands.

A player, volunteer or other person who believes they have experienced discrimination or harassment by any other person while at an AYSO activity should report the incident to the Regional Commissioner (RC), Child and Volunteer Protection Advocate (CVPA) or other AYSO board member designated by the RC to receive such complaints. The RC, CVPA, or other appointed AYSO board member will take reasonable care to ensure that all such claimed incidents are investigated and that any corrective or disciplinary action deemed warranted as a result of that investigation is imposed. The AYSO Safe Haven Department will work with the RC, CVPA, or other appointed AYSO board member as those persons work to investigate and resolve the issues raised by such incidents. RCs should immediately communicate any corrective or disciplinary action arising from such incidents to their Area Director. To the extent that any incidents occur at an Area or Section activity, then the Area or Section Directors will have such incidents investigated and resolved as set forth in this paragraph.

When an AYSO Region, Area or Section receives allegations of misconduct, it will undertake a fair, timely, thorough and objective investigation of the allegations. AYSO Regions, Areas and Sections are directed to reach reasonable conclusions about allegations of misconduct based on information obtained during any such investigation.

AYSO volunteers investigating allegations of misconduct will make a good faith attempt to maintain confidentiality to the extent possible. However, AYSO volunteers investigating allegations of misconduct cannot promise complete confidentiality. The obligation of AYSO volunteers to investigate and take corrective action may require the disclosure of information to individuals during the course of said investigation.

If they AYSO Region, Area or Section determines that harassment, discrimination, retaliation or other prohibited conduct has occurred, AYSO Regions, Areas and Sections are directed to take appropriate and effective corrective and remedial action in accordance with the information revealed by the investigation at issue. AYSO Regions, Area and Sections are also directed to take appropriate action to deter future misconduct.

Any AYSO member determined by any AYSO Region, Area or Section to be responsible for harassment, discrimination, retaliation or other prohibited conduct will be subject to appropriate disciplinary action. AYSO members should also know that if they engage in unlawful harassment, discrimination, retaliation or other prohibited conduct, they can be held personally liable for such misconduct.

Harassment
AYSO prohibits all conduct that is considered to constitute harassment including but 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 from the organization.

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 an activity which is 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 harassment.

A player, volunteer or other person who believes they have experienced harassment by any other person while at an AYSO activity should follow the reporting procedures described in 2.12.a above.

AYSO prohibits the unjust of prejudicial treatment of people on the grounds of race, ethnicity, national origin, religion, gender, gender identity, sexual orientation, social-economic position, ability or disability. AYSO seeks to protect its members from all types of discrimination.

Volunteer Abuse, or Violence
An AYSO Region, Area or Section may take action toward individuals involved with AYSO who do not adhere to the behavioral standards described in this policy. All persons, adult and youth, may face disciplinary action for various offensive conduct, which conduct can generally be classified as minor, significant, major or extreme. Disciplinary actions that may be taken against such individuals set forth below in statement 7.4.

(a)Abuse

Abuse is described in AYSO Safe Haven Training and may include a verbal statement or physical act not resulting in bodily contact which implies or threatens physical harm to an individual or the individual's property. Abuse includes, but is not limited to the following acts directed at an individual: using foul or abusive language that implies or threatens physical harm to the individual targeted by that language; spilling any beverage on an individual's personal property; spitting at (but not on) another individual.

(b) Violence
An intentional act of physical violence directed at or upon an individual, for purposes of this Policy, includes an act intended to cause the individual targeted to be fearful of injury to himself or herself, to a member of his or her family or to said individual's property or the property of said individual's family members. Unintended consequences of the act are irrelevant.

Acts of violence also include, but are not limited to, the following acts committed upon an individual: hitting, kicking, tripping, punching, choking, spitting on, grabbing or bodily running into an individual; head butting; the act of kicking or throwing any object at an individual that could inflict injury; damaging the individual's clothing or personal property, e.g., car, equipment, etc. Acts of violence also include what is considered to be any type of criminal assault or battery by law enforcement authorities with jurisdiction over the location of the incident.

Acts of Violence May Result in Immediate Suspension
For acts of violence where physical contact was made, the police should be summoned and reports/charges filed. From an organization standpoint, automatic suspension of the offending member is desirable. A timely due process review shall be conducted in accordance with existing AYSO guidelines and policies, and sanctions should be imposed if warranted.

Method of Communicating Behavioral Issues
Misconduct by individuals may be communicated by players, volunteers, parents, and/or spectators to a board member of the AYSO Section, Area, Region sponsoring the activity, or to any other person believed to be an AYSO official. Referees and/or board or staff members shall complete and submit reports to their supervisory volunteer and any Incident Report prepared should be sent to the AYSO Office.

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 a medical clearance if a player had a concussion or exhibited any signs or symptoms of 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 the age of majority, 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.

2.16 Excluded Activities

As insurance carriers move to exclude activities from coverage plans as a result of rising costs for claims from injuries related to these activities, AYSO must also move to exclude these activities as the only means for protecting the organization.

Regions are advised that the following activities are excluded from AYSO's insurance coverage and must not be included as AYSO sponsored activities:

- Inflatable amusement devices which participants can climb or play on.

- Fireworks or the sale of fireworks.
- Amusement or carnival rides.
- Tractor pulls or hay rides.
- Rock climbing walls.
- Bungee jumping or bungee type rides.
- Trampolines.
- Other potentially high risk, non-soccer related activities.

Additionally, AYSO insurance does not cover adults, including registered volunteers, playing in a game of soccer. This exclusion includes coach versus referee goodwill games, parent scrimmages and especially parent versus player scrimmages. Because of the risk of serious injury, under no circumstances should adults engage in scrimmages or games against minors. Adults registered in the AYSO Adult Soccer program will be covered by the Adult Soccer program insurance for official AYSO Adult Soccer activities.

2.17 Playing Up or Down an Age Division

AYSO's National Rules and Regulations define AYSO's Standard Age Divisions, consistent with US Soccer's Player Development Initiatives, AYSO's Age-Appropriate Coaching methodologies, and in the best interest of the player. From time to time, Regions may receive requests from parents for their child to be placed in an age division other than his/her standard division. These requests for an exception should be handled on a case-by-case basis annually and considered in the context of what is in the best interest of both the specific child as well as those children affected by the exception.

Requests to "play up" in the next older age division may be considered if doing so would be of genuine benefit to the child socially, developmentally, as well as athletically and as long as:

1. The Region secures formal written acknowledgement that this is what the parents want for their child and confirming that they believe their child is developmentally ready for that age division. Parents should acknowledge that this exception does not guarantee that future exceptions will be granted.

2. The Region determines that the child is developmentally able to safely play and compete in the next division. Children restricted by age from heading the ball should not be allowed to play up in a division where heading the ball is allowed.

Similarly, requests for an exception to "play down" an age division may be considered if doing so would be of genuine benefit to the child socially, developmentally, as well as athletically and as long as:

1. The Region secures a formal written request for an exception, expressing the need to play down and the need is determined to be truly warranted based on the developmental readiness of the child as opposed to a preference to be with classmates, friends or siblings.

2. The Region determines that the child does not pose any greater safety risk to the children in the younger age division.

3. The Region secures confirmation from the child's parents that the child may not be eligible to play with his/her team in competitions outside of the Region.

4. Full disclosure to all division coaches of the fact that a player has been approved to play down is required, but the reason for the approval is not subject to the disclosure to the coaches.

2.18 AYSO Firearms Policy

In furtherance of its Safe Haven and Kids Zone policies, it is the policy of AYSO to prohibit, to the maximum extent allowed by all applicable laws, the open or concealed carrying of firearms in the vicinity of playing fields during practices or games, as well as at any other AYSO sanctioned events. In jurisdictions where open and/or concealed carrying of firearms is legally allowed, AYSO strongly discourages the carrying of such firearms in the vicinity of any AYSO practices, games, or events.

Article Three: Rules Relating to Regions, Areas and Sections

3.1 AYSO Volunteer Reimbursement Policy

Volunteer expenses are funded by player fees and sponsor contributions. Please be prudent.

(a) Purpose

(i) To provide American Youth Soccer Organization (AYSO) volunteers with policy and procedural guidelines and limitations regarding business, travel and entertainment expense reporting and reimbursement, consistent with AYSO business practices, ethics policy and IRS guidelines.

(ii) To provide volunteer management with the policy information necessary to properly review and approve volunteer business expenses as well as travel and entertainment expenses.

(b) General Policy Provisions

(i) Volunteers are expected to adhere to these guidelines and exercise good overall judgment with respect to all expenditures.

(ii) Volunteers are encouraged to make travel arrangements through the most economical means possible.

(iii) If traveling to an AYSO-sponsored meeting (EXPO, Board Meeting, etc.), lodging arrangements should be made through the conference registration system or the Events Department. If traveling outside of an AYSO event, volunteers may make their own hotel reservations at a reasonably priced (mid-priced) accommodation (*see Schedule of Limits for Maximum amount allowed) given the location, although using the AYSO travel provider is recommended if cost savings are likely.

(iv) AYSO reserves the right to refuse reimbursement payment to volunteers, recover money previously reimbursed to volunteers, or recover money paid on behalf of volunteers for expense reports that are not in compliance with company policies and procedures.

(v) If volunteers are traveling and expect to incur expenses that are not addressed within this policy, or require deviations from this policy, it is the volunteer's responsibility to obtain prior written approval for these exceptions from the National President or his/her designee.

(vi) No one is allowed to approve their own travel or expenses.

(c) Accessibility

These policies and procedures are available to all volunteers posted on the website.

(d) Compliance Monitoring and Reporting

(i) The Finance Department will monitor compliance with the policies and procedures and will periodically provide exception reporting to the Executive Director or his/her designee.

(ii) Specific areas that will be monitored will include:

a. Air, lodging, and rental car reservations that are outside of policy guidelines.
b. Expenditures that are above stated policy dollar limits.
c. Expense reports that have been submitted but not approved.

(e) Entertainment

(i) Entertainment expenses are reimbursable when a business discussion includes or occurs during the expenditure. The person entertained must be an actual or potential business partner.

(ii) A receipt must accompany all entertainment expenses.

(iii) Entertainment expenses should not be extravagant or go beyond the bounds of good taste.

(iv) An explanation of the business purpose of the expenditure, as well as the company name and the names of all individuals present must be on the receipt and must be reported on the Expense Report.

(v) The use of alcohol is not to be encouraged or sponsored by AYSO in entertaining its employees, representatives, customers or vendors.

(f) Expense Reporting

(i) Expense Reimbursement Request Submission and Settlement

a. An AYSO Expense Reimbursement Request through The AYSO expense reimbursement system must be submitted within 60 days of the date the expense was incurred. All expense reimbursement requests received by the finance department more than 60 days after any business expense or travel event MAY BE REJECTED AND THIS EXPENSE WILL BECOME THE RESPONSIBILITY OF THE VOLUNTEER.

b. The request must be generated by the requesting party and all appropriate receipts must be attached. Lack of proper receipts and approval(s) may result in denial of reimbursement.

(ii) For National Office Budget items:

a. All Volunteer expenses with the exception of Section Directors, Commission Members (not needed) and National Board of Directors (NBOD) will have their reimbursement approved by the Section Director and then the National Executive Director or his/her designee.

b. Section Directors, Commission Members and NBOD members will have their expenses approved by the Deputy Executive Director and or the National Executive Director. (We may or may not have a DED anymore.)

c. The National President's expenses will be approved by the National Treasurer.

d. For any individual who incurs a charge related to another department's budget, the appropriate Manager or Director will need to approve as well.

(iii) For Section/Area/Region Discretionary Budget:

Volunteer Reimbursement Approval (Not Reimbursed out of the National Budget)			
Volunteers	Required Authorizations		
Regional Volunteers	Regional Commissioner	AND	Regional Treasurer
Area Staff	Area Director		Area Treasurer
Section Staff	Section Director		Section Treasurer
Regional Commissioner	Area Director		Regional Treasurer
Area Director	Section Director		Area Treasurer
Section Director	Section Liaison or National President		Section Treasurer
Instructors	Event Host		Event Host Treasurer

(iv) Documentation

a. "Documentation" is a receipt, or other form of evidence, which can be used to substantiate an expense and trace it to its source.

b. Regardless of the amount or form of payment, receipts are required for all expenditures, or reimbursement may be denied.

(g) Travel

(i) Air transportation:
Unless otherwise authorized, all travelers must follow the following guidelines:

a. Reservations and Ticketing

i. Volunteers are required to make airline reservations at least 21 days in advance of departure whenever possible to take advantage of discounted fares.

ii. There are two choices available to volunteers who must travel for the organization with the objective of obtaining the lowest cost option:

a. Travelers may build an itinerary online using the AYSO online booking tool and submit it for approval before the reservation is purchased

b. Or purchase airfare and submit a reimbursement request.

b. Airfares

i. Volunteers will be reimbursed for the price of “Coach” or "Economy" airfare only.

ii. Unless otherwise authorized, all travelers MUST use the lowest available Coach/Economy fares available within a 2-hour travel window, with the following stipulations:

iii. Travelers will be required to use connecting service if the roundtrip airfare results in $250 or more in savings over non-stop service, and the layover or additional duration of the trip is less than 2 hours.

iv. Specific airlines or flights will be honored only if they provide the lowest available fare.

v. Travelers may NOT refuse the lowest fares, or the use of preferred carriers for the purposes of:

a. Accruing frequent flier mileage
b. Obtaining upgrades to higher classes of service.
c. Obtaining preferred seating arrangements

(h) Hotel Expenses

(i) For National Meetings, all subsidized hotel reservations must be arranged through the eAYSO conference registration system or the Events Department. Room, tax and internet services are the only expenses that may be charged to the National "Master" account. The only person who may authorize direct charges to the National "Master" account is the National Executive Director or Designee approved by the National Executive Director.

(ii) Outside National Meetings, Travelers are expected to exercise good judgment when making hotel selections and request properties that are mid-priced or those that provide the best value to AYSO. Rooms may be booked directly.

(iii) Staying at a particular property at a higher rate or one that will require the additional cost of a car rental so that the traveler can accrue or utilize frequent traveler points is strictly prohibited.

(iv) Volunteers should always request the lowest applicable rate upon check-in.

(i) Hotel Expenses Reimbursement

(i) A hotel folio must be submitted with the volunteer's expense report, along with proof of payment.

(ii) Expenses that are charged to a hotel folio must be itemized on the volunteer's expense report.

(iii) Volunteers are required to pay for their hotel folio upon checkout, and submit an expense form for reimbursement.

(j) Reservations

(i) If reservations need to be cancelled and reservations have been made through the Events Department, contact them immediately so they may contact the hotel on your behalf to avoid "no show" charges. The hotel cancellation policy, which appears on each itinerary, should be reviewed and adhered to.

(ii) Please be aware that if reservations are made outside of the Events Department and are not properly cancelled, any associated fees/charges will be the responsibility of the traveler and will not be reimbursed.

(iii) If a traveler chooses to stay with friends or relatives, gifts (including monetary) given in lieu of hotel charges are not reimbursable.

(k) Hotel Room Rate Limitation

(i) The lowest rate available at time of booking will be reserved based on guidelines detailed under "General Policy" above. Any upgrade of room type or additional hotel room expense, other than that authorized by the policy, must be approved as an exception or paid for by the traveler.

(ii) Refer to the "Schedule of Limits" for maximum reimbursement amounts for hotel.

(l) Meals

(i) When meals include one or more AYSO member it is classified as a business meal. Business meals are defined as meals that can include customers, vendor, volunteers and employees where a specific business discussion has taken place.

(ii) An explanation of the business purpose of the expenditure, as well as the company name and the names of all individuals present must be on the receipt and must be reported on the Expense Report.

(iii) Personal meals are defined as meal expenses incurred while traveling on approved business trips. Meal reimbursements will commence from the time them volunteer leaves home until their return.

a. AYSO does not reimburse for mini-bar purchases.
b. Receipts are required to document meal reimbursement.
c. Any exception or deviation from these guidelines must be approved by the Deputy Executive Director or the National Executive Director.
d. Refer to the "Schedule of Limits" for maximum reimbursement amounts for meals.

(m) Gratuities

Reasonable skycap, bellman, doorman, maid, and taxi gratuities are permitted (generally, 18% to 20% for food and beverage and ground transportation) and are acceptable without an original receipt.

(n) Ground Transportation

(i) The least expensive, practical ground transportation alternative should be used (e.g. shuttle, taxi, ridesharing service, personal car or rental car). In some cases the lower cost driving option may be to rent a vehicle rather than use a personal car.

(ii) Parking fees and tolls, if rental or personal car travel is the least cost practical transportation will be reimbursed. Prior approval is required for use of a personal automobile for a trip of over four (4) hours driving time. Prior approval requests should include documentation of the cost of advance purchased airfare. For those events, the volunteer will be reimbursed at the lesser of the current IRS standard mileage rate and the documented advance purchased airfare.

(iii) Incidental transportation at destination will be reimbursed.

(iv) Use of a personal automobile will be reimbursed at the current rate outlined in the "Schedule of Limits."

(o) Parking

When the length of your trip is such that a roundtrip ridesharing (Uber, Lyft, etc.) or Taxi fare is less than long-term parking, we recommend that this option be exercised.

(p) Telephone and Internet

The AYSO National Budget is not to be used for telephone and/or internet service or equipment including cell phones and hot spots. Requests for exceptions may be directed to the National Executive Director. See Schedule of Limits for maximum reimbursable expense.

(q) Awards, Trophies and Gifts

(i) Awards, Trophies and Gift expenditures are permissible from discretionary funds but are not authorized expenditures from the National Budget.

(ii) All recognition and gift items including but not limited to: trophies, plaques, shirts, sweatshirts, backpacks and the like should be limited to a maximum outlined in the Schedule of Limits.

(iii) Gift cards as used in volunteer recognition is strongly discouraged. If you so choose to purchase cards, they may be issued in no more than the maximum outlined in the Schedule of Limits, and must be applied per the following protocol.

(iv) The following must be documented:

(a) Name of person receiving gift card
(b) Purpose (i.e.: referee party)
(c) Amount of the gift card
(d) Date distributed

(r) Printing, Postage and Other Communication

Submit receipts. These are recognized as necessary operating expenses.

(s) Computer Equipment And Software

(i) Computer equipment and software expenditures are permissible from discretionary funds but are not authorized expenditures from the National Budget. Computer equipment includes, but not limited to, laptops, tablets, printers and scanners.

(ii) In some instances, to simplify acquisition, a volunteer may 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. Please see the Schedule of Limits for maximum reimbursable values.

(iii) These items shall be tracked using the following information:

a. Name of person in possession
b. Item description
c. Serial number
d. Date Issued

(t) Non-Reimbursable Expenses

(i) Non-reimbursable expenses include, but are not limited to, the following:

a. Attendance of family of the participants at any meeting or program.

b. Fees in connection with Region program operation or Region training events, including coach, referee or management are not reimbursable from the National Budget.

c. Attendance of participants at Region meeting.

d. Undocumented, unexplained, or unidentified expenses.

e. Laundry or dry cleaning (Exception: While on approved company business for a duration of five days or more, and then limited to regular hotel laundry/valet charges)

f. Traffic violations

g. Personal reading material

h. Barber or hairdresser

i. Shoeshine expenses

j. Personal telephone use or postage (see "Telephone" section for additional details)

k. Theft or loss of personal or company funds

l. Baby-sitting expenses

m. Kennel expenses

n. Health club expenses

o. Clothing, toiletries, or personal articles

p. Medications (unless immunizations are required for travel)

q. In-room movie expenses or airplane headphones

r. Mini-bar expenses

3.12 AYSO National Player Fee Refund Policy

A. AYSO National Player Fee (NPF): AYSO receives a NPF for each player who registers in a membership year. These fees fund the operation of the AYSO Office to support AYSO programs across the country. The NPF is a non-refundable fee that:

- That applies to an entire membership year (June 1 through June 30 of each year).
- Is applicable to any AYSO Regional Program that occurs during a membership year.
- Will not be charged more than once if a player signs up for more than one program during the same membership year.

B. Special Circumstances that warrant a refund of the NPF to the Section, Area, or Region: Even though the NPF is non-refundable, there may be extenuating circumstances in which a Section, Area, or Region may request a refund of these fees on behalf of member families. These would include:

- A duplicate payment or payment collected on a test membership account.
- The player registers and pays a membership fee, but before beginning participation in a local program moves to a neighborhood where the is no AYSO program.
- When there is no division or program in which the player can participate, or the program is unable to operate at any time during the AYSO membership year.
- The participant dies or experiences an injury that prevents any level of participation in the program.

C. Extreme Circumstances: In the event of a pandemic, such as COVID-19, or other widespread occurrence that impacts the financial viability of AYSO, the ability to issue refunds may not be

financially feasible. In those instances, a Memorandum of Understanding (MOU) may be executed for the purpose of repaying those membership fees over time.

D. Clarifications:

1. All refunds to particpants will be the responsibility of the program in accordance with their Refund Policy as defined by the Standard Regional Guidelines. A program may decide to provide a refund of the AYSO NPF but, any reimbursement to the program of the NPF is subject to the criteria listed above.

2. These are all contigent upon AYSO's financial ability to issue a refund of the NPF.

3. No requests will be granted after any level of participation in any AYSO program during a membership year.

4. Requests for refunds will be processed no more than once per month to the Section, Area, or Region.

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 Region, Area and Section Officials

The Executive Member (Regional Commissioner, Area Director or Section Director) and the Treasurer of the Region, Area or Section may not be members of the same immediate family or the same household nor may more than one signatory on the bank account be from the same family or household, without the prior written consent of the National Board of Directors.

Personal credit histories may be considered when determining eligibility to hold positions with fiduciary responsibilities. Personal bankruptcies, levies or garnishments may disqualify a candidate for these positions or as an account signatory.

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 Registration of Players and Volunteers; Filing of Player and Volunteer Registration Forms; Use of eAYSO as Exclusive Registration System; eSignature Requirement

Players and volunteers must register with the AYSO Office (AYSO) in the manner defined by AYSO and it is the responsibility of each Region, Area, Section, United Program, and Affiliate (AYSO Entity) to comply fully with this requirement at their cost. In order to conduct business, AYSO requires timley registration and payment for all players and volunteers. No player or volunteer can receive benefits from AYSO unless they are properly registered for the current membership year as required by AYSO.

To register with AYSO Players and Volunteers are required to exchange information with the AYSO Office. This information includes but is not limited to information about the Players, Guardians, Volutneers, Participant Consent, Waivers, Signatures, and Submitting to Backgound Checks. Payment of all National Membership and Participation fees is also required at time of registration. Registration will take place in the manner that AYSO sets forth and publishes.

In 2017 AYSO established an electronic platform (AYSO Platform) to receive these required registrations and payments. All AYSO Registrations are now required to be done electronically using a method which AYSO has certified and approved. AYSO's National Executive Director and AYSO's National Board President are responsible to certify methods for registering and will recommend updates to the National Board of Directors for approval. AYSO can charge AYSO Regions, Areas, Sections, United Programs, and Affilates for costs incurred by the AYSO Office for the use of any certified methods. Certified registration with the AYSO Platform is the only way to be officially registered with AYSO and received membership benefits. For consideration to become an officially registered platform, please email ned@ayso.org.

Currently approved AYSO Certified Registering Methods are:

1. Use of Stack Sports and use of their Mobile First Platform which is integrated into the AYSO Platform (AYSO Partnered League Management and Registration System) – Certified and Approved

2. Use of inLeague League Management and Registration System – Certified and Approved

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 of 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 Policies and Protocols

6.1 Adoption of Standard Regional Policies and Protocols

If a Region does not have in force Regional Policies and Protocols approved by the Area Director and the Section Director and the National Board of Directors or its delegate and on file in the National Office, the Standard Regional Policies and Protocols shall apply. Regions are strongly encouraged to adopt Regional Policies and Protocols substantially in the form of the Standard Regional Policies and Protocols with Addenda A and B.

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.

7.4 AYSO Recommended Sanctions for Various Offenses

The following chart provides guidance and recommendations that Regions, Areas, and Sections may use as a basis for determining what they believe to be appropriate sanctions for violation of this policy. Due process review must be conducted in accordance with existing AYSO guidelines and policies before issuing any sanctions in accordance with this policy, including the actions described in the chart below. In addition to the use of the material detailing the expected behavior, all non-player program participants should be made aware of the potential consequences for their actions.

GRADUATED SCALE OF ACTIONS AND SANCTIONS		
Category	Description – Non-Player Behavior	Action by Region, Area, Section
Minor	Minor offenses include but are not limited to: • Persistent dissent • Failing to adhere to the positive coaching philosophy • Failing to adhere to the AYSO philosophies	• A non-player committing a minor offense should be placed on probation for the remainder of the season (Fall, Winter, Spring or Summer) up to one calendar year. • A second minor offense while on probation may result in suspension for a period determined by the appropriate Executive Member. The CVPA will notify the National Risk Management Coordinator (NRMC) of the suspension. • A third offense while on probation or suspension may result in barring the person from attending all AYSO events for a period defined by the appropriate Executive Member.

Significant	Significant offenses include but are not limited to: • Use of profane, offensive, insulting or abusive language or gestures • Any situation during a game for which play is stopped to deal with misconduct by a non-player. • Persistent minor offenses	• A non-player committing a significant offense may be suspended for a period determined by the appropriate level of Executive Member, for duration from a single game to one calendar year. All suspensions are reported to the NRMC by the CVPA. • A second offense while under suspension, the non-player may be barred from attending AYSO events for a period defined by the appropriate Executive Member.
Major	Major offenses include but are not limited to: • Any situation during a game where a non-player is asked to leave the game by a referee, coach, board member, or other AYSO Official • Persistent significant offenses	• A non-player committing a major offense may be suspended for a period determined by the appropriate level of Executive Member or barred from attending any AYSO event depending upon personal history. All major offenses are reported to the NRMC by the CVPA. • A second offense while under a suspension, the non-player may be barred from attending AYSO events for a period of time determined by the appropriate Executive Member.
Extreme	Extreme offenses include but are not limited to: • Any situation resulting in a game abandoned or terminated by a referee, board member, or other AYSO Official due to non-player misconduct.	• A non-player committing an extreme offense may be barred from any AYSO event for a period of time determined by the appropriate Executive Member.

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.

8.3 Nomination Commission for the American Youth Soccer Organization

Vision Statement
American Youth Soccer Organization (AYSO) will, by the eliciting of applications for election as a Director or President from persons who are highly qualified to serve in the position, strengthen the organization and enhance its ability to develop and deliver premier youth soccer programs which promote a fun, family environment based on AYSO's Six Philosophies, and enrich children's lives.

Mission Statement
It shall be the mission of AYSO to elicit applications from persons who possess exemplary attributes, which may include substantial skills, education, training and experience, that makes them highly qualified for the position of Director or President, and to encourage such persons to prepare an application for the position and submit it to the National Secretary as provided in AYSO Bylaw 4.04(a).

Procedures
The establishment of the Nominating Commission

(a) The President, with concurrence of the National Board of Directors (NBOD), shall appoint as non-voting Chair of the AYSO Nominating Commission (NC or Commission) by July of each year, a member of the NBOD whose term of office as a Director will not expire at AYSO's immediately subsequent national annual general meeting (NAGM).

(b) The appointment as Chair of the NC shall be for one year to expire the following June 1.

(c) Whoever is selected as Chair of the NC cannot be a candidate for President at the NAGM which follows his/her appointment as Chair.

(d) The appointed Chair of the NC, with concurrence of the President, shall make recommendations to the NBOD for seven voting members of the Commission with the goal of obtaining NBOD approval by August 31.

(e) Consideration may be given to select the seven voting members of the NC so that:

1) They may include the following experiences:
   i. One person who currently is a Regional Commissioner.
   ii. One person who currently is an Area Director.
   iii. One person who currently is a Section Director.
   iv. One at-large representative who currently is not an AYSO executive member (EM).
   v. Three other persons.

2) They may include gender diversity and geographic diversity:
   i. Of the seven voting members of the NC, at least two shall be women, and at least two shall be men; and
   ii. No two voting members of the NC shall be current residents of the same AYSO Section.

(f) Each person selected as a voting member of the NC:

1) At the time of selection must be a validly registered AYSO volunteer whose term of office has not expired; and

2) Shall not be a candidate for the NBOD or President at the next NAGM.

(g) Each voting member of the NC shall be appointed for two years.

Criteria for Selection as Candidate for NBOD or President

(a) AYSO is significantly benefitted by having elections during each NAGM in which there are multiple candidates for the position of Director or President who possess exemplary attributes, which may include substantial skills, education, training and experience, that make them highly qualified to accept the enormous responsibilities of the position and capable of successfully fulfilling those responsibilities.

(b) The exemplary attributes which cause a person to be a highly qualified candidate for the NBOD or President should be evidenced in the background of a candidate and, in any event, may include a record of success in leadership positions.

Application Process for Candidates

(a) The Application Form which shall be utilized by any person who wishes to be considered as a candidate for the NBOD or President, and procedural information regarding elections for the NBOD or President positions, shall be established by the NBOD.

(b) The Application Form and procedural information established by the NBOD shall be made available as directed by the NBOD from the National Office or downloaded from the website – www.ayso.org.

(c) Any person may submit to the National Secretary by timely delivery to the National Office, a completed Application Form for the NBOD. Each year the National Office shall publish the deadline for submitting a completed Application. While there is no guarantee the same will happen in future years, the deadline for submitting a completed Application generally has been in early January.

Following receipt of completed Applications, the National Office, in the manner directed by the NBOD, shall provide them to the Chair of the NC for subsequent consideration by the Commission.

Encouragement of Applications

(a) The Nominating Commission shall not participate in any politics or partisan activities, and members of the NC must perform their responsibilities with fairness and objectivity.

(b) It is in the best interests of AYSO for an effort to be made by a Nominating Commission to encourage persons who possess exemplary attributes, which may include substantial skills, education, training, and experience, that make them highly qualified for the position of Director or President, to submit an application for participation as a candidate in an election.

(c) The NC shall be pro-active in searching AYSO resources, including hard copy and electronic records stored and maintained by the National Office, in order to attempt to identify persons who possess exemplary attributes that make them highly qualified for the position of Director or President.

(d) The NC shall be pro-active in encouraging the highly qualified persons who have been identified during the Commission's search of AYSO resources, to submit to the National Secretary an application for participation as a candidate in an election.

Selection Process for NBOD Candidates

(a) Within a reasonable period of time after expiration of the published deadline for submission of applications for the election at the subsequent NAGM:

1) The NC shall thoroughly examine all of the applications for the NBOD election, and ultimately determine as to each applicant whether or not, in the best judgment of the commission members, the applicant possesses exemplary attributes, which may include substantial skills, education, training and experience, that make him/her highly qualified for the position of Director.

2) The NC shall thoroughly examine all of the applications for the President election, and ultimately determine as to each applicant whether or not, in the best judgment of the commission members, the applicant possesses exemplary attributes that make him/her highly qualified for the position of President.

(b) After formulating the determinations discussed in paragraphs 1) and 2) which immediately precede this paragraph, the NC shall as soon as practical provide a written report to the NBOD which summarizes the determinations and identifies each applicant who, in the best judgment of the Commission members, is highly qualified for the position of Director, or for the position of President, as the case may be.

Bylaw 4.0.4(a)
In any event, the NC shall make its report to the NBOD at least 120 days prior to the date of the annual meeting of executive members at which Directors and President are to be elected. The National Secretary shall forward to each EM, via means of a communication permitted by Bylaw 9.14, a list of candidates nominated by office.

8.4 Operation of Advisory Councils

A. Purpose:
Discipline specific councils are advisory in nature and exist to provide subject matter expertise to the programs, education, and business actions of AYSO. The work of advisory councils includes recommending actions that the National Board of Directors (NBOD) may want to implement to improve the delivery of programs and services to AYSO members.

B. Organization:
Volunteer Members of an advisory council will typically be representatives from each AYSO Section, but in certain cases, may not be. Each council will have a Chair, a National Board of Director as the liaison to the Board (NBODL), and an AYSO office staff member, at a minimum. Each Section Director (SD) will appoint a council member, who will typically be that Section's discipline specific administrator for that council's specific discipline. Additional members from each Section who have subject matter expertise (SME) may be included as recommeneded by the SD.

C. Council Members' Duties

1. Council Chair – Oversees the council, schedules meetings, creates agendas, designates areas of responsibility, assigns task due dates, maintains minutes of meetings, and works with the NBODL and assigned AYSO staff. The Council Chair is a voting member of the council.

2. Council Members – Create, update, and modify content of the council's discipline specific programs in alignment with the current soccer standards as directed by the Council Chair. Council Members should keep their respective Section Directors apprised of council activities. Council Members are voting members of the council.

3. NBODL – Ensure that the efforts of the council align with the goals and objectives of AYSO. The NBODL will provide regular updates (quarterly at a minimum) to the NBOD and Section Directors regarding council progress on any related issues. The NBODL will present items on behalf of the council that require a vote of the NBOD. The NBODL is not a voting member of the council.

4. AYSO Staff – Assist as a SME where appropriate, and assist with facilitating the branding, online content creation, and publishing of material created by the council. The AYSO Staff member is not a voting member of the council.

5. Subject Matter Experts (SME) – Persons who are recruited and appointed by the Chair, who are not Section appointed Council Members. These people are non-voting members of the council who can provide specific expertise that otherwise may not be present on the council.

D. Voting:
A Council may, from time to time, need to vote on various issues. The voting members of the council are defined as above. The Council Chair will be selected by a majority vote of council members and is approved by the President of the NBOD (NPRES).

E. Duration of Membership:

1. Voting Members – Membership will be for the duration of their appointment by their SDs.

2. SME – will serve a 1-year term but, may be reappointed by a majority vote of the council members if needed an approved by the NPRES.

3. NBODL – is appointed/re-appointed by the NPRES each y ear after AYSO's National Annual General Meeting ("NAGM"). There is no limitation on the term for this position as it is advisory only.

4. AYSO Staff – is appointed by the Executive Director of AYSO and serves at the pleasure of that person.

F. Additional NBODL Duties: The appointed NBODL will:

1. Work with the Council Chair to create an annual work objectives document for approval by the NBOD within 30 days of the start of each membership year. Any changes or deviations from the approved work plan must be submitted for review and approval by the NBOD.

2. Schedule agenda time with the NPRES to present issues to the NBOD of which the NBODL believes the NBOD and SD should be aware or issues that may require NBOD approval such as:

    - Modifying any AYSO policy;
    - Modifying any AYSO procedures or programs;
    - Modifying any volunteer training;
    - Modifying requirements for any volunteer position; and
    - Approving actions that may have financial impact on the organization.

4. AYSO Standard Regional Policies and Protocols

Article One: Introduction and Purpose

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

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

These Standard Regional Policies & Protocols[1] (P&Ps) have been established as a Governing Document by the National Board of Directors (NBOD) pursuant to the authority granted in Article One, Section 1.03(a)(6) and (11) of the AYSO National Bylaws and in support of AYSO's other Governing Documents (Articles of Incorporation, National Bylaws, National Policy Statements and National Rules & Regulations).[2] They are designed to inform the Regional Leadership (Regional Commissioner and Regional Board Members) about how an AYSO Region must be administered, and to assure a successful and rewarding experience by our AYSO volunteers, players and families.

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

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

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

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

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

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

Article Two: Mission

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

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

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

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

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

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

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

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

Article Three: Corporate Governance

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

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

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

Article Four: Duties and Responsibilities of the Region

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

A. To operate and offer quality youth soccer programs, which promote a safe, fair, fun and positive environment that complies in spirit and letter with the Bylaws, NPS, R&Rs, and Philosophies of the Organization. (See Reference Book, Chapter 6, AYSO Fundamentals.)

B. To nominate a Regional Commissioner (hereinafter "RC") and to nominate and appoint, at a minimum, a Treasurer, Risk Manager/Safety Director, Coach Administrator, Referee Administrator, Registrar and Child And Volunteer Protection Advocate. (See Article Six, Paragraphs E and F.)

C. To register all players, coaches, referees, administrators and other volunteers prior to the commencement of the season and, as applicable, throughout the season, in accordance with the registration procedures of the Organization;

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

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

D. To comply with the Volunteer Protection Act of 1997 by ensuring that all volunteers: are trained and certified; are given a position description, preferably in writing; and know and perform their duties consistent with AYSO's Governing Documents. (See Reference Book, Chapter 9, Safe Haven, for a discussion of the Federal Volunteer Protection Act of 1997 and the requirements for a volunteer to obtain the legal protections it affords, and Chapter 15, for a listing of approved AYSO Position Descriptions.)

E. To assign players and coaches to assure proper balance of teams within each age division within the Region or within a reasonable geographical part thereof; (See Bylaw 1.04(d).)

F. To ensure the financial integrity of the Organization by complying with the obligations established by Bylaw 1.04(l) and (m), including, but not limited to, the timely payment of all National Player Registration Fees in accordance with the registration requirements and procedures of the Organization. (See Article Eight, Financial Banking and Related Matters, of these P&Ps.);

G. To comply with the Soccer Accident Insurance (SAI) plan and to submit insurance claims according to current procedures; (See Bylaw 1.04(o) and www.AYSO.org, Volunteers/Insurance.)

H. To educate and inform its members that AYSO is a mandated reporter in many states and that most states ask that any adult who knows or suspects child abuse or neglect, file a good faith report. (See Reference Book, Chapter 9, Safe Haven Guidelines, Child Abuse and Neglect for a partial listing of various state's child abuse reporting agencies. Please contact the Safe Haven Department of the AYSO National Office with any questions.);

I. To contact the National Office if it believes that events in their community, even those not related to AYSO or youth sports, may create heightened sensitivity with respect to AYSO, its programs or its reputation; and

J. To comply with the requirements set out with NPS 2.5 and all directions provided by the National Office whenever a Region is considering paying for services to be rendered. (See Paying for Services on the AYSO website at www.ayso.org and also Article Six, Paragraph G of these P&Ps.)

(See Bylaw 1.04.)

Article Five: Membership in the Region

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

- EXECUTIVE MEMBERS: Every RC of a Chartered Region is an Executive Member. While RCs of Pilot Regions generally have most of the rights and responsibilities of their peers in Chartered Regions, they are not Executive Members and, therefore, do not have the right to vote, including at the National Annual General Meeting or in connection with the nomination of an Area Director. (See Bylaws 1.05, 1.06, and 7.02.)

- PARTICIPATING MEMBERS: All properly registered and accepted players and volunteers (except for RCs) within the Region are Participating Members.

- HONORARY MEMBERS: An Honorary Member is someone who has rendered outstanding or extraordinary service to the Organization, as recognized by the NBOD.

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

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

Article Six: Management of the Region

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

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

A. Regional Commissioner and Regional Board Member Composition

1. Upon creation of the Region by the NBOD, the RC shall appoint the initial Regional Board to serve until the first scheduled Regional Board meeting, at which time nominations for board positions will take place, subject to appointment by the RC.

2. The Regional Board shall, at a minimum, consist of the RC, the Regional Treasurer, Regional Risk Manager/Safety Director, Regional Coach Administrator, Regional Referee Administrator, Regional Registrar and Regional Child and Volunteer Protection Advocate, all of whom are voting members. With the approval of the Regional Board, one person may serve in more than one position with the exception of the RC who cannot also serve as Regional Treasurer. In any case, where a Regional Board Member serves in more than one voting position, there is only one vote per person, not one vote per position. (See Bylaw 1.04 (n).)

3. The RC, in consultation with the Regional Board, may create such other voting or non-voting Board Members or other staff positions, as deemed desirable. Unless specifically noted to be a non-voting

Board Member, as required pursuant to the Addendum procedures set out within Article Ten of these P&Ps, all Regional Board Members will be deemed to be voting Board Members. The duties and responsibilities of these other positions shall be approved by the RC.

4. All members of the Regional Board understand that they owe a duty of loyalty to AYSO and by accepting appointment to the Regional Board agree to be bound by AYSO's Governing Documents.

5. All voting Regional Board Members must have reached the age of majority (adults), as defined by the State in which they reside, whereas youth volunteers may serve as non-voting Regional Board Members. (See NPS 2.15.)

6. Regional Board Members serve a one year terms, or until the next annual meeting of the Regional Board.

7. Any Regional Board Member, other than the RC, may be suspended, limited in activities or removed, in accordance with the Dispute Resolution procedures approved by the NBOD. (See Article Nine of these P&Ps, Dispute Resolution and Due Process for non-executive members.)

B. Duties and Responsibilities of Mandatory Regional Board Positions

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

1. Regional Commissioner ("RC")

a) The RC, with the support and assistance of the Regional Board, shall have the responsibility and authority to conduct the day-to-day business affairs of the Region; guide the development of its future; and assure its compliance with AYSO's Governing Documents. (See Bylaw 7.03.)

b) The RC's initial term of service shall be as appointed by the NBOD and the RC may serve multiple terms so long as he or she is nominated by the Regional Board and approved by the Area Director and/or Section Director and appointed by the NBOD. It is the responsibility of the RC to ensure that his/her term of appointment does not expire. If the term does expire, all eAYSO access rights previously granted to the RC will be revoked and the RC will no longer have the rights and privileges of an Executive Member including, but not limited to, the right to vote at an NAGM or in connection with the nomination of an Area Director. These limitations will remain in place until such time as the RC's application for reappointment, if any, is approved by the NBOD. (See Bylaw 7.05 and NPS 4.6; see also Policy for Access Rights.

c) The RC, in concert with the Regional Treasurer, shall insure that all fees collected and monies disbursed are done so in a fiscally responsible manner as described in Bylaw 1.04(m). (See Reference Book, Chapter 15, RC Job Description.)

d) The RC, or his or her delegated Member of the Regional Board, shall preside at all Regional Board meetings. (See Reference Book, Chapter 15, RC Job Description)

e) The RC shall maintain close liaison with the Area and Section Directors. (See Bylaw 7.03.)

f) The RC shall act in all ways to avoid even the appearance of a conflict of interest. (See NPS, Article Five "Standards of Conduct and Conflict of Interest".)

g) The RC may be suspended by the Area Director or the Section Director and suspended or removed by the NBOD in accordance with the Bylaws. (See Bylaw 7.03.)

2. Regional Treasurer

The AYSO volunteer position of Regional Treasurer shall have custody of all funds and securities, evidence of indebtedness and other valuable documents, and shall deposit funds and securities in the name and to the credit of the Region in a bank or depository. The Treasurer shall comply with AYSO's

Governing Documents, including but not be limited to the following obligations: the preparation and maintenance of the Region's financial statements and their dissemination to the Region's participants and the National Office, the timely payment of all National Player Registration Fees, the full participation of the Region in the National Accounting Program, including NAP Online, the AYSO Policy on the Reimbursement of Expenses Incurred by the Region's Members, proper bank account maintenance and, AYSO's Player Refund Policy. (See Bylaws 1.04(l) and (m); NPS 3.1, 3.2, 3.9 and 3.10; and the AYSO Treasurer Manual, Accounts Receivable Section.)

3. Regional Risk Manager/Safety Director

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

4. Regional Coach Administrator ("RCA")

The AYSO volunteer position of RCA is responsible for implementing, monitoring and maintaining the AYSO National Coaching Program at all age levels within the Region, including program delivery, volunteer training and certification (including assisting the CVPA with Safe Haven), as well as staff development, communication and coordination. (See Bylaw 1.04(q) and the Reference Book Chapter 6, AYSO Fundamentals (Programs), and Chapter 10, National Coaching Program.)

5. Regional Referee Administrator ("RRA")

The AYSO volunteer position of RRA is responsible for implementing, monitoring and maintaining the AYSO National Referee Program at all age levels within the Region, including the program delivery, volunteer training and certification (including assisting the CVPA with Safe Haven), as well as staff development, communication and coordination. (See Bylaw 1.04(q) and the Reference Book Chapter ~~5~~6, AYSO Fundamentals (Programs), and Chapter 11, National Referee Program.)

6. Regional Registrar

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

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

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

C. Meetings

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

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

D. Voting and Veto Powers

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

E. Regional Commissioner Initial Appointment/Reappointment/Replacement

1. When a new Pilot Region is formed, the NBOD appoints the initial RC based upon information provided by the applicable Area and Section Directors and the National Office. (See Bylaw 1.05.)

2. Once the Initial RC is appointed, a Regional nominating committee shall be established by (i) the RC, in consultation with the Regional Board, at least three months, and preferably six months, before the expiration of the RC's term or the end of an RC's term due to planned resignation, or (ii) the Regional Board, whenever there is a vacancy in the RC position due to the RC's death, unexpected resignation or removal.

    a) The nominating committee will be comprised of a reasonable number of both Regional Board Members and Regional Participating Members who are not players or Members of the Regional Board.

    b) The nominating committee shall submit its list of one or more names of individuals who they have determined to be qualified as candidates for the position of RC to the Regional Board. The voting members of the Regional Board shall, by a majority vote, nominate an RC and forward such nomination to the Area and Section Director, whose territory includes the Region. If both the Area Director and Section Director approve of the nomination of the person as Regional Commissioner, then the nomination will be forwarded to the National Board of Directors for election. (See Bylaw 7.03)

    c) In the absence of a nomination by the Regional Board, it is the responsibility and authority of the Region's Area Director to work with the Region to ensure that an RC is nominated.

    d) The NBOD has full discretion whether or not to appoint a nominee or to appoint a nominee for a term of three years or for a shorter period as it deems appropriate, after taking into account any input provided by the Area Director and/or Section Director.

    e) In the event of a vacancy in the position of RC, the Region's Area Director or other NBOD designee will step in and become the acting RC and work with the Regional Board to continue the operations of the Region until such time as a nominee for RC has been appointed by the NBOD. If there is no appointed RC, then the Region will not be represented at any vote for an Area Director or have a vote at an NAGM. (See Executive Member Selection Protocol under Best Practices in the Reference Book.)

F. Regional Board Member Selection and Appointment

1. At least one month prior to the annual meeting of the Region, or from time to time as may be needed, the RC shall appoint a nominating committee of not less than three individuals, consisting of Regional Board Members, one of whom shall serve as the Chair of the committee, and a reasonable number of Participating Members, who are not Members of the Regional Board.

2. The nominating committee shall publicize to the Participating Members of the Region the Regional Board positions to be voted upon, recruit candidates and accept the names of interested candidates for consideration.

3. Regional Board Members need not be parents of players in the Region.

4. At the annual meeting or from time to time as may be needed, the nominating committee shall present to the outgoing Regional Board a list of qualified candidates. By majority vote of the outgoing Regional Board Members present and voting, the final list of recommended nominees shall be presented to the RC for approval and appointment.

5. The RC may choose not to appoint a nominee to a Regional Board position, even though recommended, if the RC deems there is sufficient reason not to make the appointment. In such case, the RC shall ask the nominating committee to recommend additional candidates for approval and appointment. This inclusive and democratic process should be followed any time there are Regional Board positions to be filled, with the only exception being the appointment of the inaugural Regional Board.

6. An emergency or unplanned vacancy on the Regional Board before the expiration of the term, except that of RC, may be filled by a replacement candidate nominated by a majority vote of the voting Regional Board Members and approved and appointed by the RC. The person filling such vacancy shall serve until the next annual meeting.

G. Voluntary Service and Conflict of Interest

1. No Regional Board Member shall receive monetary or other compensation for his/her services to the Region related to their volunteer position. Nothing in this paragraph prohibits any Regional Board or staff member, or Regional participant, from being reimbursed for his or her appropriate out-of-pocket expenses incurred on behalf of the Region and in accordance with the expense reimbursement procedures set out within the Reference Book, Regional Operations, Financial Matters and NPS 3.1.

2. Consistent with NPS 5, no Regional Board Member may use his/her position to benefit him/herself directly or indirectly in any way, such as a supplier of equipment, materials or services to the Region except as permitted by NPS 2.5 and Article Four, Paragraph J of these P&Ps (Paying Volunteers) and the procedures established within NPS 5.3 (Conflict of Interest Policy).

3. The Region may not reduce or eliminate a player fee based upon volunteer work done by a participant's parents or guardians. Should a Region decide to incur the cost of the volunteer membership fee for its participating volunteers, an exception shall be made to allow a reduction of a player fee associated with the volunteer for an amount not exceeding the cost of the volunteer membership program. This rule does not impact the Region's ability to set early registration discounts available to all participants, to create volunteer recognition programs, to provide scholarship programs and provide other programs available in the Region's program. No fee distinction shall be made based upon parental or player participation in Regional fundraising activities.

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

(See NPS 5.)

Article Seven: Program Vision and Administration

A. Representative Visionary Requirements

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

1. Regions must implement the Safe Haven, Coaching, Referee, and Management Programs, with a focus on providing volunteer training opportunities throughout the year. (See Bylaws 1.04(h) and (q).)

2. Regions must, at a minimum, implement AYSO's Standard Primary Program on an annual basis and, to the best of their ability, participate year-round in the other various National Programs available and indicate which programs are available within their Policies and Protocols which may include but not limited to: VIP, EXTRA™, Kids Zone™, a (U5), U-16/U-19, Soccerfest, Tournaments, and NAASA - AYSO Adult, together with attending leadership events such as RC Training, Nationally-supported Section events (Section Conferences/Meetings, AYSO EXPOS, etc.) and the National Annual General Meeting (NAGM). (See Bylaw 1.04(q) and (s).)

3. Player and volunteer recruitment, development and retention must be a focus of the Region. (See Bylaw 1.04(h) and (r).)

4. To assure that the Region enjoys a vibrant future, the RC and Regional Board are expected to develop reasonable fundraising and sponsorship opportunities. (See Bylaw 1.04(m).)

5. The creation of both a short-term and long-range Strategic Plan for the future development of the Region is critically necessary and, once created, must be periodically reviewed and updated with the Area Director providing approval. (See Bylaw 1.04(r).)

(See Reference Book, Chapter 6, AYSO Fundamentals, Mission Statement Comments.)

B. Operational Expectations

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

1. The Regional Board shall establish and communicate annually the registration fee for each player, as well as have a documented refund policy. (See Bylaw 3.06 and NPS 3.10.)

2. Teams must be formed as established in Articles II and III of the R&Rs, assuring proper balance of teams within each age division within the Region or within a reasonable part thereof. (See Bylaw 1.04(d).)

3. The only team member(s) a head coach may specify to be on his/her team is his/her own child or children. Otherwise, there shall be no automatic retention of players on any specific team or with any specific coach from the previous season. (See R&Rs Article II, Paragraph G and Bylaw 1.04(d).

4. Every player on every team must play at least one-half of every game; (See R&Rs Article I, Paragraph C.1.)[4]

5. Regions shall provide all necessary equipment (including goals, nets and corner flags) and, for all players, provide matching team uniforms, consisting of jerseys (with approved AYSO Logo), shorts and socks. (See Bylaw 1.04(f) and R&Rs, Article VI, Paragraph A.) Any variances shall be outlined as an addendum to the Region's Standard Policies and Protocols.

6. The highest standards of conduct and good sportsmanship, consistent with the AYSO philosophies, must be maintained at all times by player, volunteers and spectators. (See NPS 2.12 (AYSO's Code of Conduct Policy against Harassment, Abuse, or Violence).)

7. Offensive, insulting or abusive language, the consumption of alcoholic beverages, the use of tobacco products, or smoking or simulating smoking or the use of tobacco products, at Regional-sponsored events whenever children are present, is forbidden. (See, in part, R&Rs Article I, Paragraph E.1 (d) and (e).)

C. Best Practices and "How-To's"

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

Article Eight: Financial Banking and Related Matters

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

A. All Regions must use the National Accounting Program and must adhere to the financial policies and procedures described in the Treasurer's Manual, unless otherwise authorized by the AYSO Office.

B. An annual budget must be adopted that provides the basis for setting player registration fees, and made available to the participants of the Region and to the Area Director and/or the Section Director no later than June 1, which is 30 days prior to the end of the Organization's fiscal year; (See Treasurer Manual.)

C. Ensure the financial integrity of the Organization by complying with the obligations established by Bylaw 1.04(l) and (m), including, the timely payment of all national player registration fees prior to the commencement of the season and, as applicable throughout the season, in accordance with the registration requirements and procedures of the Organization.;

D. Any suspected financial irregularity/fraud or misuse of funds must be immediately reported to the Area Director, Section Director, and Finance Department of the National Office;

E. Regional financial records must be maintained for seven (7) years;

F. The use of regional credit cards, ATM/debit cards, deposit-only cards, electronic transfer of funds and online banking are prohibited, with the exception of an AYSO issued restricted use corporate credit card. However, view-only online account management is permitted;

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

G. All checking/savings accounts must have a minimum of three (3) signatories (the RC, Treasurer and Area Director, when reasonable), and any other Regional Board Member; and none can be members of the same family or household;

H. All checks must be signed by two (2) account signatories, one of whom should be the RC or Treasurer. At no time can a signatory sign for or authorize a check made payable to the signatory.

I. Pre-signed checks and blank checks cannot be used;

J. Only one (1) checking account and two (2) savings accounts/CDs are permitted, unless previously authorized for Tournaments and/or Cultural Events;

K. Payments to independent contractors (vendors) must be reported to the National Office for the potential issuance of 1099 forms;

L. Fundraising in various states may trigger the obligation to pay sales or other various taxes. Whenever fundraising is considered, the National Office must be contacted to determine if a tax applies;

M. Tournaments must be self-sustaining as Regional funds cannot be used. Similarly, Regional funds cannot be used to subsidize traveling AYSO teams, but can be used to cover many Regional operating expenses for hosting Cultural Exchanges;

N. Please consult the AYSO Treasurer Manual for a discussion of additional requirements and “Best Practices” for the following: cash handling protocols, submission of monthly financial reports, use of PayPal, coding of income and expenses, audits of Region finances, reconciliation of registered players to player registration fees received, refund policies, requirements of Regional Auditors, volunteer reimbursement, attendance at Nationally-supported Section events and the NAGM, land ownership and leaseholds, AYSO Supply Center purchases and other similar subjects.

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

Article Nine: Dispute Resolution and Due Process

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

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

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

A. When disciplinary action is found to be necessary, only the minimum action necessary should be taken. In that spirit, when possible, the Member should be allowed to resign and disputes should not be publicized to respect their individual privacy,

B. Regions must avoid punishing a player for the conduct of the parents, except when there is no other solution,

C. There are required means by which Notice of the contemplated action must be given,

D. The RC is ultimately responsible for determining which of several alternative Due Process procedures will be used,

E. If the gravity of a person's conduct presents an imminent danger to any participant or to the program, the RC may immediately suspend the person(s) involved,

F. The RC has the ultimate authority to remove a Participating Member, a parent or guardian, as well as those not entitled to Due Process, such as other family members and spectators, from further involvement in the program,

G. A precise Due Process procedure has been established for holding a "Disciplinary Review Panel",

H. A onetime Appeal Process has also been established to verify that the original determination was not arbitrary or capricious, that the original procedure was fair, and that the established procedures for Due Process were followed.

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

Article Ten: Regional Amendments to Standard Regional Policies and Protocols

A. Adoption of AYSO Standard Regional Policies & Protocols

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

B. Amendment to the AYSO Standard Regional Policies & Procedures

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

1. A two-thirds (2/3) vote of the Regional Board Members,

2. The recommendation of the RC,

3. Copies of the signed Standard P&Ps Addendum Form, with the recommended change(s), sent by the RC to the Area Director, Section Director and the AYSO National Office,

4. Approval by the NBOD or its delegate.

C. Publication of P&Ps and Addendums

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

AYSO Standard Regional Policies & Protocols - Attachments

A. SR P&Ps Addendum Form

This form, available on the AYSO website, www.AYSO.org at the following link, SR P&Ps Addendum Form, is intended to capture all appropriate changes to the SR P&Ps that the Region determines is best for its members and community. This could include, for example, "having ¾ play before any player played the full game".

AYSO Standard Regional Policies & Protocols – Addendum A

(Please check or fill in the appropriate box)

Article	Paragraph	Change
6	A.3.	List of non-voting Regional Board positions.
		_____ _____ _____
		_____ _____ _____
		_____ _____ _____
		_____ _____ _____
6	E.2. (d)	Requested length of term for Regional Commissioner, if not 3 years: ☐ 2 years ☐ 1 year
7	B.4.	Minimum playing time for each player, if not one-half: ☐ No player plays a full game until all players play three-fourths.

Additional Addendum Items

Article	Paragraph	Change
____	_____	_____
____	_____	_____
____	_____	_____
____	_____	_____
____	_____	_____

Section	Area	Region

Date Signed by RC	Regional Commissioner Name	Regional Commissioner Signature

Approved by:

Date Signed by AD	Area Director Name	Area Director Signature

Date Signed by SD	Section Director Name	Section Director Signature

Received by:

Date Sent to National Office	National Office	Received By/Team/Date

B. Additional Region Policies and Guidelines

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

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

Addendum B – Additional Regional Policies and Guidelines

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

5. AYSO United Standard Policies

Article One: Introduction and Purpose

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

AYSO United is:

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

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

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

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

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

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

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

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

Article Two: Mission

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

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

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

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

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

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

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

Article Three: Corporate Governance

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

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

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

Article Four: Duties and Responsibilities of AYSO United Program

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

A. To operate and offer quality youth soccer programs, which promote a safe, fair, fun and positive environment that complies in spirit and letter with the Bylaws, NPS, R&Rs and Philosophies of the Organization as applied to AYSO United. (See Article Two of these policies for philosophies. See the Reference Book, Chapter 6, AYSO Fundamentals);

B. To identify candidates for Club Administrator[6], Director of Coaching and Registrar at a minimum. Additionally, the responsibilities of Safety Director and Child and Volunteer Protection Advocate (CVPA) must be designated. These responsibilities and positions may be assigned to any of the three or to separate individuals;

C. To register all players, coaches, referees, administrators and other volunteers prior to the commencement of the season and, as applicable, throughout the season, in accordance with the registration procedures, and primarily utilizing AYSO's registration system of record and as required by the gaming circuit.

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

D. To comply with the Volunteer Protection Act of 1997 by ensuring that all volunteers: are trained and certified; are given a position description, preferably in writing; and know and perform their duties consistent with AYSO's Governing Documents. (See Reference Book, Chapter 9, Safe Haven, for a discussion

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

of the Federal Volunteer Protection Act of 1997 and the requirements for a volunteer to obtain the legal protections it affords, and Chapter 15, for a listing of approved AYSO Position Descriptions);

E. To ensure the financial integrity of the Organization by complying with the obligations established by Bylaw 1.04(l) and (m), including, but not limited to, the timely payment of all National Player Registration Fees in accordance with the registration requirements and procedures of the Organization. (See Article Eight, Financial Banking and Related Matters, of this policy document.);

F. To comply with the Soccer Accident Insurance (SAI) plan and to submit insurance claims according to current procedures. (See Bylaw 1.04(o) and www.AYSO.org, Volunteers/Insurance);

G. To educate and inform its members that AYSO is a mandated reporter in many states and that most states ask that any adult who knows or suspects child abuse or neglect, file a good faith report. (See Reference Book, Chapter 9, Safe Haven Guidelines, Child Abuse and Neglect for a partial listing of various state's child abuse reporting agencies. Please contact the Safe Haven Department of the AYSO National Office with any questions);

H. To contact the National Office if it believes that events in their community, even those not related to AYSO or youth sports, may create heightened sensitivity with respect to AYSO, its programs or its reputation; and

I. To comply with the requirements set out with NPS 2.5 Paying for Services and all directions provided by the National Office whenever a program is considering paying for services to be rendered. (See Paying for Services on the AYSO website at www.ayso.org/Volunteers/Resources and also Article Six, Paragraph E. of these Policies.)

Article Five: Membership in AYSO

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

- EXECUTIVE MEMBERS: Regional Commissioners of a Chartered Region in AYSO's Section and is an Executive Member. While Program Administrators and other positions within the local club administration generally have most of the rights and responsibilities of Regional Commissioners, they are not Executive Members and, therefore, do not have the right to vote, including at the National Annual General Meeting or in connection with the nomination of an Area Director. (See Bylaws 1.05, 1.06, and 7.02.)

- PARTICIPATING MEMBERS: All properly registered and accepted players and volunteers within AYSO United are Participating Members.

- HONORARY MEMBERS: An Honorary Member is someone who has rendered outstanding or extraordinary service to the Organization, as recognized by the National Board of Directors (NBOD.)

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

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

Article Six: Management of AYSO United-(Location)

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

A. Management Obligations

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

1. The Club Administrator (Administrator) shall be the primary point of contact with the gaming circuit, state association, surrounding AYSO programs and the National Office. If a state association or gaming circuit requires a named president it will be, in most cases, the Club Administrator.

2. The AYSO United Program administration personnel will consist of a Club Administrator, a Director of Coaching and a Registrar. Treasurer and other support positions are dependent upon the needs of the operation of the AYSO United Program within its operating locale. The responsibilities of Risk Manager/Safety Director and Child and Volunteer Protection Advocate (CVPA) may be assumed by the required three or assigned to separate adult participants.

3. Processing of accounts payable and receivable, in collaboration with the assigned National Office Financial Services representative, shall be the responsibility of the Club Administrator and/Treasurer. If an AYSO United Program, it shall:

    a. Utilize a preferred banking partner designated by AYSO;

    b. Include account signers as assigned by AYSO; and

    c. Agree to annual financial audits or to an audit when the Club Administrator or Treasurer position has a change in personnel.

4. The Administrator, in consultation with the AYSO United Department, may create such other as deemed desirable for the delivery of a quality-based, player-focused program. The duties and responsibilities of these other positions shall be approved by the Administrator and the AYSO United Department.

5. All members of the AYSO United Program understand that they owe a duty of loyalty and fiduciary responsibility to AYSO and, by accepting administrative positions with AYSO United, agree to be bound by AYSO's Governing Documents.

6. All AYSO United administration position holders must have reached the age of majority (adults) as defined by the State in which they reside, whereas youth volunteers may serve as non-voting Board Members. (See NPS 2.15.)

7. Paid AYSO United staff may volunteer for AYSO programs limited to those roles or positions that are non-voting.

8. Club administration positions are at will and will generally serve one-year terms. The AYSO United National Club Director and/or the AYSO National Executive Director may remove and/or replace the Administrator.

9. Any AYSO United adult participants[7] participating in the program, may be suspended by the Director of Coaching, Club Administrator or AYSO United Department staff, limited in activities or removed, in accordance with the Dispute Resolution procedures approved by the National Board of Directors. (See Article Nine of these Policies, Dispute Resolution and Due Process for non-executive members.)

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

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

B. Duties and Responsibilities

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

1. Club Administrator

   a. The Club Administrator (Administrator) shall be the primary point of contact for the AYSO United Program with the gaming circuit personnel, state association, surrounding AYSO program leadership, AYSO United Department and the National Office.

   b. The Club Administrator, with the support and assistance of the other administrative staff and the Director of Coaching, shall have the responsibility and authority to conduct the day-to-day business affairs of the AYSO United Program; guide the development of its future; and assure its compliance with AYSO's Governing Documents. (See Bylaw 7.03.)

   c. The Club Administrator, in concert with the Treasurer, shall ensure that all fees collected and monies disbursed are done so in a fiscally responsible manner as described in Bylaw 1.04(m).

   d. The Club Administrator shall maintain close liaison with the Area and Section Directors. (See Bylaw 7.03.)

   e. The Club Administrator shall act in all ways to avoid even the appearance of a conflict of interest. (See NPS, Article Five "Standards of Conduct and Conflict of Interest.")

   f. A volunteer's participation in AYSO United Program does not preclude disciplinary actions that may occur within core or other AYSO programs. Volunteers may be suspended by the Area Director or the Section Director and suspended or removed by the National Executive Director in accordance with the Bylaws. (See Bylaw 7.03.)

2. Treasurer/Finance Coordinator

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

   a. in collaboration with the National Office Financial Services representative, prepare and maintain financial statements and reports for dissemination to the program's administration and the National Office;

[7] Adult participants include parents, guardians, supporters

b. the timely processing of team and player registration fees to the gaming circuit;

c. the full participation of the AYSO United Club in the National Accounting Program, including NAP Online;

d. support and facilitate the AYSO Policy on the Reimbursement of Expenses Incurred by the AYSO United Program's participants; and

e. AYSO's Player Refund Policy.

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

3. Risk Manager/Safety Director

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

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

4. Director of Coaching ("DOC")

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

b. The AYSO position of DOC is responsible for implementing, monitoring and maintaining the AYSO National Coaching Program at all age levels within the AYSO United Program, including program delivery, coach training and certification (including assisting the CVPA with Safe Haven,) as well as staff development, communication and coordination; and support core program training and development of players and coaches.

c. The DOC shall monitor and report certifications of AYSO training and US Soccer license training, as required. The DOC is responsible for the coordination of continuing education opportunities for coaches in collaboration with and direction from the National Director of AYSO United.

d. The DOC is required to use and/or have approved the training curriculum approved by the National Director of AYSO United.

e. The DOC will assist in the development of the budget for the program.

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

5. Registrar

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

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

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

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

C. Meetings (Activity Reports)

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

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

D. Club Administration Selection

1. Prior to an AYSO United Club Program being formed, the three minimum administrators must be identified, be verified as being eligible to be an employee or a volunteer including passing a background check and have the required and appropriate training.

2. Positions in AYSO United are at will.

3. Club Administrators need not be parents of players in an AYSO program.

4. At a minimum, the positions of the Club Administrator shall be reviewed annually, similar to AYSO Region Boards.

5. In the event of an emergency or unplanned vacancy in the position of Club Administrator, the National Executive Director or designee will identify a person to fill such vacancy to continue the operations of the Club until a replacement Club Administrator can be identified and appointed.

E. Service and Conflict of Interest

1. AYSO United administrators, whether paid or volunteer, shall sign an AYSO conflict of interest agreement.

2. AYSO volunteers including Section, Area or Regional Board Members shall not receive monetary or other compensation for his/her services to the AYSO United Program related to a volunteer position. Nothing in this paragraph prohibits any AYSO Board or staff member, or Regional participant, from being reimbursed for his or her appropriate out-of-pocket expenses incurred on behalf of the AYSO United Program and in accordance with the expense reimbursement procedures set out within the Reference Book, Regional Operations, Financial Matters and NPS 3.1. This does not preclude referees,

appropriately certified with US Soccer, from receiving compensation in gaming circuits that utilize a referee association for paid service.

3. AYSO United Tier 1, Tier 2 and Tier 3 programs may have staff that receive compensation. These paid staff positions must be approved by AYSO's National Executive Director and employed by AYSO Services Corporation. This does not preclude paying for services in accordance with AYSO NPS 2.5. No volunteer, except the National President, may create an employment relationship on behalf of AYSO, its programs or subsidiaries.

4. Consistent with NPS 5, no AYSO United Club Administrator may use his/her position to benefit him/herself directly or indirectly in any way, such as a supplier of equipment, materials or services to the Region except as permitted by NPS 2.5 and Article Four, Paragraph I. of these Policies (Paying for Services) and the procedures established within NPS 5.3 (Conflict of Interest Policy.)

5. The AYSO United Club Program may not reduce or eliminate a player fee based upon volunteer work done by a participant's parents or guardians. This rule does not impact the ability to set early registration discounts available to all participants, to create volunteer recognition programs, to provide scholarship programs and provide other programs available in the Region's program. No fee distinction shall be made based upon parental or player participation in fundraising activities on behalf of AYSO United or a Section, Area or Region.

6. An AYSO United Club may not condition the registration of a player based upon any requirement of volunteer participation or monetary donation by a parent or guardian.

(See NPS 5.)

Article Seven: Program Vision and Administration

A. Representative Visionary Requirements

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

1. AYSO United must implement Safe Haven, Kids Zone and the National Coaching Program, with a focus on providing training opportunities throughout the year. Management and operation of the AYSO United Club must be consistent with AYSO's Management program. (See Bylaws 1.04(h) and (q).)

2. Support of surrounding AYSO programs to assist in player development, coach education and development; and retention and recruitment of players and volunteers for all AYSO programs within the geographical locale shall be a key element of the operation of the AYSO United Program.

3. Short-term and long-range Strategic Plan for the future development of the AYSO United Program is critically necessary with the National Board of Directors and National Executive Director leading these initiatives which AYSO United Clubs shall implement as applicable. (See Reference Book, Chapter 6, AYSO Fundamentals, Mission Statement Comments.)

B. Operational Expectations

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

1. The AYSO United Club shall establish and communicate and publicize annually the fees for each player, as well as have a documented refund policy. (See Bylaw 3.06 and NPS 3.10.)

2. Coach selection and management is the responsibility of the DOC.

3. Teams shall be formed as established in accordance with AYSO United's National Player Evaluation methodology and procedures.

4. The only team member(s) a head coach may specify to be on his/her team is his/her own child or children. Otherwise, there shall be no automatic retention of players on any specific team or with any specific coach from the previous season. (See R&Rs Article II, Paragraph G and Bylaw 1.04(d).)

5. Every player on every team must play at least one-half of every game. (See R&Rs Article I, Paragraph C.1.)

6. The highest standards of conduct and good sportsmanship, consistent with the AYSO philosophies, must be maintained at all times by players, volunteers and spectators. (See NPS 2.12 (AYSO's Code of Conduct Policy against Harassment, Abuse or Violence).)

C. Good Conduct

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

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

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

Article Eight: Financial Matters

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

A. All AYSO United Clubs must use the National Accounting Program (NAP) and NAP Online, and must adhere to the financial policies and procedures described in the Treasurer's Manual, unless otherwise authorized by the National Office.

B. All AYSO United Programs shall be provided managed financial services. A team member within the Finance Department of the National Office will partner with the local support team in the processing of all transactions for the program.

C. An annual budget shall be prepared for each AYSO United Program to provide a basis for setting player membership and program fees, and submitted to the AYSO United Department at the National Office no later than June 1, which is 30 days prior to the end of the Organization's fiscal year. It must also be made available to the Participating Members of the program upon request. (See Bylaw 1.04(l), NPS 3.2 and the Treasurer Manual.)

D. Ensure the financial integrity of the Organization by complying with the obligations established by Bylaw 1.04(l) and (m), including, the timely payment of all national player registration fees prior to the commencement of the season and, as applicable throughout the season, in accordance with the registration requirements and procedures of the Organization.

E. Any suspected financial irregularity/fraud or misuse of funds must be immediately reported to the Area Director, Section Director and Finance Department of the National Office.

F. AYSO United Club financial records shall be maintained in accordance with generally accepted accounting principles (GAAP.)

G. Agreements and contracts for facilities, services, etc. are to be approved and processed by the National Office.

H. Fundraising in various states may trigger the obligation to pay sales or other various taxes. Whenever fundraising is considered, the National Office must be contacted to determine if a tax applies.

I. Tournaments must be self-sustaining if operated by the Club. Tournaments must be sanctioned by the National Office.

J. Please consult the AYSO Treasurer Manual for a discussion of additional requirements and "Best Practices" for the following:

1. cash handling protocols;
2. submission of monthly financial reports;
3. coding of income and expenses;
4. audits of finances conducted by National;
5. reconciliation of registered players to player registration fees received;
6. refund policies;
7. requirements of auditors;
8. volunteer reimbursement;
9. attendance at Nationally-supported Section events and the NAGM,
10. AYSO Supply Center purchases; and
11. other similar subjects.

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

Article Nine: Dispute Resolution and Due Process

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

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

While the concepts of Dispute Resolution and Due Process apply to both Executive Members (RCs) and Participating Members, there are differences between the procedures and protocols. As a result, the following

discussion only applies to the Club's Participating Members. (See Article Five A. of these Policies for the definitions of Executive and Participating Members.)

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

A. When disciplinary action is found to be necessary, only the minimum action necessary should be taken. In that spirit, when possible, the Member should be allowed to resign and disputes should not be publicized to respect their individual privacy.

B. Clubs must avoid punishing a player for the conduct of the parents, except when there is no other solution.

C. There are required means by which Notice of the contemplated action must be given.

D. The Program Administrator is ultimately responsible for determining which of several alternative Due Process procedures will be used.

E. If the gravity of a person's conduct presents an imminent danger to any participant or to the program, the Program Administrator may immediately suspend the person(s) involved.

F. The Program Administrator has the ultimate authority to remove a Participating Member, a parent or guardian, as well as those not entitled to Due Process, such as other family members and spectators, from further involvement in the program.

G. A precise Due Process procedure has been established for holding a "Disciplinary Review Panel."

H. A one-time Appeal Process has also been established to verify that the original determination was not arbitrary or capricious, that the original procedure was fair and that the established procedures for Due Process were followed.

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

Article Ten: Notice to Members

A. Publication of Policies and Addendums

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

AYSO United Standard Policies - Attachments

A. Policies Addendum Form

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

6. AYSO Fundamentals

Vision Statement

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

Mission Statement

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

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

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

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

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

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

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

The mission is accomplished by providing these essential services:

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

History of AYSO

The American Youth Soccer Organization (AYSO) was established in Torrance, California in 1964 with nine teams. It was the dream of a group of devoted soccer enthusiasts who started the organization in a garage. Today, AYSO has more than 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.

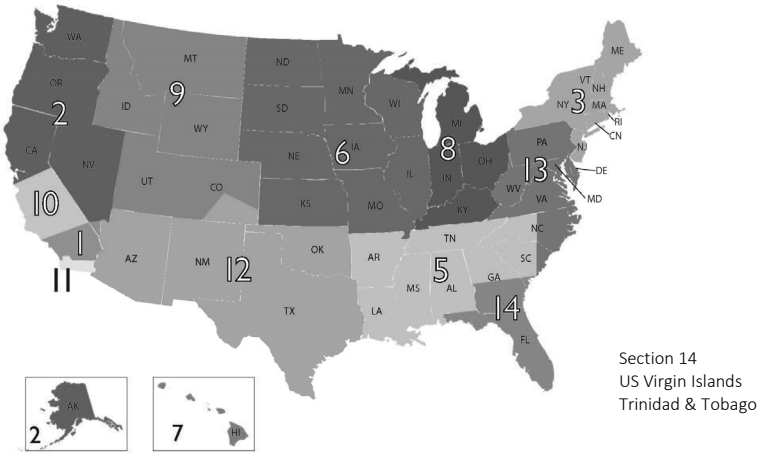
The members of the National Board of Directors, Special Directors, Section Directors, Area Directors and Regional Commissioners (of chartered Regions) are known as executive members and are the voting members of AYSO.

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'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.

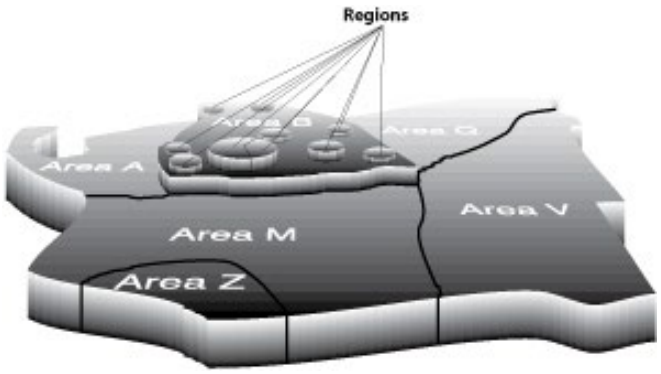
Sections, Areas and Regions

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.

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 AYSO's system of record 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



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) 525-1155, 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. You can also call Member Relations 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 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 carries liability insurance to cover our programs nationwide. Regions may apply directly to AYSO's insurance carrier or take advantage of an on-line service to get Certificates of Insurance that are required by most facilities for use of fields or buildings for soccer matches, practices, meetings, social gatherings and other program activities.

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

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

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

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

Events

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

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

Member Relations

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

AYSO Programs

AYSO Programs provide information on and support for all of the 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 curriculum for Referees, Administrators, Instructors, the Safe Haven Program, VIP -Very Important Player Program, Tournaments, AYSO National Games and AYSO Soccer Camps.

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

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

- Safe Haven Training - See “Safe Haven Program” in Chapter 9
- 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 to kids. The Tournament and National Games Handbook provides information on creating and running tournaments. The AYSO National Games was introduced in 1988 and is held every even numbered year. The National Games brings together teams from across the country for a week of friendship, Soccerfest, competitive matches and team activities. A listing of AYSO-approved tournaments are available on the AYSO Web site. Additional information on tournaments and secondary play opportunities is contained in Chapter 14.

Publications
PLAYSOCCER, AYSO’s member magazine, is the largest soccer publication in circulation in the U.S. *PLAYSOCCER* is sent to all registered households 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 Insider is a weekly e-newsletter that provides AYSO Regional Commissioners, Area Directors, Section Directors and their boards and staff relevant news and useful information. It keeps AYSO’s volunteer management up to date and connected.

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

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

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 Member Relations 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.

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

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

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
1-800-872-2976, ext.

Programs@ayso.org
www.aysosoccercamps.org/

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. Supply Center materials can be ordered online at http://www.ayso.org/SupplyCenter.

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

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

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.

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.

The aims of FIFA are:

1. To promote the game of soccer in every way that seems proper.

2. To foster friendly relations among the officials and players of national associations by encouraging soccer matches at all levels.

3. To control soccer by taking all measures, in order that the statutes and regulations are respected.

4. To decide all differences that may arise.

CONCACAF

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

United States Soccer Federation

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

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

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

Guidelines for Cooperation

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

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

Laws of the Game

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

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

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

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.AYSOvolunteers.org/certificates-of-insurance
- 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 match.

Financial Matters

1. All Regional finances should be run through the National Accounting Program (NAP) and should adhere to the policies and procedures found in the 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.

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

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

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

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

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

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

B. National Development

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

C. 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.

D. Section Meetings

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

E. Unbudgeted Expenses

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

Meetings

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

(a) It shall be the policy of the Region to hold at least one board meeting in each month during the primary season and at least one every two months during the remainder of the year. The Regional Board shall provide for the taking of minutes of the proceedings at each meeting and make them available to the members of the Region.

(b) All Regional Board meetings shall be open to all participating members unless the Regional Board determines that it is necessary to hold an executive session.

(c) An "executive session" is permitted only to review personnel matters, disciplinary matters, or legal matters, and should not be used where a vote upon any issue involving the affairs of the Region is taken.

(d) The Regional Commissioner or 1/3 of the board members may call a special meeting of the Regional Board on three days' prior notice stating the purposes of such meeting, which notice may be given in writing, by telephone or in person.

(e) A majority of the board members shall constitute a quorum for the purpose of holding either a regular or special meeting.

Executive Member Selection Protocol

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

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

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

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

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

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

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

Selection Conduct
In-Person Selection

- Voting will be conducted by the Chair of the Nomination Committee or a neutral disinterested party appointed by the Chair of the Nominating Committee (the Chair).

- The Chair may open the floor for nomination of additional candidates.

- Unless changed by the chair, each candidate for the open position will be permitted to make an opening statement of no more than two (2) minutes, the order of which will be randomly selected. The statements will be timed. The question period will not exceed one hour. A time keeper will be identified by the conducting party.

- Anyone present may ask a question.

- Questions may be posed to a single candidate, multiple candidates and/or all the candidates. The Chair may use the National Annual Meeting protocols in conducting the questioning period.

- Unless changed by the Chair, each candidate will have one (1) minute to respond to any question posed to them.

- Candidates may not answer a question not specifically presented to them.

- Votes will be anonymously cast on identical ballots and deposited into a ballot receptacle, with oversight by the Chair or Nomination Committee conducting the election.

- Votes will be counted by the Nomination Committee or a neutral disinterested party designated by that Committee.

- All votes shall be cast contemporaneously; there shall be no piecemeal voting in which one or more persons is permitted to cast a vote after the other votes are cast.

- Proxy votes may be accepted. Proxies must be in writing with either a pre-recorded vote or non-dedicated proxy.

- The candidate selected by a majority of the votes cast will be the nominee whose name is then presented to the National Board of Directors for the Executive Member position in question. A majority vote is defined as fifty (50) percent, plus one, of the eligible votes.

- If no candidate receives a majority vote after the first ballot is counted, then the two (2) candidates with the highest number of votes shall proceed to a runoff vote. If there is more one candidate with the second highest number of votes, then all candidates with the second highest number of vote will participate in a runoff with the candidate with the highest number of votes. No additional questions of candidates will be permitted before the runoff vote.

- If a voting deadlock occurs and cannot be resolved for the Regional Commissioner the Area Director and Section Director will recommend a nominee from among the deadlocked candidates to the National Board of Directors for the Executive Member position in question. For deadlocks in Area Director Elections the recommendation shall come from the Section Director.

Electronic Selection

- In geographically diverse situations rendering in-person elections problematic, an electronic process and vote may be conducted by the Nominating Committee

- An electronic selection (teleconference, web interface, for example) should follow the protocol for in-person selections as much as is reasonably possible.

Conflict of Interest Policy

AYSO officials are expected to adhere to high ethical standards of conduct in the performance of their duties, observing all laws and regulations governing business transactions, competing fairly with others, and using AYSO funds only for legitimate and ethical purposes. The rights of AYSO officials in their activities outside their AYSO duties or employment which are private in nature and which in no way conflict with or reflect adversely upon AYSO will be respected. Although AYSO officials have been carefully selected and are assumed to possess integrity and judgment, to avoid any misunderstanding, this policy is issued with respect to proper conduct:

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

Possible conflicts of interest

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

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

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

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

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

Possible Improper or Illegal Conduct

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

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

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

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

Coed Program

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

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

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

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

Guidelines for 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 Risk Management at 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, fair and objective. Here is an example of a letter that should be sent to a non-executive member who has been suspended.

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

Date_____

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

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

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

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

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

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

Sincerely yours,

Title

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

Date_____

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

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

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

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

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

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

Very truly yours,

Title

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

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

Date_____

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

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

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

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

Very truly yours,

Title

Right of Appeal: Information & Guidelines

Basis for an Appeal

1. The review or other form of dispute resolution violated due process. Examples might be: the person subject to discipline was not given an opportunity to speak or to communicate his or her position, and the person accusing the person subject to discipline was also one of the persons on the disciplinary review panel.

2. The result was arbitrary and capricious or violated an AYSO rule, regulation, or policy. An example might be: a child was late for a practice, and the disciplinary review panel suspended him or her for the season.

Deciding the Appeal

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

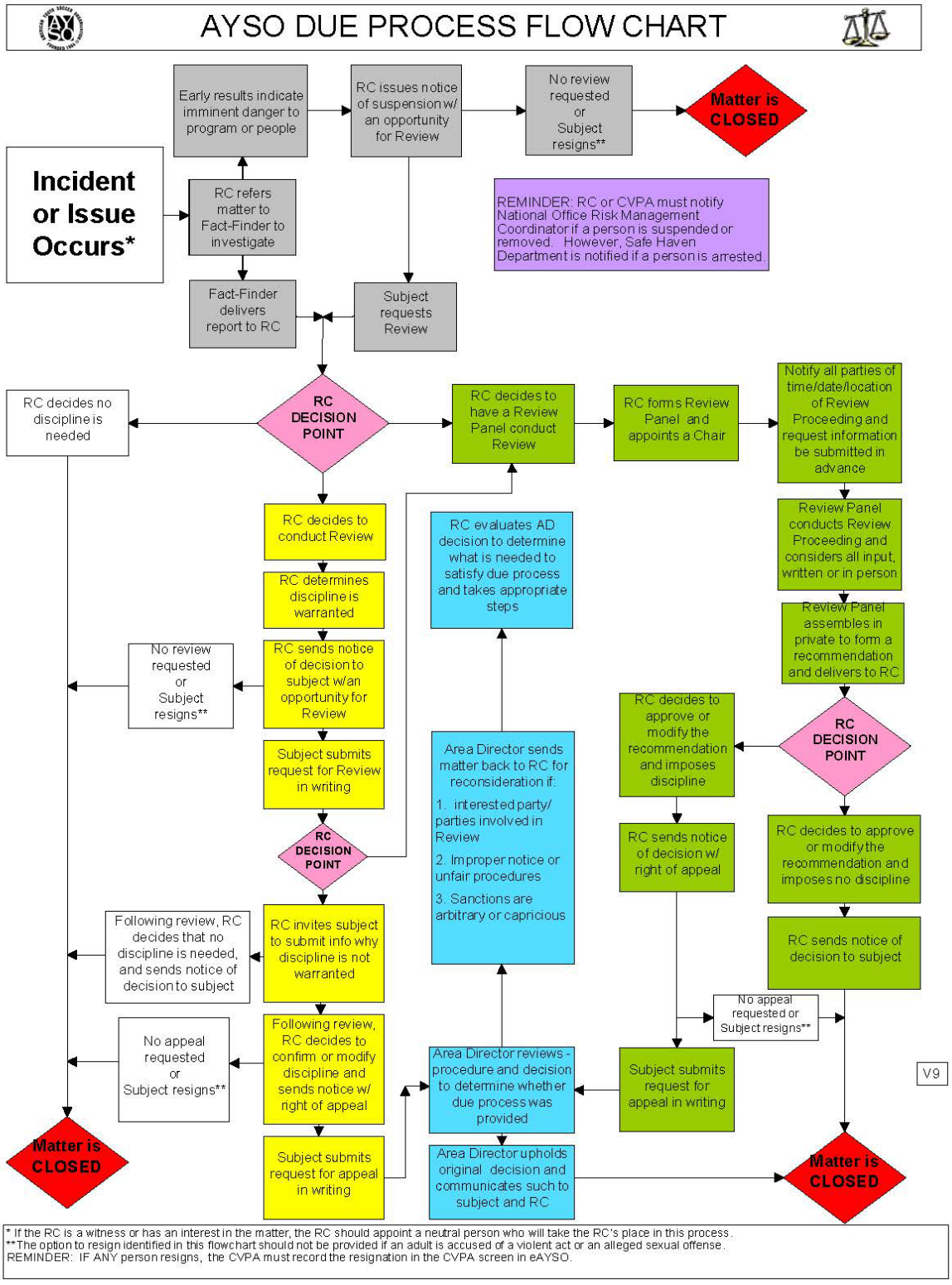
How the Appeal is Determined

There is no need to hold an actual appeal proceeding. All that is necessary is for the Area, Section or Board representative to ask for and review written submissions. He or she may consult with the 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



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Team Formation & Balancing

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

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

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

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

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

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

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

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

Initial rating of players can be accomplished by coaches at the end of the season or by divisional committees prior to the beginning of the season.

Skills are usually a primary factor in rating, but size, age, years of experience, and attitude are also used by many Regions.

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

Recommended Guidelines for Balancing Teams – "Blind Draw"

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

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

1. Under the direction of the Regional Coach Administrator or appropriate Division Coordinator, a meeting of all coaches in each age division and gender should be scheduled. These meetings will take about one hour for each group and can be scheduled consecutively during an evening or on a weekend.

2. In advance of the meeting, a 3" x 5" index card with each player's name, age and prior soccer experience is made up. The meeting commences with each 3" x 5" card placed face up on a table. The coaches are instructed to rate the soccer/athletic ability of each player they know personally and to write that rating, using a scale of 1 to 5 (5 being most skilled), on the player's card. Players whose playing skills are unknown may be assigned a (3). If ratings are made at the close of the prior season by each coach of each player in the Region, these can be used to great advantage in this exercise.

3. After all coaches present have recorded their rating on each player's card, a consensus rating is noted in a different colored pencil or pen by the Regional Coach Administrator or Division Coordinator. Now all players have been rated. Recognize that an absent coach will not be at a disadvantage in this draft system.

4. All players in the older of the two ages in the division are equally, distributed by talent rating, to each team. The player name cards should be placed in columns equal to the number of teams in the division. This generally occurs by having the highest rated players distributed first to the lowest rated players distributed last. The same is now done for the younger age of the division. At the conclusion of this effort, there should be "x" number of columns of 3" x 5" player cards, equal to the number of teams in the division.

5. All coaches suggest as many switches of cards as required to more equally balance the teams. This effort generally is of a short duration. Once each coach feels all the teams are generally equal the switching is concluded.

6. Now each column is numbered and a corresponding number is written on a piece of paper. The pieces of paper are placed in a "hat," mixed, and each coach selects a piece of paper, noting the column of player cards that is now "theirs." If coach's children are not on the coach's team, a switch is made with an equally talented player from another team. This switch is done by the Coach Administrator or Division Commissioner with the consensus of all coaches. At this point each team is equal and complete. The players on each team are recorded on a piece of paper from the cards. The 3" x 5" player cards should not be released to coaches but be retained by the Division Commissioner or the Coach Administrator. The coach's copies of the appropriate registration forms can be given to each coach and the next draft can commence.

Balancing Teams in Age Groups with Limited Enrollment

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

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

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

Late Sign-ups and Waiting Lists

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

Player Notification

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

Transfer of Players

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

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

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

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

> IV. TRANSFER OF PLAYERS:
> "A player may transfer from one team to another within one Region or from one Region to another, after the following three conditions have been met:
>
> 1. Approval of both coaches of the teams involved.
> 2. Approval of Regional Commissioner(s).
> 3. Approval of team member and parent/guardian; parent/guardian approval is not required if team member is of legal age."

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

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

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

SECTION B. Player Evaluation:

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

Name	Phone Number	Abilities

SECTION C. Suggestions:

1. Three things you really like this year:

   _____

   _____

   _____

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

   _____

   _____

   _____

3. Three suggestions for improvement.

   _____

   _____

   _____

SECTION D. Would you be willing to:

__ Coach next year

__ Referee next year

__ Attend summer clinic for coaches or referees

__ Coach or referee for second season

__ Help with administration on the Regional board

Evaluation Form
U-12 to U-19 Player

Player Name: _____ Evaluation Date: _____

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

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

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

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

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

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

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

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

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

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

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

Rating For: Behavior, Sportsmanship, Coachability, and Attitude

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

Final total: ☐

Match Scheduling

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

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

1. With a small number of teams, break the season into at least two rounds, with the winners of each round playing off to decide the division champion. A single round of play for the season can lead to a lack of interest on the part of players, coaches and parents on the teams with poor win/loss records. If a team is a "late bloomer," the early season losses could discourage them toward the end of the season when they may be playing well but will have no chance to be one of the top division teams. Multiple rounds keep interest high because no matter how the team might be doing in the first round, there is always a later round where they might do better. Some Regions play a regular schedule where teams play each other once or twice. The season then concludes with a single or double elimination playoff where teams are placed in the brackets according to their finish in the regular season standings.

2. Rotate the teams scheduled to play the first and last matches each match day. Provide the opportunity for each team to play at various starting times during the season. If a division plays on more than one field, make sure if possible that all teams are scheduled to play on each fields equally during the season.

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

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

4 Team Schedule

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

5 Team Schedule

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

6 Team Schedule

Round 1 Match	Round 2 Match	Round 3 Match
1 – 2	2 -1	
3 – 4	4 -3	
5 – 6	6 -5	
4 – 1	1 – 4	
2 – 5	5 – 2	
6 -3	3 – 6	
1 – 3	3 – 1	Repeat
2 – 6	6 – 2	Round 1
4 – 5	5 – 4	
5 – 1	1 – 5	
3 – 2	2 – 3	
6 – 4	4 – 6	
1 – 6	6 – 1	
3 – 5	5 – 3	
2 - 4	4 - 2	
5	**10**	**15**
Total Cumulative Matches/ Each Team		

7 Team Schedule

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

8 Team Schedule

Round 1 Match	Round 2 Match
1 – 4	4 -1
3 – 2	2 – 3
5 - 8	8 – 5
7 – 6	6 – 7
1 – 3	3 – 1
4 – 2	2 – 4
7 - 5	5 – 7
6 - 8	8 – 6
2 - 1	1 – 2
3 – 4	4 – 3
5 – 6	6 – 5
8 – 7	7 – 8
1 – 5	5 – 1
2 – 6	6 – 2
7 – 3	3 – 7
8 – 4	4 – 8
2 – 8	8 - 2
4 – 7	7 – 4
6 – 1	1 – 6
3 - 5	5 - 3
7 – 1	1 – 7
5 – 2	2 – 5
8 – 3	3 – 8
6 - 4	4 – 6
1 – 8	8 – 1
2 – 7	7 – 2
3 – 6	6 – 3
4 - 5	5 - 4
7	**14**

Total Cumulative Matches/ Each Team

9 Team Schedule

Round 1 Match Bye	Round 2 Match Bye
2 - 9	9 – 2
3 - 8	8 – 3
4 - 7	7 – 4
5 – 6 1	6 – 5 1
1 – 7	7 – 1
8 – 6	6 – 8
9 - 5	5 – 9
2 – 3 4	3 – 2 4
4 – 1	1 – 4
5 – 3	3 – 5
6 – 2	2 – 6
8 – 9 7	9 – 8 7
1 – 9	9 – 1
2 – 7	7 – 2
3 – 6	6 – 3
4 – 5 8	5 – 4 8
6 – 1	1 - 6
7 – 5	5 - 7
8 – 4	4 - 8
9 – 3 2	3 – 9 2
1 – 3	3 – 1
4 – 2	2 - 4
6 – 9	9 – 6
7 – 8 5	8 – 7 5
8 – 1	1 – 8
9 – 7	7 - 9
2- 5	5 - 2
3 – 4 6	4 – 3 6
1 – 5	5 – 1
6 – 4	6 – 4
7 –3	3 – 7
8 – 2 9	2 – 8 9
2 – 1	1 – 2
4 – 9	9 – 4
5 - 8	8 - 5
6 – 7 3	7 – 6 3
8	**16**

Total Cumulative Matches/ Each Team

10 Team Schedule

Round 1 Match	Round 2 Match
1 – 10	10 – 1
2 – 9	9 - 2
3 – 8	8 – 3
4 – 7	7 – 4
5 – 6	6 – 5
1 – 9	9 – 1
10 – 8	8 – 10
2 – 7	7 – 2
3 – 6	6 – 3
4 – 5	5 - 4
1 – 8	8 – 1
9 – 7	7 – 9
10 – 6	6 – 10
2 – 5	5 – 2
3 - 4	4 - 3
1 – 7	7 – 1
8 – 6	6 – 8
9 -5	5 – 9
10 - 4	4 – 10
2 -3	3 - 2

Round 1 Continued	Round 2 Continued
1 - 6	6 – 1
7 - 5	5 – 7
8 - 4	4 – 8
9 – 3	3 – 9
10 – 2	2 - 10
1 – 5	5 – 1
6 – 4	4 – 6
7 – 3	3 – 7
8 – 2	2 – 8
9 – 10	10 – 9
1 – 4	4 -1
5 – 3	3 – 5
6 – 2	2 – 6
7 – 10	10 – 7
8 – 9	9 – 8
1 – 3	3 – 1
4 – 2	2 – 4
5 – 10	10 – 5
6 – 9	9 – 6
7 – 8	8 - 7
1 – 2	2 – 1
3 – 10	10 – 3
4 – 9	9 – 4
5 – 8	8 – 5
6 – 7	7 -6
9	**18**

*Total Cumulative Matches/Each Team

10 Team Interlocking Schedule

ROUND 1				ROUND 2		ROUND 3			
Section 1		Section 2		Section 1	Section 2	Section 1		Section 2	
Match	Bye	Match	Bye	Match		Match	Bye	Match	Bye
1 – 4		A – D		1 – A		4 – 1		D - A	
2 – 3	5	B - C	E	2 - B		3 – 2	5	C – B	E
5 – 3		E – C		3 – C		3 – 5		C - E	
1 – 2	4	A – B	D	4 – D		2 – 1	4	B – A	D
4 – 2		D - B		5 - E		2 - 4		B - D	
5 – 1	3	E – A	C	B – 1		1 – 5	3	A – E	C
3 – 1		C - A		C – 2		1 – 3		A - C	
4 – 5	2	D – E	B	D – 3		5 – 4	2	E – D	B
2 – 5		B - E		E – 4		5 – 2		E - B	
3 – 4	1	C – D	A	A - 5		4 – 3	1	D – C	A
				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 Matches/Each Team

11 Team Interlocking Schedule

ROUND 1				ROUND 2				ROUND 3			
Section 1		Section 2		Section 1	Section 2			Section 1		Section 2	
Match	Bye	Match	Bye	Match				Match	Bye	Match	Bye
1 – 2		A – B		1 – A				2 – 1		B - A	
3 – 4	5	C – D		2 –B				4 - 3	5	D - C	
1 – 3		E – F		3 – C				3 – 1		F - E	
5 – 4	2	D – A		4 – D				4 - 5	2	D – A	
2 – 3		B – E		5 – E		F		3 - 2		E - B	
1 – 5	4	F – C		B – 1				5 - 1	4	C – E	
2 – 4		A – C		C – 2				4 - 2		C - A	
3 – 5	1	B – F		D – 3				5 – 3	1	F - B	
1 – 4		D – E		E – 4				4 - 1		E - D	
2 – 5	3	E – A		F – 5		A		5 - 2	3	A – E	
		C – B		3 – B						B – C	
		F – D		4 – C						D - F	
		A –F		5 – D						F – A	
		C – E		1 – F						E – C	
		B – D		2 – A		E				D - B	
				A – 3							
				C – 5							
				D – 1							
				E – 2							
				F – 4		B					
				4 – A							
				5 – B							
				2 – D							
				1 – E							
				3 – F		C					
				A – 5							
				B – 4							
				C – 1							
				E – 3							
				F – 2		D					
*4		5		10	10			14		15	

*Total Cumulative Matches/Each Team

12 Team Schedule

ROUND 1		ROUND 2		ROUND 3	
Section 1 Match	Section 2 Match	Section 1 Match	Section 2 Match	Section 1 Match	Section 2 Match
1 – 2	A – B	2 – 1	B – A		
3 – 4	C – D	4 – 3	D – C		
5 – 6	E – F	6 – 5	F – E		
4 – 1	D – A	1 – 4	A - D		
2 – 5	B – E	5 – 2	E - B		
6 – 3	F – C	3 – 6	C - F	REPEAT	REPEAT
1 – 3	A – C	3 – 1	C - A	ROUND 1	ROUND 1
2 – 6	B – F	6 – 2	F - B		
4 – 5	D – E	5 – 4	E - D		
5 – 1	E – A	1 – 5	A - E		
3 – 2	C – B	2 – 3	B - C		
6 – 4	F – D	4 – 6	D - F		
1 – 6	A – F	6 – 1	F - A		
3 – 5	E – C	5 – 3	C - E		
2 – 4	D – B	4 – 2	B - D		
*5	5	10	10	15	15

*Total Cumulative Matches/Each Team

12 Team Interlocking Schedule

ROUND 1		ROUND 2		ROUND 3	
Section 1	Section 2	Section 1 & 2		Section 1	Section 2
Match	Match	Match	Match	Match	Match
1 – 2	A – B	1 – A		2 – 1	B – A
3 – 4	C – D	2 – B		4 – 3	D – C
5 – 6	E – F	3 – C		6 – 5	F – E
4 – 1	D – A	4 – D		1 – 4	A - D
2 – 5	B – E	5 – E		5 – 2	E - B
6 – 3	F – C	6 – F		3 – 6	C - F
1 – 3	A – C	B – 1		3 – 1	C - A
2 – 6	B – F	C – 2		6 – 2	F - B
4 – 5	D – E	D – 3		5 – 4	E - D
5 – 1	E – A	E – 4		1 – 5	A - E
3 – 2	C – B	F – 5		2 – 3	B - C
6 – 4	F – D	A – 6		4 – 6	D - F
1 – 6	A – F	1 – C		6 – 1	F - A
3 – 5	E – C	2 – D		5 – 3	C - E
2 – 4	D – B	3 - E		4 – 2	B - D
		4 - F			
		5 - A			
		6 - B			
		D – 1			
		E – 2			
		F – 3			
		A – 4			
		B – 5			
		C - 6			
		1 – E			
		2 – F			
		3 – A			
		4 - B			
		5 – C			
		6 - D			
		F – 1			
		A – 2			
		B – 3			
		C – 4			
		D – 5			
		E - 6			
*5	5	11	11	16	16

*Total Cumulative Matches/Each Team

13 Team Interlocking Schedule

ROUND 1			ROUND 2		ROUND 3		
Section 1	Section 2		Section 1	Section 2	Section 1	Section 2	
Match	Match	Bye	Match	Bye	Match	Match	Bye
1 – 2	G – B		1 – A		2 – 1	B – G	
3 – 4	F – C		2 – B		4 – 3	C – F	
5 – 6	E – D	A	3 – C		6 – 5	D – E	A
4 – 1	A - G		4 – D		1 – 4	G – A	
2 – 5	B – E		5 – E		5 – 2	E – B	
6 – 3	C – D	F	6 – F	G	3 – 6	D – C	F
1 – 3	F - A		B – 1		3 – 1	A – F	
2 – 6	E - G		C – 2		6 – 2	G – E	
4 – 5	C – B	D	D – 3		5 – 4	B – C	D
5 – 1	A - E		E – 4		1 – 5	E – A	
3 – 2	D - F		F – 5		2 – 3	F – D	
6 – 4	G – C	B	G – 6	A	4 – 6	C – G	B
1 – 6	D – A		1 – C		6 – 1	A – D	
3 – 5	C – E		2 – D		5 – 3	E – C	
2 – 4	B – F	G	3 - E		4 – 2	F – B	G
	A - C		4 - F		C – A		
	D - B		5 - G		B – D		
	F - G	E	6 – A	B	G – F		E
	B - A		D – 1		A – B		
	G - D		E – 2		D – G		
	E - F	C	F - 3		F - E		C
			G – 4				
			A – 5				
			B - 6	C			
			1 – E				
			2 – F				
			3 – G				
			4 - A				
			5 – B				
			6 – C	D			
			F – 1				
			G – 2				
			A – 3				
			B – 4				
			C – 5				
			D - 6	E			
			1 – G				
			2 – A				
			3 – B				
			4 – C				
			5 – D				
			6 – E	F			
*5	6		12	12	17	18	

*Total Cumulative Matches/Each Team

14 Team Schedule

Round 1				Round 2				Round 3	
Section 1		Section 2		Section 1		Section 2		Section 1	Section 2
Match	Bye	Match	Bye	Match	Bye	Match	Bye	Match	Match
2 - 7		G – B		7 – 2		B – G			
3 – 6		F – C		6 – 3		C – F			
4 – 5	1	E – D	A	5 – 4	1	D – E	A		
7 – 1		A – G		1 – 7		G – A			
5 – 2		B – E		2 – 5		E – B			
4 – 3	6	C – D	F	3 – 4	6	D – C	F		
1 – 6		F - A		6 – 1		A - F			
7 – 5		E – G		5 - 7		G – E			
2 – 3	4	C – B	D	3 – 2	4	B – C	D	Repeat	
5 – 1		A – E		1 – 5		E – A		Round 1	
6 – 4		D – F		4 – 6		F – D			
3 – 7	2	G – C	B	7 – 3	2	C – G	B		
1 – 4		D – A		4 – 1		A – D			
5 – 3		C – E		3 – 5		E – C			
6 – 2	7	B – F	G	2 – 6	7	F – B	G		
3 – 1		A – C		1 – 3		C – A			
2 – 4		D – B		4 – 2		B – D			
7 – 6	5	F – G	E	6 – 7	5	G – F	E		
1 – 2		B – A		2 – 1		A – B			
4 – 7		G – D		7 – 4		D – G			
6 - 5	3	E – F	C	5 - 6	3	F – E	C		
* 6		6		12		12		18	18

* Total Cumulative Matches/Each Team

14 Team Interlocking Schedule

ROUND 1				ROUND 2		ROUND 3			
Section 1		Section 2		Section 1	Section 2	Section 1		Section 2	
Match	Bye	Match	Bye	Match		Match		Match	Bye
2 – 7		G – B		1 – A		7 – 2		B – G	
3 – 6		F – C		2 – B		6 – 3		C – F	
4 – 5	1	E – D	A	3 - C		5 – 4	1	D – E	A
7 – 1		A – G		4 – D		1 – 7		G – A	
5 – 2		B – E		5 – E		2 – 5		E – B	
4 – 3	6	C – D	E	6 – F		3 – 4	6	D – C	F
1 – 6		F - A		7 – G		6 – 1		A – F	
7 – 5		E – G		B - 1		5 – 7		G – E	
2 – 3	4	C – B	D	C – 2		3 – 2	4	B – C	D
5 – 1		A – E		D – 3		1 – 5		E – A	
6 – 4		D – F		E – 4		4 – 6		F – D	
3 – 7	2	G – C	B	F – 5		7 – 3	2	C – G	B
1 – 4		D – A		G – 6		4 – 1		A – D	
5 - 3		C – E		A – 7		3 – 5		E – C	
6 – 2	7	B – F	G	1 – C		2 – 6	7	F – B	G
3 – 1		A – C		2 – D		1 – 3		C – A	
2 – 4		D – B		3 – E		4 – 2		B – D	
7 – 6	5	F – G	E	4 – F		6 – 7	5	G – F	E
1 – 2		B – A		5 – G	1 - E	2 – 1		A – B	
4 – 7		G – D		6 – A	2 – F	7 – 4		D – G	
6 – 5	3	E – F	C	7 - B	3 – G	5 – 6	3	F – E	C
				D – 1	4 – A				
				E – 2	5 – B				
				F – 3	6 – C				
				G – 4	7 – D				
				A – 5	F – 1				
				B – 6	G – 2				
				C - 7	A – 3				
				»	B – 4				
					C – 5				
					D – 6				
					E - 7				
					1 – G				
					2 – A				
					3 – B				
					4 – C				
					5 – D				
					6 – E				
					7 - F				
*6		6		13	13	19		19	

*Total Cumulative Matches/Each Team

15 Team Interlocking Schedule

ROUND 1			ROUND 2			
Section 1	Section 2		Section 1	Section 2		
Match	Match	Bye	Match	Bye		
1 – 4	G – B		A – 1			
3 – 2	F – C		B- 2			
5 - 8	E – D	A	C -3			
7 – 6	A – G		D – 4			
1 – 3	B – E		E – 5			
4 – 2	C – D	F	F – 6			
7 – 5	F – A		G -7	8		
6 – 8	E – G		2 – A			
2 – 1	C – B	D	3 – B			
3 – 4	A – E		4 – C			
5 – 6	D – F		5 –D			
8 – 7	G – C	B	6 – E			
1 – 5	D – A		7 – F			
2 – 6	C – E		8 – G	1		
7 - 3	B - F	G	A – 3		6 – A	
8 – 4	A – C		B – 4		7 – B	
2 – 8	D – B		C – 5		8 – C	
4 – 7	F – G	E	D – 6		1 – D	
6 – 1	B – A		E – 7		2 – E	
3 - 5	G – D		F – 8		3 – F	
7 - 1	E – F	C	G – 1	2	4 - G	5
5 – 2			4 – A		A – 7	
8 – 3			5 – B		B – 8	
6 - 4			6 – C		C – 1	
1 – 8			7 – D		D – 2	
2 – 7			8 – E		E – 3	
3 – 6			1 – F		F – 4	
4 - 5			2 – G	3	G – 5	6
			A – 5		8 – A	
			B – 6		1 – B	
			C – 7		2 – C	
			D – 8		3 – D	
			E – 1		4 – E	
			F – 2		5 – F	
			G – 3	4	6 – G	7
			»			
7	6				14	14

* Total Cumulative Matches/Each Team

16 Team Schedule

ROUND 1		ROUND 2	
Section 1 Match	Section 2 Match	Section 1 Match	Section 2 Match
1 – 4	A – D	4 – 1	D – A
3 – 2	C – B	2 – 3	B – C
5 – 8	E – H	8 – 5	H – E
7 – 6	G – F	6 – 7	F – G
1 – 3	A – C	3 – 1	C – A
4 – 2	D – B	2 – 4	B – D
7 – 5	G – E	5 – 7	G – E
6 – 8	F – H	8 – 6	H – F
2 – 1	B – A	1 – 2	A – B
3 – 4	C – D	4 – 3	D – C
5 – 6	E – F	6 – 5	F – E
8 – 7	H – G	7 – 8	H – G
1 – 5	A – E	5 – 1	E – A
2 – 6	B – F	6 – 2	F – B
7 – 3	G – C	3 – 7	C – G
8 – 4	H – D	4 – 8	D – H
2 – 8	B – H	8 – 2	H – B
4 – 7	D – G	7 – 4	G – D
6 – 1	F – A	1 – 6	A – F
3 – 5	C – E	5 – 3	E – C
7 – 1	G – A	1 – 7	A – G
5 – 2	E – B	2 – 5	B – E
8 – 3	H – C	3 – 8	C – H
6 - 4	F – D	4 – 6	D – F
1 – 8	A – H	8 – 1	H – A
2 – 7	B – G	7 – 2	G – B
3 – 6	C – F	6 – 3	F – C
4 - 5	D - E	5 - 4	E - D
***7**	**7**	**14**	**14**

*****Total Cumulative Matches/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
7 – 6	G – F	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
6 – 8	F – H	8 – H	8 – D
2 – 1	B – A	B – 1	F – 1
3 – 4	C – D	C – 2	G – 2
5 – 6	E – F	D – 3	H – 3
8 – 7	H – G	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
8 – 4	H – D	A - 8	E – 8
2 – 8	B – H	1 – C	1 – G
4 – 7	D – G	2 – D	2 – H
6 – 1	F – A	3 – E	3 – A
3 – 5	C – E	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
6 - 4	F – D	8 – B	8 - F
1 – 8	A – H	D – 1	H – 1
2 – 7	B – G	E – 2	A – 2
3 – 6	C – F	F – 3	B – 3
4 - 5	D - E	G - 4	C – 4
		H - 5	D – 5
		A – 6	E – 6
		B – 7	F – 7
		C - 8	G - 8
		»	
*7	7	15	15

*Total Cumulative Matches/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 match 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.

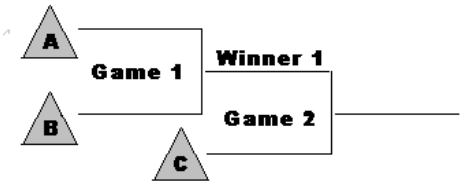
In AYSO, maximum participation by teams for as long as possible should be equally important to determining a "champion." Consider consolation brackets and open play for "eliminated" teams.

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

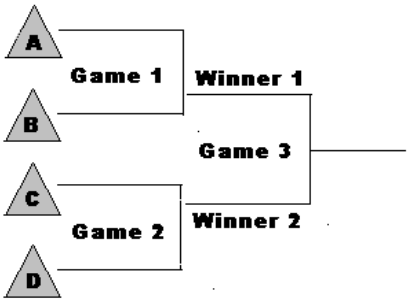
Playoffs with more than eight teams should be single elimination (because of the many weeks required for completion). These ladders should be made square (an even multiple of 4), as quickly as possible. For example, the first round of 12 team playoff should involve eight teams, with the four winners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

Single Elimination Playoff Ladders

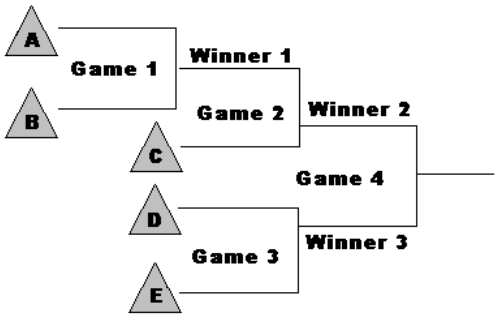
Three Teams



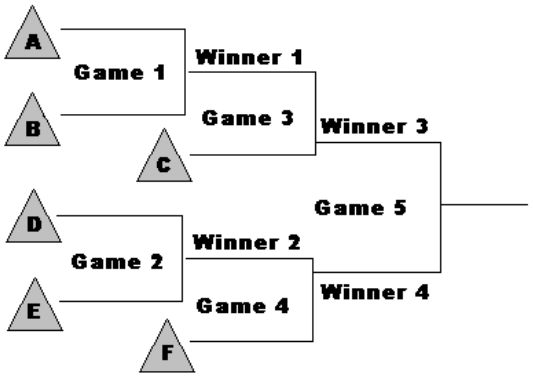
Four Teams



Five Teams



Six Teams



Seven Teams

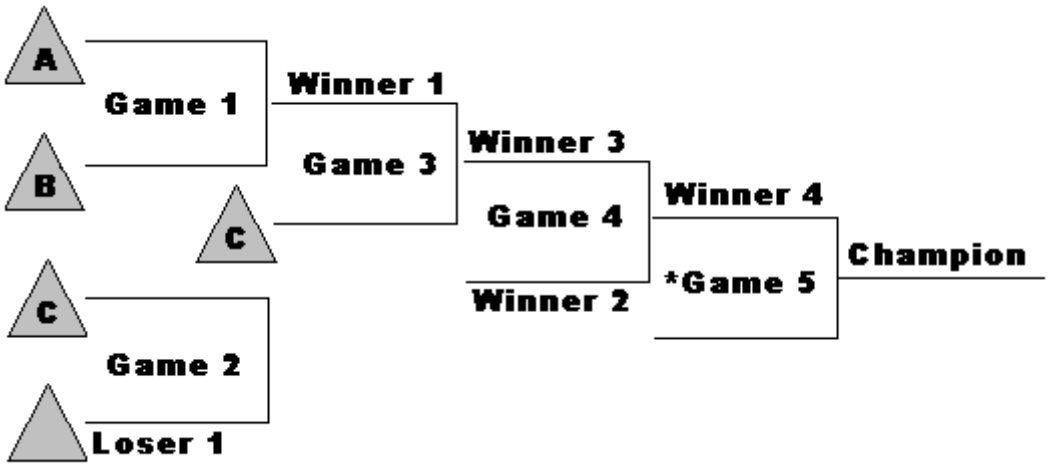


Eight Teams

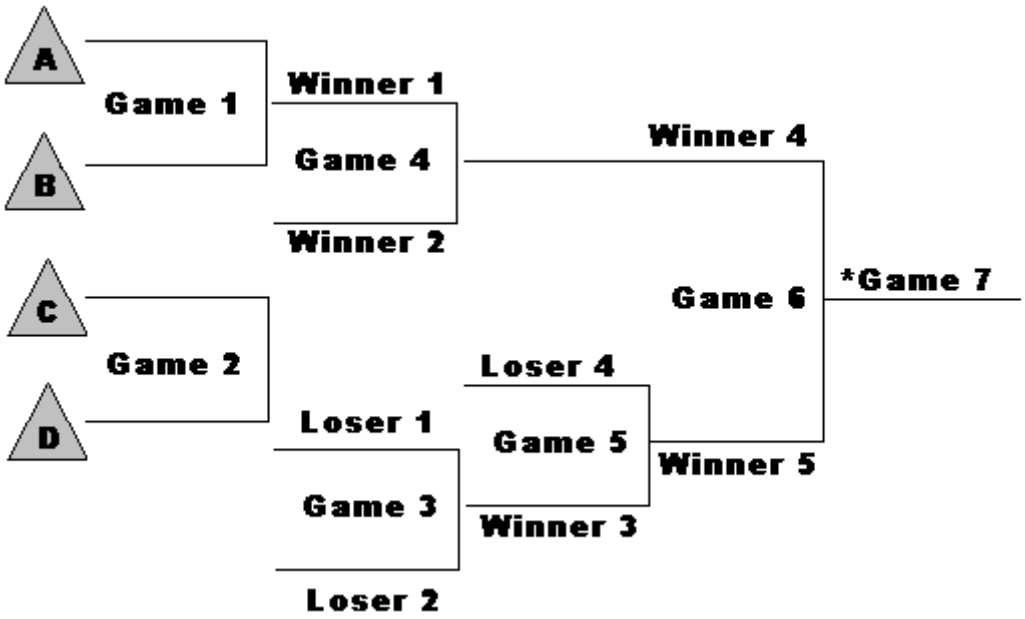


Double Elimination Playoff Ladders

Three Teams
*Match 5 is only necessary if Team C wins Match 3

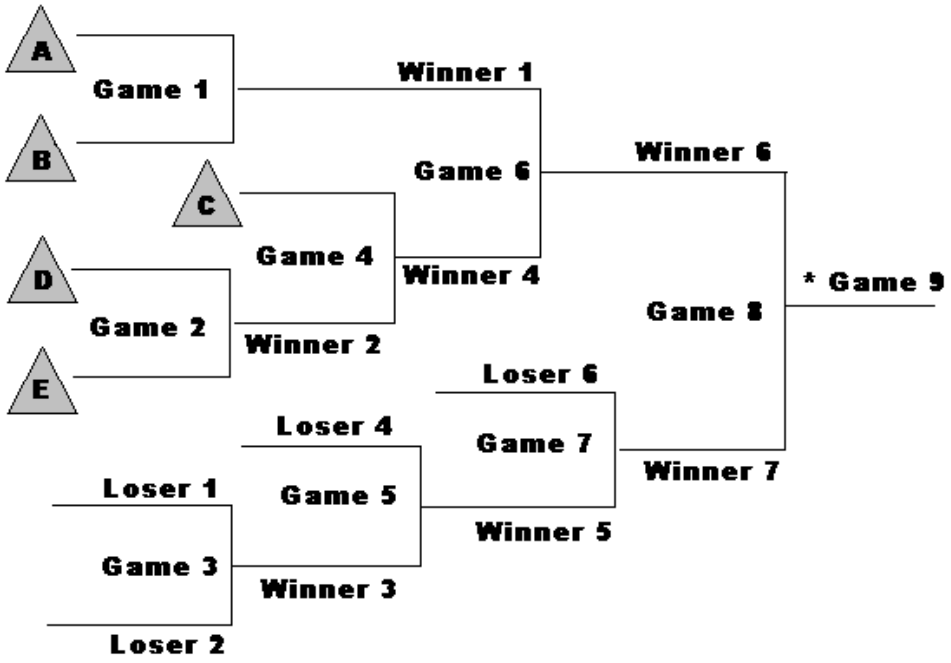


Four Teams
*Match 7 is only necessary if the winner of Match 5 defeats



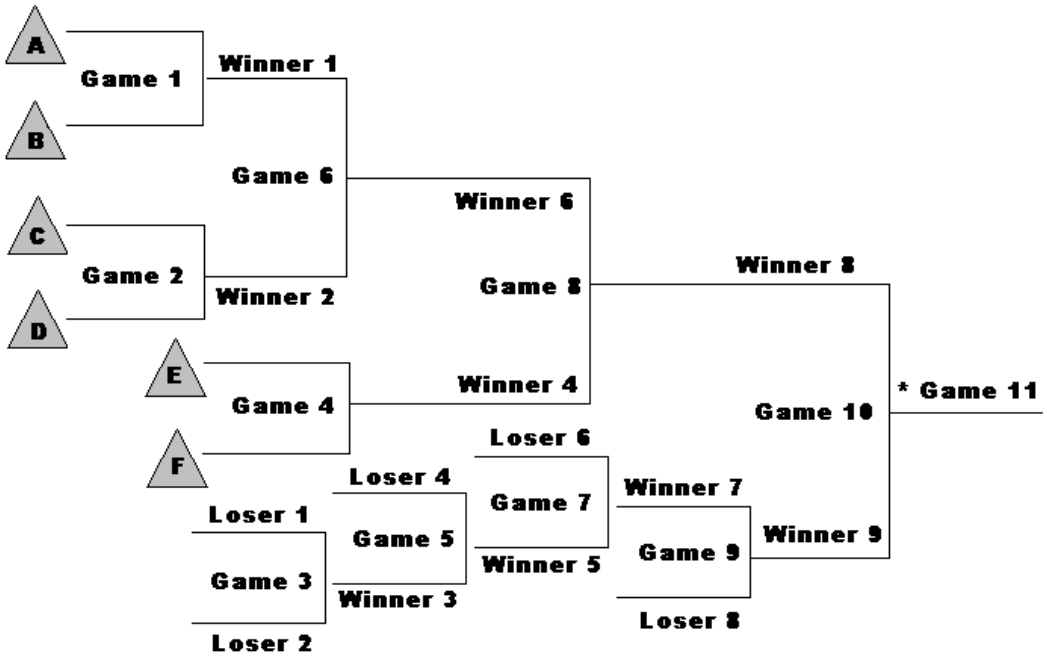
Five Teams

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



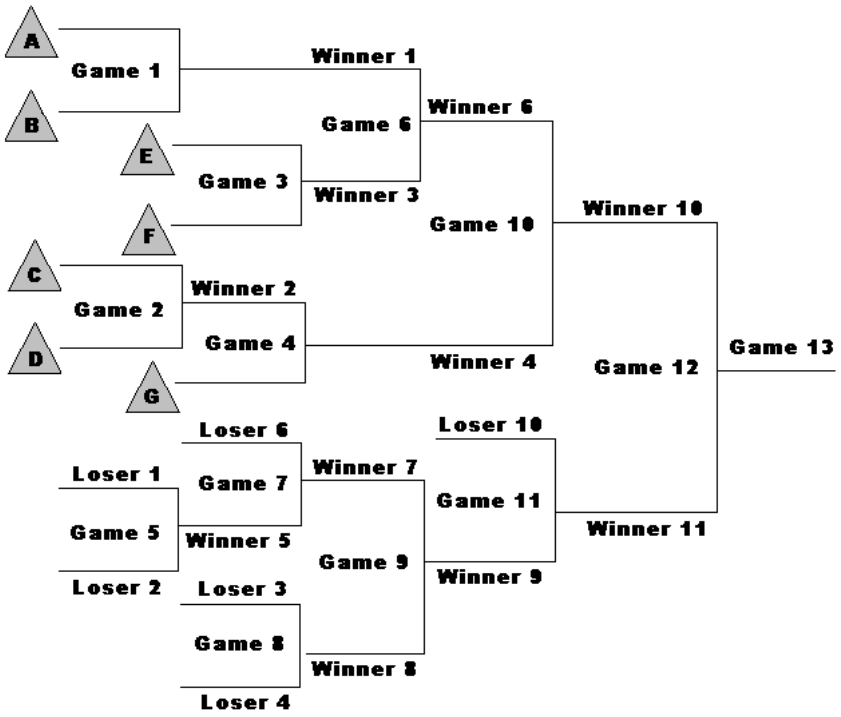
Six Teams

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



Seven Teams

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



Eight Teams

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



Standard 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.

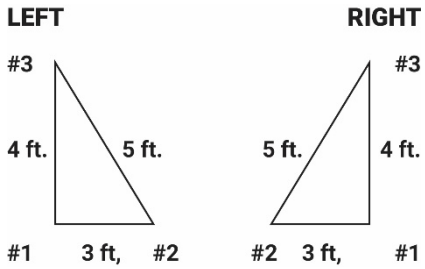
Equipment needed:

- 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 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

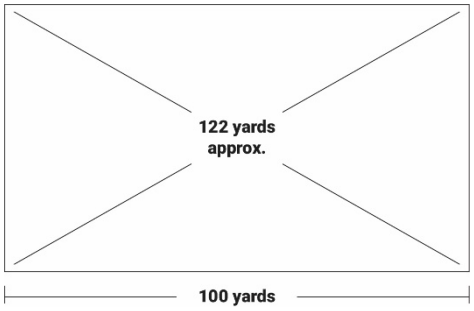
Set the initial peg at one corner of the field to be built. Set the second peg three feet inward of the first peg along the intended goal line. Set the third peg four feet from the first peg along the intended touch line while measuring five feet from the third to the second peg to acquire a right angle.



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.

Optional marks may be made off the field of play 10 yards from the corner arc at right angles to the goal lines and touchlines to ensure defenders are far enough away from a corner kick.

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 small-sided matches.

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.

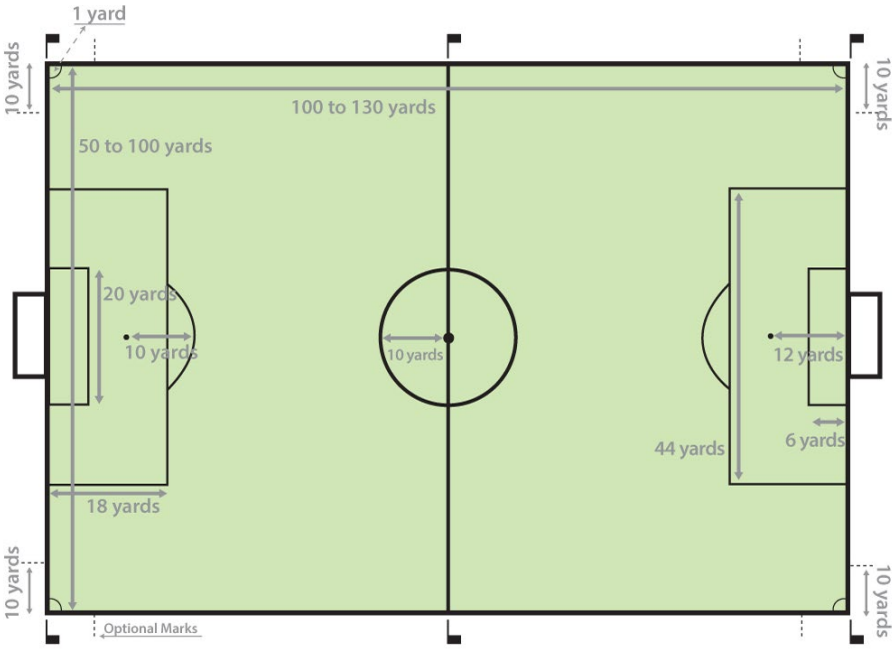
Permanent Goals

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.

11 x 11 Standards of Play



Field

- 100 - 130 yards (length)
- 50 - 100 yards (width)

Goals

- The maximum goal size is 8’ high x 24’ wide.
- The recommended goal size is 8’ high x 24’ wide.

Matches

- Size 5
- 11 v 11
- Game may not start or continue if there are less than 7 players on a team.
- Substitutions take place approximately midway through each half – See Rules & Regulations I. C. 1 & 2.
- Matches shall have 2 equal halves not to exceed 35 minutes each (14U), 40 minutes each (16U), 45 minutes each (18U).
- Halftime shall be a minimum of 5 minutes and a maximum of 10 minutes.

Small-Sided Matches

U.S. Soccer has mandated, for its member associations, small-sided matches as part of the Player Development Initiatives. Match play shall be governed by the *Laws of the Game* as modified by AYSO (with permission), the AYSO National Rules & Regulations and the age appropriate AYSO Coach Manual.

Young soccer players need special consideration.

- They are children playing a children's game.
- They must be regarded as young children, not mini adults.
- They are essentially self-oriented and relate naturally to one or two others, not to large groups.
- Fun and activity factors must be a central part of a child-centered program.
- Educators agree early learning experiences are the most important and produce the most retention.
- Most children cannot sustain prolonged activity.
- They function best in suitable starts and stops (rest periods).
- Concentration span is limited, so frequent changes of pace and activity are essential.

Children love to learn.

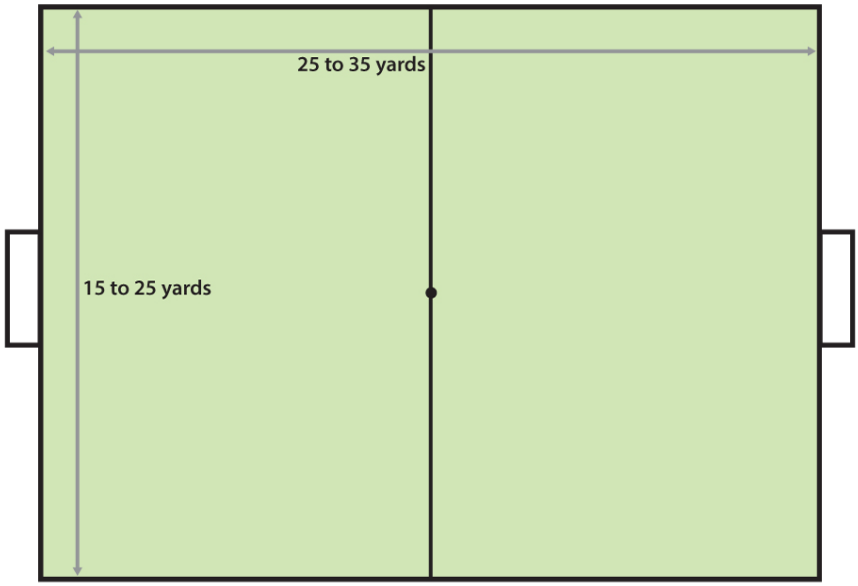
- They learn a great deal more when the ratio of teacher (coach) to student (player) is reduced.
- With small numbers and the simple nature of the match, the best teacher is the match itself.
- With fewer players on the field, each player gets more touches of the ball and has greater opportunity to change location in a fast-flowing, fluid match.
- Playing small-sided allows players to make simpler decisions and develop an earlier, better understanding of organization of play.
- Smaller fields mean more players are directly involved in play, creating increased levels of both concentration and interest.
- The reduced field size encourages more shots on goal by all players, therefore more goals scored.

Residual benefits.

- Parents are introduced to the match in smaller, more understandable doses.
- Small-sided matches are a great place to train new referees.
- The rest of the world is playing small-sided, and we are part of the soccer world.

	6U 6 years old and younger	7U 7 years old and younger	8U 8 years old and younger	9U 9 years old and younger	10U 10 years old and younger	11U 11 years old and younger	12U 12 years old and younger
Field Size (yards)	Length 25-35 Width 15-25	Length 25-35 Width 15-25	Length 25-35 Width 15-25	Length 55-65 Width 35-45	Length 55-65 Width 35-45	Length 70-80 Width 45-55	Length 70-80 Width 45-55
Max Goal Size (feet)	Height 4 Width 6	Height 4 Width 6	Height 4 Width 6	Height 6.5 Width 18.5	Height 6.5 Width 18.5	Height 7 Width 21	Height 7 Width 21
Rec'd Goal Size (feet)	Height 4 Width 6	Height 4 Width 6	Height 4 Width 6	Height 6.5 Width 12	Height 6.5 Width 12	Height 6.5 Width 18.5	Height 7 Width 21
Ball Size	3	3	3	4	4	4	4
Players	4v4 No GK	4v4 No GK	4v4 No GK	7v7	7v7	9v9	9v9
Game Times (minutes) Off	4x10	4x10	4x10	2x25	2x25	2x30	2x30
Offside	No	No	No	Yes	Yes	Yes	Yes

4V4 Standards of Play



Field

- 25-35 yards (length)
- 15-25 yards (width)

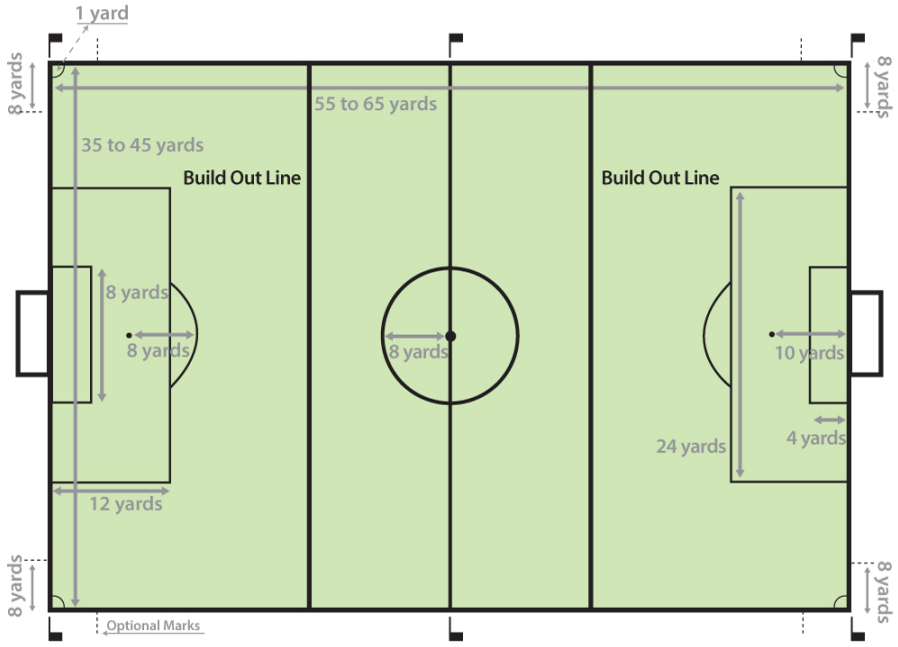
Goals

- The maximum goal size is 4’ high x 6’ wide.
- The recommended goal size is 4’ high x 6’ wide.
- Corner flags are not needed

Matches

- Size 3 ball
- Shin guards are required
- Substitutions take place approximately midway through each half – See Rules & Regulations I. C. 1 & 2.
- Matches shall have 2 equal halves not to exceed 10 minutes each (6U) or 20 minutes each (8U).
- Halftime shall be a minimum of 5 minutes and a maximum of 10 minutes. No added time.
- Playing times can be less when managed by the coaches and parents.
- Kick-offs, free kicks, goal kicks and corner kicks are used to start or restart play
- Pass-ins and/or dribble-ins are also acceptable. Throw-ins may be an approved exception for 8U.
- Goal kicks and corner kicks should be taken in the general vicinity of the respective goal or corner
- If used, all free kicks are indirect
- Opponents should be 5 yards away from the ball on all restarts.
- No penalty kicks.
- No offside.
- Registered and certified referees are not required at this level
- Since there is no referee, coaches are expected to manage the game environment from the touchline using these standards of play and their best judgement.
- Together, coaches and parents are expected to create and promote a fun and safe environment for the players

7v7 Standards of Play



Field

- 55-65 yards (length)
- 35-45 yards (width)

Goals

- The maximum goal size is 6.5' high x 18.5' wide.
- The recommended goal size is 6.5' high x 12' wide.

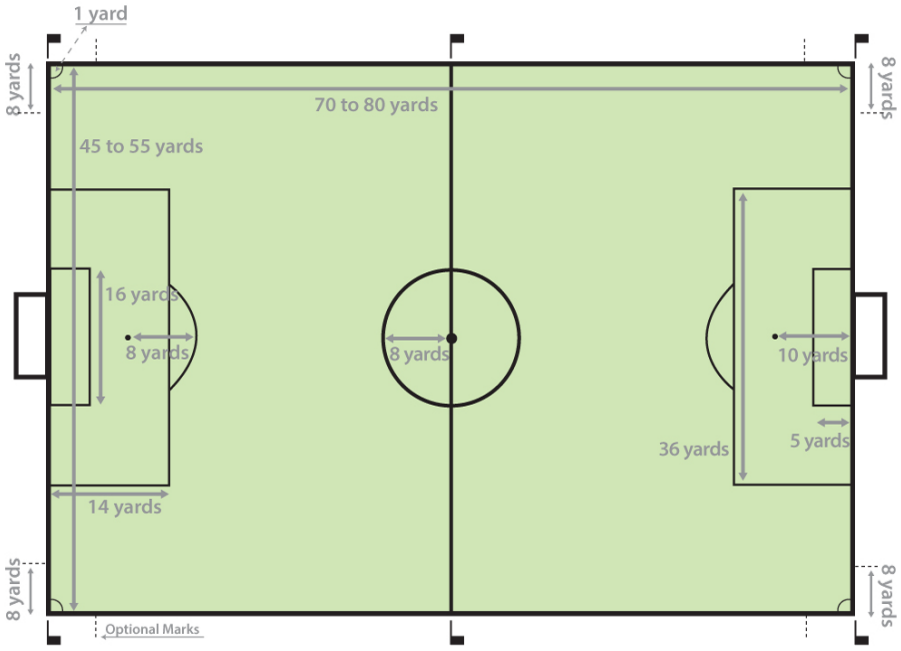
Build Out Line

- The build out line promotes playing the ball out of the back in a less pressured setting.
- Build out lines should be equidistant between the top of the penalty area and halfway line.
- When the goalkeeper has the ball, either during play (from the opponent) or from a goal kick, the opposing team must move behind the build out line until the ball is put into play.
- Once the opposing team is behind the build out line, the goalkeeper can pass, throw or roll the ball into play (to either side of the build out line). Punting is not allowed.
- The ball is in play from a goal kick when the ball is kicked and it clearly moves.
- The ball is in play from goalkeeper pass-in when the goalkeeper releases the ball.
- After the ball is put into play by the goalkeeper, the opposing team can cross the build out line and play resumes as normal.
- If a goalkeeper punts the ball, an indirect free kick should be awarded to the opposing team from the spot of the offense.
- If the punt occurs within the goal area, the indirect free kick should be taken on the goal area line parallel to the goal line at the nearest point to where the infringement occurred.

Matches

- Size 4 ball
- Game may not start or continue if there are less than 5 players on a team.
- Substitutions take place approximately midway through each half – See Rules & Regulations I. C. 1 & 2.
- Matches shall have 2 equal halves not to exceed 25 minutes each.
- Halftime shall be a minimum of 5 minutes and a maximum of 10 minutes. No added time.

9v9 Standards of Play



Field

- 70-80 yards (length)
- 45-55 yards (width)

Goals

- The maximum goal size is 7’ high x 21’ wide.
- The recommended goal size is 6.5’ high x 18.5’ wide.

Matches

- Size 4 ball
- Game may not start or continue if there are less than 6 players on a team.
- Substitutions take place approximately midway through each half – See Rules & Regulations I. C. 1 & 2.
- Matches shall have 2 equal halves not to exceed 30 minutes each.
- Halftime shall be a minimum of 5 minutes and a maximum of 10 minutes. No added time.

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 "match 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 "match ball" to be controlled by the equipment manager and the referee. Match 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 matches. 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 matches 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 matches and practices. Soccer experts we consult also agree that padded goalposts would bring about a change in the way the match is played. Additionally, there currently is no provision for the padding of goalposts during matches under *IFAB 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 IFAB 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 small-sided matches have different requirements for goals. Check AYSO's "Small-sided Matches 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 match 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 match 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

6U	3 Youth XS	12 Youth S	
8U	5 Youth S	7 Youth M	3 Youth L
10U		7 Youth M	3 Youth L
12U	4 Youth M	8 Youth L	3 Adult 2
14U	3 Youth L	8 Adult S	4 Adult M
16U	3 Adult S	8 Adult M	4 Adult L
18U	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.l

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 _____

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

Uniform Record (sample form)

AYSO Region _____ Team _____

Jerseys

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

Colors	Team	Goalkeeper
Body		
Trim		
Stripes		
Number		
AYSO Logo		

Size Distribution:

Shorts

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

Colors	Team	Goalkeeper
Body		
Trim		

Size Distribution:

Socks

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

Colors	Team	Goalkeeper
Body		
Stripes		
Cuff		

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 matches!

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 matches.
- 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 AYSO's system of record. 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 matches
    - disciplining participants
    - field set-up and take-down
    - playing in inclement weather
    - makeup matches
    - lodging complaints
    - protests of matches

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. 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 matches, 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 a while. 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 match 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 emphasis 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 match, location, time, schedule, and list any special activities. In the case of a tournament, avoid singling out one match.

Post-season matches (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 matches, sites, and times. Arrangements should be made to provide match results to the newspaper no later than two days following the matches. The results could be called in or submitted on the Monday following the match.

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' matches. 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.

9. AYSO Safe Haven

The American Youth Soccer Organization's (AYSO's) 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 strives to create an environment where 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 a U.S. government issued photo identification, such as a state driver license, state I.D card, passport, military I.D. or resident alien card. 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.

Kids Zone

AYSO's Kids Zone program is one of the first programs of its kind to promote good sportsmanship and appropriate sideline behavior – key to promoting a safe, fair, fun, family-friendly environment for experiencing the benefits of playing soccer. Parents and spectators pledge to respect the tenets of Kids Zone. Coaches, referees, parents and players agree to abide by a code of conduct. AYSO asks that all participants agree to help make every AYSO venue a Kids Zone where spectators agree to respect the following guidelines:

- Kids are #1
- Fun, not winning is everything
- Fans only cheer, only coaches coach
- No yelling in anger
- Respect the volunteer referees
- No swearing
- No weapons
- Leave no trash behind
- Set a proper example of good sportsmanship
- No alcohol, tobacco products, smoking, controlled substances



Kids Zone Parent Pledge

1. I pledge to be on time or early when bringing my child to his/her practices and matches. I understand that it may be uncomfortable for my child to be late to a match or practice and that he/she is subject to physical risk if not provided with adequate time to warm up. I understand that I am encouraged to stay during practices and matches, but if I do not, I will be there when he/she is finished. Being punctual shows respect for the coach, who has other time commitments, and it tells my child that he/she is my top priority. _____

2. I understand that the top three reasons kids play sports are to have fun, make new friends and learn new skills. I understand that the match is for the kids, and I will encourage my child to have fun and keep sport in its proper perspective. I understand that athletes do their best when they are emotionally healthy, so I will be positive and supportive. _____

3. I will redefine what it is to be a "Winner" in my conversations with my child. Winners are people who make the maximum effort, continue to learn and improve, and do not let mistakes, or fear of making mistakes, discourage them. I understand that mistakes are an inevitable part of any match and that people learn from their mistakes. I understand that all children are born with different abilities and that the true measure of success is not how my child compares to others, but how he/she is doing in comparison to his/her best self. _____

4. I will "Honor the Game." I understand the importance of setting a good example of sportsmanship for my child. I will show respect for all involved in the match including coaches, players, opponents, opposing fans, and referees. I understand that officials, coaches, and players make mistakes. If the referee makes a call I do not agree with, I will refrain from questioning, insulting or making personal attacks against him or her. ____

5. I understand that matches can be exciting for my child as he/she deals with the fast-paced action of the match, responds to opponents, referees, teammates, and listens to coaches. I will not yell out instructions. During the match, I will make only sportsmanlike comments that encourage my child and other players on both teams. _____

6. I will not make negative comments about the match, coaches, referees or teammates in my child's presence. This sets a bad example, which can negatively influence my child's motivation and overall experience. I agree to act in a sportsmanlike manner and make every effort to foster a friendly and nonviolent atmosphere. _____
I agree to honor the AYSO Parent Pledge in my words and actions.

Safe Haven Training and Certification Matrix

Volunteer Position	Safe Haven Training	Job Training	*Suggestions for Continuing Education
Regional Commissioner	AYSO's Safe Haven 2 hours	Regional Commissioner Orientation 3 hours RC Training 18 hours	Regional Management 4 hours 30 min Dispute Resolution 2 hours 30 min
Regional Coach Administrator	AYSO's Safe Haven 2 hours	Coach Administrator Training 1 hour 15 min	Regional Management 4 hours 30 min Dispute Resolution/Due Process 2 hours 30 min
Regional Referee Administrator	AYSO's Safe 2 hours	Referee Administrator Training 2 hours 30 min	Regional Management 4 hours 30 min Dispute Resolution 2 hours 30 min
Child and Volunteer Protection Advocate	AYSO's Safe Haven 2 hours	Child and Volunteer Protection Advocate (CVPA) 2 hours	Safe Haven Annual Update 1 hour 15 min Dispute Resolution 2 hours 30 min
Treasurer	AYSO's Safe Haven 2 hours	Treasurer 2 hours 30 min	Budgeting for the Regional Board 1 hour 15 min
Safety Director	AYSO's Safe Haven 2 hours	Safety Director 1 hour 15 min	Safe Haven Annual Update 1 hour 15 min
Regional Registrar	AYSO's Safe Haven 2 hours	Registrar 1 hour 15 min	Registration Events 1 hour 15 min
Assistant Regional Commissioner	AYSO's Safe Haven 2 hours	Introductory Management 4 hours 30 min	Dispute Resolution/Due Process 2 hours 30 min
Auditor	AYSO's Safe Haven 2 hours	Auditor 1 hour 15 min	Treasurer 2 hour 30 min
Division/Age Group Coordinators	AYSO's Safe Haven 2 hours	Division Coordinator	Dispute Resolution/Due Process 2 hours 30 min
All Other Regional Board & Staff	AYSO's Safe Haven 2 hours	Regional Board Member Training 1 hour 15 min	Any Discipline-Related Training, Workshop or Annual Update, Dispute Resolution/Due Process 2 hours 30 min
Coaches	AYSO's Safe Haven or 2 hours	Age Appropriate Coach Course Varies	Annual Coach Update 1 hour 15 min
Referees	AYSO's Safe 2 hours	Appropriate Referee Course Varies	Annual Referee Update 1 hour 15 min
All Instructors	AYSO's Safe Haven 2 hours	Introduction to Instruction Discipline Specific Instructor Course Varies	Any Discipline-Related training or workshop Referee Administrator, Instructor & Assessor Annual Update
Area Director	AYSO's Safe Haven 2 hours	Area Director Training 18 hours	Introductory Management 4 hours 30 min Dispute Resolution 2 hours 30 min
VIP Administrator	AYSO's Safe Haven 2 hours	VIP Volunteer Training 2 hours 30 min	Player Programs Annual Update 1 hour 15 min

Safe Haven 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
Refugio Seguro de AYSO	This course presents information on child & volunteer protection and the key components necessary to create a safe haven in Spanish.	2 hours	None	Coach, Referee or Management Instructor AYSO's Safe Haven Refugio Seguro de AYSO	Regional Administrator in Coach, Referee or Management discipline
Safe Haven Addendum	The addendum provides additional Safe Haven protocols to address key challenges. Recommended for Region, Area and Section staff.	1.25 hours	None	Coach, Referee or Management Instructor AYSO's Safe Haven Safe Haven Addendum	Authorization from National Safe Haven Department
CDC Concussion Awareness Training	This training provides concussion awareness training for all volunteers.	1 hour	None	None. Course cannot be instructed. Must be taken from CDC online course either on aysou.org or CDC site.	

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 Office.

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 AYSO's registration System of Record. The online form can be electronically signed, printed and submitted to the Region for reference checks and confirmation of photo identification. The volunteer application form is extremely important because it authorizes AYSO to perform applicant screening. Volunteers should know that they are subject to background screening. Criminal background checks are performed at the National Office by the Safe Haven department.

The Region shall have the right to deny the participation of any individual who refuses to fill out the volunteer application form completely or disagrees with any of the agreements required on the application, who 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 vary by state. However, it is AYSO's belief that we are morally obligated to report suspected abuse in addition to any mandated reporting requirements and we encourage any volunteer to file a good faith report.

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 board members referees and coaches are required to be registered in the current AYSO Membership Year, as well as possess the appropriate training and certification. For the protection of players, volunteers and AYSO, all volunteers are required to complete the current version of AYSO's Safe Haven along with the appropriate job training, in order to be trained and certified for the volunteer position(s) held. This includes age-specific coach training for coaches.

AYSO practices and matches are not permitted without an AYSO certified and trained coach. AYSO scheduled matches are not permitted without a certified and trained AYSO referee, except: In Schoolyard Soccer and Playground Soccer divisions in which referees/officials are not used; in 6U divisions in which referees/officials are optional and, if not used, certified and trained AYSO coaches will manage the match; 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. All other Regional volunteers will be trained in child and volunteer protection (AYSO's Safe Haven).

Only official AYSO materials and courses (or those approved by AYSO) may be used to train and certify 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.

To validate each attendee's training and certification, and to ensure that the Regional, Area or Section board members, volunteers, coaches and referees are registered with AYSO, records of training or certification course

attendance will be maintained in AYSO-U 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 will work with the CVPA to ensure that all coaches are registered and age appropriately trained and certified.

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 match or the child leaves the immediate vicinity of the practice or match as prearranged by the parent/guardian to walk home or to a friend's or relative's house. No child shall be left unsupervised after a match or practice. Parents/guardians must establish contact with the coach before leaving their child for a practice or a match and parents/guardians who are unreasonably late or consistently tardy should be reported to the CVPA for action.

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 will work with the CVPA to ensure that all referees are registered and trained and certified.

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 match 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. Sexual harassment, lewd comments and any form of inappropriate physical contact are prohibited. Bullying, hazing, corporal punishment and any act of violence are also prohibited. In

addition, physical, emotional, sexual, and ethical abuses are prohibited, as is neglect or endangerment of a child. AYSO is a mandated reporter of suspected abuse in many states and asks any adult who knows or suspects abuse of a child to inform the Region and law enforcement.

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 Program Administrator at the AYSO National Office.

AYSO Criminal Background Check Policy

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 must complete an AYSO Volunteer Application Form in AYSO's official member registration system each year, submit an esigned copy to the Region and consent to a criminal background check. 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 government issued photo I.D. if the applicant does not drive) and date of birth.

The Region must send the original copy of any handwritten/signed 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 must coincide with background check results. Failure to answer honestly may be grounds for disqualification.

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. Regions may appoint more than one CVPA as needed to expedite the screening process at the Region level.

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.

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 within the prior 20 years will be disqualified from any volunteer position.

Persons convicted of sex offences will be disqualified from volunteering in AYSO.

Persons convicted of a theft related crime or fraud within the prior 15 years will 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 will be disqualified from any coaching position, referee assignment 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 will be disqualified from any coaching position or any position that leads children's activities.

In certain limited instances, AYSO will disqualify volunteers who have been arrested for a crime, even if the arrest later results in no charges being filed. While AYSO casts no judgment about any of the allegations and/or accusations in these instances, AYSO's overriding and compelling interest is to provide a safe, fair and fun environment for children.

DUI: Persons convicted of driving while under the influence or other traffic/conduct related crimes 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. Individuals disqualified or restricted by Safe Haven are not entitled to due process at the Region, Area or Section level. Their right of review is conducted in conjunction with their Notice of Duty to Review Criminal Background.

Table of Convictions - Partial List

Violent Crimes & Serious Crimes Against a Person

Aggravated Assault
Aggravated Battery w/ Firearm
Armed Robbery
Arson
Assault
Attempted Murder
Battery
Blackmail
Cruelty to Animals
Domestic Battery
Extortion
Hate Crime
Home Invasion
Hit and Run Causing Injury/Death
Kidnapping
Murder
Possession of Explosives
Preventing a 911 Call
Terrorism
Reckless Homicide
Robbery
Second Degree Murder
Stalking
Solicitation for Murder
Tampering w/ Food or Drugs
Threatening Public Officials
Treason
Unlawful Restraint
Vehicular Car Jacking
Vehicular Endangerment
Violation of Order of Protection

Less Serious Crimes Against a Person

Criminal Threats of Death/Bodily Harm
Disturbing the Peace- fighting
Harassment
Harassment of Jurors or Witnesses
Involuntary Manslaughter
Intimidation
Simple Assault
Restraining Order
Vehicular Manslaughter While Intoxicated

Sex Offenses

Bigamy
Child Pornography
Criminal Sexual Abuse
Criminal Sexual Assault
Criminal Transmission of HIV
Distribution/Sale of Pornography to a Minor
Indecent Exposure
Indecent Solicitation of a Child
Keeping a Place of Prostitution
Lewd and Lascivious Behavior
Obscene Phone Calls
Obscenity
Pandering
Pimping
Prostitution
Public Indecency
Sex with a Minor
Sexual Exploitation of a Child
Solicitation of a Sexual Act

Theft-related Crimes

Bad Checks
Bid Rigging
Bid Rotating & Kickbacks
Bribery
Burglary
Computer Hacking/Trespass
Embezzlement
Fencing of Stolen goods
Forgery
Grand Theft
Identity Theft
Industrial Espionage
Interference with Public Contracts
Looting
Money Laundering
Misuse of Credit Card
Petty Theft
Possession of Burglary Tools
Receiving Stolen Property
Tax Evasion
Theft of Intellectual Property
Ticket Scalping
Welfare Fraud

Fraud

Deceptive Sales
Fraudulent Advertisement
Fraudulent Use of Access Card
Insurance Fraud
Mail and Wire Fraud
Odometer Fraud
Public Aid Fraud
Retail 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

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
Environmental Crimes
Gunrunning
Hit and Run with Damage
Identity Switching
Illegal Gambling
Impersonating a Law Enforcement Officer
Unlawful Sale of Firearms
Interference with Judicial Proceeding
Obstructing Justice
Legislative Misconduct
Resisting Arrest
Perjury
Tampering with Public Records
Unlawful Possession of Weapons
Unlawful Use of Body Armor
Unlawful Use, Sale, or Discharge of a Metal Piercing Bullet
Vandalism

Traffic/Conduct Crimes

Disorderly Conduct
Disturbing the Peace
Driving Under the Influence
Drunk in Public
Driving without a License/Insurance
Operating Under the Influence
Reckless Conduct
Reckless Driving
Repeated Traffic Offenses
Wet and Reckless Driving

Electronic Communication and Social Media

In keeping with the goal of the Safe Haven program to address the growing need to protect children from abuse, which includes the invasion of privacy rights and/or volunteers from misunderstandings and false accusations, the following recommendations are proposed for electronic communications and the use of social media sites, such as Facebook or Twitter.

Consistent with Safe Haven Child and Volunteer Protection Policies, AYSO asks all adults, regardless of whether they have a current volunteer application form on file, to maintain transparency in their communications with children while protecting children's identity and privacy. It is the responsibility of adults to maintain appropriate boundaries.

All communications regarding AYSO activities and participation in the program must be directed to parents and guardians including voice messages, e-mails and text messages. It is up to a child's parent(s) and/or guardian(s) to forward necessary communications to their children. If, for older players or youth volunteers, parents/guardians allow direct communications with a player or youth volunteers, parents must still be copied on any and all messages. Adults should refrain from private, personal, on-going electronic conversations with children.

All AYSO websites and pages on Social Media sites such as Facebook, Twitter and Myspace must be monitored to prevent inappropriate postings, blogs or "tweets" which either divulge the identity of minors or include any disparaging comments or pictures. Neither AYSO websites nor social media sites may be conduits for social bullying, airing grievances, or gateways for predators. All AYSO or social media sites/pages should conform to the rules and regulations for use and safety as outlined by the site owner.

The AYSO Player Registration Form includes a general photo release for non-commercial purposes. Pictures posted on public sites should not include the names of individual players to avoid identifying children to the wrong individuals. Team rosters with names, numbers and contact information must not be posted on any public website or social media page.

Operation and maintenance of all AYSO websites should conform to AYSO's Privacy Policy for online privacy protection and the Children's Online Privacy Protection Act (COPPA of 2000) which establishes mandated disclosures, parental notifications and options for all online activities when information is requested from children under 13 years of age. A copy of the Privacy Policy is available on the website: http://www.ayso.org/resources/legal/privacy_policy.aspx.

The advantages and convenience of electronic communications and social media pages make them valuable and necessary tools for communicating with AYSO participants. As long as the same Safe Haven guidelines for interactions between adults and children are used in electronic media, the risk of abuse and misunderstandings can be minimized. Parents play a critical role in keeping children safe online and they must be included in all communications. Encourage parents to help with online safety by providing links to documents such as "A Parents' Guide to Facebook" and the U.S. Federal Trade Commission's "How to Protect Kids' Privacy Online."

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."

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://dhr.alabama.gov/services/Child_Protective_Services/Abuse_Neglect_Reporting.aspx

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://dcs.az.gov/report-child-abuse-or-neglect

Arkansas
Toll-Free: (800) 482-5964

http://humanservices/arkansas.gov/dcfs/Pages/ChildProtectiveServices.aspx

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
Hotline (844) 264-5437

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://kids.delaware.gov/fslfs_iseethesigns.shtml

District of Columbia
Local (toll): (202) 671-SAFE (202-671-7233)

https://cfsa.dc.gov/publication/signs-child-abuse-and-neglect

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): (800) 494-3991

http://www.hawaii.gov/dhs/protection/social_services/child_welfare/

Child Abuse and Neglect Reporting

Idaho

Statewide (855) 552-KIDS (855-552-5437)

Treasure Valley (208) 334-KIDS (208-344-5437)

http://healthandwelfare.idaho.gov/Children/AbuseNeglect/tabid/74/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/2398.htm

Iowa

Toll-Free: (800) 362-2178

http://dhs.iowa.gov/report-abuse-and-fraud

Kansas

Toll-Free: (800) 922-5330

http://www.dcf.ks.gove/Pages/report-Abuse-or-Neglect.aspx

Kentucky

Toll-Free: (800) 752-6200

KY Safe (877) 597-2331

http://chfs.ky.gov/dcbs/dpp/childsafety.htm

Louisiana

http://www.dss.state.la.us/index.cfm?md=pagebuilder&tmp=home&pid=109

Click on the website above for information on reporting or call Childhelp® (800-422-4453) for assistance.

Hotline (855) 597-2331

Maine

TTY: (800) 963-9490

Toll-Free: (800) 452-1999

http://www.maine.gov/dhhs/bcfs/abusereporting.htm

Maryland

http://dhr.maryland.gov/child-protective-services/reporting-suspected-child-abuse-or-neglect/

Click on the website above for information on reporting or call Childhelp® (800-422-4453) for assistance.

Massachusetts
Toll-Free: (800) 792-5200

www.mass.gov/eohhs/gov/departments/dcf/child-abuse-neglect/reporting-abuse.html

Michigan
http://www.michigan.gov/mdhhs/0,5885,7-399-73971_7119---,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&RevisionSelectionMethod=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

https://www.msabusehotline.mdhs.ms.gov/

Missouri
Toll-Free: (800) 392-3738

Local (toll): (573) 751-3448

TDD (800) 669-8689

http://dss.mo.gov/cd/can.htm

Montana
Toll-Free: (866) 820-5437

http://www.dphhs.mt.gov/cfsd/index.shtml

Nebraska
Toll-Free: (800) 652-1999

http://dhhs.ne.gov/children_family_services/Pages/just_jusindex.aspx

Nevada
Toll-Free: (800) 992-5757

http://www.nevadaregistry.org/child-care-licensing/mandated-reporting.html

New Hampshire
Toll-Free: (800) 894-5533

FAX (603) 271-6565

Local (toll): (603) 271-6562

TDD (800) 735-2964

http://www.dhhs.nh.gov/dcyf/cps/stop.htm

Child Abuse and Neglect Reporting

New Jersey

TDD: (800) 835-5510

TTY: (800) 835-5510

Toll-Free: (877) 652-2873

http://www.nj.gov/dcf/reporting/how/index.html

New Mexico

Toll-Free: (855) 333-7233

Local (toll): (505) 827-8400

http://www.cyfd.org/child-abuse-neglect

New York

TDD: (800) 638-5163

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/ocf/reportchildabuseandneglect.stm

Contact the county Public Children Services Agency using the list above or call Childhelp® (800-422-4453) for assistance.

Toll-Free (855) 642-4453

Oklahoma

Toll-Free: (800) 522-3511

http://www.okdhs.org/services/cps/Pages/default.aspx

Oregon

http://www.oregon.gov/dhs/children/pages/abuse/cps/cw_branches.aspx

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.dhs.pa.gov/provider/childwelfareservices/childlineandabuseregistry/

Puerto Rico
Toll-Free: (800) 981-8333

Local (toll): (787) 749-1333

Rhode Island
Toll-Free: (800) RI-CHILD (800-742-4453)

http://www.dcyf.ri.gov/child_welfare/index.php

South Carolina
Local (toll): (803) 898-7669

http://www.ddsn.sc.gov/about/Pages/HowToReportAbuse.aspx

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.

Toll-Free: (877) 244-0864

Tennessee
Toll-Free: (877) 237-0004

http://www.tn.gov/dcs/article/report-child-abuse

Texas
Toll-Free: (800) 252-5400

http://www.dfps.state.tx.us/contact_us/report_abuse.asp

Utah
Toll-Free: (855)

http://www.hsdcfs.utah.gov

Vermont
After hours: (800) 649-5285

http://dcf.vermont.gov/protection/reporting

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

Child Abuse and Neglect Reporting

http://www1.dshs.wa.gov/ca/safety/abuseReport.asp?2

West Virginia

Toll-Free: (800) 352-6513

http://www.dhhr.wv.gov/bcf/pages/default.aspx

Wisconsin

https://dcf.wisconsin.gov/

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, match 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, online courses and reference materials. A full coach training program has been developed for each division of play.

Coaching Structure

The AYSO National Coaching Program is administered by the AYSO Player Development Department.

Section Coach Administrators, are appointed by their respective Section Directors, and 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

For questions, consult the Area and Section staffs, along with the resources of the AYSO National Office.

Materials Available

*AYSO National Rules & Regulations**
Section Rules and Regulations (does not apply to some Sections)
AYSO Playground Soccer Manaul
AYSO Schoolyard Soccer Manual
6U Coach Manual *
8U Coach Manual *
10U Coach Manual *
12U Coach Manual *
Intermediate Coach Manual and instructor notes*
Advanced Coach Manual and instructor notes*
National Coach Program Manual*
Coach Administrator Manual*
AYSO's Safe Haven Manual*
* Available from the AYSO Supply Center – 1 (888) 297-6786 or supplycenter.ayso.org.

Holding an AYSO Coaching Course

Step 1:
All training courses must be registered on AYSOU.org. Coach Administrators and certified AYSO Coaching Instructors may register a course in AYSOU.org. Call the National Office, Player Development Department if you have any questions, (800) 872-2976.

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, 6U, 8U, 10U, 12U, Intermediate or Advanced)
- Name of the Certified Instructor, qualified to lead the course (see the matrix at the end of this chapter)
- Course Date
- Course Location

Make sure to include contact information so course attendees are able to contact you with any questions!

Step 3:
Conduct the course and have all attendees fill out the course roster completely and legibly.

Step 4:
Have course attendees keep their tests, once graded for future reference.

Step 5:
Coaching Course rosters can be input directly online via AYSOU.org. We strongly encourage all instructors to enter their own rosters into AYSOU.org.

Note: If the roster is not entered into AYSOU.org, attendees will not receive credit for the course. If a roster 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 AYSOU.org or notify the Player Development Department (800) 872-2976 for further assistance.

For our volunteer's protection, every course must be registered with AYSOU.org. 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 United States Center for Coaching Excellence (USCCE). The essential function of USCCE 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 6U 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 matches and the schedule for implementation:

Division	Minimum Training Requirement
6U	6U Coach (beginning 8/1/2010)
8U	8U Coach (beginning 8/1/2011)
10U	10U Coach (beginning 8/1/2012)
12U	12U Coach (beginning 8/1/2013)
14U	Intermediate Coach (beginning 8/1/2015) Including all pre-requisites
16U/18U	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 AYSO's system of record for the current year.

2. Be 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 (10U & 12U Training)
- Area Coach Administrator (Intermediate Training)
- Section Coach Administrator (Advanced Training)

Contact information for any of the these administrators can be accessed through the Regional Commissioner or by contacting the Player Development Department via email to coaching@ayso.org or by calling the AYSO National Office (1-800-USA-AYSO).

Although only the age-specific course is required to meet the new requirement at the 10U and 12U levels, it is best for the players if each coach at 10U and 12U has the full range of AYSO coach training (6U, 8U, 10U, and 12U). 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 14U 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
6U Coach	This training presents information and skills to be taught relevant to the small-sided match (4v4) of the 6U age group.	2 hours	None	Coach Instructor	Regional Coach Administrator
8U Coach	This training presents information and skills to be taught relevant to the small-sided match (4v4) of the 8U age group.	2 hours	Completion of 6U Coaching Course is recommended	Coach Instructor	Regional Coach Administrator
10U Coach	This training presents information and skills to be taught relevant to the small-sided match (7v7) of the 10U age group.	3 hours	Completion of 8U Coaching Course is recommended	Coach Instructor	Regional Coach Administrator
12U Coach	This training presents information and skills to be taught relevant to the small-sided match (9v9) of the 12U age group.	5 hours	Completion of 10U Coaching Course is recommended	Coach Instructor	Regional Coach Administrator
Intermediate Coach	This training focuses on tactical situations and set pieces. This course builds upon the 12U Coaching Course.	8 hours	Completion of the 12U Coaching Course, AYSO's Safe Haven, The CDC Concussion Course, Intermediate Coach Online, AYSO's Online Summary of the Laws of the	Advanced Coach Instructor	Area Coach Administrator

Coach Training Matrix

Course	Description	Length	Attendee Prerequisites	Minimum Lead Instructor Requirements	Minimum Authorization Required
			Game And Training Plan Design are **required.**		
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 and requires 25 hours of mentoring in local Section, Area or Region upon completion of the course.	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. 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. Referee training is available in six different training courses: 8U Official, Assistant Referee, Regional Referee, Intermediate Referee, Advanced Referee and National Referee. There is also an online Regional Referee Course, which coupled with an in-person Companion Course, completes the training for the Regional 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 *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 8U Official, referee designations and training are not directly associated with any specific age group. The AYSO 8U 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 matches, 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, modular elements of the courses may be presented individually as part of continuing education that may not necessarily result in upgrade. All referee training courses are open to anyone who wishes to attend. Though there are no prerequisites for attending any referee training course, certification upgrade requires each requisite level of course completion.

Referees who attend training for upgrade must maintain their individual training record and obtain appropriate signatures for training completed. When all of the elements of an upgrade are complete, the paperwork is submitted to the National Office.

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.aysou.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
8U Official	This course trains volunteers to officiate in 8U matches.	3 hours	None	Referee Instructor	Regional Referee Administrator
8U Official to Assistant Referee	This course trains 8U Officials in the basic skills required to serve as an Assistant Referee	3 hours	8U Official	Referee Instructor	Regional Referee Administrator
Assistant Referee	This course trains volunteers in the basics of being an Assistant Referee for AYSO matches under the Laws of the Game and AYSO National Rules and Regulations, and to officiate in 8U matches.	5 hours	None	Referee Instructor	Regional Referee Administrator
8U Official to Regional Referee	This course trains 8U Officials in the basic skills required to serve as a Regional Referee.	4 hours	8U Official	Referee Instructor	Regional Referee Administrator
Assistant Referee to Regional Referee	This course trains Assistant Referees in the basic skills required to serve as a Regional Referee.	2 hours	Assistant Referee	Referee Instructor	Regional Referee Administrator
Regional Referee Online Training	This is an online training course located at www.aysou.org	1.5 hours	None	Self-Study	N/A
Regional Referee Online Companion	This training, in combination with the Regional Referee Online Training course trains referees in the basic skills required to serve as a Regional Referee	3 hours	Regional Referee Online Training Course	Referee Instructor	Regional Referee Administrator

Referee Training Matrix

Course	Course Description	Length	Pre-requisites	Minimum Lead Instructor Requirements	Verification of Lead Instructor Requirement
Regional Referee	This course trains referees in the basic aspects of refereeing needed to do AYSO matches under the Laws of the Game and AYSO National Rules and Regulations.	8 hours	None	Referee Instructor	Regional Referee Administrator
Intermediate Referee	This course trains referees to do more physically demanding and challenging matches under the Laws of the Game and AYSO National Rules and Regulations.	8 hours	Complete Regional Referee Course and Pass Regional Referee Exam	Referee Instructor	Area Referee Administrator or Director of Referee Instruction
Advanced Referee	This course trains referees to do most matches under the Laws of the Game and AYSO National Rules and Regulations.	8 hours	Complete Intermediate Referee Course and Pass Intermediate Referee Exam	Advanced Referee Instructor	Area Referee Administrator or Director of Referee Instruction
National Referee	This course trains referees to referee all AYSO matches under the Laws of the Game and AYSO National Rules and Regulations.	15 hours	Complete Advanced Referee Course and Pass Advanced Referee Exam	National Referee Instructor	National Office Programs staff
Referee Assessor	This course trains assessors to assess officiating skills at the Advanced level.	4.5 hours	None For complete details on requirements for Assessor Certification, consult the National Referee Program	Advanced Referee Instructor and either an Assessor or National Assessor	Section Referee Administrator or Director of Referee Assessment

Referee Training Matrix

Course	Course Description	Length	Pre-requisites	Minimum Lead Instructor Requirements	Verification of Lead Instructor Requirement
			Manual.		
National Referee Assessor	This course trains Assessors to assess refereeing skills at the National level.	5 hours	Referee Assessor Course For complete details on requirements for Assessor Certification, consult the National Referee Program Manual.	National Referee Instructor and National Referee Assessor	National Office Programs staff
Referee Administrator Training	This training teaches Referee Administrators the essential activities needed to manage a referee program.	2.5 hours	None	Referee Instructor	Area Referee Administrator or Director of Instruction
Area Referee Administrator Training	This training teaches Area Referee Administrators the essential activities to manage an Area referee program.	1.25 hours	Referee Admin Training	Advanced Referee Instructor	Section Referee Administrator or Director of Instruction

AYSO Referee Certification Requirements

8U OFFICIAL	
Age:	10 or older
Training:	Complete 8U Official Course
Test:	Take 8U Official Exam
Notes:	1,2,3
ASSISTANT REFEREE	
Age:	12 or older
Training:	Complete Assistant Referee Course or be a 8U Official and complete 8U to Assistant Referee Upgrade Course
Test:	Take Assistant Referee Exam
Notes:	1,2,3
REGIONAL REFEREE	
Age:	12 or older
Training:	Complete Regional Referee Course or be a 8U Official and complete 8U to Regional Referee Upgrade Course or be an Assistant Referee and complete AR to Regional Referee Upgrade Course
Test:	Score 75% or higher on the Regional Referee Exam
Notes:	1,3,4
INTERMEDIATE REFEREE	
Age:	14 or older
Matches:	25 as referee with at least 5 in 12U matches
Prerequisite:	Certification as Regional Referee
Training:	Complete Intermediate Referee Course
Test:	Score 90% or higher on the Intermediate Referee Exam
Observation:	One observation as a referee in a 12U match is required
Verification:	Area (or Section) Referee Administrator or Area (or Section) Director of Assessment
Notes:	1,3,4,5,6,13
ADVANCED REFEREE	
Age:	16 or older
Matches:	50 as referee with at least 10 in 14U matches and 5 as assistant referee in 14U matches
Prerequisite:	Certification as Intermediate Referee
Training:	Complete Advanced Referee Course
Test:	Score 90% or higher on the Advanced Referee Exam
Assessment:	One as a referee in a 14U match and one as assistant referee in a 14U match
Fitness Test:	Complete the AYSO Physical Fitness Test for the Advanced level
Verification:	Area (or Section) Referee Administrator or Area (or Section) Director of Assessment
Notes:	1,3,7,9,10, 13
NATIONAL REFEREE	
Age:	18 or older.
Matches:	100 as referee with at least 30 in 16U and 18U matches, of which at least 15 must be in 18U matches if available, and 25 as assistant referee with at least 10 in 18U matches, if available
Prerequisite:	Certification as Advanced Referee
Training:	Complete National Referee Course. It is strongly recommended that the candidate complete at least 80 matches as referee before attending the National Referee Course
Test:	Score 90% or higher on the National Referee Exam
Assessment:	Two as a referee in 16U or 18U matches with at least one in 18U, if available, and one as assistant referee in a 18U match, if available
Experience:	A minimum of one year of experience as an AYSO Advanced Referee
Fitness Test:	Complete the AYSO Physical Fitness Test for the National level
Verification:	Section Referee Administrator or Section Director of Assessment
Notes:	1,3,8,9,10,11,12,13

Notes to Referee Certification Requirements:

1. Certification at all levels requires (one-time) completion of AYSO's Safe Haven certification.

2. No minimum score required on written exam.

3. In exceptional cases, certification requirement(s) may be waived through the use of the exemption process (see p. 22 of the NRP manual).

4. Although there is no physical test requirement at this certification level, an introduction to the AYSO Physical Fitness Test is recommended.

5. An observation is not an assessment, though it has some similarities. See the section "Concerning Observation", p. 43 of the NRP manual.

6. As indicated in the Referee Training Matrix (p.58 of the NRP manual), taking the Regional Referee Course and passing the Regional Referee Exam are prerequisites for the Intermediate Referee Course when it is being taken to satisfy an upgrade requirement (the usual case). Regional Referee certification is a requirement for Intermediate Referee certification, but is not a prerequisite for the Intermediate Referee Course.

7. As indicated in the Referee Training Matrix (p.58 of the NRP manual), taking the Intermediate Referee Course and passing the Intermediate Referee Exam are prerequisites for the Advanced Referee Course when it is being taken to satisfy an upgrade requirement (the usual case). Intermediate Referee certification is a requirement for Advanced Referee certification, but is not a prerequisite for the Advanced Referee Course.

8. As indicated in the Referee Training Matrix (p.58 of the NRP manual), taking the Advanced Referee Course and passing the Advanced Referee Exam are prerequisites for the National Referee Course when it is being taken to satisfy an upgrade requirement (the usual case). Advanced Referee certification is a requirement for National Referee certification, but is not a prerequisite for the National Referee Course.

9. Field assessments for upgrade must be done based on the officiating skills needed in a typical regular season AYSO match, in the age group specified, in any soccer match using the Diagonal System of Control. Matches used for upgrade assessments are recommended to be of the duration specified for that particular age group in the AYSO National Rules and Regulations (NRR). Where NRR length matches are not readily available, the duration of matches used for upgrade assessments may be reduced to no less than 30-minute halves with the concurrence of the ARA or ADA for Advanced Referee candidates, SRA or SDA for National Referee candidates.

10. If requested by the referee being assessed, a higher age group match or a non-AYSO match of the equivalent age level (or higher) may be used for the assessment.

11. The SRA may authorize substitution (for both match count and assessment) of 116 matches for 18U matches if 18U matches are not available.

12. The verifier of certification requirements for upgrade must serve in one of the specified roles in the Region, Area, or Section in which the upgrade candidate is registered. The verification must be completed within 30 days of the submission of the completed upgrade form by the candidate to the verifier. If the verifier is unable to complete the verification for any reason, he must notify the upgrade candidate of the reason in writing within the 30 day period.

13. The assessor for an Advanced Referee upgrade assessment will be assigned by the candidate's Area Director of Assessment (or designee) if the assessment will take place within the Area in which the candidate is registered; assessor assignment will be coordinated with the candidate's ADA (or designee) if the assessment will take place outside the Area in which the candidate is registered. The assessor for a National Referee upgrade assessment will be assigned by the candidate's Section Director of Assessment (or designee) if the assessment will take place within the Section in which the candidate is registered; assessor assignment will be coordinated with the candidate's SDA (or designee) if the assessment will take place outside the Section in which the candidate is registered.

12. Management Program

The AYSO National Management Program is administered by the AYSO National Management Program. 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 programs are offered throughout the year in the various AYSO Regions, Areas and Sections.

Management Training

In addition to job specific training, AYSO offers a series of management training courses that allow Regional Board members to develop and improve their management skills.

Regional Commissioner Training
AYSO provides a weekend-long management training opportunity for all Regional Commissioners. This training is designed to emphasize tools that will empower Regional Commissioners that enable effective Region operations and leadership. RCs tour the National Office and meet the staff while learning about the support services available at the National Office.

Regional Management
This core training course is for AYSO's Regional Board members -- Regional Commissioners, Coach Administrators, Referee Administrators and other Regional Board members. The purpose of Regional Management is to expose the new Regional management team to a curriculum that provides a unified, practical approach to management at the Regional level. Offered at Section EXPOs, Roadshows or locally, Regional Management trains Regional managers in the basic skills required during their first year together to successfully establish and manage a viable Regional program. Tools and support to accomplish tasks are included in the training.

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 or biannually, once in Fall. Area Directors tour the National Office and meet the staff. Topics covered during this training include Budgeting, Regional Commissioner and Regional Board Orientation, Communications, Conflict Resolution, and Area Director and Staff Job Descriptions.

Dispute Resolution – *(Expanded module from the former Dispute Resolution Workshop)*
"Where there's smoke…there's fire." Regional Board Members and Area/Section Staff learn to recognize potentially explosive situations and how to deal with them before they flare up. This course reviews the many tools available to properly deal with difficult people and the difficult situations which, if left to smolder, can turn your "sunny Saturdays" into manic Mondays. Lots of fun role play and some new tools for your management toolbox.

Due Process *(Expanded module from the former Dispute Resolution Workshop)*
This workshop is designed for all Regional Commissioners, Regional Board Members, Division Coordinators, Area and Section staff. Learn the process to use when limiting, suspending or removing a Non-Executive Member from further participation in AYSO. This course reviews the steps necessary to ensure proper and fair notice, the right to be heard, fact-based decisions and avoiding arbitrary and unjust actions.

Continuing Education Programs
In addition to specific job 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
Regional Commissioner Training	Designed for RCs, this course provides extensive Regional operations and leadership training	24 hours over 2.5 days	RC and Board Orientation; Appointed Regional Commissioners	Instructors are selected by the AYSO National Management Program Administrator	AYSO National Management Program Administrator
Regional 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	This training is for Regional and Area staff on effective handling of people and problem solving	1.25 hours	None	Advanced Management Instructor	Area Director or Area Management Administrator
Due Process	This training is for Regional and Area staff to learn the process to use when limiting, suspending or removing a Non-Executive Member from further participation in AYSO.	1.25 hours	None	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	This training provides a comprehensive review of the Area Director's job and problem solving	24 hours over 2.5 days	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	2.5 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. (Not offered every year in lieu of Safe Haven Addendum)	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

16U/19UPlay

MONITORED SUBSTITUTION
Free substitution will be permitted in the 16U/19U Program, but only if it is handled in a manner which will ensure that every participant plays at least one half of every match by requiring a separate time monitor, independent of either team or coach, who checks each player in or out of the match.

Where Monitored Substitution is being used in AYSO 16U and 19U matches, substitutions will be permitted with the referee's permission during any stoppage in play as specified in the *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 matches. The substitution procedures used in matches played according to the *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 Adult Soccer

AYSO Adult Soccer is a division of AYSO. AYSO Adult Soccer was developed to give adult AYSO players and volunteers a place to keep playing soccer in a safe, fair and fun environment in accord with AYSO principles. AYSO Adult Soccer can offer AYSO Regions the administrative support to start leagues with the tools they need to organize the adults in their geographical area to play soccer.

AYSO Adult Soccer strives to:

- Provide opportunities for every adult to play soccer
- Educate adults on AYSO principles
- Develop coaches and other volunteers
- Provide volunteer and financial support to local AYSO youth soccer programs
- Promote Good Sportsmanship
- Get everyone playing matches— co-ed, gender specific, small-sided, friendlies or competitive.
- Support the love of the game
- Offer opportunities for adults to exercise through playing soccer

Three currently registered AYSO volunteers must be authorized by the Regional Commissioner to start an adult league. The Area Director and Section Director are notified prior to approval. Leagues work with the National Office to submit applications and seek approval, and obtain information about setting up a bank account, registration of players, submitting player registration fees and insurance coverage.

Adult Leagues affiliate with the United States Adult Soccer Association, the only adult soccer member organization of USSF. USASA's mission is to promote the game of SOCCER for men and women, in an atmosphere of Fun, Fair Play and Friendship.

Additional information and specific guidelines for AYSO's Adult's Soccer division are available by contacting the Player Programs Department at the AYSO National Office.

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 match. 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 match schedules and other necessities for the VIP teams.

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.

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.

Section EXPOs

Section EXPOs 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 EXPOs 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 matches 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 matches. 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 Matches 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 matches, 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 matches 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.

VIP (Very Important Player) Participation
Every National Games should feature a VIP component in the form of a Fun-Fest, pool-play or other activity. All VIP players are invited to participate in the Opening Ceremonies and other scheduled player events. Both teams and individual players are welcome to attend the Games.

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.

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.

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.

Instructor Training Matrix

Course	Description	Length	Prerequisites	Minimum Lead Instructor Requirements	Minimum Authorization Required

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 6U, 8U, 10U & 12U levels using AYSO directed teaching plans	8 hours	Introduction to Instruction AYSO's Safe Haven 12U 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 teaches Instructor candidates how to conduct introductory and intermediate referee training courses using AYSO teaching plans.	7.5 hours	Introduction to Instruction AYSO's Safe Haven Be an Intermediate Referee; Advanced Referee is preferred	Advanced Referee Instructor	Area Referee Administrator or Director of Referee Instruction
Advanced Referee Instructor	This training teaches Referee Instructors how to conduct advanced referee training courses using AYSO teaching plans.	6.5 hours	Referee Instructor Course Be a Referee Instructor Be an Advanced Referee; National Referee is preferred	Advanced Referee Instructor	Section Referee Administrator or Director of Referee Instruction
National Referee Instructor	This certification (not a course) is accomplished through mentoring while assisting with National Referee Courses.	Variable	Be an Advanced Referee Instructor Be a National Referee Be a Referee Instructor Evaluator Be a Referee Assessor or National Referee Assessor Be recommended by Section Director of Referee Instruction (SDI) Be recommended by a National Referee Instructor other than a member of the the recommending SDI's Section's staff.	National Referee Program Administrator assigns mentor	National Referee Program Administrator

Instructor Training Matrix

Course	Description	Length	Prerequisites	Minimum Lead Instructor Requirements	Minimum Authorization Required
Referee Instructor Evaluator	This training teaches Referee Instructors to evaluate other instructors and to provide constructive feedback.	5.5 hours	Advanced Referee Instructor certification preferred Be a Referee Instructor; Advanced Referee Instructor is preferred	Advanced Referee Instructor	Section Referee Administrator or 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 Regional 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 Regional 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 or Regional Management, Dispute Resolution, Registrar, Safety Director, Treasurer. Must have been lead instructor in three 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 courses.	Variable	Under Review	National Management Program Administrator assigns mentor.	National Management Program 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	VIP Instructor or Advanced Coach, Referee or Management Instructor with VIP Volunteer Training	Area Director, National VIP Coordinator or National Director of Special Programs

VIP Training Matrix

Course	Description	Length	Prerequisites	Minimum Lead Instructor Requirements	Minimum Authorization Required
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 Tournament Advisory Commission (NTAC). 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 Match. 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 startup fund for the following year's event from proceeds derived from the current tournament.

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 match, series of matches 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 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 small-sided in which no scores or standings are kept. All teams must play an equal number of matches 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.

Terminology

STANDARD PRIMARY PROGRAM:
The AYSO Standard Primary program is that set of scheduled matches 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 matches, usually due to weather and field issues. When the program is split, both sets of matches 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.

SOCCERFEST:
An event in which AYSO registered players either (a) affiliated with a team; or (b) as individuals randomly distributed onto teams on match 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 matches, 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 match.

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.

8U PLAYERS:
Regions, Areas and Sections are discouraged from including players who are currently or have just concluded participation in a Standard Primary program 8U and under division players in any tournament or secondary program. Subject to the philosophy of a Section, 8U players

(those players just completing the 8U 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 8U 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 standalone 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 small-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 matches.

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/matches 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.

Whether or Not to Host a Tournament

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

7. Except as otherwise required by AYSO policy and procedures, be the official spokesperson of the Section in regard to AYSO matters that relate directly to the operation of the Section. The Coach, Management and Referee Administrators shall be the official spokespersons with regard to the coach, management and referee programs, respectively;

8. 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;

9. Identify and recruit sufficient instructors to support the training needs of the Section and the Areas, in conjunction with the efforts of the Coach, Management and Referee Administrators;

10. Ensure that all Area Director candidates within the Section are nominated through the appropriate process and complete and forward recommendations for Area Director appointments to the NBOD through forms required by the National Office;

11. Provide and deliver a thorough orientation session to each new Area Director and ensure continuing designated training and support to Area level staff;

12. Proactively seek information on the performance of and conditions within Areas and Regions, including written reports from Area Directors on a regular basis. When these are not in compliance with AYSO National Rules & Regulations, Bylaws, Policies, Regional Guidelines, or the AYSO version of 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 NBOD or the National Office;

13. Review Area guidelines for consistency with bylaws, rules, regulations, policies, and philosophies of AYSO and seek guidance from the NBOD and National Executive Director, for clarification on matters of interpretation;

14. Review Custom Regional Guidelines (after review by Area Directors) to ensure compliance with National Rules & Regulations, Bylaws, AYSO policies and the AYSO version of FIFA Laws of the Game;

15. Attend and participate in joint meetings with the NBOD when requested;

16. Attend and participate in the National Annual General Meeting (NAGM);

17. Serve as an active member of the nominating commission in accordance with the AYSO National Bylaws;

18. Assist the AYSO National Office (as requested) with coordination/staffing of and presiding over the annual Section Meetings, to which all Section, Area and Regional staff shall be invited and encouraged to attend in accordance with the policies and strategic objectives set by the NBOD;

19. Work collaboratively with the AYSO National Office to encourage, support and implement membership development (growth) efforts within the Section, in accordance with established procedures;

20. Call and preside over volunteer staff/planning meetings as needed;

21. Communicate regularly with Section volunteers and Area Directors to plan Section activities, discuss/review problems and concerns, and to keep them apprised of National and Section programs, including but not limited to, budgeting for and visiting each Area in the Section not less than once each year;

22. Ensure that an annual calendar of Section and Area activities including clinics, events, playoffs, meetings and training dates is prepared and distributed in a timely fashion;

23. Handle fact-finding, dispute research and dispute resolution as required;

24. Financial Responsibilities: The Section Director is responsible for the prudent and transparent handling of the funds that support Section's programs and activities, and for ensuring that AYSO financial guidelines are followed. Responsibilities include:

    a. Ensuring that funds for normal, day-to-day operating costs for the Section (i.e. telephone, postage, supplies, mileage) are handled in a prudent manner;

    b. Establishing a Section discretionary account through Section soccerfests, tournaments, fund raisers, etc., in order to provide funding for additional services within the Section;

    c. Ensuring that all accounts are on the National Accounting Program (NAP) and must include an annual budget and financial statement;

    d. Assist Area Directors in establishing Area discretionary accounts to assist with day-to-day operating costs and additional funding for training delivered to the Regions;

    e. Allocate a budget for general operating expenses for the Section from the AYSO National Treasurer as approved by the Executive Membership;

f. Ensure that Section playoffs are entirely self funded, and not supported by National funds;

g. Allocate appropriate funds for staff and Area Directors' use;

h. Submit written requests for additional funds in appropriate circumstances, to the National Treasurer;

25. Administer Section playoffs, if held, or appoint an individual to oversee (Section Tournament Administrator);

26. Review tournament applications for compliance with AYSO policies and guidelines, including pre and post P&E expenses (budgets that are required for approval), review any concerns with the appropriate parties, and submit complete signed copies the National Office for approval;

27. After due diligence, submit recommendations for approval of pilot programs, including but not limited to pilot EXTRA programs, to the National Office, and provide ongoing oversight and regular reports on such programs to the NBOD or its designee;

28. Develop Inter-Area playing programs and the rules of their operation;

29. Ensure that volunteers administering Inter-Area play and Section playoffs (staff, officials, etc.) are precluded from coaching or being involved with a team;

30. Submit for review and approval rules and regulations relating to the conduct, play, and scheduling of soccer games within the Section on an annual basis or as otherwise amended or adopted by the majority of the Executive Members in 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 NBOD or appropriate departments for review and comment. The Section Director will be notified of approval and/or concerns prior to finalization.

    a. Section rules and regulations may be adopted or amended 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. Any amendments to Section rules and regulations must be submitted in writing to the National Executive Director for review and comment.

Qualifications and Desired Skills

To be considered for the position of Section Director, the applicant should:

1. Have extensive administrative experience in AYSO, preferably as a Regional Commissioner and Area Director;
2. Be organized; be collaborative;
3. Demonstrate vision and integrity;
4. Have good written and verbal communication skills;
5. Have good administrative abilities; and
6. Successfully pass a screening, including a background check.
7. Seek to improve leadership skills through all means offered.

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 _12___ 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 National Executive Director; and
2. AYSO's 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 National 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 Meetings; 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 Commmissioner 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 Regional Secretary 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 Regional Secretary, 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 Regional Auditor 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 Regional Auditor, 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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