



**AMERICAN YOUTH SOCCER ORGANIZATION**  
world class youth soccer programs that enrich children's lives

## **THE NEXT 25 YEARS –** **CHARTING THE COURSE FOR AYSO**

**SEPTEMBER 24, 2007**

### **INTRODUCTION**

For nearly half a century, the American Youth Soccer Organization ("AYSO") has been delivering world-class soccer programs that enrich the lives of young people. We were and continue to be at the forefront of the growth of soccer as a sport of choice in America. In providing that leadership, we have never lost touch with our commitment to make certain that the sport grows in a way that both provides fun and contributes to the development of the whole child.

As we chart our course for the next quarter century, we recommit ourselves and our organization to the principles upon which we were founded. At the same time, we will not hesitate to take the steps and institute the changes that are necessary to ensure our continued ability to meet the needs of the children and families we are in business to serve.

Given the changes that have and will continue to occur in the lives of America's children and the sports landscape in which they play, we believe that serving our mission is even more important today than it was when we began to bring soccer to America's communities in 1964. That fact is reflected in the breadth and boldness of the elements of this plan for our future.

The young people and families we serve deserve the very best experience we can provide for them. As reflected in the plan, we are committed to doing nothing less.

***...it all starts here***



## **PROCESS**

At the request of AYSO President, Mike Wade, 42 members of AYSO's leadership participated in the Organization's strategic planning process ("the Strategic Planning Group"). Those individuals included:

- 11 members of the Board of Directors
- 5 Special Directors
- 14 Section Directors
- 11 members of the National Support & Training Center ("NSTC") staff, and
- 1 outside legal counsel

Each of these individuals is identified in Appendix A to this Plan.

The work of the Strategic Planning Group was coordinated by an independent facilitator with extensive experience working with comparable organizations. At the outset of the strategic planning process, the facilitator reviewed a wide range of materials relating to the governance, operation, finances, and history of AYSO. Following his review of those materials, the facilitator:

- asked each member of the Strategic Planning Group to complete the survey included in this Plan as Appendix B, and
- conducted interviews with a cross-section of the members of the Strategic Planning Group (15 in total).

The members of the Strategic Planning Group then participated in a two-day planning session at which they evaluated and proposed a wide range of strategic initiatives. At the conclusion of that planning session, consensus emerged around the strategies reflected in this Plan.

## **PLANNING ASSUMPTIONS**

The analysis of the Strategic Planning Group was shaped by the following critical assumptions:

- **AYSO is a business**, and, as such, the elements of any plan for the future must foster its growth, development and viability as a business,
- **The culture of AYSO, as reflected in its Vision and Mission Statements, is critically important.** Therefore, the Strategic Plan must not include elements that are inconsistent with the spirit of that culture.

**Status quo is not a viable option.** AYSO must be open to change in order to both respond effectively to the shifting needs of its current and future members and produce the resources to do that effectively.

## THE FACTORS THAT SHAPE AYSO'S MARKETPLACE

In shaping this plan for AYSO's future, the Strategic Planning Group considered a host of factors – some which are unique to our business and others which are more global in nature. Among these factors, we found the following to have special significance as we chart our future course:

1. America is experiencing a period of dramatically altered expectations as it relates to the experiences of its young people. From our perspective, those shifting expectations are reflected most strikingly in the "privatization" of sports and recreation in America. Entire industries, in the form of private instructional facilities, travel teams, and personal coaches and trainers, have emerged in response to an apparent market demand to maximize the athletic performance of children. Whether motivated by the genuine interests of the child, a desire to "keep up with the Jones", the pursuit of a college scholarship, or an unrealistic view of the opportunity to play a sport professionally, this market factor is likely to continue to have a great impact on the expectations of the families we are in business to serve. (In identifying this factor, we do not mean to suggest that we embrace or agree with it. This youth sports "arms race" is simply a fact of life of which we must be cognizant.)
2. We have more and more capable competitors. Today, unlike when AYSO began in 1964, there are a host of local and national organizations that teach soccer, and even more that have copied the AYSO philosophies and applied them to their sports and activities. We welcome the competition because it is good for the children we serve. It ensures a wide variety of choice and, more importantly, it pushes us to be better. If we want to enjoy success in the next half century, we must continue to distinguish ourselves in this crowded marketplace by offering better programs than any other organization. That is the "AYSO Way."
3. The demands on the time of America's families appears to have grown exponentially in recent years. That reality presents a significant challenge to organizations, like AYSO, that are fundamentally rooted in a culture of volunteerism.
4. Due in significant part to the success of AYSO, youth soccer in America today has become a mature market. Based on our own experience and the research of the National Sporting Goods Association ("NSGA"), the number of people playing soccer in America has shown little or no growth in recent years. According to the NSGA, during the period from 1997 to 2006, the number of children playing soccer in the 7-11 year-old age group declined by 14.7% and was down by .3% in the 12-17 year-old age group. Adding to this challenge is the reality that each child has a menu of choices to fill his or her available "play time", from other sports, dance, music and art, to computer study, internet use and yes, other soccer programs. To effectively grow, any plan must recognize these realities and set forth a vibrant strategy that ensures that AYSO remains relevant and appealing to children and their parents.
5. For the younger generations, community is defined less by geography than it is by self-selected shared interests. This is especially true with regard to things that young people are passionate about – things like music, movies, and sports. Increasingly, our members

act on their passion for our sport by sharing their experiences with other soccer enthusiasts through the Internet, on destinations like Facebook and MySpace. If we are to serve the interests of our members, AYSO must become a major player in this growing virtual soccer community.

## **STAYING ON COURSE – BUILDING ON OUR MOMENTUM**

### **A. Management of the Strategic Plan.**

The ultimate success of this Plan (and by extension the ultimate success of AYSO) depends upon its active management. In the first instance, that management involves the development of detailed implementation strategies that reflect careful consideration of costs, benefits, and allocation of resources. Once established, however, the implementation strategies, timetables, and responsibilities must be carefully managed to ensure that the implementation of each of the strategies that follows is a top priority. Employee and Executive Leader performance must be measured (at least in part) against the successful implementation of the Plan, and finally the Board of Directors must conduct a thorough annual review of the Plan – modifying it as appropriate – to ensure that the Plan continues to be responsive to the evolving needs of AYSO's members.

### **B. Implementation of the Strategic Plan.**

In the discussion of each of the elements of the Strategic Plan that follows, specific aspects of implementation are identified. It is important to note, however, several general rules relating to implementation apply to all elements of the Plan:

- The Legal Commission is responsible for identifying what approvals, if any, are required by AYSO's governance procedures as part of the implementation of any element of the Strategic Plan.
- The NSTC will support the work of the various Committees, Commissions, and Task Forces charged with the further development of aspects of the Plan and will manage the administrative aspects of the overall implementation process in order to ensure that work proceeds in a timely and fiscally responsible manner.

## THE ELEMENTS OF OUR STRATEGIC PLAN

### **I. MISSION**

#### **A. Philosophies**

AYSO reaffirms its commitment to develop and deliver quality youth soccer programs that promote fun, are conducted in a family environment, and are based on the AYSO philosophies of:

- Everyone Plays
- Balanced Teams
- Open Registration
- Positive Coaching
- Good Sportsmanship

#### ***Action***

***To those five philosophies we now add a sixth that reflects an equally long-held commitment to the youngsters we serve:***

*“Player Development”*

#### ***Implementation and Timing***

- 1) Present to membership at the May, 2008 NAGM
- 2) All new AYSO materials produced in any medium after NAGM approval will reflect the addition of this philosophy

#### ***Responsible Party(ies)***

- 1) NSTC Staff to make changes in all publications, materials and collateral
- 2) Marketing campaign/publicity to “promote” added philosophy
- 3) Programs and Communications to develop “associated statement” to support new philosophy
- 4) Training/Instructor materials changed as appropriate
- 5) National Board of Directors

## **B. Programs**

### **1. Extended Play**

*During the past decade, many of AYSO's Regions have initiated pilot programs designed to provide extended play opportunities. Our examination of those programs leads us to conclude that they respond to the legitimate interests of our members and that they can and should be encouraged so long as they are conducted in a manner that is consistent with AYSO's mission.*

#### ***Action***

***AYSO endorses the concept of AYSO Extended Play Programs, so long as such programs incorporate the following elements:***

- Everyone on a team plays. (Every player plays at least 50% of each game).
- The teams within an AYSO Extended Play League must be constituted with the goal of creating competitive balance.
- Selection to the teams must be based on open and impartial evaluations.
- Administration and coordination of the program must run through the appropriate AYSO Region, Area, or Section.
- The program must meet appropriate standards for coach and referee training and certification as established by AYSO.
- The Extended Play program may only be offered in conjunction with a core program.

#### ***Implementation and Timing***

Regions (including those already conducting pilot programs) must develop written program descriptions that incorporate the six parameters identified above and submit those descriptions to the NSTC for review and approval.

#### ***Responsible Party(ies)***

- 1) NSTC
- 2) Extended Play Task Force
- 3) National Board of Directors

## 2. **AYSO Soccer Academy**

Consistent with our longstanding commitment to help young people grow, ***AYSO will establish a program to make an additional level of programming available to its members.***

### ***Action***

As a first step, one AYSO Soccer Academy will be established in each Section to evaluate and identify best practices. The program will involve an on-site skills development program conducted in association with a member program. Instruction will be provided on a regularly scheduled basis by a qualified coach retained by the NSTC. The program will be open to any age-eligible member who wants to participate. Participation fees will be charged. Where possible, scholarships (complimentary fees) will be established to underwrite the participation of members who are unable to pay.

The first-year programs will be evaluated at the end of the year, including, but not limited to a formal survey of participating athletes and their parents or guardians. Assuming an acceptable level of success, the AYSO Soccer Academy concept will be refined and expanded.

### ***Implementation and Timing***

Working with the Section Directors, the 14 initial local partners will be identified and the instructors will be selected and trained by the NSTC, with a goal of launching these first AYSO Academies on or before July, 2009. This pilot program will then continue for one year, at which time the formal evaluation will be undertaken.

### ***Responsible Party(ies)***

- 1) NSTC
- 2) Coaching Program
- 3) National Board of Directors
- 4) Section Directors

### **3. Adult Play**

*Adult play represents an area of member service and potential growth that, with a few notable exceptions, has not been adequately developed or administered during the short period of time it has been conducted as a pilot program. As a result, growth has been slow, and too often the operation of the program has given rise to conduct that is inconsistent with the philosophies of AYSO.*

#### ***Action***

*We will create an emphasis on the development of a national model for Adult Play by examining the existing programs and developing an applicable set of rules, best practices, and development materials to be distributed to Regions. The Adult Play Task Force will establish specific goals relating to the growth of Adult Play.*

#### ***Implementation and Timing***

Beginning immediately, a comprehensive analysis of existing AYSO Adult Play Programs will be conducted by the Adult Play Task Force. That analysis will then be presented, along with the goals for program growth, at the January, 2008 meeting of the National Board of Directors. The Task Force will be responsible for working with the NSTC staff to develop guidelines, best practices and promotional materials relating to Adult Play.

#### ***Responsible Party(ies)***

- 1) NSTC
- 2) Adult Play Task Force
- 3) National Board of Directors

### **C. AYSO Events**

As AYSO embarks on new or expanded initiatives, we must evaluate opportunities to develop national events that relate to and support those initiatives. Similarly, we must continue to explore ways to grow AYSO's National Games. Increasing the number and profile of AYSO's national events is important because by doing so we: 1) respond to the interests of our members in participating in such events, 2) promote the identity of AYSO as an important national sports organization, and 3) create greater value for our sponsors.

#### ***Action***

***The NSTC will develop a plan for expanding AYSO's portfolio of events*** that will, at a minimum, include the following components:

- An examination of national events conducted by other youth sports organizations in order to identify common criteria among the most successful events.
- A survey of members of the AYSO community and our corporate partners designed to identify both 1) examples of existing non-traditional events being conducted in AYSO Regions, Areas and Sections, and 2) the types of events, if any, that they would like AYSO to offer.
- An evaluation of the role played by the National Games, including, in particular, ideas for changes to its format, timing, and hosting relationship.

The final plan will include, at a minimum, proposals for strengthening the National Games and adding at least one additional AYSO national competition.

#### ***Implementation and Timing***

Plan to be completed prior to 2008 NAGM.

#### ***Responsible Party(ies)***

- 1) Events Task Force
- 2) NSTC
- 3) National Board of Directors

## ***II. GROWTH***

We believe passionately in the value of what we do. Forty-three years of experience has proven that we can use soccer to positively impact the lives of young people, and, while we are doing that, we can foster a life-long passion for a great game and help to develop talented soccer players. Because we believe so strongly in the value of what we do, AYSO is firmly and fully committed to touching the lives of as many people as possible. To do that, we must continue to grow, and we propose to focus our growth in the following ways:

### ***A. Development***

AYSO understands that the foundation of all growth lies in the quality of its core programs. The best single strategy available to us for attracting more participants to AYSO programs is, therefore, to make certain that the people already in our programs have great experiences.

### ***B. Expanding Participation***

While AYSO has always been committed to extending our reach, too often our efforts to do so have lacked strategic focus, an executable plan, or appropriate accountability. We are committed to changing that:

#### ***Action***

***Toward the goal of having a base of 1 million active members by 2014, AYSO will embark on a membership development strategy that incorporates the following elements:***

- Identification of those Regions that are achieving growth that is significantly above the norm. The experience of those Regions will then be carefully analyzed in order to identify (and share) the best practices that have produced those results.
- Identification of specific communities where a dearth of youth soccer options or dissatisfaction with the programs being offered creates an opportunity for AYSO to launch a successful program.
- An examination of practices, both intentional and unintentional, that result in unregistered players participating in AYSO in order to encourage the registration of those players.
- The allocation of resources (including NSTC staff) to both build the inventory of best practices and carry out the development strategies to better penetrate targeted markets.
- Establish specific numerical targets for annual membership growth, building those targets into AYSO's evaluation and compensation processes.

### ***Implementation and Timing***

The National President will appoint a Development Task Force to report to the NBOD its recommendations on these and other associated Action items by the January, 2008, NBOD meeting.

### ***Responsible Party(ies)***

- 1) Development Task Force
- 2) NSTC
- 3) National Board of Directors

### **C. Volunteers**

AYSO is and will remain a youth serving organization that depends upon the contribution of volunteers at every level of the Organization in order to fulfill its mission. Like other similar organizations, however, we are increasingly challenged in our efforts to effectively attract, train, and manage volunteers.

#### ***Action***

***AYSO will conduct research involving its volunteers and its parents in order to better understand what promotes volunteerism and how volunteer participation can be structured to most effectively meet the needs of today's parents and guardians.***

The results of this research will be used to develop campaigns, programs, and policies designed to increase AYSO's pool of qualified and committed volunteers.

#### ***Implementation and Timing***

The approach to and elements of the research will be designed by June of 2008 with implementation to begin in the Fall of 2008.

#### ***Responsible Party(ies)***

- 1) Management Commission and Development Task Force
- 2) NSTC
- 3) National Board of Directors

### ***III. STRUCTURE/GOVERNANCE***

#### ***A. National Structure***

AYSO's national structure of regions, areas, and sections has served it well for much of its history. Today, however, greater efficiency and accountability is required in order to meet the needs of our members and compete in the youth sports marketplace. Toward that end, AYSO's President has appointed a six-person Task Force to 1) evaluate the feasibility of reducing the layers of administration, 2) methods for improving volunteer leadership selection, training, and accountability, and 3) any other areas that contribute to more effective and efficient governance.

#### ***Action***

The Task Force will ***develop a plan, for further consideration by AYSO's Executive Leadership designed to achieve greater efficiency, more accountability, and a higher level of service.*** The plan must also include consideration of how any new structure will be more effectively supported by the NSTC.

#### ***Implementation and Timing***

A preliminary report of the Task Force will be presented to the Board of Directors at its January meeting. The timetable for subsequent Task Force activity will be established at that time.

#### ***Responsible Party(ies)***

- 1) The members of the Task Force are: Mark Stewart (Chair), Pete MacPhail, Jim Schauer, Mike Fults, Wells Frice, and Rick Davis.
- 2) National Board of Directors

## **B. National Board of Directors**

If AYSO's Board of Directors is to effectively lead the Organization through the significant change and growth contemplated by this Plan, then it too must undergo change and growth. First and foremost, the Board must carefully and consistently focus its efforts on doing what only it can do – establishing the strategic direction and policies that will guide the operations and administrative decisions that are made by others. Stated alternatively, it must resist allowing its time to be consumed with operational matters. The first step in ensuring this result is to increase the expertise, independence, and diversity of the Board.

### ***Action***

- 1) ***The AYSO Board of Directors will be expanded to include two independent directors.*** These directors will be individuals who:
  - Have no direct affiliation with AYSO as a volunteer, member of the Executive Leadership, vendor or staff member.
  - Bring with them expertise and experience in areas (e.g. financial management, fundraising, media, child development, sponsorship, technology, etc.) that will be of likely benefit to AYSO.
  - Have experience as officers or directors with organizations that are national in scope.
  - Provide AYSO with access to individuals and/or businesses that might be of assistance to AYSO.
  - Add to the diversity of the Board.
- 2) AYSO will establish a new process for nominating individuals to serve on its Board (and as its President). That process will involve the ***establishment of an independent Nominating Committee***. Membership on the committee will be limited to individuals with extensive knowledge of AYSO but who are not eligible to serve in any of the positions that are subject to nomination. Without in any way limiting the opportunity for independent nominations from the membership, the Nominating Committee will put forward an annual slate of recommended candidates.

### ***Implementation and Timing***

The Nominating Committee will be appointed by the Board of Directors upon a recommendation of the President. The timing for implementation will be decided by the Board of Directors in consultation with the Legal Commission and AYSO's General Counsel, it being understood that the goal is to implement this change as soon as possible.

### ***Responsible Party(ies)***

- 1) National Board of Directors
- 2) AYSO Legal Commission

### C. **President**

In AYSO's governance structure, the position of the President is critical. He or she is not only the Organization's chief executive officer, but also serves as the critical liaison between the members, the Executive Leadership, and the professional staff. In a volunteer organization like AYSO, the performance of the "lead volunteer" takes on special significance. While AYSO has been well served by the performance of its Presidents, more must be done to ensure that this person is able to provide the effective leadership AYSO requires.

#### ***Action***

***In order to provide for continuity in leadership, the President of AYSO will be elected to serve a three-year term (rather than the one-year term he/she currently serves) and may be elected to a total of (but not more than) two consecutive terms. The Presidential candidates will be nominated by the Nominating Committee and voted on by the membership at the NAGM.***

#### ***Implementation and Timing***

The Nominating Committee will be appointed by the Board of Directors upon a recommendation of the President. The timing for implementation will be decided by the Board of Directors in consultation with the Legal Commission and AYSO's General Counsel, it being understood that the goal is to implement this change as soon as possible.

#### ***Responsible Party(ies)***

- 1) National Board of Directors
- 2) AYSO Legal Commission

#### ***IV. MARKETING AND COMMUNICATIONS***

##### ***A. On-line Community***

If AYSO is going to continue to be seen by our members as a primary source for their involvement with the sport of soccer, we must provide an on-line environment that, among other things, provides:

- community tools,
- webcasting for instructional materials, competitive highlights from all levels of soccer and user-generated video,
- the ability for members to post various forms of user-generated content, and
- web-development tools for leagues and teams.

If we do not do this, others will, and their inevitable success will significantly diminish our relevance to our members.

##### ***Action***

***AYSO will enter into a partnership with an experienced technology provider in order to build and operate an Internet portal that will be the dominant new media site among America's youth soccer community.***

##### ***Implementation and Timing***

AYSO will develop a request for proposals that it will send to prospective technology and marketing partners. Based on those responses, AYSO will enter into negotiations with two prospective partners toward the goal of selecting a technology partner by June 1, 2008, with implementation of the beta site by January 1, 2009.

##### ***Responsible Party(ies)***

- 1) NSTC
- 2) National Board of Directors
- 3) Operations Commission
- 4) On-Line Community Task Force

## **B. Branding**

Given its longevity, the values it represents, and the number of lives it has touched, the AYSO brand ought to have enormous presence and value. Unfortunately, because we have been neither effective in articulating our brand promise nor aggressive in promoting and protecting it, the AYSO brand is not all it should be. Too often we have allowed others to define us, and the result has been the emergence of inaccurate and unfair association of AYSO with a sort of second-tier status in the youth soccer marketplace.

### ***Action***

***AYSO will initiate a major branding effort/campaign designed to re-establish AYSO as the most valuable brand in American youth soccer.***

### ***Implementation and Timing***

In order to implement a successful branding campaign, AYSO must employ the services of a branding agency with a clear track record of recent success. In order to attract the right agency for this work, AYSO must be clear about its requirements and goals, and it must have the necessary funding in place. This endeavor – both creating the new brand promise and then engaging in a comprehensive branding campaign – will not be inexpensive. But it is an investment, if done correctly, that will produce significant new value in the form of expanded membership and sponsorship.

Implementation, therefore, is contingent on funding, but from the time the agency is hired until the brand is launched, should not take longer than 12 months.

### ***Responsible Party(ies)***

- 1) NSTC
- 2) National Board of Directors
- 3) Operations Commission

**APPENDIX A**  
**STRATEGIC PLANNING GROUP**

<b>Group</b>	<b>Position</b>	<b>Last Name</b>	<b>First Name</b>
<b>NBOD</b>			
	National President	Wade	Michael
	National Vice President	Stewart	Mark
	National Vice President	Berriz	Paula
	Chairman, Board of Directors	Haimes	Burton
	National Secretary	Schauer	Jim
	National Treasurer	Stern	Jeffrey
	National Board Member	Gregory	Jim
	National Board Member	MacPhail	Peter
	National Board Member	Hummell	William
	National Board Member	Klein	Daniel
	National Board Member	McNutt	Randolph
<b>Commissions</b>			
	Chairman Management Commission	Linsky	Mark
	Chairman Coaching Commission	Mc Leish	Hugh
	Chairman Referee Commission	Veronico	Tony
	Chairman eAYSO Commission	Passman	Barbara
	Chairman Tournament Commission	Smith	Larry
<b>Section Directors</b>			
	1	Hull	Jeffrey
	2	Rudkin	Janette
	3	van der Heijden	Peter
	4	Roberts	Darryl
	5	Stewart	Lee
	6	Frice	Wells
	7	Cravalho	Brendan
	8	Yott	Eric
	9	Oram	Dave
	10	Marks	Michael
	11	Fults	Michael
	12	Perkins	Bruce
	13	Stahl	Robert
	14	Smith	Wendy
<b>NSTC</b>			
	National Executive Director	Davis	Rick
	Chief Business Officer	Meisberger	Steve
	Director of Sales & Marketing	Watkins	Wayne
	Director of Programs & Volunteer Services	Tobin	Tom
	Director of Special Projects	Matloff	Susan
	National Management Administrator	MacPhail	Rosanne
	National Referee Administrator	Eldridge	Joe
	National Coach	Ouellette	John
	National Player Programs Administrator	Close	Margie
	Camps Liaison	Finkel	Bill
	Events Manager	Gimple	Scott
	Outside Counsel	Collins	John

**APPENDIX B**  
**AYSO STRATEGIC PLANNING SURVEY**

1. Without regard to existing resource limitations, what is the **one new** initiative that you would like to see AYSO launch during the next 18 months?

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2. What is the single greatest threat to the future of AYSO?

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3. Identify AYSO's **two** most significant competitors.

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4. What has been the most successful new program or service initiated by AYSO since 2000? Why?

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5. What has been the least successful new program during that same period? Why?

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6. List, in order of important, AYSO's three most important customers/constituents.

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7. Rank the five AYSO philosophies in order of importance with "1" being the most important.

- Balanced Teams \_\_\_\_\_
- Everyone Plays \_\_\_\_\_
- Good Sportsmanship \_\_\_\_\_
- Open Registrations \_\_\_\_\_
- Positive Coaching \_\_\_\_\_

8. Identify any philosophies that you believe should be added to the list? Explain why.

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9 Excluding AYSO, identify up to three national sports organizations that you perceive to offer the best service to their members.

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10. Identify up to three reasons why the size of AYSO's membership has been relatively stagnant in recent years.

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11. Every organization can achieve greater effectiveness in the delivery of service to its constituents. Among the following factors that might contribute to ineffectiveness or inefficiency at AYSO, which present the most significant problems (rank in order of significance with "1" being most important). Please use a "0" to indicate any that you think are not problems.

- A board structure that is too large. \_\_\_\_\_
- Lack of clarity with regard to the roles and responsibilities of people involved in governance. \_\_\_\_\_
- A staff that is too large. \_\_\_\_\_
- A staff that is too small. \_\_\_\_\_
- A lack of sufficient talent at the staff level. \_\_\_\_\_
- A lack of sufficient talent among the volunteer leadership. \_\_\_\_\_
- A fundamentally flawed governance structure. \_\_\_\_\_
- Excessive reliance on volunteers. \_\_\_\_\_
- Excessive reliance on staff. \_\_\_\_\_
- An inconsistency between mission and structure. \_\_\_\_\_
- Other \_\_\_\_\_
- Other \_\_\_\_\_

12. The "elevator speech" -- in 25 words or less, tell me why I should care whether my child's soccer league is affiliated with AYSO.

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