



Strategy 2020

Executive Summary

Vienna Youth Soccer (VYS) was established in 1975. Like its surrounding community, VYS has prospered and developed into one of the largest youth organizations in the area with a current annual enrollment of approximately of 3,500 players.

VYS Vision Statement: “To build character, confidence, and a lifelong love of soccer by providing a continuum of competitive, high quality and positive soccer experience for all players in the Vienna community”

VYS Mission Statement: “VYS is to provide the opportunity for children of all abilities living in and near Vienna to be involved in a high-quality soccer experience”

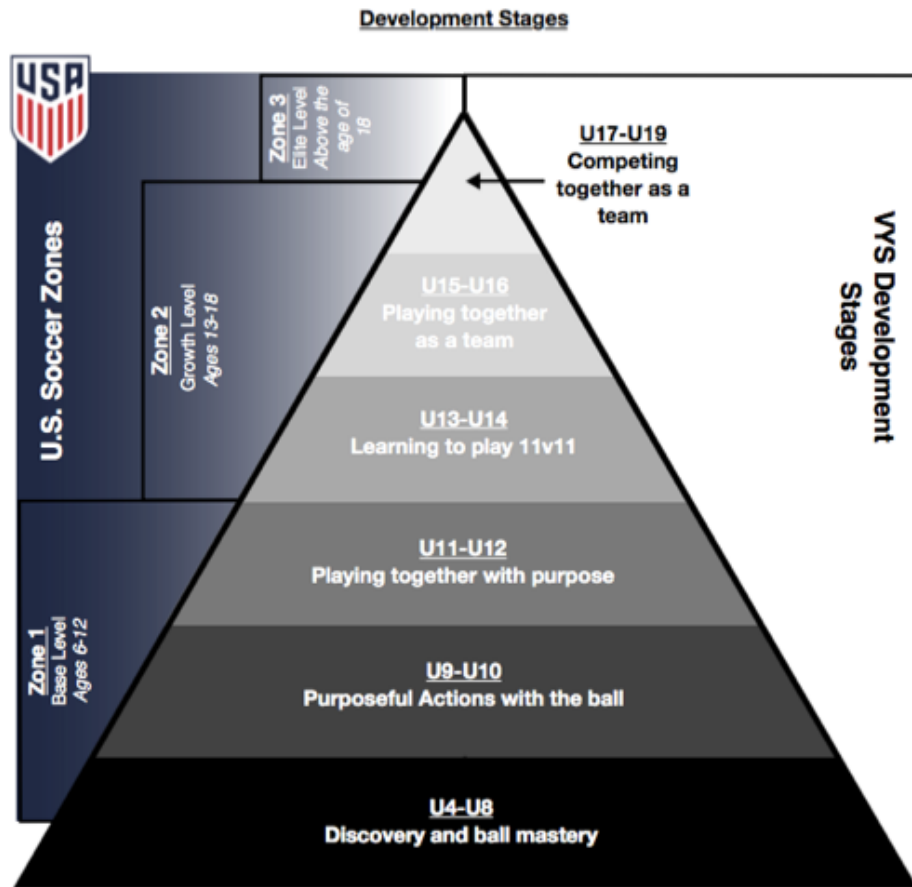
Vienna Youth Soccer is devoted to providing the complete player experience. – We do not believe being a community based club and at the same time desiring to be elite are disparate goals, but together form an approach that differentiates VYS from others in the soccer landscape. As one of Northern Virginia’s premier soccer clubs, the organization enables girls and boys of all ages and levels to train and play in a competitive yet collegial environment.

VYS yields opportunities for those exploring and simply enjoying the game through its U4 Cubs and its recognized House Recreation (U5-U19) programs. The Club’s TOPSoccer program provides a nurturing environment for children with disabilities. Equally important, VYS embraces the values of developing world class players with its Travel (U9-U18) and Super Y (U10-U18) programs and is proud to be a member club of the Virginia Development Academy (VDA) with its participation in the US Soccer Development Academy. VYS will continue producing State Cup teams, hold free play pick up for its members, provide the best experience and value for its House and Travel players and offer programs that benefit the community.

VYS is far more than a mere soccer club. Fostering a deep sense of community, VYS guides and develops all aspects of the individual players while building countless friendships along the way. Whether it is on or off the field, VYS is dedicated to instilling a lifetime of great experiences in its youth. VYS is committed to creating a positive culture in which coaches, parents, fans, officials, and players have the tools and training to work together to achieve the VYS vision and mission.

What makes Vienna Youth Soccer truly special is the first word in the Club’s name - *Vienna* - a town that all of us are proud to call home.

VYS Development Stages – U.S. Soccer Zones



VYS wants to see players develop, grow and succeed.

To fulfill our mission, we believe it is critical that we function as an integral role in this progression. We cannot control the result of a game or season. However, we can control the process.

The foundation of this process is the VYS Development Pathway that has been built on US Soccer's Zones 1-3.

The Development Pathway has been broken down into 6 Development Stages to complement what is appropriate for a player depending on their age, aptitude, and ability.

Why Do A Strategic Plan?

The VYS Board of Directors desires to share with its membership, where the Club is headed over the next years and how we are going to get there. If we are not planning, then we are simply reacting and not pro-actively managing the events and activities required to make VYS the best it can be.

The strategic goals were developed to be consistent with the Club's mission and overall vision statements. We hope the plan ensures the most effective use of our organization's resources by focusing on key priorities and informs our membership on the Club's plans through 2020. This effort is critical to provide a base from which progress may be measured and to establish a mechanism for informed change as required.

The size of our membership highlights that VYS is no longer a small non-profit but a significant entity that requires a clear vision and planning. Achieving greatness will take patience, dedication, and hard work over a sustained period. The Club is strong across many metrics but desires to be even better.

We hope you will join us on this exciting journey of making VYS 2020 a reality and Vienna Youth Soccer better than ever.



Primary Objectives and Action Items

Governance Committee

Develop and implement a professional structure providing an efficient and transparent environment for the Club's members to achieve its mission and vision statement.

Sub-Goals

Analysis / Tasks

Ensure VYS policies and processes are in place to support members and employees.

- Implement operational calendar that highlights all key imperatives for employees and club.
- Identify gaps in policies – determine new or addendums required
- Document and review key processes for improvement.

Develop financial objectives and strategies to achieve VYS goals.

- Analyze opportunities to increase revenues via tournament and camps.
- Banking relationship - Restructuring of bank accounts including need of a credit line and overall cash management for potential field expenditure

Review VYS organizational structure. Be clear in roles of Board, volunteers, stakeholders, and staff.

- Refine roles and responsibilities for all staff. Best practices around org model/staffing. Implement formal review process for staff and volunteers (e.g. House Commissioners)
- Develop clearinghouse for volunteer involvement to enlist support across programs and activities. Evaluate Board size including membership, size and roles.
- Determine need for physical VYS Office

Marketing Committee

Identify how marketing can build greater brand recognition for VYS and accomplish key Club goals as determined by the Board of Directors.

Sub-Goals

Analysis / Tasks

Increase presence on Social Media and Website (Facebook, Twitter, Instagram).

- Spotlight Series
 - Coaches
 - Volunteers
 - Players
 - Youth Referees
- Photo Contest – maintain library of information
- DC United Tickets/Experiences

Build long lasting partnerships with active community events & outreach.

- Update Operational Plan (e.g. Opening day event, Halloween parade, Banner across Chain Bridge)
- Outreach to under- represented parts of community
- VYS/DC United Fitness Awareness at 3 Vienna Elementary Schools

Develop and implement formal sponsorship programs.

- Fund financial aide
- Scholarships

House Program

House soccer is for boys and girls ages 4-19 who want to play and learn soccer while having fun, making friends, and developing sportsmanship in a non-pressured environment.

Sub Goals	Analysis / Tasks
Increase House League participation by 15%	<ul style="list-style-type: none">• Increase promotional presence on free media (Facebook, Instagram, etc.)• Identify which age groups incur greatest losses, utilize retention strategies• Increase personal communication and add a “face” to the program• Increase registrations in the Cubs program
Increase Cubs programming to include Monday - Friday classes during the Fall and Spring seasons and triple enrollment	<ul style="list-style-type: none">• Identify field availability for Cubs from 5:00pm – 7:00pm• Identify coaches in VYS with availability
Recommit to Development Center and ensure House Program continues further development of its players	<ul style="list-style-type: none">• Increase marketing for this program• Create “personal touch” to program – who is running and why• Direct communication to U7/8/9 coaches
Increase Coaching Education Opportunities	<ul style="list-style-type: none">• More F and E licenses courses offered for VYS coaches, as well as PCA clinics. Increase the number of coaching clinics offered each season.• Chalk talks• Coaches Games• Social
Develop stronger post-season All-Star event and relationships with clubs	<ul style="list-style-type: none">• Create annual All-Star event with similar clubs• Make an EVENT• Make lasting relationships

Travel Program

Travel Soccer is a competitive program for boys and girls at U9-U19 focused on player development in an environment that promotes character, confidence, and community.

Sub-Goals

Analysis / Tasks

Expand VYS Integration and participation in the VDA

- Leverage VDA partnerships in more activities e.g. coaching curriculum, scrimmages, All Stars, Dev Center
- Ensure VYS players are actively ID'd for VDA and participate in training sessions

Enhance value for travel program

- Establish pathway to play high school and college
- Sponsorship to alleviate costs
- Increase development opportunities

Improve the integration between sports science and soccer training to provide better opportunities for every player to meet their potential by enhancing athletic ability, health and performance.

- Develop plans from Explosive Performance (EP) pilot programming
- Determine sponsorship funding

Fields

Improve the quality and access for fields in VYS

Sub Goals	Analysis / Tasks
Clarify/frame our field allocation policy across House and Travel Programs.	<ul style="list-style-type: none">• Develop policy that ensures efficient and appropriate use of VYS fields across our programs
Manage existing MOU's through School Redevelopment and re-turfing projects: i.e. Oakton & Marshall HS.	<ul style="list-style-type: none">• Identify and plan for upcoming work at key VYS locations to ensure minimal disruption and cost to club.
Develop a comprehensive field strategy for the Club.	<ul style="list-style-type: none">• Understand current and future needs of Travel and House.• Conduct study of options for a VYS owned field complex• Strategy to increase number of hours of outdoor field time e.g. (more lights)• Identify potential partnerships
Foster enhanced relationship with FCPS, Fairfax Parks and Tysons Redevelopment.	<ul style="list-style-type: none">• Determine opportunities for improvements: (e.g. Kilmer, Nottaway, Capital One)• Build support with key stakeholders

Referee Program

The Referee program provides referee staffing for all House games and ODSL home games (U9 and above) for VYS, while providing a developmental framework to support the growth of all referees and facilitate the advancement of those interested in pursuing more advanced certification.

Reduce VYS referee attrition

- Periodic surveys to determine satisfaction, retention and attrition rates
- Develop pipeline for interested referees - interest meeting, shadowing, etc. to set expectations

Improve quality of referee pool

- Establish standard feedback format for mentoring (complete)
- Establish advancement guidelines for referees to move to more difficult games
- Grow referee mentor pool

Establish developmental pipeline for referees seeking higher certification/experience

- Use VYS advancement guidelines to promote referees to higher level games within VYS assignment responsibility
- Work with outside assigners of premier leagues (NCSL, NPL, VDA, Super-Y) to establish and promote mechanisms to funnel higher quality referees who wish to advance into more challenging games

Glossary of Terms

- **Cubs Program** – led by VYS professional staff, Cubs training program introduces the fundamentals of soccer to our youngest players. U4 means under- 4 years of age. The 8-week curriculum has been developed to explore basic techniques, inspire a love for the game, be highly interactive and fun.
- **Director of Coaching - DOC** – member of VYS technical staff responsible for developing and implementing the VYS coaching curriculum and supervising and overseeing coaches. All soccer technical aspects of the soccer club fall under this role.
- **Positive Coaching Alliance - PCA** – is a national non-profit organization with the mission to transform the culture of youth sports so that youth athletes can have a positive, character-building experience.
- **Super Y** – is a high quality national league offering players a chance to train and compete during the summer months. The league is organized in geographic division with VYS competing in the Mid-Atlantic region. Tryouts will occur in Winter and early Spring to gain a roster spot on a team.
- **TOPSoccer** – is a community based training and team placement program for young athletes with disabilities, organized by VYS volunteers. Meets once a week usually on a Saturday afternoon. Each player is paired with a volunteer “buddy” and nationally licensed coaches are present for all sessions.
- **United Soccer Coaches** – organization of American soccer coaches founded in 1941. Largest soccer coaches organization in the world with more than 30,000 members.
- **Virginia Development Academy - VDA** – is the only member of the US Soccer Federation Boys and Girls Development Academy in the state of Virginia. Development Academy represents a highly competitive program for elite travel players. VDA strives to identify and help develop a Champions League player.