

Washington State Referee Committee

Business Plan

2008

Updated February 16, 2009

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(1) Vision

To serve affiliated soccer in the state of Washington by developing and retaining the best cadre of referees in the United States. To that end the SRC will provide the resources and guidance that allow each referee to be the best that s/he can be.

(2) INTRODUCTION

The purpose of this Business Plan is to run the Washington State Referee Committee in a business-like manner. This plan provides a framework by which business of the SRC organization must be conducted, it is a business model based on the situation as it stands at present. It will evolve as we progress through time and as we establish closer and better communication with the membership. We have established a long term Vision for the Washington state referees and to fulfill that Vision we will proactively pursue the referee development program in concert with the Federation guidelines.

The SRC Business Plan is the result of a tremendous contribution from each member of the Committee and guidance from Washington State Soccer Association and Washington State Youth Soccer Association. This Plan belongs to all the referees in the State of Washington and each referee has the right to make suggestions when they feel we may have fallen short in addressing their needs.

This Business Plan complies with the United States Soccer Federation Rule 3.3.4 and Policy 531 and carries a theme of communications and referee development through instructional and mentoring programs. The goal is to simplify the referee registration process and reduce confusion and complaints in all areas of referee administration and upgrades. It also emphasizes on the fiduciary responsibility and accountability that rest with each member of the Committee. Our plan emphasizes on measurable goals and objectives, and our progress reports will reflect the measurement of achievement.

As fellow referees, you have our commitment that each of us at SRC will continue to pursue the best for Washington referees while, above all else, working every day to earn your trust. We urge each and every one of you to support the members of the Washington State Referee Committee who have taken upon themselves a tremendous challenge to serve you. The work has just begun, the road that we will travel to fulfill our vision is long. We are confident that with everybody working together we will succeed in reaching our Vision.

Ram C. Prasad, Chairman
Washington State Referee Committee

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(4) State Referee Committee (SRC) Chair

Goal #1

To provide programs for the training and the opportunities for advancement of officials to serve affiliated youth, adult and professional soccer matches.

Objective: To establish (the SRC as) a semi-autonomous committee with sufficient financial, business and program independence, and with appropriate oversight from the youth and adult programs, to achieve the goal.

Tasks: Work with association presidents and their respective board as well as referee associations for guidance in developing highly qualified referees through referee development program, and in achieving full transparency in managing all aspects of financial matters.

Measures: 1. Support all technical directors in their portfolio management (referee development program)

The mentoring program undertaken by SYRA and SRA at the state level is ideal for up and comers to attain progress in their career. This program has received good support from both association presidents. The appointment of State Assignor Coordinator would be helpful in not only getting all assignors USSF certified but also make the mentoring at state level more robust (assignors will be more aware of giving challenging assignments to up and comers rather than filling boxes).

2. Develop a plan to present to the State association presidents for approval of a separate financial structure.

I discussed the issue of separate financial structure for SRC which is linked with Washington State Soccer divesting SRC. A plan was prepared on this issue by Jan Glick – a consulting Company. I forwarded the plan to both presidents and discussed the issue of divesting with them on Jan. 14, 2009. They promised to get back before March 4, 2009. (the March 4th meeting did not take place, hence no progress report on this issue yet).

3. Prepare and implement an annual budget before fiscal year begins.

Budget presented and approved on August 13, 2008

4. Provide monthly reports of financial status and program progress to youth and adult associations as well as referee associations.

The program progress and financial report was given to both association presidents on Jan. 14, 2009. All chapter presidents and association treasurers were granted access by the treasurer to Quickbook so they can access financial status at their discretion. Program progress will be available to them after Jan. 28, 2009 when compiled by the secretary.

5. Establish an oversight committee to monitor financial and program progress.

I requested two association representatives to prepare a plan for internal audit on both program progress (based on business plan) and financial status (budget v. actual). They should present their plan on Jan. 28th meeting.

Goal #2

Promote the SRC throughout the State of Washington as the referees' representative body to the USSF. Explain its roles and responsibilities and communicate SRC conduct of business in a timely manner.

Objective: Establish a communication plan that reaches out to State Associations, Referee Associations and local soccer Clubs (*all stakeholders*).

Tasks: Post meeting dates and minutes on the website, send the meeting dates, time and location as well as approved meeting minutes to both State presidents and treasurers; as well as all chapter presidents for dissemination to their members.

Measures: 1. Number of guest attendees at the SRC meeting and number of chapter visits.

I am not sure if this is really a relevant measure since we are working on chapter visits and chapter Summit (scheduled for ~~May 9~~, April 25, 2009).

2. Dissemination of information (meeting dates, meeting minutes and financial reports to all stakeholders – work with secretary and treasurer to make this happen).

SRC treasurer has provided all chapter president access to Quickbook so they can look into the SRC financial status. The SRC secretary provides all necessary communication (meeting dates posted on the web, agenda and meeting minutes and all relevant communication sent to all chapter presidents by e-mail) on a regular and timely basis

3. Provide transparency in all aspects of SRC conduct of business to all stakeholders.

All business of SRC is conducted openly. Every member of Washington referee has access to information from the SRC web site. On March 1, 2009 I received a letter dated dec. 9, 2008 from a parent (Mr. Rountry) in Olympia complaining regarding tournament schedule referee assault by a player expecting the chair to take appropriate action. I responded to Mr. Rountry immediately saying that these complaints are outside the jurisdiction of SRC and appropriate organization(s) will respond and/or take action as needed. My response to Mr. Rountry, to the least, was not satisfactory .

(SRC) Chair continued

Goal #3

Follow an established and agreed-upon business plan and budget.

Objective: Have the Business Plan and Budget approved by the Committee before fiscal year begins.

Tasks: Create sufficient budget in support of the plan to be implemented.

Measure: 1. Exercise caution and prudence in managing SRC funds by periodical review of all Expenses (Actual vs. Budget) by at least one member of the oversight committee.

I have asked David Painton (a member of the oversight committee) to do a periodical review of and prepare a report for the committee on how we are expensing SRC funds against the budget.

2. Provide quarterly/yearly financial report on time to the authorities as required. Online access is available locally (Washington State) except to USSF who receives pertinent reports using E-mail by the SRC treasurer.
3. Establishment of all chapter presidents' access to SRC online financial records. This was completed during the 1st fiscal quarter of 2008 by the SRC treasurer.

Goal #4

Keep communication open between State Chapters.

Objective: Visit at least three Chapters. (There should not be a limit of only three. We should group ourselves and visit as many as feasible). The goal of the chapter visit is to listen to members' concerns and implement those concerns where feasible.

Tasks: Visit at least three chapters and hold second Summit in conjunction with Soccer Palooza

Measure: Complete the above during the fiscal year
We completed one chapter visit (Skagit) with Betty Schmeck and myself on Nov. 19, 2008. The chapter Summit is being planned for ~~May 9~~ April 25, 2009.

(5) State Referee Administrator (SRA)

Long range goal - 3 to 5 years:

The state referee committee will have a part-time employee to handle routine paperwork of registration, receive deliveries of materials and provide materials needed by instructors and assistant referee administrators.

Immediate goals:

Goal #1

Improve the registration process.

Objective: Provide in-state electronic registration and re-registration for referees.

Tasks: ~~The beginning of the process is already in place on the web site. Profiles are in place for all referees. The ARA now has the ability to update. The next step is to provide pre-registration for all clinics allowing the individual to start their personal profile.~~

Online pre-registration is now available for all entry level clinics and chapter meetings. The next step is to provide a printed copy of the individual referee's USSF registration form based on this input.

SRA to assist the treasurer in the processing of deposits (implement surcharge to offset credit card costs).

Measure: 100% electronic process.

Goal #2

Automate all functions/interactions so registration and upgrades can be achieved with ease and in a timely manner.

Tasks: Introduce automation to minimize errors and eliminate cumbersome paper work in referee registration, entry of training, fitness test, assessment records, invoicing and payment of instructor/assessor fees.

Game records are now stored on the SRC site. This information can be transferred from the individual RidgeStar site or entered manually by the referee. Continuing education hours as well as upgrade hours can also be tracked on the SRC site.

Measure: Establish computer database at the SRC site and develop procedures (SRA, SDI, and SDA) to work with referee Associations. (*Good work accomplished to date using the web based match assigning is an excellent example that even naysayers are starting to see the benefits, but permit exceptions as needed*).

(SRA) continued

Goal #3

Register all re-certifying officials for the next year by 12/31 of the current year.

Objective: Provide an incentive to complete the registration process by December.

Tasks: Impose a 10% surcharge to those who re-certify after the 12/31 deadline.

Measure: Uncertain how to quantify success. Will have to gather statistics over the next year.

Goal #4

Support the instructional and assessment program toward referee growth and improvement.

Objective: Provide advancement opportunities for up-and-coming officials. Region IV SRAs have invited Washington officials to participate and will provide dates as available.

Tasks: Travel to tournaments around the state, working with local assignors to identify up-and-coming officials. Notify those qualified officials on out of state referee opportunities. Offer financial support when possible.

Measure: Number of officials sent to the WSSA selected tournaments, Veterans Cup and Region IV adult tournament. Produce reports of successful performance on and off the field.

Goal #5

To serve the growing needs of soccer in the State of Washington with highly qualified and high quality referees.

Objective: Develop an ongoing referee development program for mentoring and upgrading of referees.

Tasks: Coordinate with local chapters and clubs to encourage all referees to participate in mentoring/coaching (EXCEL) programs as directed by the state as well as encourage referees to seek opportunities for advancement.

Measure: Increase in number of referees trained, mentored, and upgraded each year.

(6) State Director of Instruction (SDI)

Goal # 1

Improve the Instruction Program

Objective: Get local instructors to visualize the big picture so that they will instruct at other locations besides their own back yard. Use experienced instructors to support newer and in-experienced instructors to improve performance.

Task: Persuade instructors of the need to expand their horizons in instructing. This could mean giving up a few of the refereeing assignments that they accept.

Measure: An increase in the number of instructors moving from Associate Referee Instructor to Referee Instructor

Goal #2

Automate the initial registration of new referee candidates.

Objective: All Entry Level Clinic (Grades 8 & 9) candidates to be registered on line prior to the commencement of any clinic.

Tasks: Arrange for and critique the automation process. This process would be enhanced if USSF would post registration forms so that they could be processed on line so that all information is readable since so much handwriting is illegible. Completed forms could be printed and signed in order for USSF to receive an original signature at section (f). The state would only need a copy if section was marked as "yes".

Measure: Zero claims of lost registrations.

Goal #3

Automate the collection of funds for clinics, including the initial registration fees.

Objective: Expedite the movement of funds into the USSF bank account.

Tasks: Work with treasurer and others to expedite this process.

Measure: Funds credited to account within one week of clinics.

Goal #4

Automate the billing of invoices for all entry-level clinics.

Objective: Collect clinic income within one month of any clinic.

Task: Ensure that all area coordinators are aware of the process.

Measure: Amounts outstanding reduced to less than \$1000.00. (should aim for zero)

(SDI) Continued

Goal #5

Make training available for all referees, including new referees to our programs.

Objective: Ensure that all training opportunities, both state organized and locally organized, are detailed on the SRC website.

Task: Initiate all areas on the need to post their training sessions.

Measure: Count of postings on the website. And count the number of attendees. (Training hours X number of students).

Goal #6

Continue arrangement of Advanced and Intermediate clinics using opportunities offered by USSF.

Objective: Provide the appropriate training possible for all currently registered referees.

Tasks:

1. Ensure that clinic requests are made to USSF.
2. Move clinics to different locations in the state to help unify east and west.

Measure: Using registration process, including prepayment, mentioned above, see that number of attendee's increases each year.

Goal #7

Get all referees registered by the end of the year.

Objective: All referees are eligible to referee the full year.

Task: Encourage the scheduling (re-newel) re-certification between June 1 and November 30 clinics. Instructors and curriculum approved by SDI. Posted to the web site at least eight weeks prior to clinic date.

Measure: 100% registration by 12/31/08.

Goal #8

Assure that all Mentors dispense the same basic assessing guidance.

Objective: Ensure training information is consistent throughout the state.

Tasks: Develop training program for mentors.

Measure: Program curriculum set by January 1, 2008.

(SDI) Continued

Goal #9

Create a Statewide advocacy program

Objective: ~~Protect referees, give them tools to counter abuse from touchlines, ensure Disciplinary Committees are backing the referees.~~

Task: ~~Encourage more coaches and team parents to become referees rather than try to “ref” from the touchline. Make sure that disciplinary committees are backing the referees.~~

Measure: 1. Number of referee assault incidents to ZERO.

~~2. Provide the resources to referee to reduce the number of referee abuse incidents by 50% versus last year.~~

Goal #9 should be deleted from SRC BP. There is an agreement reached between Ram Prasad and Doug Andreassen on November 8, 2008 to implement the “State Advocacy Program” by Washington Youth Soccer

(7) State Youth Referee Administrator (SYRA)

Washington State Referee Development Program

SYRA goals for 2007-08

1. State Cup and Regionals:

- a. Identify the top 150 youth referees in Washington; use State Cup matches to select the top referees for Regionals.
- b. 35 referees from Washington will be selected for Regionals.
- c. 24 referees from Washington will be assigned to Regional Semifinals.
- d. 12 referees from Washington will be assigned to Regional Finals.
- e. 3 referees from Washington will be selected for Youth Nationals.

2. Other out-of-state opportunities:

- a. Manchester United Nike Premier Cup – give the top 20 WA youth referees exposure on a National-level tournament.
- b. Alaska tournaments – State cup, Midnight Sun, Ina Kay. Expose 10-12 referees to out-of-state competition.
- c. Region IV ODP camps – Expose development group referees to regional-level competition with close mentoring.

3. Coach/Mentor (EXCEL) Program (Advanced Young Referee Development):

- a. 75% of EXCEL group members will be USSF 7 or above by Regionals.

4. Young Ref of the Year:

- a. One Region IV young referee of the year will be from Washington.
- b. Provide the best possible candidates for the award.

5. State-wide advocacy:

- a. Achieve a 10% increase in adult referees supplied by youth clubs.
- b. Encourage youth associations to promote adult only referee clinics.

Coach/Mentor (EXCEL) program (Advanced Young Referee Development)

Guidelines:

Identify and work with top young talent. Provide them with challenging matches and mentoring opportunities. Prepare them for high-visibility events both on and off the field. Main focus is USYSA Nationals, with Regionals, ODP events and other in-state and out-of-state opportunities included on an ad-hoc basis:

(SYRA) continued

Manchester United Nike Cup:

Select top twenty of the 35-person Regionals team to represent WA over Memorial Day weekend in Portland. National-level tournament; USSF referee scouts in attendance.

Alaska Tournaments

Opportunity for Development group referees to shine on a lesser-level stage – Ina Kay Tournament, Midnight Sun tournament, Alaska State Cup.

Region IV ODP Camps

Send development group referees to week-long mentored sessions with top-level play in Oregon (boys camp) or California (Girls camp)

B. Young Referee of the Year

Guidelines:

Provide Region IV with a thorough YRY nominee packet for both male and female nominees. Packet to include video of the referee in action and answering a number of YRY questions; complete match count and list of high-level appointments; community contributions; school accomplishments.

(8) State Director of Assessment (SDA)

Goal#1

Review and consolidate the existing program.

Objective: The web page is in constant change to keep the process up to date.

Tasks: Update the Assessor page on wasrc.org. every six months.

Measure: Web page will always display current assessing procedures. This goal is an on going goal.

(9) State Assignor Coordinator (SAC)

Goal #1

Bring Assignors into the big picture. All Assignors must be registered and are offered clinics on a statewide basis.

Objective: Ensure all assignors are aware of the impact that they have on every referee they use. Every affiliated league and tournament in the state of Washington will use registered assignors.

Task: Make sure that assignors discriminate in their appointment so that each referee is placed at the appropriate game level to ensure proper development. All groups, clubs, etc. to be made aware of the benefits to the soccer program when assignors are registered.

Measure: Local games will be better handled and there will be compliments instead of complaints. The retention rate for new referees will improve and enhance the number of registered referees.

(10) Adult Representative

1.- To be a liaison between the SRC and WSSA and their leagues, and keep all communication lines open between the two bodies to support the growth of referees in the State of Washington.

- 2.- To work with the technical directors on establishing a program for all referees who work the adult matches throughout the state.
- 3.- To ensure SRC goals and objectives are consistent with WSSA objectives.
- 4.- Work with Youth Representative as part of the oversight committee to monitor financial and program progress
- 5.- To assist adult leagues maintain uniformity in game fees charged throughout the state of Washington.
- 6.- Meet annually with league and referee association representatives.
- 7.- Gather and maintain data on fees charged to adult leagues. To assist in maintaining a standard fee structure.

(11) Youth Representative

- 1.- Be the principal advocate for the needs of the WYS. Be a liaison between WYS and SRC. Communicate the needs and desires of the referees and adult associations to WYS.
- 2.- To ensure SRC goals and objectives are consistent with WYS objectives.
- 3.- To work with the SYRA and support his duties, managing youth objectives requiring referees.
- 4.- Work with Adult Representative as part of the oversight committee to monitor financial and program progress.
- 5.- To assist Youth leagues maintain uniformity in game fees charged throughout the state of Washington.
- 6.- Meet annually with league and referee association representatives.
- 7.- Gather and maintain data on fees charged to youth leagues. To assist in maintaining standard fee structure.

(12) Treasurer

Goal #1

Improve accounting procedures for all income and expenditures with appropriate checks and balances.

Objective: Prepare annual budget and periodic financial statements for members of the SRC, Chapter Presidents, Association Presidents and USSF.

Tasks:

1. Distribute financial statements prior to SRC meetings, to all Chapter Presidents.
2. Distribute annual financial report to USSF prior to December 31.
3. Review Audit Report WYSA.

Measures: Adopt a budget by August 31.

Goal #2

Establish a comprehensive investment policy regarding SRC funds.

Objective: Provide a comprehensive policy showing short term financial instruments, in such a way as to mitigate investment risk, yet provide a reasonable rate of return on invested funds.

Tasks: To set up a comprehensive policy with regards to how the committee funds are invested.

Measures: Prepare a policy by August 31 to present to the association presidents at the next SRC meeting.

Goal #3

Work with Washington Youth Soccer to determine if the best course of action is to split off and establish the committee as it's own 501 (C)(3) entity.

Objective: Work with the Youth and Adult Representative to weigh the pros and cons of establishing our own financial structure, so as to mitigate risks of being a division of the Washington Youth Soccer.

Tasks:

1. Maintain the current governance.
2. Independent financial structure.

Measures: Provide a comprehensive analysis and provide a voting document to be presented by the next fiscal year 2008-09 meeting.

(13) Secretary

Goal #1:

Maintain accurate records of committee activities.

Objective: Write and distribute meeting minutes to committee members, as well as State and Chapter Presidents. Maintain action items list, organize meetings and communicate meeting dates.

Measure: Minutes released within one week of meetings. Action items list maintained up-to-date.

Goal #2:

Coordinate SRC statewide visits program.

Objective: Contact chapter presidents and arrange for SRC members to attend a chapter meeting, discuss SRC activities and answer chapter questions.

Tasks: Post to web site all SRC meetings and Chapter visit information,

Measure: Each local chapter to receive visit from 2-3 SRC members during each fiscal year.