

SYSA CORPORATE POLICIES

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MISSION AND PURPOSE

MEMBERSHIP

LEAGUE AND TEAM FORMATION

BOARD OF DIRECTORS

DIRECTOR QUALIFICATIONS

POLICIES REGARDING BOARD MEETINGS

OFFICERS

POLICIES REGARDING OFFICER DUTIES

- The Vice-President of Administration shall supervise:
 - a) New Officer Nominations
 - b) Applications for Membership
 - c) Development of employment policies and human resource procedures.
 - d) Serve as Chair of the Governance Committee
 - e) To oversee SYSA compliance with current Risk Management procedures
- The Vice-President of Competition shall supervise the following activities:
 - a) Exchange Programs
 - b) seasonal league play
 - c) tournament play
 - d) maintain records of perpetual awards and trophies owned and presented by SYSA.
 - e) Serve on the Rules Committee
- The Vice-President of DEI shall be the chair of the Diversity, Equity and Inclusion Committee, and ex-officio member of the Rules Committee and Judicial Committee.
- The Vice President of Recreational Development shall be responsible for:

- a) Providing multiple coordinated opportunities for coaches in recreational programs throughout the Association to improve their knowledge of soccer and their ability to teach the game in an age-appropriate manner
- b) Developing new programs to enhance the recreational soccer playing and coaching experience
- c) Developing programs to cultivate positive attitudes, respect for the game, and fair play for players, coaches and parents
- d) Serve as Chair of the Judicial Committee
- Duties incident to the office of the Treasurer:
 - a) Maintaining permanent financial records and a bookkeeping system for the corporation
 - b) Maintaining bank accounts on behalf of the corporation
 - c) Disbursing funds as approved by the President and the Board
 - d) Payment of taxes or fees levied on the association by local, state or federal authorities.
 - e) Oversight of administrative staff assigned duties under the control of the Treasurer.
- The duties of the Secretary shall include;
 - a) keep the minutes of the meetings of the Board of Directors
 - b) see that all notices are duly given in accordance with the provisions of these bylaws or as required by law
 - c) establish and maintain formal corporate addresses for both postal service and email correspondence
 - d) maintain SYSA corporate non-profit status with state and federal authorities including filing any reports or statements required by such authorities on an annual, quarterly or other basis.
 - e) Oversight of administrative staff assigned duties under the control of the Secretary.
 - f) Membership List. The Secretary shall keep a General Membership List in the form of a record which will be a register of the mailing address, electronic communication (email) address and other contact information of all Member Clubs and individuals registered as General Members.

- g) Corporate List. The Secretary shall maintain a registry of the Member Club Delegates who are qualified to represent each member club on the Board of Directors, with mailing address, electronic communication (email) address and other contact information for each Director provided by the member club. The Corporate List shall also include a registry of the mailing address, electronic communication (email) address and other contact information for each Officer which shall be furnished to the Secretary by such member.

POLICIES FOR OFFICER ELECTIONS

Notice of Election Open officer positions shall be announced and advertised a minimum of 2 months prior to the election. Advertisement of open positions may be through any channel the Board deems viable and appropriate for the positions, including the SYSA website and social channels. A description of the positions shall be available on the corporate website. All candidates must meet any minimum qualifications agreed upon by the Board. Candidates for Officer positions shall make statements of interest to the Board for review a minimum of 2 weeks prior to the election date.

ADMINISTRATIVE STAFF

POLICIES REGARDING EMPLOYEES

Human Resources Policies

BOARD COMMITTEES

- The Rules Committee shall have authority to:
 - a) Establish administrative Rules as deemed necessary for league and tournament competition, including an integrated registration system for Member Club and SYSA player, coach and volunteer participation.

- b) Establish Rules of Competition for league and tournament play
 - c) Establish procedures that support the compliance directives and sanctions imposed by the Judicial Committee.
- The Governance Committee shall have authority:
 - a) To propose and recommend to the Board of Directors policies, rules and regulations with regard to the operation of the Corporation which are consistent with these Bylaws
 - b) On request of the Board of Directors, review any proposed change to Policies and Rules and Regulation.
 - c) To review applications for admission to club status with the Corporation as well as voluntary and involuntary terminations of club status.
 - d) To establish and coordinate employment policies, including oversight of employment matters, such as professional development, annual goals, evaluations and disputes or claims. The Committee is authorized to convene in confidential, executive session to perform its duties.
 - e) The Chair of the Governance Committee shall be the Vice President of Administration.
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- The Judicial Committee shall:
 - a) Hear all appeals of disciplinary matters involving players, coaches and other members registered with the Association or a member club;
 - b) Advise the Board on such other matters as may be determined by the Board or these Bylaws;
 - c) Resolve any protests and grievances including imposing penalties on any player, coach, volunteer or other member as the committee in its sole discretion determines to be appropriate.
 - d) The Judicial Committee shall appoint a Disciplinary Committee to hear all protests and disciplinary matters involving infractions filed with regard to SYSA league or

tournament games played involving players and coaches registered with the Association or a member club. The Disciplinary Committee shall consist of a representative from each Member Club participating in league and tournament play, one of which will be appointed Committee Chair by the Judicial Committee.

- e) The Judicial Committee shall develop procedures for the Disciplinary Committee for inclusion in the SYSA Rules of Competition and Administration.
 - f) The Chair of the Judicial Committee shall be the Vice President of Recreational Development.
- Members of the DEI Committee shall be:
 - a) the Vice President of DEI, who shall serve as Committee Chair,
 - b) a minimum of one Director volunteer approved by the Board
 - c) and other volunteers from the SYSA Community, who are selected and approved by the Committee Chair and existing committee members.
 - d) Committee members serve one year terms.

CODE OF CONDUCT AND ETHICS

SYSA CONFLICT OF INTEREST POLICY

SYSA POLICY WITH REGARD TO DISCIPLINARY, COMPLAINTS AND GRIEVANCES

SYSA Policy with Regard to Disciplinary, Complaints and Grievances

1. Match-related incidents that involve a referee's filing of a misconduct report or supplemental report will be handled by the SYSA Disciplinary Committee.
2. Incidents that require the Disciplinary Committee's adjudication under the SYSA Rules of Competition, Administrative Regulations or SYSA Bylaws will be heard by the Disciplinary Committee.
3. Other incidents that involve teams or parties from the same or different clubs involved in association-level play may be handled by the Disciplinary Committee at that committee's option, through the efforts of the Disciplinary Representatives of the clubs.
4. For all other incidents, the desired course of action is mediation that arrives at a mutually acceptable result. If the incident or complaint involves parties from the same SYSA club, the course of mediation will begin at the club level; if between parties from different SYSA clubs, through a cooperative effort between the club presidents or other representatives of the clubs with guidance from the SYSA Executive Director or President as necessary.
5. If the parties involved as mediators perceive that they have an individual conflict of interest, or if mediation fails to arrive at a mutually acceptable result, the mediation effort shall proceed to the next level; from intraclub to SYSA, or from SYSA to Washington Youth Soccer.

6. SYSA may at its option retain professional mediation services, or suggest that both parties agree to binding arbitration by a professional.
7. If the above avenues for mediation are exhausted and either party still feels aggrieved, then SYSA is duty-bound to provide equitable due process to protect individuals' right to participate as mandated by the USSF.
 1. SYSA will follow a process substantially in conformance with the process described in the WYS Judicial and Ethics Committee Policies and Procedures Manual.
 2. Certain allegations or incidents are required to be heard and adjudicated directly by WYS.
 3. If heard and adjudicated by SYSA, SYSA will empanel a special judicial panel of disinterested persons, with experience appropriate to adjudicating the complaint or grievance
 4. SYSA's role in such a hearing is to provide a mechanism for due process without preference to or assisting either party.

SYSA Three-Tiered Process for Handling Complaints

Complaints received by SYSA staff or officers, or by officers of any of its clubs, should be evaluated immediately upon being received. If the complaint is more appropriately handled by the SYSA Disciplinary Committee (DC), the appropriate steps for DC action should be taken. See section 8, Appeals and Protests, of the SYSA Rules of Competition for more information.

If the complaint is not appropriate for the DC, or if the DC declines to take on the complaint, then the evaluator(s) should attempt to sort the complaint into one of three categories:

Tier 1: Club Intervention -- A complaint that can be handled by a club or clubs working directly with the person sending the complaint, and the person the complaint is about. Generally, most complaints will fall into this category. Experience shows that most complainants want to be heard, to vent, and to know that someone is listening and taking action.

Tier 2: Mediation – A complaint that cannot be handled by a club or clubs because of the nature of the complaint, the attitude or history of the person who sent it or is the target, or which the club does not believe it can resolve independently, should be moved to a mediation proceeding. Attempts to resolve complaints through a joint effort by club leaders may lead them to the conclusion that mediation is required. In general, though, few complaints will need to go to mediation.

Tier 3: Formal Grievance – A complaint that involves certain trigger actions or requests should be sent to a formal grievance process. This can be because of the nature of the complaint (physical, verbal, or other forms of abuse or harassment), because of the irreconcilable position or request of the complainant, or the outcome/remedy the complainant is requesting (e.g., barring a coach from the league). It should be made clear to the complainant what a formal grievance process involves, how it will be handled, and that it should be made lightly.

Examples of Complaint Tiers and Actions

Tier 1 – A coach from Club A team sends an email to the SYSA director about Club B team after a game. The Club A coach says the Club B coach was loud and unsportsmanlike, yelling at the referee and other players on the field. This created a difficult environment for spectators and players. The SYSA director contacts both clubs, shows them the complaint. The SYSA director and club presidents confer about the complaint and come to an agreement that the complaint is something that can be handled between clubs.

Tier 2 – Club A receives a complaint about one of their coaches from a parent on a team in Club B. The Club A coach is accused of harassing the referee, yelling at her own players, and getting into an argument with the complainant parent after the game when their behavior was brought to their attention. Club A contacts Club B and says they will investigate. When the complaint is brought to the attention of the Club A team coach, they deny the assessment of the situation, and make a counter claim that the situation was not described as it occurred. Club A and Club B confer. They decide that the parties are too resolute in their opinions, and that the clubs do not feel they are confident or skilled enough to resolve it independently. They request that SYSA take over the process with a Mediation.

Tier 3 – SYSA receives a written document detailing abuses by one coach toward another at a game. The complaint mentions physical contact and ongoing verbal abuse, including extreme anger and obscenities. The complaint mentions SYSA Rules or Codes of Conduct, and requests that the coach being charged be banned from the league. SYSA shows the complaint to the presidents or both clubs, and they agree that based on the seriousness of the charges and remedy requested, the complaint should be sent to the SYSA Judicial Committee for evaluation. The SYSA Committee then determines

whether to hold a hearing on the complaint within SYSA, or to forward the complaint on to the Washington Youth Soccer Ethics Committee.

General Guidelines for Complaints

- Complaints should be acted on immediately upon being received.
- The complainant should be contacted as soon as possible to acknowledge that the complaint was received, and that a process is under way.
- Tell the complainant that you will be contacting the leadership of the other coach's club, and will pass on the nature of the complaint, but that the complainant's name will not be used.
- Whoever contacts the complainant should not sympathize or speak of any possible disciplinary actions but remain neutral and simply acknowledge the complaint was received and will be reviewed. Keep in mind there are always two sides to any story, and sympathizing or encouraging the complainant could set up false expectations.
- A complaint about a coach or parent sent to SYSA or an opposing club should not be shared with the person charged in the complaint if they were not an original recipient. Do NOT forward emails from a someone to the person being charged. Respect the confidentiality of the original email.

- All measure should be taken to not inflame a situation between two SYSA members. Email exchanges between those charged and the complainant should be discouraged.
- SYSA club leaders should do all they can to work collaboratively and resolve the situation as quickly and equitably as possible.

BOARD RESOLUTIONS

APPENDIX A

VISION	<ul style="list-style-type: none">• The organization will be a leader in the development of the child and family through participation in sport, inclusion, ethical integrity and collaboration between clubs and partner organizations to be a leader amongst youth soccer programs operating within a major urban environment.	<ul style="list-style-type: none">• The organization will be a leader in the development of the child and family through participation in sport, inclusion, ethical integrity and collaboration between clubs and partner organizations to be a leader amongst youth soccer programs operating within a major urban environment.
MISSION	<ul style="list-style-type: none">• Create an Association that develops and provides opportunities for children and families to participate in sport, inclusion, ethical integrity and collaboration between clubs and partner organizations to be a leader amongst youth soccer programs operating within a major urban environment.	<ul style="list-style-type: none">• Create an Association that develops and provides opportunities for children and families to participate in sport, inclusion, ethical integrity and collaboration between clubs and partner organizations to be a leader amongst youth soccer programs operating within a major urban environment.
GOALS	<ul style="list-style-type: none">• Develop a vision of the organization that is clear, concise, and measurable.• Develop a mission statement that is clear, concise, and measurable.• Develop a set of goals that are clear, concise, and measurable.	<ul style="list-style-type: none">• Develop a vision of the organization that is clear, concise, and measurable.• Develop a mission statement that is clear, concise, and measurable.• Develop a set of goals that are clear, concise, and measurable.

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VISION

SYSA demonstrates development of the child and family through participation in sport, inclusion, ethical integrity and collaboration between clubs and partner organizations to be a leader amongst youth soccer programs operating within a major urban environment.

MISSION

SYSA, a volunteer organization, exists to enable children and families in the Cities of Seattle and Shoreline to participate in the sport of soccer. Through these opportunities youth are able to experience the joy of learning to play soccer at a level of competitiveness that satisfies their personal developmental level and goals.

SYSA comprises 15 member clubs and creates opportunities for every child that wants to play soccer and for families who wish to contribute their ideas and energies as a means to support and evolve our programs such that our members develop a lifelong passion and respect for the game of soccer.

A STRATEGY – 2012 - 2016

Offer affordable opportunities for youth to participate in soccer while maintaining the financial viability of all member clubs.

- Develop an 'opt-in' model of sponsorship for player jerseys to realize between \$10 and \$15 per player and implement beginning in fall 2012.
- Plan and implement an 'opt-in' common uniform and purchasing agreement to contain overall uniform and equipment cost increase per player to no more than 5% per annum.

Increase the quantity, quality, and efficient use of practice and playing field venues for our members.

- Create an Association fields development plan to increase access to available field space, increase efficiencies of use of current field space and identifies opportunities for collaboration with other sports organizations.
- Develop support by Member Clubs and the Association for ongoing work by public and private field developers, new projects and yet to be developed opportunities to reach a target of raising access by the equivalent of one new soccer field every 2 years.
- Implement a 'continuous improvement' approach to the Fields Task Force Practice Fields Allocation System identifying key areas of improvement and adopting changes to the system to lower complaints from coaches and Clubs by 50% by 2014.

Grow and strengthen Recreational Leagues AS A WAY TO CONTINUALLY IMPROVE THE EXPERIENCE AND RETENTION OF RECREATIONAL PLAYERS AT ALL AGE GROUPS.

- Be open to exploring new ways of establishing rules of competition with the goal to reduce by 20% the current levels of departure from member clubs of players for whom current practices result in difficulties in participation and of high school age players.
- Create opportunities for retention of players for whom advanced play is no longer a preferred option to reduced loss of membership by 20% from current levels
- Explore opportunities for retention of high school age players to increase current levels of participation in the U15 – U19 age group by 10% per annum through 2016.

Demonstrate our appreciation for the energies and commitment of our volunteers by providing them the tools to be successful.

- Develop descriptions of volunteer roles and responsibilities and deliver them as part of volunteer education in 'all-parent' meetings to raise volunteer recruitment levels by 10%.
- Develop and implement a model of 'succession planning' for volunteer roles within Clubs and at SYSA to reduce unfilled vacancies to no more than 1 position per year.
- Increase the level of exposure to the ways in which we currently recognize of volunteers and raise the number of ways we recognize volunteers.

Create stronger partnerships between member clubs, the association, and WASHINGTON YOUTH SOCCER.

- Develop an organizational roadmap that describes the roles, responsibilities and relationships of and between Member Clubs,

SYSA, WYS, U.S. Club Soccer and US Youth Soccer and survey membership as to their familiarity with it.

- Develop materials that capture institutional knowledge and make them available to membership by 2014.

Facilitate, support and troubleshoot administrative procedures for member clubs.

- Establish a series of recommended best practices for non-profit organizations and review current Club Bylaws, Articles of incorporation and Conflict of Interest Policies available to all Clubs with the goal of improving efficiencies amongst Clubs.
- Implement a Spring Soccer Registration model that serves families better by involving clubs more.

Develop our coaches as player educators, role models and facilitators via delivery of innovative coach education programs.

- Develop a set of fitness components for coaches of recreational players and see adoption of 25% by 2015.
- Make coach resources materials available at individual Club websites available to every Club by Fall 2012.
- Develop a component of recreational coach education materials that allows us to raise efficiencies of use of space for recreational teams to raise player density levels by 10%.
- Sustain the collaboration between advanced play and recreational play to increase the level of adoption of the USSF Youth Soccer Curriculum by 10% per annum through 2016.

Provide equitable opportunities to all socio- economic and cultural groups amongst our MEMBERSHIP BY PROACTIVE FINANCIAL SUPPORT AND OUTREACH PROGRAMS.

- Create a financial support mechanism to sustain increased levels of enrolment within those SYSA Clubs with large percentages of families with children receiving free and reduce lunch.
- Sustain and expand the 'Soccer in Schools' program to raise membership in SYSA to similar percentages of the school-age population in every SYSA Club.
- Raise participation in SYSA programs to a similar percentage of the school-age population from all ethnicities defined by the U.S. Census Bureau.
- Develop on the ground support systems such as after-school transport to increase participation in SYSA programs by 5% per annum.

Deliver an advanced play program that collaborates with all clubs to better achieve player and coach development.

- Review and communicate the model and role of the SYSA advanced play program within the association

Work with the local chapters of the USSF Referee Program to enhance the participation, skill development, and advancement of referees in the Seattle area

- Reduce referee turnover that is caused by abusive sideline behavior by 10% per annum by development of parent education materials regarding the Laws of the Game and improved Code of Conduct delivery across the Association.

- Grow the current funding of the SSRA mentoring program to increase the number of upgrades from Grade 8 to 7 by 20% for referees aged 17 and older.

Ensure that SYSA's core values permeate throughout every level of our community.

- Develop a statement of core values for SYSA and communicate those values to our current and prospective membership.
- Formulate a model of best practices in delivery of youth soccer programs.