Bainbridge Island FC Girls Program Committee Recommendations

June 2024

Gratitude:

All of us on this committee are grateful for the countless hours that the Board and Club coaches, employees, and volunteers have put into making BIFC what it is today. We understand these recommendations indicate changes should be put in place to move the Club forward. The recommendations below are not put forth in spite of the work that has been done to date, but instead are intended to help the Club move in a direction that ensures all of its members are included and considered as often as possible. We believe that this will make a stronger and more cohesive Club.

Purpose:

Build a set of recommendations to answer the following questions:

- Are there currently any structural limitations or perceived inadequacies at BIFC that could be optimized to advance the girls program?
- What barriers are there for increasing our female leadership/staff and what solutions/opportunities are there?
- Are there coaching approaches/curriculum that BIFC could adopt or offer that could optimize the growth / development of all players at BIFC? And anything specific for girls soccer at BIFC?
- Are there specific mentorship opportunities that BIFC could adopt or become a collaborator with that would help to grow girls as players, leaders, and teammates?
- How can BIFC communicate better to all families and is there anything that should be done uniquely for the girls players/families?

Process:

This group has met 9 times since March 25, 2024 on a weekly basis in person and on Zoom. This document represents 200+ collective working hours. In an effort to learn more before diving into the content of this proposal, the group constructed a learning campaign to better understand how other Clubs and organizations work with the intent to glean best practices. Through this inquiry, four main areas surfaced:

- Club Culture and Values
- Club Organization and Structure
- Club Program
- Club Communications

Like in any organization, it is clear that there are places where pieces overlap, but for the purpose of this document, we have placed initiatives into just one category each, which we have attempted to delineate in their respective sections. Below, we outline a set of strategies that we are certain will impact the Club positively if implemented with expediency and carried through with fidelity on the part of the Board and Club at large. We believe that if Club Leadership takes up the below activities and builds them into a 3-year-strategic plan, attaches leading and lagging indicators, and focuses the work in terms of SMART Goals, the culture, organization, and programming the Club offers will benefit all participants in a positive manner.

While this committee was tasked with providing recommendations to enrich the girls program, this committee believes that these recommendations will benefit the entire BIFC community including all players, coaches, and families.

Mission

Promote the love of the game of soccer by providing quality training and appropriate competition for all ages and abilities in a safe, inclusive, and supportive environment, while developing the highest standards of player growth and fair play.

Club Culture and Values

We deeply appreciate the work that went into the core values and other ways of working / running the Club to date, and as organizations grow and change, there are points in time where core values change with the changes of the Club.

- Anchor on the Club's 'WHY'
- Suggestions on Core values formation
 - o Bring in many stakeholder from the community
 - Board Members
 - Players
 - Families
 - Coaches
 - Referees
 - Alumni
 - People from the 2024 Girls Program Committee
 - Run a comprehensive workshop to get to the **4-5 values** and sticky taglines
 - Do this in a 3 hour workshop session (Sample agenda in Appendix A)
 - Brainstorm
 - Hot Dot Exercise
 - Small group
 - Hot Dot Exercise again
 - Think about aligning Values to acronym of "BIFC"
 - o Give to the Board for approval/adoption
- Create a coach/player/family/Club compact anchored in the core values
 - o Quarterly core value awards given
- Evaluation tools are grounded in Core Values and Roles and Responsibilities (See Org Structure)

Success Looks Like:

- Club participants and community members know and can articulate the Core Values of the Club.
- Club Participants and community members can point to examples or artifacts of core values in action
- Core Values Awards for players and coaches
- Handbooks, policies, and procedures are anchored in the core values
- Core values and mission have a

strong presence on the website and social platforms

 Core values are a part of curriculum and practice points (See Program)

Organization and Structure

We deeply appreciate those who have served BIFC as board members, staff, coaches, and volunteers and the work that has gone into making BIFC. We offer these recommendations as a place to grow the club by using best practices found in non-profit and sports organizations.

- Establish a board matrix
 - Alter board makeup from a title based structure to a skill-based specialties board members (legal, human resources, communications, organizational leadership, fundraising, development, marketing, program) (Sample Board Matrix in Appendix B)
 - Board Matrix should include a player each to represent both the boys' and girls' programs respectively
- Move to a more traditional non-for-profit board structure
 - Paid BIFC employees have advisorial opportunities but do not vote on the direction of Board business
- Build an organizational chart with comprehensive and clearly defined roles, responsibilities, and reporting structures attached to each role (ex. adding an Executive Director). See Appendix C.
 - Note that this is the responsibility of the Board and special committees to determine structure/roles and responsibilities.
 - We would recommend the Board discuss with existing staff in a reflective approach surrounding areas of strength and growth.
 - We encourage the Board to look at roles' scope and if any role feels it's unsustainable, the Board needs to create a new position to manage scope creep.
- Add the following staff positions:

Success Looks Like:

- Clearly defined roles and responsibilities for BIFC staff
- Transparent evaluation tools that align to values of the club
- Easy access to a Family/Player facing Club Handbook (website, links embedded in email communications)
- Board is representative of diverse experience
- Coaches and BIFC staff report that they are given feedback on a predictable cycle with opportunities to grow

- <u>Executive Director (FTE/PTE)</u> who reports to the Board with the help of a recruiting consultant <u>sample job description see Appendix D</u>
- o Communications Director (PTE) with technology background who reports to the ED
- College Advisor (PTE) to lead a College Advisory Program (CAP) who reports to the ED while working closely and in partnership with the Director of Coaching

Best Practice Recommendations:

- Implement evaluation tool for staff and coaches to be given at the time of hiring
 - Used for evaluation and feedback at the end of the season which is a formally scheduled meeting
 - Evaluation tools must be calibrated across all levels
 - Annual Evaluation tools for: full-time staff, part-time staff, coaches DA/Select
 - Advanced, Advanced-Proficient, Proficient, Needs Improvement, and Unsatisfactory criterion for each job duty
 - Feedback Loop Opportunities for all Rec Coaches at the end of each coaching cycle
- Maintain staff employment files to include evaluations, accolades, complaints, due process, and create a system for who has access to the employment files.
- Create handbooks tied to values identified in community sessions for:
 - BIFC Staff
 - o BIFC Families and Players
- Update bylaws to reflect what constitutes public and executive session board meetings

Staff and Coach Personnel files are are up to date and include:

- Evaluations
- Feedback
- Accolades
- Complaints

Program

We acknowledge BIFC has vast programmatic offerings, which take immense amounts of work to execute; we offer these suggestions to enhance our programs and provide more opportunities for all players.

- After developing the WHY for the club, develop the WHY for each program:
 - Recreational
 - Select
 - o Adult
 - TOPSoccer
- Build programming into each club channel
 - o Recreational Soccer

Success Looks Like:

- Rec Program has grown by X percent TBD
- Coaches at each age level know baseline skills/tactics expected from their age group

- Rec soccer is a feeder to Select soccer and where we get kids excited about playing the sport. This is where culture starts.
- Teach core values, sportsmanship, sideline behavior, Positive Coaching Alliance (PCA) for Rec coaches.

Select Soccer

- Create and teach baseline curriculum/terms/proficiencies by age (skill moves, juggling, 1v1, 2v2, formations, etc)
 - Work with coaches to use same terminology
- Incorporate recommended at home reading material by grade or age band (players & families)
- Incorporate Sports Psych/Mental Skills curriculum by age (player toolkit & family toolkit).
 - Lean on third-parties like PCA, Female Footballers, and others.
- Incorporate care for your body curriculum with stretching, injury prevention, nutrition, etc.
 - Girls ACL prevention, which is a potential PT outreach opportunity
 - Stretching and injury prevention is imperative for all players but especially adolescent girls due to female anatomy specifically growing and stretching ligaments. According to an <u>NIH April 2024 published study</u>, female adolescent athletes have 1.56 times higher risk of ACL injury than male counterparts, and soccer was the highest risk sport for female athletes
- For HS girls, bridge programming in the fall (starting in November) for added training because they miss Good to Great Mondays.
 - Either additional 30 min practices for additional development/strength/cross-training, or 3rd day for GTG academy style.
- Leadership opportunities:
 - HS players as paid assistant coaches for Rec, DA, and summer camps.
 - TOPSoccer buddies- specific bands of players mentor an play in the program
 - Referee training
 - Mentorship/Outreach to local University for tour/Q&A/Clinic (HS age group)
 - In return for leadership involvement:
 - o Branded BIFC Gear
 - o Letters of Recommendation / Volunteer Hours
- College Advisory Program (CAP) to be led by the College Advisor
 - Help guide players and families during the recruiting process.

- X% of elementary school students have played for BIFC
- Implementation of an established care for your body curriculum with injury prevention highlighted for female athletes.
- Stretching is a regular part of warm up and cool down at both practice and games
- Retention goal is created and regularly reported formally to the Board

- Showcase opportunities
- o Portfolio development
- Networking
- Adult Soccer
 - Community. Have fun. Be safe. Core values known
 - Keep playing the game
- TOPSoccer
 - Community. Have fun. Play. Help others.
 - Build more awareness of the Top Soccer Program in all of BI's schools
 - Buddies: Select teams starting at a specific age level rotate through supporting TopSoccer team (model after Challenger Baseball)
- Community outreach and promotion opportunities:
 - o July 4th parade
 - o After-school camps (like chess Club).
 - o Early-release Monday camps at elementary school sites
 - At school opportunities for sharing rec opportunities (e.g. year-end celebrations, open houses, recesses)
 - o "They play. I coach. You cheer." on the back of all Rec coach t-shirts
- Bridge the gap between Rec and Select coaches and players
 - o Identify potential Rec coaches that want more
 - o Identify potential Rec players that want to compete
 - ID Night for Rec to Select
 - Rec camps coached by Select coaches

Communication Communication Communication for any organization needs constant evolution. We thank those who have created and monitored existing communication tools for the club. This committee believes BIFC's needs to reevaluate tools and develop communication plans to elevate our messaging to the BIFC Community at large. Values forward BIFC Branding that is adhered to with fidelity Consistent

- Calendar
- Updated Website
 - Social media used for comms and sharing the BIFC way vs accolades and personal preference
 - Website accessible via mobile and desktop browsers
 - Announcements live as a history of the website (i.e. blog)
- Create a short-term task force to evaluate BIFC's communication platforms and other potential methods of communication for efficacy.
- Communications Matrix
 - Create a communications matrix to outline communications throughout the year to include type, audience, author, distributor, method, frequency, etc. <u>See Appendix E</u> for a sample matrix.
- Appoint Team Managers at Select Level
 - o Parent or Guardian
 - o Provided with "how to" Team Manager guide
 - Branded BIFC gear (coach-like)
 - Acts as:
 - Parent-coach liaison
 - Schedule manager
 - Communications conduit
 - Social manager
- Formalize Board Communication
 - o Publish Agenda prior to the board meeting so BIFC community can view
 - o Publish Vacancies with complete job descriptions
- Create and distribute annual surveys

- Consistent visual presence (website, social media etc.)
 - Use social media to drive to website
- Older teams showcasing BIFC culture through social media posts (Instagram takeovers etc.)
- Streamlined email communication
- Family voices heard through end of season surveys

Conclusion:

The mission of BIFC is clear: promote the love of the game of soccer by providing quality training and appropriate competition for all ages and abilities in a safe, inclusive, and supportive environment, while developing the highest standards of player growth and fair play. To do this well and to continue growing a strong club, this committee believes that the Board's commitment and action on these recommendations will benefit the entire BIFC community including all players, coaches, staff and families, making the mission of BIFC a reality for all. How the Board prioritizes items of this recommendation should be used as the structure of the Board Retreat.

Appendix A

Sample Agenda for Core Values Work

Materials Needed:

- Chart paper
- Markers
- Dot stickers
- Computer
- Way to screen cast

10 Minutes:	Norms Review						
Minutes:	Listening to One Another + Grounding in the Mission						
	 In Diads or Triads, take turns answering the following questions: When reading our Club's mission, what resonates with you? When reading our Club's mission, where is the Club hitting this out of the park and where does the club have more work to do? Promote the love of the game of soccer by providing quality training and appropriate competition for all ages and abilities in a safe, inclusive, and supportive environment, while developing the highest standards of player growth and fair play. 						
	Share Out						
10 Minutes	What Makes Strong Core Values? The Club believes that the work required to make better on our mission is to ground in core values that resonate with all players, coaches, volunteers, staff and Board. Once landed on, the Club is committed to incorporating the core values in all of its work on and off the pitch at every level including in programming for players and in development of coaches and staff.						
	Share some exemplar Core Values						
	When you read these examples, what do you notice? - They are sticky - They are easy to remember - They are defined - They are often times part of an acronym or tied in some other way to the organization that they						

	represent - Etc.
30 Minutes	Brainstorming In groups of 5-8, list core values that you think would support BIFC's mission Try to narrow to 4 Core Values
15 Minutes	Hot Dot Exercise Everyone gets 4 dots Go around and read all of the charts Place your dots on the core values that mean the most to you
15 minutes	Break During the break, facilitators figure out which core values are voted for most and get to top four with some possible overlap
45 minutes	Build the Tagline In 4 groups, each group gets one core value to which they will author a tagline
15 minutes	Share Out Make them better, more concise and stickier
10 minutes	Next Steps + Appreciations

Appendix B

Sample Board Matrix

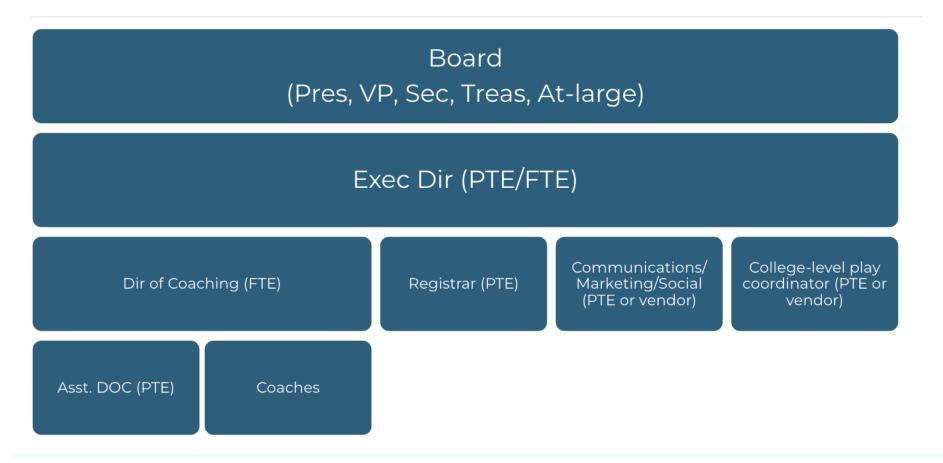
Position	Marketing and Fundraising	Human Resources	Organiza- tion Leadership	Legal Expertise	Communi- cations	Sports Club Leadership Experience	Community Engage- ment	Volunteer Expertise
Board President								
Board Vice President								
Board Member Treasurer								
Board Member Secretary								
Board Member								
Board Member								
Board Member								
Member at Large: Player								
Member at Large: Player								

Executive Director Non Voting				
Director of Coaching Non Voting				
Director of Rec Non Voting				
Technical Director Non Voting				

Grey delineates staff who act as advisors and information holders. They are crucial to board process and decision making, though they do not vote on board business.

Appendix C

Sample Organization Chart



Considerations for roles and responsibilities include *some* of the below:

- **Executive Director:** Business manager. Financial management and administration, forecasting, executing board goals, sponsorship outreach, lead meetings, staff development & HR oversight, steward coach/staff evaluation system, purchasing, point of contact for contractors and vendors (college-level play coordinator, digital marketing/comm).
 - Manage and Thought-Partner with Director of Coaching who reports to the ED and makes reports periodically to the Board
 - Manage Registrar who reports to the ED and makes reports periodically to the Board
 - · Manage budget and contracts with support from those on the BIFC staff

- **Director of Coaching:** On-field operations and curriculum. Camp & tournament coordination, direct coach & player development, referee management.
 - Asst Director of Coaching: Assist DOC
- Registrar: Coordinate registration of all programs and schedules for youth and adult rec teams.
- **Communications/Marketing/Social:** Work with ED and DOC for unified and consistent club-wide and program specific communications to members and the public, including web, email and social media.
- College-level Play Coordinator (CAP): Advise and create opportunities for select players to explore and learn about college-level soccer. Help guide players and families during the recruiting process.
 - · Take on all post- high school play and preparation
 - Showcase opportunities
 - Connections to scouts
 - How it works
 - · Family and Player workshops

Appendix D

Sample Executive Director Job Description

Executive Director Bainbridge Island, WA

About Bainbridge Island FC ('BIFC')

Need to add info in here

Our Impact

Need to add info in here

The Role

Bainbridge Island FC is looking for an Executive Director (ED) to guide the club in its growth. The club was founded in 1983 and has grown beyond our initial capabilities.

Reporting to the Board of Directors, the ED will have a combination of operational and strategic responsibility for the club's programs and staff. The ED will lead development, finance, operations, external relations, board governance, and support the Director of Coaching to ensure program excellence. We seek a highly collaborative and adaptive leader who can work with the BIFC Board and team to co-create the club's next 5-year strategic plan. The role will have 2-4 direct report(s), including the Director of Coaching who leads and oversees program strategy and activities.

Executive Leadership, Vision and Strategy, and Organizational Management

- Ensure ongoing and consistent quality of finance and administration, fundraising, communications, and systems; recommend timelines and resources needed to achieve BIFC's strategic goals
- Partner with the Director of Coaching and team in a thoughtful and transparent manner to develop the organization's next five-year strategic plan and ensure effective systems to track progress to goals, so as to measure successes that can be effectively communicated to the board, funders, and other constituents
- Actively engage and energize the Club's volunteers, board members, event committees, alumni, partnering organizations, and funders
- Develop and implement an evaluation tool that is aligned to BIFC's core values for all employees of the club; developed and implemented in stages over a 2-3 year period with the goal being that everyone who works for or coaches for the club gets annual specific and actionable feedback
- Ensure we are living up to our core values of [insert core values here].

Development and Fundraising

- Develop and execute a long-term funding model and fundraising plan to support existing and future program operations
- Initiate, cultivate, and deepen relationships with new and existing portfolio of funders, including individual, foundation, and corporate supporters
- Utilize the organizations communications strategy to increase reach to partner organizations, external presence, and external relationships to garner new funding opportunities

Financial Management and Administration

- Provide strategic leadership and hands-on management for all of the day-to-day administrative and operational functions of the organization in accordance with the mission, objectives, and policies
- Ensure the organization's financial stability and sustainability by developing a sustainable business model, with a focus on competitive pricing for programming and services
- Update the financial model to reflect strategic implications of revenue blend, fundraising projections, cost of program delivery, etc.
- Assume responsibility for the fiscal integrity of the organization and ensure maximum resource utilization, budget management, and maintenance of the organization in a positive financial position
- Build and administer the annual budget, with Board approval
- Manage team member or external consultants who support with finance and operations

External Relations and Communications

- Represent the organization and serve as chief spokesperson publicly at events, conferences, and partnership meetings, leveraging and engaging the team as well
- Present and promote the club and its mission, programs, partners, and members in a consistently positive manner
- Ensure high visibility to prospects and the public, and build interest in engaged philanthropy
- Manage all aspects of the organization's marketing and public relations

Board Governance

- Work closely and openly with the Board and its committees, by leading all Board meetings and ensuring ongoing communication of risks, issues, and well as successes so that the Board can make informed decisions in a timely and accurate manner
- Implement Board policies and procedures and build support for Board decisions amongst staff
- Work closely with Board to evolve as BIFC enters its next chapter, including cultivating relationships with prospective new Board members

Qualifications

The ED will be thoroughly committed to Bainbridge Island FC's mission. All candidates should have proven leadership and fundraising experience.

Specific requirements include:

- Unwavering commitment to sportsmanship and sport equity
- Adaptive leader with the ability to work effectively in collaboration and build trust quickly with diverse groups of people
- Experience with fundraising and/or business development experience with the ability to engage a wide range of stakeholders; familiarity with the regional soccer landscape is an asset
- Experience with finance and administration, and ability to build and manage a budget
- Track record of effectively leading and executing organization growth
- Past success working with a Board of Directors with the ability to cultivate existing and new board member relationships, and the skill to evolve the purpose and function of the Board
- Strong written and verbal communication skills' a persuasive and passionate communicator with excellent interpersonal and multidisciplinary project skills
- Entrepreneurial, integrity, positive attitude, mission-driven, and self-directed

Our Core Values

[TBD]

Commitment to Diversity and Equal Opportunity Employment Policy
At Bainbridge Island FC, we believe that diversity is strength. [DIVERSITY STATEMENT]

Compensation

We are open to candidates coming from a range of positions and are committed to hiring for impact, rather than a certain set of experiences. The salary range for this role is \$XX,000 - \$XX,000 [and we offer a benefits package?].

Start Date and Location

The target start date for this role is X. We have a strong preference for a candidate that can be based in Bainbridge Island, WA.

To Apply

The deadline for this application is **X**. We will be reviewing applications on a rolling basis. You can apply by submitting your application using this link. This application includes submission of your resume and written application questions. If you would like to discuss the role in more detail before applying, you can schedule some time to chat with someone (scheduling link here), an external consultant we have engaged for this search.

Appendix E

Sample Communication Matrix

Communication Type	Audience	Lead Author(s)	Method	Distributor	Frequency
Annual Report	Entire BIFC Community	Executive Director, Director of Coaching, Board	Email, Website	Director of Communications	Annually Oct
Club Updates	Entire BIFC Community	Executive Director, Director of Coaching	Email	Director of Communications	Quarterly 1/17, 4/17, 7/17, 10/17
Select Tryout Information	Select Players and Families	Director of Coaching	Email, Website	Director of Coaching	Schedule posted on the website as soon as dates are set. Email sent to families early April, early May, and one week prior to tryouts.
Select Tryout Informational Meeting	Select Players and Families	Director of Coaching and Director of Select	In-person Zoom	Director of Coaching	Three weeks prior to tryouts
Select Team ongoing communication	Select Players and Families per Team	Team Coach and Manager	TeamSnap	Team Coach and Manager	As needed for scheduling and communications
Select Team Updates	Select Players and Families per Team	Team Coach	TeamSnap	Team coach	Weekly update during season
Recreation Team ongoing communication	Rec. Players and Families per Team	Team Coach	Email	Team Coach	Every-other week update during season and as needed for scheduling
Recreation season recap	All Rec. Players and Families	Director of Rec. and Director of Coaching.	Email	Director of Coaching	End of Season 6/6 and 10/22