

RAGE Board of Directors Annual General Meeting 2019

Respect * Attitude * Greatness * Expectations



President's Report

Jon Asmussen - AGM 2019

Respect * Attitude * Greatness * Expectations





President Job Description

- Shall preside over all meetings of the General Membership, Board of Directors, and Executive Committee.
- Shall cast a vote only in the case of a tie.
- Shall attend or delegate attendance to Cal North meetings and District 3-4 Presidents' meetings.
- Shall represent PYSL (PGSA and BUSC, which are independent of one another) at District 3-4 Board meetings as follows: primary (odd years) or delegate (even years). Shall maintain an annual plan of operation.
- Shall appoint committees and their chairperson in accordance with the provisions of Section 2:09 Committees and subject to the approval of the Executive Committee.
- The President shall be an ex-officio member of all committees.
- Shall have ultimate management responsibility for all Club employees including the Director of Coaching, Technical Staff and Operations staff members.
- Oversight includes all RAGE affiliations, sponsorships and contracts, including, but not limited to, US Club Soccer, USYSA, Cal North, District III, NorCal, BUSC, PSRA and PASS, City of Pleasanton and Pleasanton Unified School District.



MISSION

Pleasanton RAGE is an all-girls soccer club that empowers its players to reach their full potential through soccer, service, and leadership programming for all ages and abilities.



VISION

Pleasanton RAGE is committed to providing the most exceptional all-girls soccer experience in the country, recognized for developing valued skills in its players, on and off the field.



5 Strategic Priorities

- **Attract, develop and retain players**
- **Attract, develop and retain high quality coaches**
- **Drive a commitment to developing leadership, character and a service mentality in our players**
- **Develop and promote a strong, positive RAGE culture by improving communications/connections with our members**
- **Develop and apply our financial strength**



SAVE THE DATE

Join us for delectable food and libations, live/silent auctions and magical surprises.

2019 Orange & Gold
Great Gatsby Gala
Saturday, October 5th

5:30pm - 10:00pm
Barone's Restaurant
475 Saint John St
Pleasanton, CA

Roaring 20's/Great Gatsby
attire highly encouraged!

More details to follow!

Early bird ticket pricing:
\$140 a pair or \$75 each.

Ticket prices will increase after September 1, 2019.
Proceeds to benefit Rooms of Hope
and the Rage and BUSC Soccer Clubs

(Due to prohibition, admittance
to the event is by password only!)

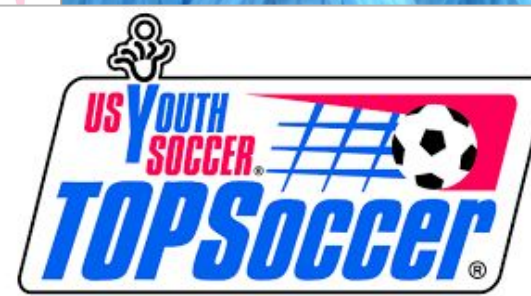


HOPE FIGHT BELIEVE

SUPPORTING:
HERS BREAST CANCER FOUNDATION
&
CULINARY ANGELS

RAGE KICKS CANCER
Fundraiser and Awareness Campaign

KEY HIGH SCHOOL THEATRE
RD, PLEASANTON, CA 94566





Attract, Grow & Retain Players

	2014	2015	2016	2017	2018	2019
REC	848	800	735	662	621	595
FLIGHT	210	257	245	250	256	300
	1058	1057	980	912	877	895
		0%	-7%	-7%	-4%	2%
		-1	-77	-68	-35	18
COMP	521	484	492	510	491	430
		-7%	2%	4%	-4%	-12%
		-37	8	18	-19	-61
TOTAL	1579	1541	1472	1422	1368	1325
		-2%	-4%	-3%	-4%	-3%
		-38	-69	-50	-54	-43

Greatest decline at youngest ages.

What are we doing?

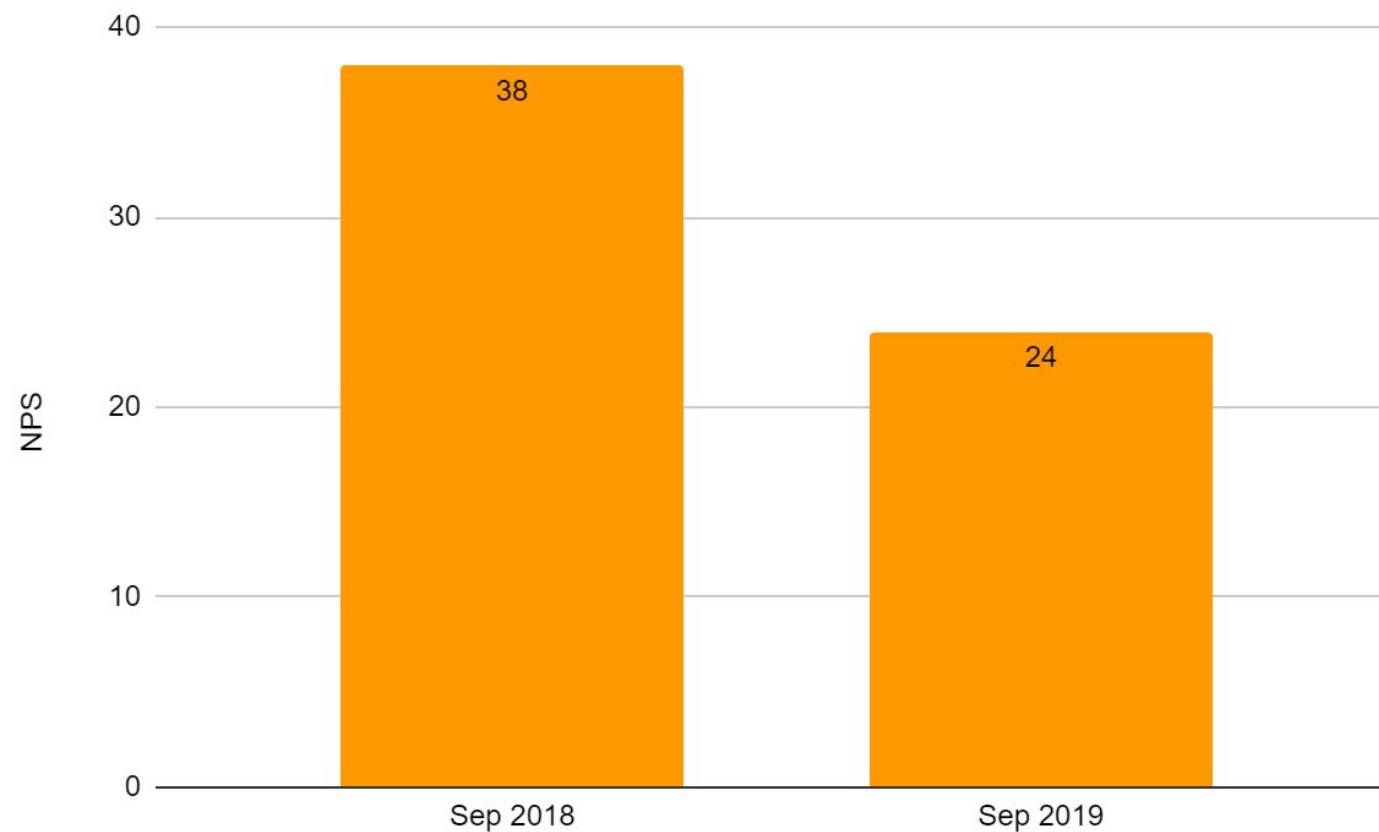
- Elementary school fun run sponsorships
- Soccer clinics in elementary schools
- Soccer Shots partnership
- Bring a Friend Program
- U5-U7 pay \$65 less
- Commitment to continuous improvement: competitive balance, coach quality/fit, program execution (e.g. sponsors), placements, and more



Measuring our Progress

NPS

How likely would you be to recommend the RAGE soccer program to a friend or family member?
score of 1-10





RISK MANAGEMENT

- **Coach conversion from contractor to part-time employee**
- **Employee training (SafeSport, non-harassment, CPR)**
- **Employee handbook**
- **HR advisory**
- **Legal advisory**
- **Insurance**

Secretary Report

Cassandra Fuller - October 2019





Secretary Job Description

- Shall record the minutes and proceedings of the Annual General Meeting, Board of Directors, and Executive Committee meetings as a permanent record.
- Shall give notice of meetings to Board members.
- Shall provide for the safekeeping of all Club legal documents such as corporate papers, contracts, deeds, insurance policies, etc.
- Shall be responsible for Secretary of State filings and any and all playing league filings.

Additional Roles: Player Leadership and Community Service Projects



Fall Community Service Projects

- Kids Against Hunger Year 2
 - October 2018
 - We were able to package 21,600 meals and raise \$4,000
 - Big Sister/Little Sister Event
- RAGE Kicks Cancer - To be held, Monday October 21st
 - Working with 8 girls from the 05 age group to organize the event
 - Awareness activities, information booths, coaches challenge, BSLS picnic
 - Our goal is to raise \$5,000 to support HERS Breast Cancer Foundation and Culinary Angels
 - RAGE will match up to \$5,000 with a total goal of \$10,000



Spring Community Service

- 2nd Annual Spring Into Action
 - Over the three days, April 26-28, more than 160 RAGE players and family members volunteered their time, up 300% from year one.
 - All together, we donated 350 hours of community service
 - The volunteers worked for a variety of non-profit organizations, including The Valley Humane Society, Pledge For Humanity, TOPSoccer, Fertile Groundworks, Alisal Elementary School, and Girls Soccer Worldwide. Others worked to clean up local parks and creeks.
 - We raised more than \$1,100 to support Girls Soccer Worldwide
 - The 3rd Annual Spring Into Action will be held April 2020

Treasurer's Report

Randy Smith - AGM 2019

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Treasurer Role

- Shall be responsible for developing an annual budget, including a detailed plan for both income and expenses. The Board of Directors shall approve the budget.
- The Treasurer shall provide budget updates at Board meetings.
- The Treasurer shall have charge of all funds and handle them in accordance with Club regulations. Shall maintain an accurate and current record of all assets, liabilities, income and expenditures and provide such records to officers at the Board of Directors meetings.
- Shall be responsible for setting, imposing, and collecting dues, assessments, and admission fees, which shall be posted on the Club website.
- Shall have financial management responsibility for the Team Treasurers. Oversees any financial review or audits.
- Oversees any employee payroll and financial human resource functions.
- Shall have management responsibility for the following Staff Member: Bookkeeper.

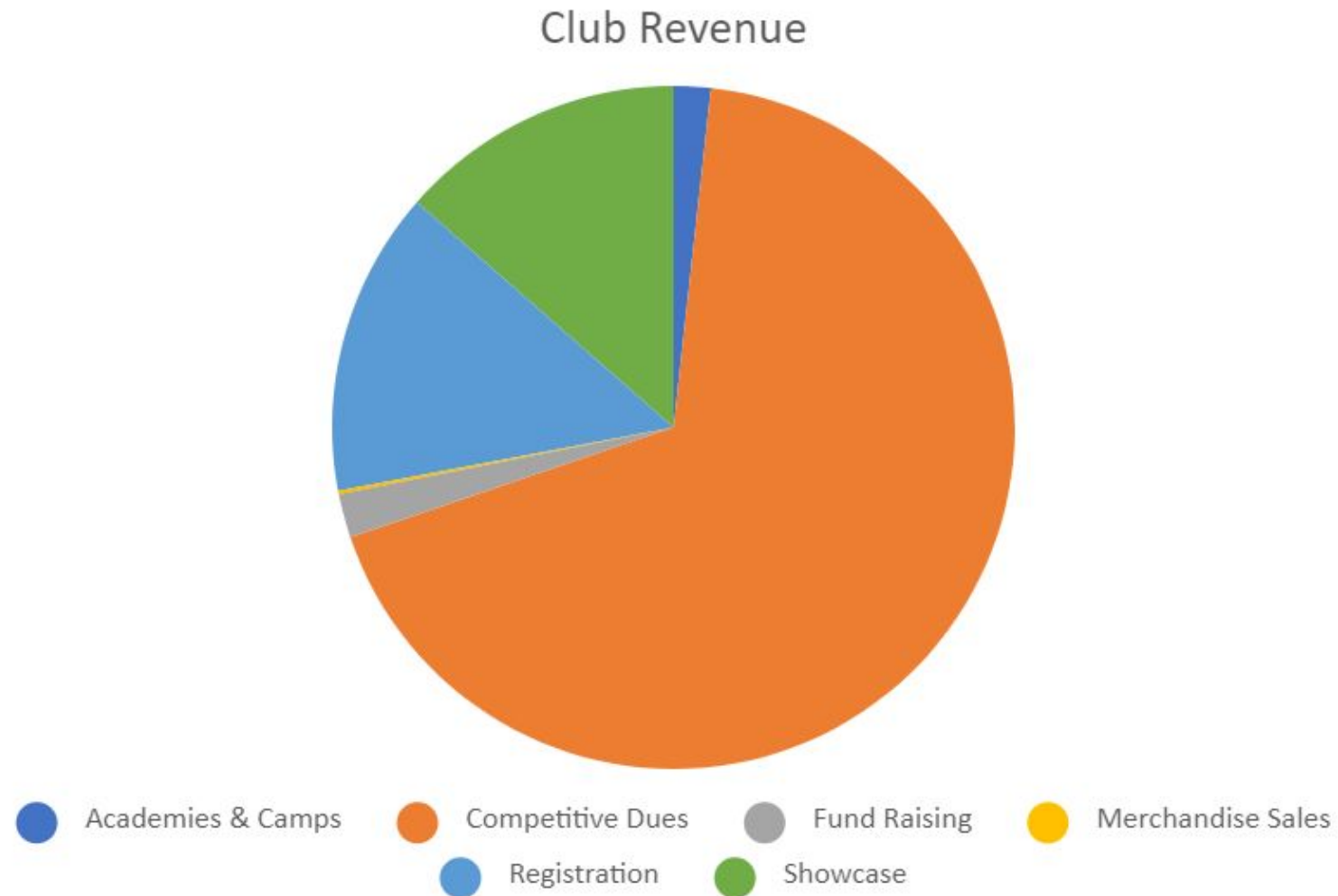


Treasurer Report

- Pleasanton Girls Soccer Club (Rage) continues to be financially sound
- Over the last 12 months (Oct 1st 2018 through Sept 30th 2019)
 - Income of \$1.59 Million
 - Expenses of \$1.60 Million
 - Net Income of **-\$11,550**
 - Assets of \$1.74 Million
 - Obligations of \$97,000

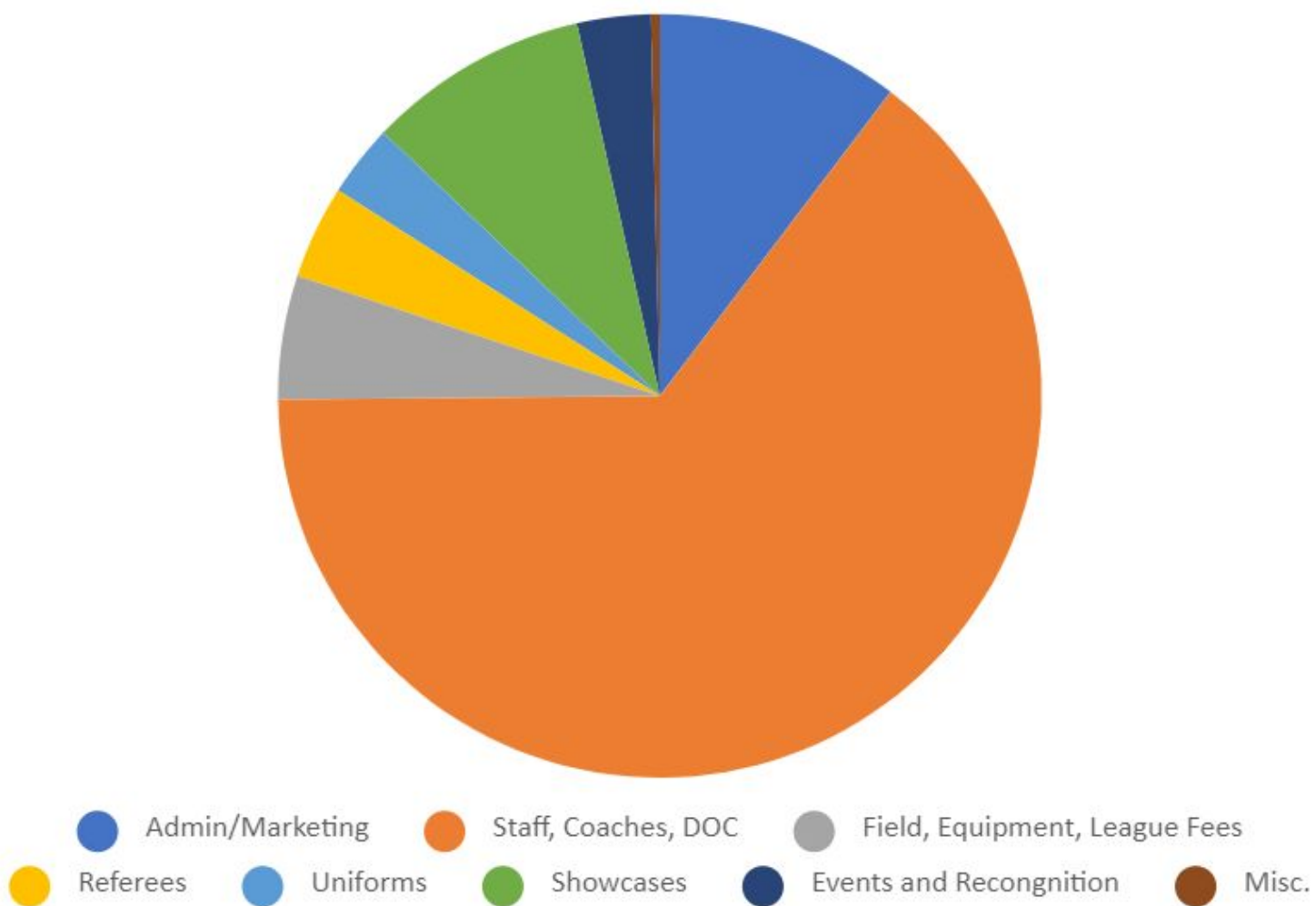


Club Revenue





Club Expenses





Applying our Financial Strength

- Migration from Contractor Coaches to Part Time Coaches.
- We employ 7 full time and 24 Part Time employees.
- Hired Erin Sharpe as new DOC.
- Supported Summer Training Camp in Lake Tahoe.
- Updated our Website.
- Financially supported 4 coaches in earning higher coaching licenses and 3 coaches with additional course education.
- Support many charitable causes.

Competitive VP Report

Martha Brown - AGM 2019

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Competitive VP Job Description

Job Description: Vice President – Competitive Division (from the Bylaws)

In conjunction with the Director of Coaching and Staff, shall administer the Competitive (ECNL, Elite, Premier, Orange, Grey) programs

- ✓ Shall help organize and conduct player placements
- ✓ Shall help manage the team selection process
- ✓ Shall help create and deliver staff employment agreements
- ✓ Shall be responsible for developing and administering an annual budget for the Competitive programs in conjunction with the Club Treasurer and Director of Coaching
- ✓ Shall monitor player promotion and retention goals for Competitive program.
- ✓ Shall conduct an annual Competitive program survey and analyze results and present to staff, Board, and membership for appropriate action.
- ✓ Oversight includes: Placements, Parent Meetings, Letters of Intent Signing Night, RAGE College Showcase, Olders and Youngers Tournaments. Ratification of the DoC coaching selection. Shall have management responsibility for the following position: Competitive Associate.



Competitive VP Report

- ★ Competitive Surveys
 - Net Promoter Score (NPS) --- Coaching; Communication; Cost/Value
 - Competitive Program Survey (late Fall 2019)
 - Exit Surveys
- ★ Financial --- Budget; Team Fees; Financial Aid
- ★ Policy Work – Review PIMs and GPs with DoC; Employee Handbook updates
- ★ Stanford Children’s Health Partnership – ImPACT testing; Nutrition; ECNL / Tournament support
- ★ Tournaments --- RAGE Showcase/Girls Summer Cup; Others
- ★ Events: NLI Signing Night paired with RAGE Academic & Service Scholarship Awards

Net Promoter Score - Competitive - Sept. 2019



Net Promoter: is a tool that can be used to gauge the loyalty of a firm's customer relationships. It serves as an alternative to traditional customer satisfaction research and claims to be correlated with revenue (membership) growth.

We surveyed the membership and plan to 2x annually. We are building a history of results while acting on our opportunities to drive improvement over time.

Survey data: 132 comp members completed survey (twice that of some historical sampling)

NPS: 20 This is down significantly. The competitive program had a score of 40+ last year. We are exposing the themes and will be addressing accordingly.

Learn more about NPS: <https://customer.guru/net-promoter-score>

NPS benchmarks for well known brands: <https://customer.guru/net-promoter-score/top-brands>

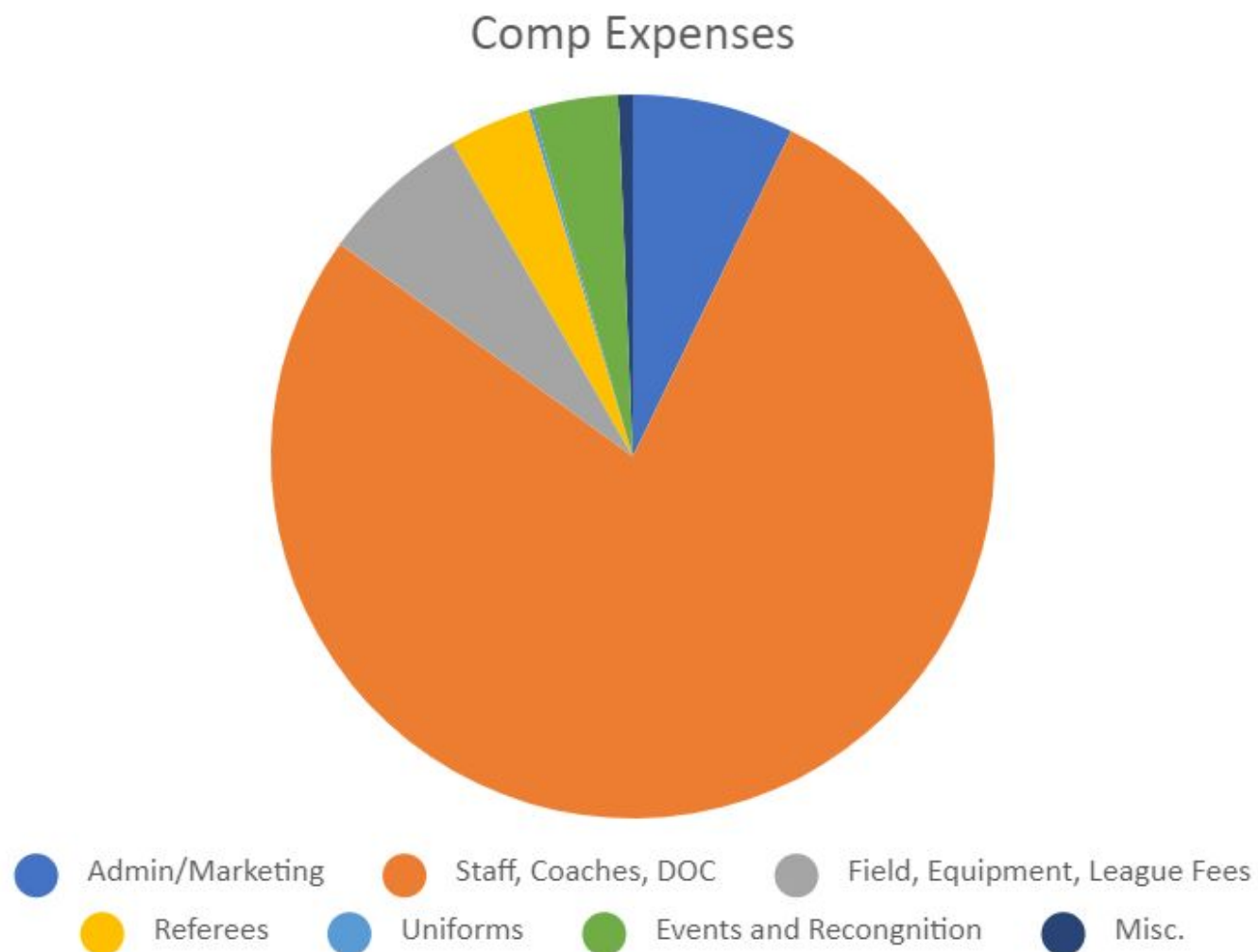


Competitive NPS Summary

Themes	Examples	Potential Actions for Consideration
Coaching	Female Coaches, College Advisory, Ability to Connect with Teenagers, Inconsistent Curriculum, Performance Management	Recruit More Female Coaches, Train College Advisory/Ensure Networks, Common Curriculum, Ensure Coach Personality & Experiences Map to Age Group Assignment
Communication	Parent Meetings, New Players from Outside Pleasanton	2x Annual Parent Meetings, regular communication from coach to team
Value	Perceived Inexperience, Volunteer Requirements, Uncompetitive Teams, Cost Structure	Fee Transparency, New Tryout Process, Coaches Curriculum/Training



Competitive Expenses



Recreational VP Report

Mike Stewart - AGM 2019

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VP Recreational - Job Description

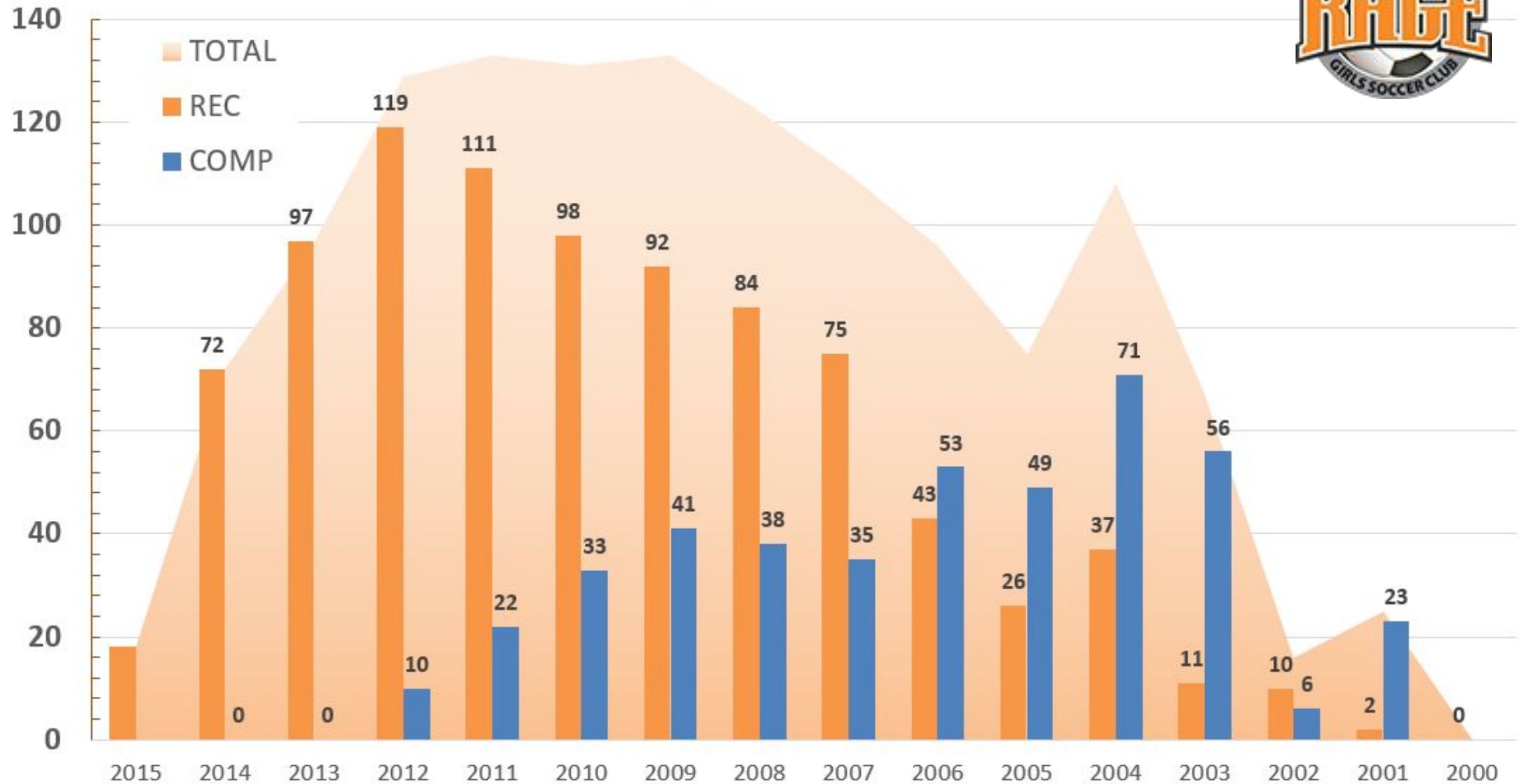
- Shall administer the Recreational program.
- In the absence of the President and Competitive Vice President, shall preside at meetings of the Board of Directors or Executive Committee.
- Shall generate a yearly Tactical Plan for approval by the Executive Committee.
- Shall be responsible for developing and administering an annual budget for the Recreational program.
- Shall appoint and assist Age Group Coordinators (AGC) with the formation of Recreational teams and recruit Recreational coaches as needed.
- Responsible for ensuring the execution of all activities related to the Recreational program.



2019 Recreational Program Summary

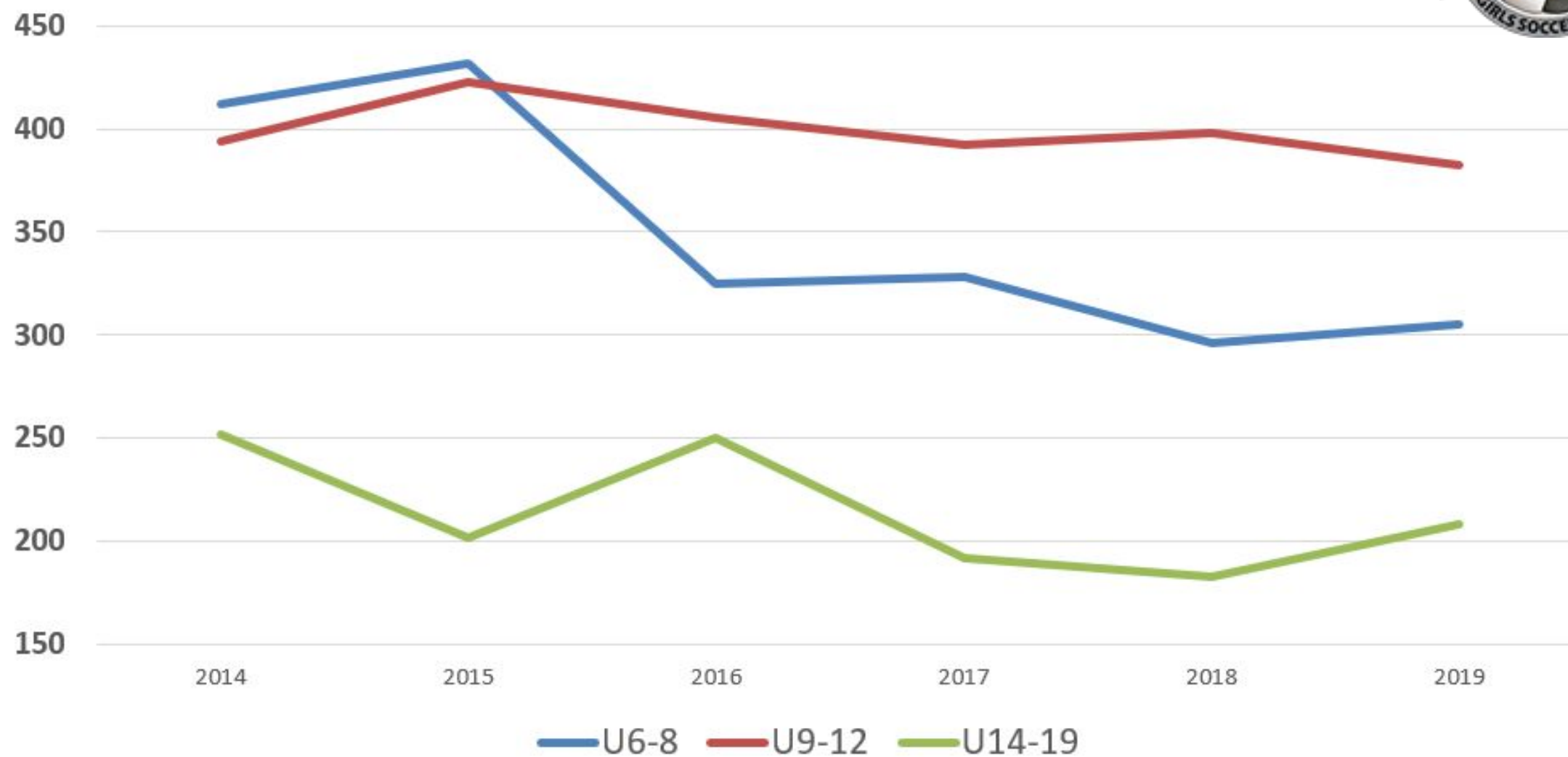
- Total Recreational (Rec+Flight) Players Registered: **895**
> up slightly (+2%) from 2018
- Flight program registration is up considerably: **300**
> highest since current records began in 2014
- Fall Season teams: **80**

2019 Player Birth Years





Recreational Program Age Groups by Year



Recent Survey Results



2019 Net Promoter Survey Top Critical Comments

Comment Theme	# of Comments	% of Comments
Coaching	5	10%
Cost	5	10%
Age Groups	3	6%
Team Balance	3	6%
Aggressive Play	2	4%
Coach Support	2	4%
Dublin Partnership	2	4%
Flight	2	4%
Referee Coverage	2	4%
Team Formation	2	4%
Uniform Sizing	2	4%
Sponsor Logos	2	4%

2018 Rec Survey Top Critical Comments

Comment Theme	# of Comments	% of Comments
Competitive Balance	16	21%
Coach	9	12%
Team Formation	9	12%
Communications	4	5%
Flight	3	4%
All Star	2	3%
Play Up	2	3%

Competitive Balance Comment Age Groups

U14F	6	8%
U10F	5	7%
U12F	3	4%
U12	1	1%
U14	1	1%

Recreational Program Coach Support



COACH'S CORNER

Home / Coach's Corner

Certifications

Coach's Guidebook &
Resources

Rules

Code of Conduct

 Training
Resources

Coaching Education

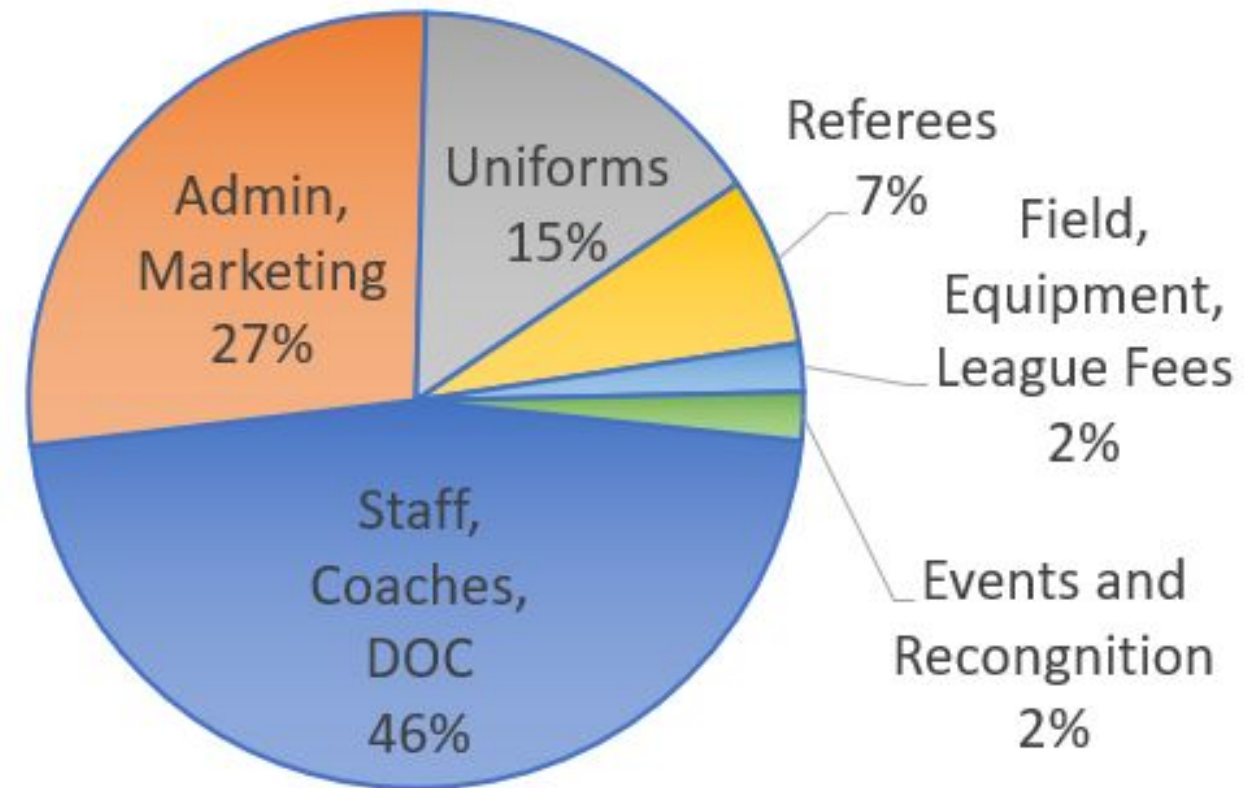
<https://pleasantonrage.org/coachs-corner/>

Recreational Program Costs



Registration (U5-U7)	\$200 – Early Registration \$225 starting June 1 \$275 starting July 1
Registration (U8-U19)	\$265 – Early Registration \$290 starting June 1 \$340 starting July 1
Discounts:	
Multi Player Discount	(\$50)
Head Coach Reimbursement	(\$100)
Volunteer Reimbursement	(\$50)
Fees:	
Flight Program	\$105
Age Group Adjustment	\$40

2019 Recreational Program
Expense Breakdown



Recreational Program Cost Benchmark



		Early Bird		Regular		Late	
		LOCAL COMPARE	RAGE	LOCAL COMPARE	RAGE	LOCAL COMPARE	RAGE
		Feb 1 – Feb 28	Apr 1 – May 31	Mar 1 – Jun 15	Jun 1 – Jun 30	After Jun 15	After July 1
U8-U19 Rec	U5/6	\$200	\$200	\$200	\$225	\$200	\$275
	U7	\$300	\$200	\$325	\$225	\$400	\$275
		\$300	\$265	\$325	\$290	\$400	\$340
	Flight	\$600	\$370	\$625	\$395	\$700	\$445



Recreational Program Team Formation

U6-U14*

Method: Teams manually formed by Age Group Coordinators based on age group guidelines

Primary Goal: Competitive Balance

Secondary Goals: Friend Requests, Neighborhood/School Alignment

Key Challenges: Competitive balance and friend requests are often opposing objectives. Significant late registration (100+ players).

Flight, U16*, U19*

Method: Teams are formed by coaches using a hybrid draft process

Primary Goal: Fair and equitable process

Key Challenges: Player ranking is difficult / not available for some players each season.

Player skill level variation is widest in the Flight groups (U10,12,14).

*U14, U16, U19 - These age groups typically do not have enough players to form enough teams to play in-house (RAGE vs RAGE) and so are placed in the NorCal Nickel league to play against other local clubs. Although there are guidelines for the level of play expected in the Nickel division, RAGE has no way to directly manage this element of the program.

Director of Operations Report

Tamie Shadle - October 2019





Director of Operations Role

*Leader of all Club Operations (registration, fields, customer service, etc) **PLUS***
Ambassador of club culture, PR, differentiation:

1. Lead Recreational sponsorship programs
2. Community service (philanthropy, etc.)
3. Getting club to growth mode (preschool outreach, etc.)
4. Lead public relations, marketing, website mgmt and social media
5. Distill and market core values
6. Oversee leadership program and enhancements (e.g. speaker series)



Sponsorship/Fundraising

- Rec Jersey Sponsorship
 - 30+ teams / \$8000 / \$4500 in kind
 - challenges - set guidelines
- Orange & Gold
 - projected most successful financially EVER
 - final numbers in coming weeks



PR/Marketing/Social Media/Website

- M & M
 - RAGE Interns with mentors
 - Beginning this week
- Will help tell the story of the many positive happenings around RAGE and develop a deeper connection with our members and community



Leadership Program

- Linked with Community Service Events
- Speakers Series
 - More challenging than expected
 - Target 1-2 speakers in 2020

Director of Coaching Report

Erin Sharpe - AGM 2019

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Director of Coaching Job Description



- **Shall report to the Club President.**
- **Shall be responsible for developing and implementing a variety of training programs for Competitive and Recreational teams.**
- **Direct and supervise other Technical Staff.**
- **Ultimately responsible for meeting the Club's overall objectives relative to player and team development.**

3 Month Review



Thrilled to be a member of the RAGE team and family!

- **Assessment of programs and staff.**
- **Collaborated to develop RAGE specific curriculum and methodology for our competitive teams: style of play, team tactical principles, positional profiles, game model, age specific benchmarks.**
- **Increased identification and professional staff contacts to our recreational players, increased mentorship of recreational coaches, and coordination of inaugural regional All-Star recreational event.**
- **AGC year-round mentorship, assessments and coaching.**
- **Player and club-centric culture and development focus through relationship building kick-off event, Tahoe Training camp, multi-age functional sessions, ECNL travel, weekly training and game promotions.**



3 Month Review

- **Improved communication from coaches to membership including monthly training plans and assessments.**
- **Cost control: ECNL Travel, referees.**
- **Addition of ECNL/DA division to RAGE Showcase to improve numbers and profile.**
- **Coaching Education: Brought clinicians to RAGE, including Dean Whellams and Holland Football University for Women's World Cup analysis and training implementation.**
- **TRACE video analysis for education and promotion to college coaches if applicable.**
- **New ECNL Regional League to increase profile and exposure opportunities for more of our members.**

8 Month Plan



- **Coach and Staff assessments to ensure alignment with RAGE core values and consistent implementation of curriculum, methodology and standards.**
- **Coach profiles to ensure appropriate assignments relative to ages and levels.**
- **Coaching Education: Grassroots licensing offered to all recreational and flight coaches and a minimum expectation of USSF 'D' for all competitive coaches.**
- **Implementation of Futsal into curriculum to improve technical development.**
- **WPSL: Increased budget for improvements to game atmosphere and dedicated Head Coach, expanded intern involvement, additional commitment and development expectations by partnering with college coaches**

8 Month Plan



- **Tryout process improvements: coaching assignments announced 4-6 weeks in advance of tryouts, duration 1 week, team meetings immediately to follow.**
- **College placement improvements: education, promotion, additional showcase opportunities, camps.**
- **Incorporate club-wide academic and service awards into NLI signing night celebration (March 2020).**
- **Additional service opportunities and Leadership Speaker Series guests.**