



American Youth Soccer Organization

National Tournament Handbook

April 1, 2007

Handbook for Secondary Play

PLAYSOCCER™

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More Soccer for More Players

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I. INTRODUCTION

The primary purpose of this handbook is to provide all AYSO executive members and tournament directors with a standardized source of information for planning and conducting a top-flight AYSO tournament. Regardless of whether you are an experienced tournament director, a new tournament director for an existing tournament, or a tournament director contemplating a start-up tournament, the information in this handbook is there to help you.

In addition, within these pages you will find important information regarding how to run secondary play programs in your region.

This Tournament Handbook offers a step-by-step look at organizing a tournament from start to finish. It begins by asking if a tournament *should* be held, then continues through the organizational process, inclusive of AYSO National Rules, Regulations, Bylaws and Policies, and concludes with an evaluation of the event.

Within this handbook you will find:

- Helpful suggestions for planning and conducting your tournament.
- AYSO National Policies, National Rules and Regulations and tournament policies that you must adhere to when conducting your tournament.
- The forms that you will need, as well as samples and instructions on how to prepare them.

The National Tournament Commission wishes you good luck with your tournament. If you can't find the information you need in this handbook, please contact your Section Tournament Administrator.

Important Note:

“All tournaments sponsored by an AYSO program, or with which the AYSO name is associated, **must comply** with the letter and spirit of the contents of the AYSO Tournament and National Games Handbook”. *National Policy Statement 2.8(a)*.

II. OVERVIEW

WHAT IS A TOURNAMENT?

Any organized special event that brings together teams of soccer players for the purpose of competing in soccer games; whether for sportsmanship, friendship, a championship or other competitive recognition, with or without awards or other recognition, in an environment that is good for the players and good for the game.

Tournaments can either be a play-off system for the primary season, or a secondary-play program activity. They can be for-fun; i.e. a soccerfest, or for competition; i.e. a play-off with an eventual winner. But mostly, tournaments are intended as a means to allow kids an additional opportunity to play soccer.

WHY HOLD A TOURNAMENT?

Participating in a successful tournament should be the source of good memories and lasting friendships for both the hosts and guests. Innumerable hours of hard work and preparation by a staff of dedicated volunteers are necessary to have a successful tournament experience.

Holding a tournament can and should be beneficial to the AYSO group hosting it. There are a variety of reasons to host one:

Participation: Most significantly, a tournament provides a valuable opportunity for players to play the game of soccer beyond the primary/regular/core season, providing an enjoyable time for players, coaches, referees and tournament volunteers. This opportunity is good for the kids and good for the game.

Development: Other reasons to host tournaments include: fostering region, area or section development through camaraderie; demonstrating the AYSO philosophies to your local community; building player and volunteer camaraderie; or as a playoff activity that advances teams to area or sectional play.

Fundraising: Fundraising activities involve fiscal responsibility to the region and the organization. AYSO is a 501(c)(3) not-for-profit organization, and all fundraising ventures must be designed to protect this status. The most common acceptable fundraising usages include monies for player scholarships, keeping regional registration fees affordable, field development, field usage fees and new equipment.

Hosting a tournament should also be looked at as a business venture entered into by the region, area or section. While most tournaments hope to generate some revenue from the event, the reputation of AYSO and the hosting body is at stake. Additionally, there is also the risk of some economic loss. Being entrusted with fees paid by teams to provide a service (a tournament) implies an obligation on the part of the hosts to deliver that service in a quality manner and as stated in the tournament invitation.

WHO'S IN CHARGE?

Tournament oversight by the hosting regional commissioner and area director is required. Section directors are asked to remind area directors and regional commissioners that their vigilance is necessary when a tournament is held in their jurisdiction.

TOURNAMENT SCOPES

When a tournament is a local activity involving only teams from the same region, only the approval of the respective regional commissioner is required. However, if teams from multiple regions will be participating, further authorization is necessary.

Tournaments in AYSO are defined as to the Scope of the tournament. In addition to defining what teams are allowed to participate in the tournament, the Scope also defines what level of authorization is required:

Region Tournament: Open to AYSO teams within a specific AYSO region.

Area Tournament: Open to AYSO teams within a specific AYSO area.

Some of these terms you've read about so far have you confused? Want some more background? Go to the AYSO Tournament Vocabulary and Definitions in the reference section of the Appendix.

Section Tournament: Open to AYSO teams from within a specific section.

AYSO Invitational Tournament: Open to AYSO teams only and from any section.

AYSO Open Invitational Tournament: A tournament that includes both AYSO and non-AYSO teams.

International Tournament: Open to AYSO teams, international teams and possibly non-AYSO teams.

MAJOR DECISIONS

To summarize, there are three major decisions that you are going to need to make when deciding to host a tournament:

Curious about what some of the National Policies, Rules and Regulations and National Guidelines are? Go to the AYSO Policies and Governing Guidelines in the Reference section.

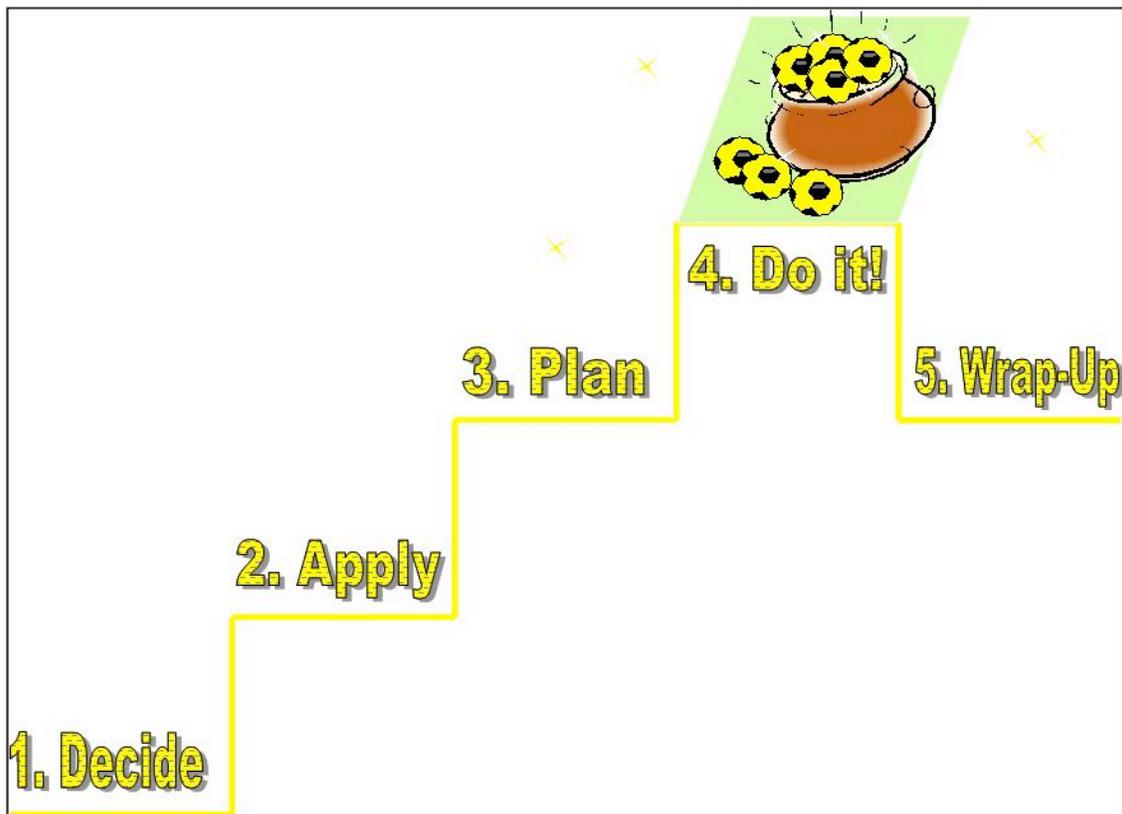
1. **Scope** – Decide who you will invite to your tournament – local teams only, any AYSO teams, or will you include non-AYSO teams.
2. **Purpose** – Decide if your tournament will be for fun, a play-off of the primary season, or is it a for-profit competitive event.
3. **Compliance** – Determine the rules that you must follow to get your tournament authorized, and once authorized what rules your tournament must work to promote and support.

Read on - this Handbook will help guide you through this decision process.

Tournament Planning – 5 Easy Steps

Planning for a tournament – Whether you are thinking of starting up a brand-new tournament or getting ready for the next edition of your recurring tournament, this can seemingly be a daunting project.

But, if you follow the process laid out in this handbook, you will see that the tournament can be accomplished in five easy steps:



Tournament Planning - 5 Easy Steps

If you are planning to start up a new tournament, it is a good idea to read this entire Handbook before proceeding so that you have a good idea of where you need to go to ensure success.

Even if your tournament has already been held for a number of years, it is still a good idea to review this Handbook; you may get some new ideas!

Ready to go to Step 1?

III. STEP-BY-STEP GUIDE

Step 1: Decide if You Want to Conduct a Tournament

Timeline Estimate: 1 – 2 months

The first important step is to conduct a feasibility study.

Form a committee. It is best if the tournament director leads this committee.



Here are some suggestions that the Feasibility Committee must research:

- Who will host the tournament? Is it the local region, or will this be a larger event that the area or section will host? Make sure your feasibility committee is comprised of the appropriate members of the hosting organization.
- Read and understand all AYSO National Rules and Regulations, National Policies, and other tournament policies. These can all be found in the Reference section of this handbook. You must go to your regional commissioner, your area and/or section director(s) to determine if there are additional policies or guidelines that those governing bodies require you to follow.
- Poll other volunteers in your region (area or section), including coaches, referees, board members, area staff. How many people in the region really want this to happen? Are they all willing to support this tournament in terms of volunteer hours and staff planning?

PURPOSE

One of the first things your committee must decide is; why should we hold a tournament? Increasing opportunities for players to play more AYSO soccer should always be the primary reason to host a tournament. But, to what extent do other factors bear on your decision? Look at the following three basic categories; Participation, Development and Fundraising. Decide if one of these categories applies to your tournament, and if so, why? Your decision will impact various other aspects of your tournament.

Participation – Is this a for-fun event, such as a soccerfest? Are you planning to hold this event for the sole purpose of giving kids a chance to play more soccer? If so, will you be charging a fee for teams or individual players to participate? Typically for these kinds of tournaments there are no fees, but you might still have expenses that need to be covered, so you will need to consider what those costs might be and how you will pay for them.

Development – Is this event a playoff intended to find an overall winner for your region, or perhaps is it intended to advance your more successful team(s) to area playoffs? Is this an event to bring teams and volunteers together from multiple regions to foster better relationships? Is this an event to advertise to your community about your program? Figure out what your goals are for this event, and

make sure that you all agree this event will achieve those goals.

Fundraising – Holding a tournament for fundraising purposes is very common. It is most common to do this as a means to offset the operating costs of your region, and thereby keep your player registration fees at a low rate. Other common and acceptable fundraiser purposes include to offset player scholarship costs, for specific capital improvements such as new fields or for a new snack bar building, or to support the costs of your region's secondary program. If fundraising is the reason you are holding your tournament, you must accept the fiscal responsibilities that go along with this activity. In addition, you must consider the total costs of the tournament; the number of participating teams; and where the income will come from; player fees, sponsorships and/or vendor fees.

FORMAT

Decide what kind of competition your tournament will be. Will it be a soccerfest, in which players show up and are assigned to teams as they register? Will it be a pool-play, round-robin and/or elimination format, in which teams ultimately vie for a championship?

Decide what type of teams will compete in your tournament and how the format of competition will be structured, including pool-play and advancements to any medal-round games.

Decide if this format and the expected number of teams will fit into your available field space and within your timeframe. How many fields will you need, will this fit into a two or three day weekend tournament or will you need a week? Some tournaments even split their activity over multiple weekends.

Please see the various AYSO Coaching Manuals for recommended formats of play.

Make sure your format of play follows the National Coaching Standards – 7v7 for U-10, 9v9 for U-12, etc.

SCOPE

There are probably three primary decisions you will need to make related to the type of teams you will expect to invite to your tournament:

1. Will they be local teams only from your same region?
2. Will you invite AYSO teams from a wider geographic area?
3. Or will your invitation include teams that are not AYSO?

What you decide as the scope will dictate the complexity of rules that you must follow, as well as the authorization level required to approve your tournament. The following are the five AYSO tournament scopes:

Area Tournament: Open to AYSO teams within a specific AYSO area. The area director is responsible for authorization.

Section Tournament: Open to AYSO teams from within a specific section. Authorized by hosting area director and section director.

AYSO Invitational Tournament: Open to only AYSO teams from any section. Authorized by the appropriate level(s) of authorization.

AYSO Open Invitational Tournament: A tournament that includes both AYSO and non-AYSO teams. All players must be currently registered by their sponsoring organizations and proof of insurance is required. The entry of even one non-AYSO team in any of the above-named tournaments makes that tournament an Open Invitational Tournament. Authorized from hosting level through the national level.

International Tournament: Open to AYSO teams, international teams and possibly non-AYSO teams. Registration and acceptance of any international team requires special approval from USSF and FIFA and requires paperwork and fees to be filed. Authorized from hosting level through the national level.

Guidelines for approval of tournaments with non-AYSO teams, as well as for how to conduct those tournaments can be found in the Reference section of this handbook.

DATES

Decide when will be the best time to hold your tournament. If a two day event is desired, decide how to schedule it around other activities in your region, area or section. Learn if there are any other events going on that might conflict with your event. Select a number of dates based upon what appears to be best for the community, the staff, and the schedules of the local players. The date(s) should not conflict with the league season, other local tournaments in the area or section, religious holidays, special local events, Section Conference Meetings, the National Games or other special national events.

What about your target audience of teams? Find out what other activities they are engaged in that might prevent them from attending your tournament. Or, what is the prime time of the year when these teams are most active, so they will be best attracted to your tournament?

If your competition format best fits a three day or entire week event, look for a holiday weekend, a spring break or summer break, or other time when teams are likely to be available. Remember that working parents and coaches must bring the teams to your tournament.

Holding a tournament during your primary play season may give

you access to a larger pool of volunteers; however you may overload them and your key staff members with too much work or activities. It might be better to wait until after your primary season is over, however you want to be sure you can still recruit the number of staff and volunteers that you will need.

Consider the impacts of cancellation of your tournament from your selected dates due to weather or other circumstances beyond your control. What will your policy be – to offer refunds to the teams or to reschedule to another date? If you outright cancel the event, you will be required to issue full refunds to the teams. You may want to plan to reschedule to another date; if so, make sure you plan in advance what that alternate date will be, make sure it is realistic and that you have properly arranged scheduling with the respective facilities

FACILITIES

Decide if you have the facilities to host the tournament. Take the number of teams you anticipate, plus the tournament format and timeframe, then calculate the number of fields that you will need. Do you have the space under the fields you already control? If not, your local parks or school districts may have fields available. Approach the local agencies and determine if there are fields available, what the process is to secure those fields, and how much it will cost you.

If you are going to need supplemental fields, do you have access to enough goalposts, nets, flags, and field marking equipment? If your needs exceed what you already own, consider the cost of purchasing additional equipment versus approaching a local region to borrow the needed equipment.

What about parking, trash, bathrooms, food? Decide if you have the space and facilities to accommodate the number of attendees.

SIZE

Decide how many teams you will expect for your tournament and how many age divisions you will include. In part, this will be dependent on the format, duration and timeframe that you allow for your tournament. Check also with other tournaments in your area that host around the same time of year – what age divisions do they host, and approximately how many teams do they typically have? Also, note that the more teams you have, the more volunteers you will need. The older age divisions will need higher-qualified referees.

PLAYER/TEAM ELIGIBILITY

See Reference section "AYSO Policies and Tournament Governing Guidelines: for more guidance on player eligibility."

Make some preliminary decisions about what kinds of teams and players will be included in your tournament. For AYSO players, state the year of eligibility – July 31 is used to define the year. It is important to consider whether your tournament is part of your primary season, or is it a secondary-season activity. If a primary season event, AYSO player participation requires registration in the current primary season. If a secondary season event, AYSO player participation requires registration and participation in the current or

just-concluded primary/regular/core season program (be it fall, winter or spring). A good rule of thumb for participation would be participation in at least half of the primary season program.

If your tournament will include non-AYSO teams, teams must represent one affiliation, i.e., players are all registered with AYSO, USYS, etc. (this does not preclude players from being registered in more than one organization; they just may not represent each on different teams in the same tournament.)

See Reference section "AYSO Policies and Tournament Governing Guidelines: for more procedures regarding international teams."

Inclusion of non-AYSO teams in your tournament will require additional documentation and approval processes beyond those required for AYSO-only tournaments. For international teams, there will be special USSF and FIFA application requirements and accompanying application fees. While inclusion of non-AYSO teams may improve the prestige of your tournament or help to ensure that you have a sufficient number of teams participating, you should decide if you want to attempt the additional application requirements and allow for sufficient planning and authorization time.

Decide if your tournament will accept co-ed teams; if so, you will want to stipulate that such teams will only be accepted to play in boys' divisions.

Your roster sizes must follow the National Coaching Programs with a maximum of 10 players for U-10; and it is strongly recommended that a maximum of 12 for U-12, maximum of 15 for U-14, and maximum of 18 for U-16 through U-19 be observed.

COSTS

It is important to make a preliminary estimate of the costs to host such an event. Whether or not the tournament purpose is a fundraiser, you should ensure that you have considered various cost factors to determine what (if any) costs the hosting organization may incur. Use a budget spreadsheet format to make sure you have documented all of the potential costs. Some that you should consider include:

- Facility fees – playing fields, etc.
- Facility costs – field setup, trash, bathrooms, etc.
- Souvenirs and awards – for participants
- Refreshments – for both participants and volunteers
- Staff planning expenses – travel, lodging, meals, meeting expenses
- Medical personnel – first aid, EMTs, etc.
- Advertising – flyers, mailings, etc.
- Concessions – tournament operated

- Postage, Office Supplies

FEES

Decide if your tournament will generate income, either as a fundraiser or to offset any costs. Generally, income will occur in the following categories:

Team Registration Fees – Each participating team will pay an entry fee to attend your tournament. If this fee is in excess of your costs (i.e. for the purpose of a fundraiser), make sure that your tournament provides a good value to offset the additional costs and is priced comparably to similar tournaments in your area. Since different age division teams have different roster sizes, many tournaments have a graduated fee schedule based on the maximum number of players per team.

Make sure you understand the process for collecting fees. By requiring fees, your tournament will accept a fiscal responsibility that must meet stringent controls. You will need a certified AYSO treasurer and maintain a dedicated bank account that meets AYSO and NAP accounting practices. All funds must pass from one AYSO account to another.

OTHER INCOME SOURCES

You may want to research other possibilities for raising the funds necessary to cover the costs of your tournament in order to offset the need to increase the amount of the Team Registration Fee. Other income sources can include:

- Sponsorships – Approach businesses in your area to sponsor in part or all of your tournament costs.
- Vendor fees – You may want to offer the opportunity for local vendors to set up booths at your tournament to sell food or soccer-related merchandise. You can charge them a booth fee or a percentage of the profits. Make sure the vendor is selling a product that is in good taste and does not interfere with the reputation of the hosting organization or AYSO.
- Advertising – You can sell advertising space in the tournament program, at the tournament itself, or in the materials that you distribute to the participating teams.

Of course, don't forget that another good way to keep Team Registration fees down is to keep the costs of your tournament as low as possible. Seek donations where you can for materials or services. Remember that AYSO is a not-for-profit organization so you can offer tax-deduction incentives to business in return for their donations.

STAFF AND VOLUNTEERS

Poll the people in your region, area, etc. Are they interested in hosting a tournament? This will take a lot of volunteer work. Where will the volunteers come from and how will you recruit them?

You will also need key staff members to plan and coordinate tournament activities. A list of recommended/required tournament staff positions are listed in the Reference section of this handbook. However, the most important position to fill is the tournament director job/position. Do you have someone who wants to do this? This job is very demanding, and requires a lot of time be spent on a weekly basis for months in advance of the tournament.

One important volunteer consideration is referees for your tournament. Is the hosting entity prepared to supply sufficient referee volunteers, or will your tournament (like many other) depend on the participating teams to bring referees with them? Many tournaments require a nominal referee deposit as an incentive to the teams to bring referees; the deposit is returned after the tournament if the team's referees meet their commitment. If you choose this approach, make sure you carefully plan the amount of referee deposit, the requirements that need to be met, and your process for refunding the deposit after the tournament is over.

ADVERTISING

Once your tournament is authorized, you can request to have it listed in the national Tournament Talk newsletter, SHORTS and the national Web site – this is “free” advertising. But will you need to do more to advertise your tournament and attract teams? Consider mailings, flyers to local regions/organizations, newspaper, radio or television advertising, etc. Make sure you have included the costs for any such advertising in your tournament budget estimates.

Also consider implementing a Web site for your tournament. A Web site is a great way to advertise, provide additional information to prospective participants, and to distribute information to participants once they have registered. But there are costs and logistical considerations that go along with hosting a tournament Web site; make sure you have taken these into consideration.

TOURNAMENT NAME AND LOGO

Choose the tournament name carefully. The name AYSO should be used somewhere in the tournament name. One way to do this is to create a name such as “AYSO Region 123 All Fun Turkey Tournament”. Creative names might reflect location, a unique feature of the area, etc. Because of tax implications, it is not recommended that sponsors be given title sponsorship. One of AYSO's official logos should be incorporated in the design of the tournament logo and associated materials.

Along with the tournament name, many tournaments develop a unique logo that, along with the tournament name, is part of the “branding” of the tournament. Logos are used on tournament Web sites and most tournament literature. They also can be carried forward to tournament souvenirs such as t-shirts, pins, medals, etc. Consider how you might develop your logo. Who will design it for you, and what will it say about your tournament? Logos generally contain a theme that is related to the tournament, and although

logos may change from year to year to present a fresh appearance, that theme should be retained.

TOURNAMENT RULES

Although a detailed set of tournament rules do not have to be developed at the time of the feasibility study, the committee should at least consider whether there are any unusual aspects of the tournament format or the types of teams that you will be inviting that will drive the need for special rules. For example, if you will be including non-AYSO teams, consider how those teams will be providing AYSO-certified volunteer referees. Consider if any of these rules will require additional costs or application requirements.

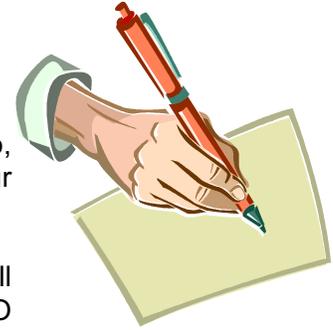
Once the Feasibility Committee completes their study, produce a report that includes the findings of the study and all recommendations. The report should be submitted to the hosting organization leadership (regional commissioner, area director and section director) to get approval and consensus that hosting a tournament will be feasible and is the right thing to do.

If all are in agreement to proceed to host the tournament, the next step is to get it authorized.

Step 2: Apply for Authorization to Conduct the Tournament

Timeline Estimate: 1 – 2 months

Now that you have decided holding a tournament is the right thing to do, the next step is to apply for formal approval, or “authorization”, of your tournament.



Tournament authorization is mandatory for all AYSO tournaments. All tournaments sponsored by an AYSO program or with which the AYSO name is associated, must comply with the letter and spirit of the AYSO National Tournament Handbook.

Remember that the tournament scope you selected for your tournament dictates the level of authorization you will need. If your tournament is a local (region) tournament with only AYSO teams from your region, then authorization will be granted by your regional commissioner with no formality required other than what your regional guidelines require. However, if your scope will include teams outside of your region, then you will need to apply for further authorization which can include your regional commissioner, area director, section tournament administrator and section director as well as the appropriate assistant national tournament director.

Obtain a copy of the AYSO Tournament Authorization Form and accompanying documents (see the Resources section). This form is actually a complete tournament application and authorization package and contains all of the forms and documents that you will need in order to obtain authorization approval. The following describes each part of the Authorization form and gives you directions on how to successfully prepare each document.

SELECT TOURNAMENT DIRECTOR

The tournament director is perhaps the most critical tournament staff position. If you haven't done it already, now is the time to select a tournament director. The executive member in charge of the hosting AYSO entity should choose the tournament director. The tournament director should be chosen through an interview process after the availability of the position has been well advertised. Sufficient time should be allowed for applications to be received.

A suggestion is to send a mailing that advertises the position throughout the region, area or section that is hosting the tournament. This method can unearth potential qualified volunteers who would not have initially been identified and opens the selection process to all interested individuals. Applicants for the position should submit a resume of their qualifications.

For more information about the role and responsibilities of the tournament director and other key tournament staff, see the Tournament Staff Job Descriptions in the Appendix section.

In choosing a tournament director, remember that this individual will be responsible for the successful organization of the tournament and, at the same time, will be a very public representative of AYSO. Ideally, the tournament director will take charge of the overall tournament authorization request process.

OTHER KEY STAFF

While it is not necessary to have your entire tournament staff selected at this point, there are some key staff members that it

would be advised to have assisting the tournament director in this phase:

Treasurer – Facilitates the creation and maintenance of the tournament budget.

Safety Director – Prepares the Safety Plan form as well as provides advice on any key risk management steps in planning for the tournament.

Referee Coordinator – Leads the development of the Referee Plan as well as any key rules requirements.

Coach Administrator – Leads the efforts of developing the tournament rules.

AUTHORIZATION FORM

The Tournament Authorization Form, and all other tournament forms and sample documents can be found on the AYSO National Web site. See the Documents and Forms in the Reference section of this handbook for more instructions.

This is the cover sheet for your Application package, and is the actual Authorization form. It contains some basic required information about your tournament, as well as all of the required authorization signatures. It is prepared as follows:

Tournament Name – Make sure you include the full name including reference to AYSO.

Host – List the hosting entity including as appropriate region, area and section designator.

Scope – Indicate which of the categories of AYSO tournaments applies for this tournament.

Purpose – Indicate the primary reason you are hosting this tournament and, if it is for fundraising purposes, state what the intended use will be for the proceeds of the tournament.

Tournament Location – List the city, state and primary venue names (i.e. park, school, etc.). If there are multiple venues, please list all of them.

Tournament Dates – State the primary date(s) for your tournament; and if you have a contingency plan to reschedule to another date in case of cancellation, state what the planned reschedule date(s) will be.

Age Divisions, Number of Teams, Fees – Check the appropriate boxes and list the number of teams planned to participate in each age division. Also, if your tournament will charge an entry fee, indicate the fee for each team.

Referee Commitment Fee – If you plan to charge teams a referee deposit fee as an incentive to provide referee volunteers, state the

amount of this fee.

Tournament Director Contact Information – Provide all the necessary contact information for the tournament director. This is not information that will be published, but will only be used by the application reviewers in case there is a need to contact the tournament director.

Authorizing Signatures – Each authority signs and dates the Authorization Form once their review has been completed. See notes below on how to collect electronic signatures.

NATIONAL TOURNAMENT
WEB SITE INFORMATION
FORM

In one table, this form contains all of the information that will be published monthly in the SHORTS *Tournament Talk* mailing and the national Web site. It will provide some basic information that potential participants will read to determine if they are interested in your tournament, how to get more information, and who to contact. It will ask for some of the same information from the Authorization Form, and additionally it will request:

Tournament Contact – The name, telephone number and email address of the person who will be the primary contact for prospective participants.

Tournament Web Site Location – the URL (Web site link) for the tournament Web site, where prospective participants can go to get more information about your tournament.

INCOME AND EXPENSE
STATEMENT

This is a two-column Excel-based budget and expense report that is intended to encapsulate the previous year's tournament actual results as well as the projected budget for this year's tournament. You must prepare this statement any time your tournament will generate income to offset expenses.

A more comprehensive discussion regarding the financial aspects of tournament organization, and the role that the tournament treasurer plays, can be found in the Budget Preparation section of the Appendices.

The Income & Expense statement should be prepared by your tournament treasurer, who must be properly trained and AYSO-certified in that position. It is important to prepare this statement in complete compliance with all AYSO financial and accounting procedures. This is the primary document that is used to demonstrate fiscal responsibility that your tournament assumes.

Most of the information you need to provide is clearly spelled out on the Statement form. However, here are a couple reminders:

NAP Account Bank Name and Number – Provide the name of the bank and the National Accounting Program (NAP) account number of your tournament bank account.

Two Columns – Enter the year in each of the columns; first column is "Last Year's Actual" amounts, second column is "This Year's Projected Budget" amounts. Bring forward last year's actual

amounts (from last year’s final Income & Expense Report) into the first column. Then begin entering this year’s projected income and cost into the second column.

Income and Expense Line Items – Summarize your expenses and income into the standard AYSO NAP account categories as shown. Since this is an Excel form, you can use additional tabs in the workbook to list details that you summarize to the main Statement page. For example, we’ve provided you with a tab to calculate the anticipated team registration fees and referee deposits based upon the number of teams per division. You may use similar methods for other detailed cost and income items.

Key points that approvers will be looking for when they review your Income and Expense Statement for approval include;

- Does your projection for tournament entry fees and referee deposits match the estimated number of teams and fees as stated in the Tournament Authorization Form?
- If you are charging a referee commitment fee, are you planning to refund all of it?
- Have you planned for adequate medical response/first aid for the size of your tournament?
- Have you planned all costs in the appropriate NAP account line items?
- If you put any income or expenses into the "Other" or "Contingency" accounts, have you provided an adequate description of what those incomes or expenses may be?

See also Reference 2 section, AYSO National Policies and Tournament Governing Guidelines, for a definition of what are appropriate uses of tournament proceeds.

Disbursement of Profits – If your tournament will be collecting fees, you must state what will be done with the proceeds (if any) from your tournament. This statement should agree with the Purpose statement on the Tournament Authorization Form.

TOURNAMENT STAFF ORGANIZATION CHART

A sample organization chart can be found in the list of tournament documents that will help you provide a listing of the key staff that will be responsible to plan, organize and conduct your tournament. Your approvers will want to feel comfortable that you have at least your key positions filled, as well as acknowledging that there are other key roles that you recognize you will need to fill.

SAFETY PLAN

This form must be prepared by your safety director and should represent at a high level those areas which you plan to address for Safe Haven, Safety and Risk Management for your tournament.

TOURNAMENT INVITATION

This document should represent the information that you intend to communicate to prospective teams who you want to attend your tournament. It should answer the “who, what, when, where and how” questions that teams will have about your tournament. This information is typically provided to teams on a tournament’s Web

site as well as a hardcopy document that can be downloaded or mailed.

Approvers will want to review the Team Invitation, Application and Referee Plan/Form to ensure that you are communicating the correct tournament information to the prospective teams.

TEAM APPLICATION FORM

The Team Application form is the vehicle by which a team will apply to your tournament. It should be an integral part of the Tournament Invitation, delivered in the same manner, and should consist of at least the following:

- Some basic information about the team; section/area/region, coach and contact information, team rating information.
- A roster of the team, either your own unique roster or an eAYSO roster form.
- A referee form to list those referees that a team may be bringing with them to your tournament.

The Team Application may be an on-line form that a team fills out and submits, or it may be a hardcopy form that a team downloads, fills out and mails to you. In either case, you will want to make provision to collect a signature of approval from that team's regional commissioner, giving them approval to attend your tournament.

REFEREE PLAN

This is the document that describes how you will provide referees to officiate your tournament. It is used to communicate to prospective teams who will provide the referees, what the expectations are, and if a referee commitment fee will be charged what the conditions are for earning a refund.

For further help, a sample Referee Plan document is included with the tournament documents; and you should also review "Create a Great Referee Plan" in the Appendices.

TEAM REFEREE FORM

This is the form that a team will fill out to identify the referees who will be representing them at the tournament. It is also used to get approval from the team's regional referee administrator that the referees are in good standing as AYSO volunteers and are acceptable to attend the tournament.

TOURNAMENT RULES

A well-thought out and comprehensive set of Rules of Competition are essential to making sure that your tournament runs smoothly and is fair for all participants. During the Apply stage of your tournament is when you need to draft these rules.

The tournament director and all key staff members should be involved in developing these rules. More detailed suggestions about what should be in your rules can be found in the "Your Tournament Rules" section in the Appendices.

Once prepared, submit your Authorization Form for approval, following the levels as indicated by your tournament scope. It is a good practice to apply for tournament authorization at least six months in advance of your tournament, but no later than three months prior to. Allow at least two months to complete the entire authorization process.

Here are some helpful hints to expedite the authorization process:

1. Tell the approvers in advance that you are sending the authorization package to them.
2. Send them a hardcopy by mail (or hand-delivery) as well as an electronic copy via email.
3. Follow up to confirm that each approver has received it. Ask them how long they expect to review it (get a date when they plan to approve it).
4. Follow the Authorization package similarly each step of the way. Once one approver has completed their authorization step, offer to deliver the package to the next approver.
5. Plan some contingency time to make corrections when an approver requests it.

When your tournament has been authorized, it will be posted on the AYSO National Tournament Web site. It is at that point that you may begin publicizing your tournament and accepting applications from teams.

Additional Notes about Tournament Authorization:

FAILURE TO COMPLY	With respect to tournaments that do not obtain authorization or neglect to comply with the Tournament Handbook, the National Board of Directors reserves the right to: (i) suspend the tournament; (ii) discipline individuals administering or organizing the tournament; (iii) deny liability coverage or SAI insurance for participants in the tournament; or (iv) revoke or suspend the charter of the region or regions hosting the tournament. National Policy Statement 2.8 (d).
REVISIONS	Any amendments and/or requested changes (once already approved) must go back through the applicable authorization levels (i.e., regional commissioner, area director, section director and assistant national director of tournaments) before changes can be effected. This review is designed to assure that no changes will be made that would adversely affect another area, section or national event or function and will maintain the integrity and philosophy of the original tournament package that was submitted and/or approved.
ADVERTISING	No tournament may be posted on a tournament, region, area or section Web site with the intention to accept applications until the appropriate level of approval has been given. It is acceptable to post an announcement regarding the upcoming tournament, including the dates, location, entry fees, etc. as long as the announcement clearly states that applications and entrance fees from teams will not be accepted until the tournament is properly authorized. See NBOD Policy statement in Reference 2, "AYSO Policies and Tournament Governing Guidelines".

Step 3: Plan to Conduct the Tournament

Timeline Estimate: 4 – 6 months

The next step is to properly prepare for your tournament by doing all of the detailed planning for your tournament. You should begin this step as soon as you have completed your tournament authorization package and sent it off for approval. While it is true that you cannot advertise or begin to accept applications from teams until your tournament is authorized, there are still many planning steps that you will need to begin right away.



Tournament planning is the responsibility of the entire tournament committee (as well as the hosting region, area, or section boards), and should be conducted over a series of meetings to ensure that the plan and objectives are clearly stated. The first order of business should be to decide the tournament activities upon which the budget and further planning will depend.

SECURE THE NECESSARY FACILITIES

- A. It is critical to secure use of the fields well in advance and in the form of a written agreement (permits) with the party that controls field usage. This prevents any miscommunication and guarantees the fields will be available. The agreement should also state the responsibilities of each party, such as field marking and set-up, clean up, etc. An alternate field or fields needs to be secured in the event of unforeseen unavailability, or in case of an overflow in the event of lengthy game delays.
- B. The sites should be determined to be safe by the safety director. **Do not use unsafe fields!** Other things to consider in selecting and preparing a site are availability for restroom facilities, proper shelter in case of inclement weather or lack of shade, and sufficient free parking space. Some tournaments are held in sports complexes that control parking and charge nominal fees. This information should be given to the participants (teams, referees, volunteers, etc.), in advance of the tournament. Once the site is secured, the field director should then obtain a Certificate of Liability for the site. Many schools and municipalities will require this prior to giving written permission for use. To do this, the hosting regional commissioner or area director should access AYSO's ecerts program to request a Certificate of Liability Insurance for the site. If instructions for access are needed, contact the Member Services department at the NSTC.
- C. Fields should be clearly identified. Signs should be posted to indicate each field. Once established, the information should be passed on to the publicity director for distribution. If there is more than one site, then individual site coordinators should be assigned and they need to remain on site to handle any problems. Walkie-talkies or other such communication instruments are very helpful when multiple sites are used (especially when there is an emergency, shortages of referees, equipment repair or replacement needs, rule clarifications or

other timely important communication needs). There should also be a field coordinator for each field to coordinate starting times, to ensure referees are accessible, to address safety issues or injuries, and to act as an information conduit. Site and field coordinators should always have in their possession a copy of the master schedule (and any changes) for all game sites and referee assignments.

- D. Plans should be made to arrange for security personnel, either during tournament hours, after tournament hours, or both. A small investment in security may prevent problems and safeguard valuable equipment. It is preferable that professional security personnel are used.
- E. The field budget needs to be developed. All field expenses should be included. Items that may be included are field marking materials, goals, nets, corner flags, rental of tents, security, etc. Additionally, there may be expenses incurred for actual field use and transportation of large equipment.

**BEGIN ADVERTISING –
PUBLICITY**

- A. Use of the Media: Publicity is an important aspect of a tournament. The more positive publicity a tournament receives, the bigger and better it becomes. The Communications Department at the National Support & Training Center should be contacted for assistance with suggestions and press releases. Be sure that the local media is kept informed of the tournament. Initial media contacts should be made early in the planning process. Try to build a working relationship with local media correspondents by providing frequent updates during the tournament planning process. Let the National Support & Training Center know on the tournament application if the tournament should be listed in AYSO's SHORTS and Web site Tournament Talk.
- B. Local Exposure: Ensure that local regions are informed of the tournament. They are the best source of volunteers, and it will serve the tournament well to keep their interest and excitement alive.
- C. Inform local community leaders about the tournament and get them involved. A tournament newsletter is a good vehicle to keep all participants informed during the months preceding the tournament.
- D. Photographer: Contact a local photographer or assign a volunteer to photograph tournament events. Although this may not serve as publicity prior to the tournament, it can help to get media attention after the tournament. AYSO's publication, PlaySoccer, accepts photos for print. Tournaments may also consider using photos for future brochures or presentation on a

tournament Web site.

Note: Tournaments should use common sense and consider a number of factors before deciding to publish player photos. Any formal or anticipated publication of player photos on a Web site will likely require securing photo release forms from parents or guardians. Please visit the national Web site at soccer.org to review the “Guidelines for Authorized Photography and Publicity” as well as to obtain a copy of the Photo/Video Release form.

SETUP YOUR WEB SITE

- A. One of the first places that prospective teams will look for information about your tournament is your Web site. Some tournaments set up a tournament that is entirely separate from their regional Web site; for others the tournament Web site is integral with their region Web site. Whichever way you choose for your tournament, you want to make sure that the Web site URL is provided to the National tournament Web site so that prospective teams can link to your Web site.
- B. On your Web site, you want to make sure that you provide the following information in as clear a fashion as possible:
 - The Who, What, When, Where information that was presented on the Tournament Invitation submitted as part of your authorization package. Include not only the primary date(s) for your tournament, but the rainout alternate dates as well (if any).
 - Instructions on how to apply to your tournament, as well as the forms they will need.
 - The tournament rules.
 - The tournament’s refund policy.
 - Who they can contact if they have further questions.
- C. Ultimately, you will want your Web site to present the following information:
 - The list of teams accepted into the tournament.
 - How your tournament is organized into playing pools, flights, etc. (the teams are going to want to know who they are competing against).
 - The game schedule, including field maps and driving directions to your various sites.
 - The referee schedule.
- D. Needless to say, recruiting a strong web master early on in your tournament planning process will be crucial to your successful web presentation. But if you don’t have such a resource within your region or tournament staff, there are companies that can

provide such a Web site for you as a service. Check with your Section Tournament Administrator or the Programs Department at the NSTC for recommendations.

**TOURNAMENT PROGRAM
HANDBOOK**

- A. The design and development of a tournament program is an important aspect of overall planning. The tournament program can serve to raise funds by the sale of advertising space. Sponsors and participating teams may place their own advertisements. Fees may be charged based upon the amount of space given.
- B. The informative sections of the program should include: tournament rules, the tournament events, game schedules, the referee schedule, local attractions, a site and local area map, list of tournament participants, staff and sponsors. The site map should show the tournament headquarters, first aid site, the numbered fields, home and visitor sidelines, restroom and locations. This information will help make the tournament more pleasurable for all participants since written information will be handy when field monitors may be otherwise engaged. Contact a printer in the local area for costs and details. Work to obtain printing costs at a minimum charge or at a full donation in exchange for advertising space. Ensure that enough time is allocated to compile and print the program (including selling sponsor space) prior to the date designated for distribution.

**FINISH FORMING YOUR
STAFF**

- A. During the Decide and Apply phases of your tournament, you selected the tournament director and several key staff members. Now is the time that you want to recruit and bring on board your entire staff so that they can help with the planning and get ready for the tournament. In the Appendix section, you can find a list of recommended tournament staff positions as well as a description of their roles and responsibilities. In the tournament documents section on the national Web site, you can find a sample tournament organization chart to help with your planning.
- B. Remember that all key staff members will need to be Safe Haven trained in their jobs. For any that need additional training, they can be trained at a dedicated training session or use one of the online training modules. See Appendix 1 for more information.

ORDER MATERIALS

- A. Ordering supplies, equipment and awards is the responsibility of the purchasing director. This individual will spend much time interfacing with vendors and suppliers. The purchasing director is responsible for processing the orders placed by the tournament staff. It is important to be extremely well organized and to provide sufficient time to receive merchandise. Remember that a major tournament is likened to the running of a small business. Ensure that accurate records are kept, and require invoices and/or receipts to accompany all orders.

B. Based on your estimates of the numbers of teams, the size of your staff, and the number of referees and other volunteers you will expect at your tournament, calculate the amount of the following supplies you will need:

- Tournament mementos; lapel pins, t-shirts, referee coins, and other tournament souvenirs.
- Awards for the winning teams.
- Staff Shirts.
- First Aid supplies.
- Bathrooms and trash containers.
- Communications; radios, walkie-talkies, cell phones.
- Field setup supplies; paint, extra goalposts, nets, corner flags.
- Staff and volunteer shirts.
- Transportation; rental trucks and golf carts.
- Tents, easy-ups, tables, chairs, booths.
- Scorekeeping materials.

RECRUIT VOLUNTEERS

A. You have recruited your key staff members, but you will need other volunteers to help you run the tournament in the areas of:

- Field Setup
- Snack bar and concessions
- Team check-in
- Scorekeeping
- Field monitors
- Referees
- Bathrooms and trash collection
- Parking control

REGISTER TEAMS

A. Invitation/Application

1. Basics: The Tournament Invitation should be developed to attract teams and to be informative about the key details of the tournament. The type of tournament, dates, location, fees and contact information should be indicated. Details concerning player eligibility, deadlines, special events and tournament rules can follow. The acceptance process needs to be explained briefly. The Invitation can be distributed to all AYSO regions. Contact the Volunteer Services Department at the National Support & Training Center to requisition regional mailing labels. Please allow sufficient

time for orders to be processed. Invitations should not be sent to teams, posting of the tournament on Web sites should not be made, nor the acceptance of team registration fees permitted, until formal approval of the tournament has been given.

2. Planned Acceptance: Teams should be accepted on a first come, first accepted basis. This can be verified by using the mailing postmark, faxing date or by dating each entry as it is received. If only one team per division per region is to be accepted, make this clear in the Tournament Invitation. Tournament applications should not be formally accepted until the team registration fees have been received.

Ideally, there should be at least a 30-day deadline from when the tournament will be held to accept all tournament invitations. The hosting entity must notify teams within 48 hours of the entry deadline of their acceptance or non-acceptance. The option can be given to teams not accepted to be placed on a waiting list. Those who do not accept this option must have their check returned within 48 hours. Letters confirming acceptance into the tournament should be immediately sent out. Teams that submit incomplete tournament packages should not be accepted over teams who have submitted complete packages.

3. Distribution: Decide on how large the geographical area is from which you intend to draw teams. If it is determined to cover many AYSO regions, contact the National Support & Training Center. For a nominal fee, the Tournament Invitation can be distributed to chosen areas, sections, or nationally. To maximize your tournament exposure, get the Invitation out as early as possible after tournament approval has been given.

B. Registration:

Team registration is the responsibility of the tournament registrar. The tournament registrar must give specific information to all teams requesting to enter the tournament. The registration procedure should be sent along with the rules of the tournament to every team desiring to enter. Teams will choose to enter or not based on the information received. Applications should be accepted in the order received. Any policy of giving preference to teams that have attended in the past or other such preference must be stated up front in the invitation.

1. Fees/Deposits: Tournaments should only accept team checks that are drawn on region accounts. Accepting personal checks or money orders without the approval of the hosting regional commissioner is prohibited unless there are mitigating reasons to do so. A letter of permission from the team's regional commissioner stating the reasons for the variance must accompany the check. Do not accept cash payments, credit cards or other types of electronics payments at any time. Deposits of these monies must be made in

accordance with national policy and as outlined in the Treasurer's Manual. The "holding" of checks for refunds is not permitted.

2. Eligibility Requirements:

a. AYSO Rosters: Every roster must be typed or printed in ink and must bear the "wet" signature of the regional commissioner or his/her designee. Rosters that contain guest or outside players must so identify these players. In addition, all rosters containing guest players must have an accompanying approval letter stating in which tournament(s) the player(s) have been approved to participate. In cases where rosters indicate outside players, in addition to a signed letter from the regional commissioner indicating that all means have been exhausted to obtain players currently registered with AYSO, written approval from the area and section director must also be obtained and delivered to the tournament director before acceptance is given to the team to enter the tournament. No exceptions to this requirement will be granted.

Tournaments are strongly encouraged to use the roster form designed by the Tournament Commission. See Roster Form in the Tournament Related Forms section of this handbook, or on the Web site at *soccer.org*.

b. Roster size: Each AYSO U-19 and U-16 tournament team shall have a maximum of eighteen (18) and a minimum of twelve (12) registered players. Each U-14 through U-12 team shall have a maximum of fifteen (15) and a minimum of twelve (12) registered players, U-10 teams shall have a maximum of ten (10) registered players. (AYSO National Rules and Regulations, II.C)

c. AYSO Invitational: Each team must have the permission of its regional commissioner to enter any tournament. Each AYSO player must be verified as a currently registered player by their regional commissioner. The regional commissioner's signature on the roster signifies this verification. Ensure that all teams are informed of the requirement that every player's registration form must contain a "wet" signature of the parent or guardian consenting to emergency treatment of their child. The coach must carry this form at all times. No form, no play!

d. AYSO Open Invitational: If non-AYSO teams are to be invited, check with the National Support & Training Center for the required documentation that must be presented by each team. Individual teams are to represent one affiliation, i.e. players are all registered with AYSO, USYS, etc. This does not preclude players from registering in more than one organization; they just cannot play on more than one team in a single tournament. Verification of acceptable insurance and permission to participate by the non-AYSO team's organizing body is required.

C. Notification:

Once the application is received from a given team and all of the above requirements have been verified or met, the team may be notified of their acceptance into the tournament. This should be done in writing; e-mail is permissible if verification of receipt of the message can be made. If a team is not accepted, they should be immediately notified and a refund mailed to them together with the notification of non-acceptance within 14 calendar days.

D. Team Withdrawals:

Teams are to be notified of the complete refund policy in the application form. It is not acceptable to inform teams that there are no refunds. If a team withdraws 30 days or more before the tournament, a refund is to be given immediately. If a team withdraws at any time up until the tournament is played and its vacancy is filled with another team, a refund is to be given. A team that withdraws within 30 days of the tournament and for which no replacement team can be found will forfeit their tournament entry fee.

E. Too Many Applications:

If too many teams apply, acceptance should be made on a first-come, first-accepted basis. This should be based on letter postmark or faxing date/time and completeness of tournament package. Teams should be informed if a waiting list exists, and should be placed on it if they so desire. After the registration deadline, accept teams only from the waiting list. Teams with incomplete documentation or missing registration fees should not be accepted before teams with completed entries.

F. Return Information:

Send each accepted team, in a timely fashion, the following kinds of information in the acceptance package:

- Tournament rules
- Tournament site directions and geographic map
- List of local activities going on during the tournament
- Information on local accommodations and restaurants
- List of local services in the area
- Information on special events in connection with the tournament
- Information on referee and coach meetings (if any)

TEAM INFORMATION
PACKETS

- A. Tournament Package: Once all paperwork is verified, tournament packages should be distributed. The tournament package should include any mementos, tournament programs, maps, schedules, flyers (for restaurant discounts, upcoming clinics, neighboring tournament, etc.), and perhaps a tournament evaluation form for

each team to complete.

SCHEDULE GAMES

Scheduling is the responsibility of the scheduling director. The scheduling director implements the method by which teams will be scheduled, devises the format of competition, and coordinates with the field director and referee administrator. When scheduling games, work to provide as many pool play games as possible (a minimum of three games is a good rule of thumb). Decide on the amount of games that will be guaranteed to each team.

A. Method of Scheduling: There are many methods for scheduling teams. Two popular methods are random scheduling and seeding. Random scheduling is just that, randomly done. Random scheduling must be fair in the sense that out-of-town teams must be accommodated (i.e. they should not receive the first game slot of the day), and sufficient rest time in between games should be ensured.

Seeding is more complicated and involves more work on the part of the scheduler. In order to properly seed teams, the only part of the schedule that is firm is the first round. Subsequently, teams are scheduled based on whether they have won or lost each game. Eventually there is a winner of the winners' bracket and a winner of the consolation bracket. These two final teams may or may not play each other for the championship.

B. Format: The format of competition must also be considered. The most common way is to group teams in such a manner that each plays all teams within its group or pool. The teams then advance to the semi-finals and final game by their winning record.

C. Amount of Playing Time: Careful consideration should be given when developing your game schedule that teams are not assigned too much playing time on any given day or in any period where the players will not have sufficient rest and recovery time. For help in determining what should be appropriate, please refer to Reference Section 2.II "Tournament Guidelines - Interim Play Time Study".

D. Distribution: Distribute the schedule as soon as it is finalized. A good lead-time is at least two weeks in advance of the tournament. This gives teams time to plan their own needs for carpooling, etc. Copies of the schedule should be made available to all coaches, referees, and tournament staff. Timely distribution of schedules shows that a tournament is organized and well run. It is details in these areas that make teams want to return to your tournament next year.

E. Schedule Changes: It is inevitable that a schedule may change after it is published. Never release a schedule that is marked "draft"; only release a schedule that is final. Make sure you put a date on every page of the schedule so one can identify when the schedule

is changed. When you publish a revision to the schedule, make sure you notify all of the participants. Post a notice on your Web site identifying the changed schedule.

ASSIGN REFEREES

The success of your tournament will depend greatly on the quality of the referees assigned to officiate the games. The assigner has a very important job to do to contribute to the success of the tournament.

A. Assigning:

The schedule for the first day (or days) of the tournament should be finalized and mailed to tournament referees at least two weeks in advance of the tournament. These assignments should be mailed – not just be posted on the hosting tournament Web site. Referees that are parents and coaches with children playing in the tournament will need time to check schedules to make sure they do not have a conflict between the games they are assigned to officiate and the games their children are playing in. During the tournament, additional and subsequent game assignments must be posted at the venues in a timely manner. They should be posted at all venues. A good place to post the assignments is along side the standings boards as this is a common gathering point.

1. Assignments should be made based on experience and/or certification levels, both for center referee position as well as for assistant referee positions.
2. It is strongly recommended that youth referees not officiate in matches in their own age group. At least two years age difference is a good rule of thumb if youth referees are used as agreed upon and approved by the hosting area and section. In no case should youths who are players in the tournament also act as referees.
3. Ideally, a stand-by team of referees should be assigned to each venue and match time to avoid problems in case of illness, injury, and conflict or “no shows.” If the venue has a large number of fields more than one team should be on stand-by at all times.
4. Every effort should be made to assign neutral referees.
5. Efforts should be made by tournaments to limit the number of, or avoid referee assignments for coaches in a division in which they are coaching or are the parent of a player in the same division. When scheduling match assignments, it is important to remember to make assignments so that the referees are able to watch their child(ren) play or provide them adequate time to get back to their teams if they are also coaching.
6. Referees should not be assigned to matches involving teams

from their home regions or regions with which they are personally familiar, especially in semi-final, consolation or final matches.

7. Tournaments are responsible to ensure that the referees who officiate at their tournament are registered AYSO volunteers and trained referees. A good way to do this is to ask each referee's home region referee administrator and/or area referee administrator to sign off on the referee form, confirming that each referee is properly registered and certified.

B. Accounting:

If your tournament has charged each team a refundable referee commitment fee, you will want to have a solid system for tracking which referees were assigned to each game, and which referees actually showed up and officiated the games (accounting for no-shows, etc.), including those assigned as standby referees. This will be important to determine which teams have earned a refund of their referee commitment fee.

1. You should assign one member of the referee staff (statistician) whose job is to keep track of games-worked by each referee. The statistician will need to know the name of the referee, which tournament teams s/he is representing, and the game that the referee officiated. One way that tournaments do this is to use a Referee Voucher system, whereby the voucher issued to each referee is "punched" each time s/he officiates a game. Alternative plans can be to record the referee's information from the game card completed at the end of each game, or to maintain a log either at the referee station or at each field.
2. At the conclusion of the tournament, the referee statistician should summarize the number of games worked for each tournament team, and calculate the amount of the commitment fee has been earned. The statistician then delivers this report to the tournament treasurer so that refund checks can be sent. Here are a few reminders:
 - Refund checks cannot be handed to a coach or team representative. They may only be mailed to the team's regional treasurer.
 - Refunds must be mailed no later than 14 calendar days following the conclusion of the tournament.
 - Tournaments are strongly encouraged to issue partial refunds to teams whose referees complete at least part of their assignments (as opposed to an all-or-nothing refund policy).
 - Tournaments are strongly encouraged to invest the balance of non-refunded referee commitment fees towards training of

referees and coaches in their region/area.

SPECIAL EVENTS**A. Options for the Players:**

- An opening and/or a closing awards ceremony.
- Soccerfest – precedes the competition and could be offered as described below.
- A social event – could be as simple as a picnic or barbecue, or as elaborate as a dance.

The main reason and emphasis for these events should be for the players to get to know each other.

B. Options for the Coaches and Referees:

- Barbecue or other social activity.
- Coach or referee workshops conducted by “experts” from the hosting area, section or staff from the National Support & Training Center.

These are valued volunteers who should be recognized for their efforts.

C. Opening Event (optional): The official start of the tournament may be signaled by some form of ceremony. A soccer exhibition game or a tournament game could be scheduled to signal the ceremonial start of the tournament. This is a good opportunity to have a local dignitary present to “kick out” the first ball. Opening events can include the presence of local dignitaries, and should showcase participating teams. Be sure that local dignitaries are notified months in advance for proper scheduling. Opening ceremonies vary widely from tournament to tournament. Try to customize the opening of the tournament and to keep with the theme of the tournament as much as possible.

D. Awards Ceremony: The ceremony should take place as soon as possible after the last game. It may be as casual as handing out awards in the middle of the field as each game concludes or as ceremonious as presenting awards in front of a large crowd. Simple recognition of participation and competition is a reward in itself for those teams and volunteers who took the time to come and make the tournament a success. The most important message to convey is the significance of participation rather than emphasizing who won first or second place. If sportsmanship is part of the tournament, consider giving the most impressive award to the winners of this honor.

E. Mementos for All: It is important for all participants to have

some form of remembrance from the tournament. Awards, mementos and/or souvenirs should be planned and ordered for all participants, including all players, coaches, referees, and volunteers. Custom pins and medals require a long lead-time so be sure to order such things early. Orders placed with sufficient time to correct any mistakes makes for a happier event for everyone.

F. Team Exchanges: Inform team coaches if it is customary for teams to exchange token gifts or mementos with each other. If this is customary for the tournament, then suggestions for gift ideas such as pins or patches should be made at the time the Invitation goes out.

G. Soccerfest: This type of event could be offered to all participants or to registered and age-appropriate siblings of tournament players. (See definition of “soccerfest” under Reference Section 4 entitled AYSO Tournament Vocabulary and Definitions.)

EMERGENCY / SAFETY /
FIRST AID

- A. Emergency planning is the responsibility of the safety director. This portion of the tournament planning process requires quite a bit of interaction with local municipal agencies. Alert all emergency facilities about the tournament. Notify police, fire rescue, ambulance companies, and local hospitals in the area. Give them a copy of an AYSO registration form, which includes the parent/guardian consent form. Obtain written confirmation from the facility that the form will be acknowledged as consent for medical treatment and determine if an “original” signature is needed, or if copies, faxes, or NCR copies will suffice. If the form is not acceptable, coordinate with the facilities and determine what is acceptable. This is very important! Incorporate this as a requirement for team registration and let all teams know, in writing, what documentation is needed.
- B. Medical and/or emergency personnel should be readily available to tournament participants and staff at all times when games, practices, and warm-up activities directly at or associated with the tournament are in progress. Medical/emergency personnel should be on-site about a half hour before teams start to arrive and warm up. Conversely, they should also not start to pack to leave until all matches have concluded and field monitors have had a chance to report no apparent injuries on the fields.
- C. Arrangements should be made for on-site ambulance with at least one trained nurse, physician and/or paramedic personnel. The Budget Form includes medical personnel cost. If \$0 is indicated for cost, the tournament needs to explain why. For example, that the tournament is using volunteer personnel, etc.
- D. Typically, a tournament should factor in approximately \$10 of the registration fee for the best medical assistance that they can obtain. Having qualified medical personnel on-site takes a huge

burden off the tournament director and staff, but, most importantly, help and relief for the injured player is given at greater speed.

- E. The medical personnel should have sufficient training to administer appropriate basic first aid and to make decisions regarding appropriate methods of treatment for injuries likely to occur. They should also have the ability and medical supplies to quickly attend to any such injuries if remote fields are in use for the tournament.
- F. In the event that a player comes under medical care as a result of injury or illness that occurred during the tournament, he or she should not be permitted to resume participation except with the permission of the attending medical personnel. If the treatment is rendered on-site, the verbal statement of permission from the attending medical personnel is adequate. If the treatment is rendered off-site, then the player's parent or guardian must give permission for the player to return to play.
- G. At any other time where, in the estimation of the tournament officials, a player should not resume participation after an injury, or where it otherwise appears that the player may not be medically fit for play for any reason, tournament officials may and should request appropriate confirmation of fitness to participate in writing from the parent or guardian or from a physician if the parent or guardian is not present or cannot be contacted.

The Participation Release Form, available on the NSTC Web site at soccer.org should be used for this purpose.

REFUNDS

Using the following criteria, develop a refund policy that describes how your tournament will handle refunds. Refunds may come into play if a team drops out after applying, if your tournament is cancelled, or when a team has earned a refund of their referee commitment fee.

A. Team Deposits: Full refunds must be given within 14 calendar days to teams that withdraw prior to 30 days before the tournament. Teams that withdraw less than 30 days before the tournament must receive a full refund if a replacement team can be found.

1. Regardless of the reason, in the event a tournament is completely canceled, a full refund of all team monies must be given to each team that entered.
2. If teams have paid additional funds for the purchase of tournament tee shirts, etc., the merchandise must be delivered or a full refund for those amounts given to the teams.
3. If team souvenirs (t-shirts, pins, etc.) have already been distributed to a withdrawing team, the tournament may deduct the actual cost value of the souvenirs from the team refund.

amount.

4. In the event a tournament is cancelled partway through the event due to inclement weather or other forces outside of the control of the tournament officials, tournament hosts should calculate a fair pro-ration of team fees that will be returned. For instance, if two out of three guaranteed games have been played and no advance rainout was established, the teams should be refunded monies equal to one-third of their team fee.
5. If a team cannot commit to a rainout date that is established in the tournament package or if a team cannot return on the rainout date that was indicated in the tournament package at the time the team accepted the slot, then no refund is required to be given. Teams should not “double book” dates when tournaments have provided advance written notification of rainout dates.

B. Referee Deposits and Refunds: All referee commitment fee checks are to be drawn on a regional account and are to be deposited into the tournament’s regional bank account upon receipt. No check should be held for return upon completion of referee assignments.

1. Local referee “favorites” may not be given priority over team-affiliated referees who are present and willing to fulfill their commitment or who have been asked to remain on “stand-by” at any time throughout the tournament. Teams whose deposits have been accepted must be provided the opportunity to earn their refunds or they should be given a full refund without question.
2. Referee Refunds: All earned refunds of the referee commitment fee should be made to the appropriate party within 14 calendar days after the conclusion of the tournament.
3. Note that in cases where the referee fails to complete his or her assigned games, the referee deposit may be retained to pay expenses of the tournament, or applied to the use to which the tournament proceeds were specified in the event announcement.

C. Refund Addressee: All refund checks, regardless of reason, must be made out to the team’s region and must be mailed to the region’s treasurer.

CONCESSIONS

Concessions held at tournaments vary in content. They may involve the sale of food, merchandise and entertainment activities (bouncers, inflatables, rock-climbing, etc.) and are the responsibility of the concessions director. Refreshments for volunteers, spectators and players are important parts of the tournament. Providing water either free of charge or as a concession item is

essential.

A. Licenses and Insurance: Local and state health codes vary and must be adhered to when it comes to the preparation and sale of food. Local laws and how the concessions are handled will dictate the types of foods, merchandise and entertainment that may be offered. Additional AYSO insurance may be required when entertainment activities are offered by your tournament. All requirements for permits, licenses and insurance must be followed.

B. What to Sell: Determine what products are to be sold. These could be foods, tee shirts, patches, pins, tournament memorabilia, etc. The list is endless. Consider the time of year the tournament is being held, especially when it comes to perishable foods, and the age and interests of the tournament participants. When selecting any entertainment activities, consider the ages of your tournament participants.

C. How to Sell:

Food and products can be purchased outright or sold on consignment. Purchasing products outright will maximize revenues; however, the risk is that either not enough or too much product will be purchased. The other method is to sell on consignment. The tournament pays for only the products that are sold. This works especially well when selling merchandise.

1. The plans for a volunteer base for the concession function must be extensive as they will need to be continuously manned throughout the tournament. An all-volunteer concession operation maximizes revenues and optimizes financial control.
2. Another method for running a concession operation is to out source or contract it out. This involves outside vendors setting up stands on the tournament grounds. The contractors then give a percentage, or pay a flat fee to the tournament. The percentage method is the least profitable manner because it is really not known how much has been sold.
3. All methods considered, the all-volunteer method is usually the most profitable but requires the most volunteer support.

D. Where to Sell: A building or structure to house the concession activity is ideal, but tables and tents will work as well. Concessions should be situated close to tournament traffic patterns but not to interfere with emergency response access. Shelter from the elements is critical for the volunteers, food and merchandise.

E. Start Up Costs and Profits: If the tournament is co-hosted by another region, area, section or organization, the advancement of funds and the proceeds from the concessions need to be decided during the initial planning stages of the tournament. The

concessions would be a line item in the budget.

F. Extras: Local police, fire and EMT's can be invited when they are in the area to stop by for a lunch or soft drink at the concession stand. This promotes great civic cooperation and provides a professional public safety presence at your event.

INFORMATION BOOTH

- A. The tournament information center is the responsibility of the publicity director. It is a center for the distribution of tournament information. The information center should post game, referee, and event schedules, tournament standings and site maps. Participants should be able to receive general information about the local area, including local medical facilities. Additionally, a general map of the area should be available showing hospitals, restaurants, sporting good stores, theatres, etc.
- B. A lost and found and a lost children area are valuable additions to the information center. Communications equipment should be part of the information center. Cellular phones and portable radios are valuable aids. Most of this type of equipment can be acquired from local businesses. Offer advertising in the newsletter and/or program in return for use of the equipment.

SPONSORSHIPS

- A. Regions are encouraged to use local businesses and individuals to support their program in a variety of ways, including tournaments. Conflicts with national sponsors are to be avoided. Regions may not perceive the direct benefits from these sponsors, but many national programs are possible because of the generosity of these national sponsors. Be sure that striving to make a little extra profit in a local tournament does not harm successful sponsorship relations that have been cultivated for programs such as the VIP, Save Haven, Kid Zone and coach and referee training, etc.
- B. Tournament directors and regional commissioners are strongly urged to contact the Marketing Department at the National Support & Training Center with any questions of conflict with national sponsors or with any general questions. The Marketing Department can also assist in maximizing the benefits that can be derived throughout the primary season from local sponsors.
- C. It is essential that the region and tournament officials follow through with what has been promised to the sponsor. This may be in the way of publicity at the tournament or regional events, a special opportunity to put a flyer in a regional mailing, a non-competing booth for food or merchandise at the tournament, etc.
- D. It is important that an appropriate representative of the region make the contact with local businesses. Furthermore, the regional commissioner should first approve any letter soliciting sponsorships or donations before they are distributed or mailed.

In addition, all such contributions are considered charitable. Each local business contacted should be made aware that its contribution is deductible for tax purposes, subject to the applicable limitations in the IRS Code. Letters confirming the charitable donation must be promptly sent to each business or individual by the regional treasurer or other designee of the regional commissioner.

- E. From time to time the region may sanction team fundraising through local businesses for tournament support. This should be discouraged whenever possible so that the support from these sponsors may be cultivated as a regional sponsor for the benefit of all of the region's players. It is strongly urged that all post-season teams be self-sufficient in their fundraising efforts.
- F. If a player, parent or coach receives a donation from a sponsor, friend, family member, etc., it should be applied to the benefit of the team as a whole. It is strongly discouraged that separate ledgers be kept for individual players. All monies and other donations should be equally applied so that discrepancies and misunderstandings that usually arise out of this method of accounting do not disable or dissolve the team and the friendships of all involved. If, for instance, a donation is made of an airline ticket (for those teams traveling to National Games or distant event), the team as a whole should decide on whom receives the benefit. Often there are scholarship needs on a team and this is one way to help offset those additional expenses. Additionally, if there is a surplus of money and decreasing individual or team expenses is one of the avenues being explored, an option to reduce or pay for some of the tournament expenses must be carefully weighted. It is important that it is not perceived that the coach or team referees are being compensated for their volunteer contributions.

FINAL CHECKS

- A. The tournament director should conduct a pre-tournament briefing with the staff which includes a thorough review of the rules, identification of possible trouble areas and a final checklist of tasks and who is responsible. Make any necessary corrections and improvements at this point and develop any remaining contingency plans. Conduct a review of all printed material. Ensure that times, places, and locations of events are accurate. Confirm receipt of all tournament supplies and that all goods ordered have been received.
- B. A site inspection should be made well before the tournament as well as the day before the event. Ensure that fields are in a safe, playable condition and check surrounding conditions (i.e., have the sprinklers been shut off for the tournament, that there is no construction debris near the fields, etc.). Make any necessary corrections. Reaffirm site and permit availability, and implement contingency plan in the event of field availability problems. It is

also a good idea to check the field markings to make sure that all field markings are there and that no pot holes, gopher holes or other hazardous conditions exist.

Step 4: Do It – Conduct the Tournament

Timeline Estimate: Your Actual Tournament

Once the tournament details are all set, the teams are accepted and schedules are sent, it is time for the fun to begin. There are still a few tasks that must take place before the first ball is kicked, but after that – let the fun begin!



SETUP THE FIELDS

Marking the lines on the fields, setting up nets and corner flags, posting directional signs – all necessary last-minute activities that you will need to plan volunteers to help with. If you are going to be using parks where you don't normally set up fields, plan extra time to lay out the fields and set up portable goals. Don't forget to anchor those portable goals – safety first! Will you be able to leave your fields set up throughout the tournament, or will you have to take down and set up each day? Plan for storage of portable equipment if you have to take it down each day.

Also, plan that you will need to re-mark field lines some time during the tournament – all the extra games and traffic will wear away the lines and you want them fresh and new for the tournament finals.

Don't forget to plan for fresh volunteers to show up and take everything down on the last day – the rest of your staff will be tired from being there the entire weekend.

TRASH CONTAINERS, BATHROOMS, AND NECESSARY FACILITIES

For some reason, tournaments tend to generate more trash than a normal Saturday's worth of games, so plan extra trash cans and volunteers to police them and empty them during the tournament. Same with bathrooms; plan for volunteers to clean and refresh them periodically throughout the tournament, and if you have rented portables plan to have the company attend to them each day of the tournament.

CONCESSIONS, FOOD & VENDORS

Tournaments usually mean lots of extra attendees, so you will need to plan to provide food and refreshment. From feeding and watering your volunteers and staff to providing snack bar or concession stands for the tournament participants, you will need to make sure all needs are attended to.

You may be running your own snack bar, or you may have outside vendors that come in to sell concessions. This may be an extra source of income for your tournament, as these vendors typically pay a fee to set up their booth or they give you a percentage of their sales.

Also, you may want to set up a booth to sell tournament souvenirs such as t-shirts or lapel pins, or you may have a vendor such as the

local soccer shop set up a stand to sell items to the tournament participants.

VOLUNTEERS

Whatever means you have used to attract volunteers to help put on your tournament, you should plan for a central place for the volunteers to come check in. You will need to dispatch them to various different jobs around your tournament (field monitors, concession stand, trash duty, parking lot attendants, etc.). If your tournament can afford it, provide a souvenir tournament t-shirt (in a distinctive bright color) for your volunteers. Not only will they appreciate it, this also helps identify them to the tournament participants as someone from the tournament who may be able to help answer questions, etc.

FIRST-AID

Safety and first aid response. It's time to put those plans you made into operation. Set up your first-aid station with plenty of supplies and radios for communication. Your Safety Director should be onsite making sure that all safety preparations have been carried out and that first aid responders are dispatched properly to reports of injuries or illness. Also, to make sure that copies of necessary forms such as SAI or Incident Reports are available and provided as needed.

PRE-TOURNAMENT MEETINGS

Coaches meeting: This meeting should be held only if it is going to be productive for those taking the time to attend. Invite all team coaches or a representative. Review the rules and policies and resolve any last minute problems. This meeting can be part business and part social event. Refreshments help when coaches are using extra time to attend. It is most convenient for visiting coaches to have this meeting on the same day as check-in.

Referee meeting: Again, hold this meeting only if it will be productive. Review tournament rules and policies and clarify any questionable areas. Resolve any scheduling problems. Offer refreshments and let those in attendance socialize. These meetings are often best held at or near the referee tournament headquarters tent.

CHECK IN TEAMS

Team check-in: This will require a considerable amount of volunteers. The tournament registrar is responsible for the organization of this event. This is the time to verify each team's documentation in person. Verification of rosters should include matching the presently submitted roster with the original roster (sent in) against the game cards submitted, accounting for added players, and ensuring that all coaches possess wet signature AYSO registration forms for each player.

RUN GAMES

A. Field Director: Perhaps there is no more crucial activity to your tournament than making sure that the games themselves run smoothly. This is the time for your field director to shine; to make sure that a trained field monitor is at each field, that the assigned

referees get to each game, and that the games get started and ended on time. If your facility is large enough with plenty of fields, it may not be as critical; but most tournaments have limited field availability, so it is important that games both start and end on time.

B. Trained Field Monitors: During the tournament, your field monitors will be the most visible members of the tournament staff. Make sure you have trained them in advance. Give them a distinctive tournament shirt and/or vests to wear so that the teams and referees can find them easily. Make sure they are wearing a name tag so participants can address them by name. They will also be your “information booth” at each field – participants will ask them all kinds of questions about the tournament. Make sure they have a set of rules, a list of the teams and a game schedule.

C. Referees: A good rule of thumb is to make sure your referees are at each game at least 15 minutes prior to the start of the game. That way they can conduct the equipment safety inspection of each team and be ready at the scheduled start time.

D. Games Start and End on Time: Tell the teams at check-in time to be at their assigned field at least 30 minutes prior to the scheduled start time of their game. This will give your field monitor plenty of time to locate each team (home and visitor), perform the field inspection of the teams, and get them ready to start as soon as the previous game is completed. The field monitor should also impress upon the referees what time the game needs to be completed, so they can minimize time wasted during the game.

E. Game Cards: Typically, your field monitors will have the game cards for each team. Once the field monitor has performed the field-site team check-in, the game cards are given to the referees to hold during the game. As soon as the game is over, the field monitor should make sure to get the game cards back from the referee. Perform a quick check of the game cards to make sure the referee has accurately documented the score on both game cards. Also ask the referee if there were misconducts issued during the game, as your tournament rules will likely require that a misconduct report is completed by the referee. The field monitor should make sure that the completed game cards get to your scorekeeper.

F. Substitution Monitoring: If your tournament is going to allow monitored substitution in U-16 and/or U-19 age divisions, you will need to make sure you have provided an independent monitor that is neutral from either team to record the substitutions. Some tournaments may want to have their field monitors provide this function, although this prevents them from performing other duties during the game. A better practice is to assign a staff person to each game whose sole duty is to document the playing time for each team. A time monitoring form can be found in the tournament

See Reference 2 section, AYSO Experimental Program for U-16/U-19 Play for more information about monitored substitutions.

documents and forms section on the Web at soccer.org.

G. First Aid: make sure your field monitors are trained who to contact in case there is an injury on the field. If you have a large complex, you should outfit your field monitors with radios or cell phones to contact your first aid response. Often, your field monitor can gather information about the injured party in preparation for the first aid staffer's report.

H. Unfriendly Incidents: Similarly, make sure your field monitors are trained what to do in case there is a disturbance or unfriendly incident that occurs on their field – who to contact, what actions to take. Your field monitor will be a neutral witness who can document what happened and who the involved parties are.

RECORD RESULTS

A. Scorekeeper: As the games are played and completed, the game cards are returned to your scorekeeper who tallies the results of each game. Depending on the structure and rules of your tournament, teams are likely to compete against each other on a win/loss or game points basis to determine who will advance to the medal round. Your scorekeeper should document the results either in a tournament scorebook, or if you are using computer software you may have a laptop at the fields where the results are tallied.

Find a quiet place away from the other tournament participants for the scorekeeping to take place. The scorekeeper needs to be free from distractions to make sure they tally the results correctly.

B. Post Results: Tournament participants will want to know the results of each game and where their teams stand in the competition, so you will want a central scoreboard or bulletin board where the tournament standings are posted. The scorekeeper will update these central standings on a regular basis throughout the tournament.

CALCULATE ADVANCEMENTS

After all the pool-play games are completed, your scorekeeper will need to add up all the points for each team and calculate which teams will advance to the medal round. This can be a stressful time, as accuracy is paramount and there are many tournament participants – teams, referee assignors, etc. – who are waiting on the outcome. It is a good idea to have someone partner up with your scorekeeper as a second set of eyes to check for errors.

AWARD PRIZES

Once the medal-round games are concluded and the tournament winners are decided, it is time to award the champions with their trophies or medals. Some tournaments will dispatch a staff member to the championship field and make the presentation at that spot. Other tournaments will designate an area where the teams will report, combining a medal presentation ceremony with a team photo.

FUN EVENTS

If your tournament is a multi-day event and you have teams traveling from far distances, you may want to provide them with some entertainment for either between games or in the evening. The entertainment should be geared for the ages of the participants and be no or minimal cost. Some tournaments provide for an onsite carnival, while others make arrangements for discount entry at a local amusement park.

CLEANUP AND TAKEDOWN

The games are concluded and the champions have been awarded their trophies, and it is nearly time for the tournament staff to heave a big sigh of relief and pat each other on the back for a job well done. But before you can do that, there is still all the cleanup that needs to be completed. Plan for extra volunteers to come in to assist at this point, since your tournament staff is likely to be near exhaustion after the busy week/weekend. Nets and portable goals need to be taken down and stored. The final trash pickup and bathroom cleanup needs to be completed. Rented equipment needs to be stored, and the remaining food in the concession stands needs to be disposed of.

Step 5: Wrap-up After the tournament

Timeline Estimate: 10 – 90 days

The teams have won and gone home, it's time to celebrate and have fun. But there are still a few wrap-up items yet to be completed.



CALCULATE THE REFEREE COMMITMENT FEE REFUNDS

- A. If your tournament collected a referee commitment fee, one of the first actions you need to take at the conclusion of the tournament is to refund the fee to those teams who have qualified. Some tournaments are small enough (or well-staffed enough) to be ready to issue the refund checks directly at the end of the tournament. However, be aware that you can only issue a refund check to a region's treasurer (or regional commissioner). You cannot hand a refund check directly to a coach or other team member.
- B. The person on your referee staff who is responsible for keeping track of which teams had their referees meet all of their commitments needs to prepare a report immediately after the conclusion of the tournament. The report should show which teams met their commitment entirely, or which ones met only a portion of the commitment. The report should go directly to the tournament treasurer. Based on the tournament's referee plan policy for refunds, the treasurer should then issue refund checks for the entire amount of the referee commitment fee to those teams who earned them, or a proportional amount (if your tournament's referee commitment policy allowed for that).
- C. Remember, the checks must be in the mail to the respective regional treasurers no later than 14 calendar days after completion of your tournament.

PAY YOUR FINAL BILLS

In the last week or so prior to the tournament and then through your tournament, you probably continued to incur expenses which haven't been paid. The tournament director should follow up on all of these outstanding liabilities and make sure that invoices are obtained for all of them. Poll all of the key staff members to get any remaining bills and to issue any remaining reimbursables.

The treasurer should then make sure all of these outstanding debts are paid from the tournament proceeds.

FORWARD ACCIDENT OR INCIDENT REPORTS

- A. Immediately at the end of the tournament, there may be incidents that occurred during the tournament that need to be reported.

- B. The tournament director should issue any Incident Reports involving fighting, serious injury or property damage (Use the AYSO Incident Report form on the AYSO national Web site at *soccer.org*). It is mandatory for information to be sent by the tournament director to all involved parties, including RCs, ADs, SDs and the appropriate assistant national director of tournaments within 24 hours of a serious incident.
- C. The safety director should file any accident reports for injuries that may have occurred during the tournament.
- D. The coaching administrator, field director, and/or sportsmanship director should prepare any reports regarding misconducts, team or participant behavior, both negative and positive, and forward them to the respective region. It is important to follow-up with the visiting team's regional commissioner on any incident with coaches, players or spectators that had a negative effect on the team and/or the tournament. A preliminary telephone call, followed by any written documentation, including incident reports or referee game misconduct reports to the regional commissioner is required. Some area and section directors also like to receive this information.
- E. The referee administrator should prepare any referee feedback reports that were issued during the tournament, and then forward them to the respective region.

WAITING LIST TEAMS

Did you have applications that you were holding on a waiting list? If so, you need to remember to return those applications including any checks that you might have been holding as well. Do this as soon as the tournament is over, if you haven't already done so.

Hint: Before you return these applications, be sure to collect the mailing address for the team contact. They were likely disappointed to not get into your tournament this year, so they may appreciate being remembered when you begin your tournament advertising the next year.

THANK THE VOLUNTEERS

Did Someone Say Party?!?!?!?

Your activities director should have scheduled a thank-you celebration in advance of the conclusion of the tournament. Be sure you invite not only your key staff, but also those volunteers who showed up to setup, run and clean up after your tournament. An appropriate appreciation event for the volunteers is a great thank you for those who put in the time and energy to make the tournament a success. This could be done in the form of a luncheon or a dinner, or a gathering of some sort with individual recognition and lots of kudos given to those who deserve them. A thank you for a job well done goes a long way toward having staff that want to

return and help with the tournament next year.

LESSONS LEARNED

- A. It is a good idea for the tournament director to have one last meeting with the tournament staff after the conclusion of the tournament. Not only will it be a good opportunity to go over the checklist and make sure all the final cleanup tasks are completed, but also you want to get the following evaluation from the staff while it is fresh on their minds:
- What worked?
 - What didn't work?
 - What do we especially want to do again next year?
 - What do we want to do better next year?
- B. Also, did you solicit feedback from the teams who attended your tournament? If so, gather up the feedback forms and share them with your staff – it may spark some more discussion on what was good or what could have been improved.
- C. The tournament director should compile all this feedback – from the staff and from the teams – and organize it into a binder. This will be the building block for next year's tournament committee, to determine how you build on your strong points and make improvement for your weak points.

FINAL INCOME & EXPENSE REPORT

As soon as you have finished making your referee commitment fee refunds and paid your last bills, it is the last step to draw up your final Income and Expense Report. This report is due to be submitted for approval no later than 90 days concluding your tournament.

See Reference 2 AYSO Policies and Tournament Governing Guidelines for the official AYSO policy regarding final financial reporting.

The tournament treasurer is responsible to complete the final financial report. Using the Income and Expense report form from the tournament documents list, the treasurer completes the Final Report tab stating what were the tournament's actual income and expenses. When completing this report, the treasurer should be able to explain:

- How the tournament entry and referee commitment fees compared to the number of teams who attended.
- How much of the referee commitment fee was/was not refunded to teams.
- Any expenditure that was far in excess of the planned amount.
- Any expenditure in the Contingency category.
- How much will be retained in the region's operating fund as seed money for next year's tournament.
- Confirm that the proceeds if any were (or will be) disposed of

for the original stated purpose.

Once completed, the treasurer routes the Final Income and Expense Report for approval to the same contacts as originally authorized the tournament. Note that failure to submit this report may jeopardize the approval of next year's tournament.

While some activities must be completed within a few days of the conclusion of the tournament, typically you should allow 1-2 months to complete this phase. Remember that your Final Income & Expense Report is due no later than 90 days after the tournament.



IV. Conclusion:

So now you've read the manual, and you understand the 5 steps you need to proceed through to complete a successful tournament. Your head is probably swimming now with all of the ideas you need to consider. At this point, you may be asking yourself – "Do we really want to host a tournament? Why?"

The simple answer is so that more children have more opportunities for AYSO soccer to enrich their lives. Many kids want to play AYSO soccer after their primary season ends. Tournament play allows for these opportunities through competitions such as playoffs (for regions, areas and sections desiring a more competitive format to end their primary season experiences) and tournaments for travel teams, select teams and region teams to experience playing many other teams outside of their region, area and/or section whether in a soccerfest, sportsmanship or competitive format.

Tournaments not only provide players, coaches and referees with more AYSO soccer, they can also provide a hosting region, area or section with other important opportunities.

- *Did you know that secondary season programs are a great player and volunteer retention tool?*
- *Did you know that more advanced and seasoned players and volunteers stay longer in AYSO with the addition of these kinds of programs?*
- *Did you also know that hosting a tournament can also be a great way to earn extra funds for your local programs and communities?*

A tournament should be a fun and worthwhile experience for everyone: players, parents, coaches, referees and tournament volunteers. All it takes is careful and timely planning, a lot of enthusiasm for our kids, and a love of the game!

There is no such thing as a perfect tournament; there will always be lumps and bruises along the way. But a well-organized tournament with a trained, prepared staff can overcome all obstacles and leave all participants with a fond memory of your tournament.

More Soccer for More Players

V. Reference Section:**Reference 1. Other Resources to Help You**

A. Tournament Documents and Forms – all of the documents and forms as well as instructions on how to prepare each document are now posted on the AYSO National Web site at *soccer.org*. There you will find:

- Template forms that you can fill in.
- Sample forms that you can modify to fit your individual tournament.
- Samples of forms and documents in PDF format.
- Fill-in forms or sample forms in native format (MS Word or MS Excel).
- Instructions for most forms.

B. There are two different training courses provided for AYSO tournament volunteers;

- *Introduction to Tournaments* (formerly *Tournament Talk I*).
- *Advanced Tournaments* (formerly *Tournament Talk II*).

Lesson plan handouts for each of these workshops can be found in the same area on the national Web site.

C. Contact resources who are there to help you:

- Each section has a National Tournament Commission member/Section Tournament Administrator who is there to assist with tournaments in their respective section. If you don't know who the NTC/STA member is for your section, see the Tournament Commission Organization Chart that is listed on the national Web site. Their role is to help you with training, planning, or any questions you may have regarding starting up or planning your tournament.
- Each section also has a National Tournament Council member to represent the section. Your Tournament Council member is also listed on the same organization chart. The role is similar to the NTC/STA – to be an additional resource to answer questions or help you with difficult issues.
- The Programs Department at the AYSO National Support & Training Center (NSTC) is also there to help you, feel free to contact them at (800) 872-2976.

Reference 2. AYSO Policies and Tournament Governing Guidelines**I. AYSO National Policies:**

The following are AYSO National Policies that apply to secondary play and tournaments:

2.1 Participation in Non-AYSO Tournaments and Games. A regional commissioner may sanction participation of his region or teams from his region in a non-AYSO tournament, game, parade or other event with the prior approval of the area director, but such regional commissioner is responsible for advising participants of the applicable rules relating to Soccer Accident Insurance (SAI) and liability insurance coverage and their limitations.

2.2 Participation in Secondary Programs. The definition of “secondary program” is any program other than the primary/regular season program (whether in single or split format), and any associated playoffs. Special or experimental programs may be excluded from inclusion in some or all of these programs depending upon the specifications of the event and/or national policy.

While the format of a secondary program may differ from the primary/regular season program, it must comply with the spirit and philosophy of AYSO and use the AYSO National Rules and Regulations applicable to the primary/regular season program to the maximum extent possible and may include concurrent play. Secondary programs must be self-supporting and shall be maintained from funds collected by the region from such programs.

While inclusion of Division U-10 teams in structured tournaments is not recommended, authorization may be granted. Tournaments desiring to include U-10 teams must follow the AYSO Short-Sided U-10 Guidelines for play in this age division. The field and goal size should conform to the guidelines in the U-10 coaching manual whenever possible.

Participation in organized tournaments by U-8 age division players (those players just completing the U-8 and under primary program) is not appropriate and will not be approved by AYSO. Refer to the AYSO Tournament Handbook under Reference 4, AYSO Tournament Vocabulary and Definitions, “U-8 and Under Soccerfests.”

Player participation in secondary programs (a) shall require, absent special circumstances, prior participation as a player in the concurrent or just concluded primary/regular season program; (b) should be inclusive (open registration) and not exclusionary, but may be limited by age and/or gender. A player may participate in a primary program league-team and in a secondary program team at the same time, but may not participate in more than one primary program league-team at any one time. (See Rules & Regulations III, H.) A good rule of thumb for player participation would be to have

played in at least one half of the primary program games.

Special circumstances would include, but are not limited to, an illness; a soccer-related injury; change of address (moved to a new region); parental custodial rights; conflict with secondary or high school rules of state which prevent the registered player from completing the primary season program; guest players; and/or players enrolled in any special or pilot program that has been approved for inclusion in AYSO secondary programs by the board of directors.

If such a special circumstance arises within a region, the regional commissioner must request, in writing, approval from the area director and/or section director prior to adding the child to a secondary season roster.

In rare or special cases where all efforts have been exhausted to obtain a replacement player within the region or a neighboring region, the area director *and* section director may approve an outside player to participate. Said approval shall be sought in writing and shall state the name(s) of the tournament(s) the outside player(s) will be permitted to participate in. No outside player shall be permitted to participate without first registering with the National Support & Training Center.

In open invitational tournaments, non-AYSO teams must comply with the spirit of AYSO, whether co-sponsored or otherwise, and the rules of player eligibility, team formation and roster numbers must be followed. Non-AYSO teams may observe their organization's short sided team roster size provided that all rostered players are assured playing time of at least one-half of every game.

Nothing in this policy statement is meant to suggest that a region, area or section is required to conduct a secondary program.

**2.4 Application of
"Everyone Plays"
Rule to AYSO
Teams Playing
Non-AYSO Teams.**

The AYSO "Everyone Plays" rule, requiring each player to play at least one-half of every game, as well as the number of players on a team rule, shall apply to AYSO teams (whether primary season teams or teams specially constituted for such events), participating in non-AYSO tournaments or games within or outside the U.S.A., regardless of whether the other team, the referee, or the sponsors of the tournament or game apply or follow such rule.

2.8 Tournaments.

- (a) All tournaments sponsored by an AYSO program or with which the AYSO name is associated must comply with the letter and spirit of the AYSO National Tournament Handbook.
- (b) All tournaments (excluding primary season and all star playoffs), which involve teams from more than one region within the area must have the prior written approval of the area director; all tournaments which involve teams from more than

one area within the section, must have prior written approval of the hosting area director and section director; and all tournaments which involve teams from more than one section or any non-AYSO teams must have prior written approval of the hosting area director, section director, and the National Director of Tournaments or designee.

- (c) The Referee Plan of the tournament may require teams to pre-pay a refundable “referee commitment fee” (as a guarantee that the team will furnish referees for the event), in addition to the entry or participation fee of the event, as long as the following conditions are met:
 - i. The referee deposit shall be in a reasonable amount approved by the section director, and must be paid with a regional check.
 - ii. In all cases where the referee completes the assigned games, the referee deposit is refunded to the region that prepaid the fee immediately at the conclusion of the event, or by mail no later than fourteen (14) calendar days following the event.
 - iii. In cases where the referee fails to complete his or her assigned games, the referee deposit may be retained to pay expenses of the tournament, or applied to the use to which the tournament proceeds were specified in the event announcement.

- (d) Regions, areas, and sections that host an AYSO tournament must have a healthy financial standing in the organization. Tournament hosts must not have outstanding debts, balances or invoices due the organization, its sponsors or suppliers. Failure to comply in bringing accounts current may result in the tournament not being approved or as Paragraph (f) describes other applicable steps that may be taken by the National Board of Directors.
 - i. A region that has submitted a tournament authorization package for approval that is found to have outstanding invoices due in excess of 90 days shall have the approval process immediately suspended until the past due invoices are paid.
 - ii. A region that is found to be 90 days past due on outstanding invoices AFTER the tournament approval process has been completed, and is within 30 days prior to the tournament, shall have 10 days to satisfactorily resolve the outstanding delinquent balance or risk revocation of approval resulting in cancellation of the event.
 - iii. A region that is found to have balances in excess of 90 days, and less than 30 days remain until the tournament, will receive a financial evaluation by the section director and assistant national director of tournaments as to the

viability of the region's ability to host a financially successful event. At this point, a determination will be made as to whether or not to allow the event to proceed regardless of subsequent financial compliance.

- iv. Good financial standing must be maintained. If a region is held in financial non-compliance (outstanding invoices in excess of 90 days) two or more times during a fiscal year, it risks program sanctions including the revocation of tournament approval for the next fiscal year.
- (e) Tournaments held in AYSO shall comply with the following oversight dependent upon the scope of the tournament. The oversight includes the following, but is not limited to: all areas of compliance; filing of an annual budget and regional rules and guidelines; annual coach and referee training and certification and input into eAYSO; tournament administrators and organizers properly trained and certified; all regional players properly registered in AYSO and eAYSO; and the region is otherwise held in good standing in the organization.
- (f) If a tournament does not comply with Paragraph (a) (c) and (e) above, or if applicable, Paragraph (b), or if the tournament host has an outstanding financial balance with the organization which is over 90 days past due, Paragraph (d), the AYSO National Board of Directors reserves the right to:
 - (i) suspend the tournament through its designee, the National Director of Tournaments;
 - (ii) discipline individuals administering or organizing such tournament;
 - (iii) deny liability insurance coverage for such tournament or SAI coverage for participants in such tournament; or
 - (iv) revoke or suspend the charter of the region or regions hosting such tournament.

3.8 Cultural Exchange Programs.

Many regions have participated in cultural exchange programs, nationally and internationally, as hosts as well as visitors. Such programs have been highly successful and rewarding to those participating and should be encouraged. However, because participating in such programs is necessarily limited to a small number of participants from the region, no general regional funds may be used to subsidize a cultural exchange program. This, of course, does not prevent special fund-raising to finance such programs in whole or in part.

Policy Number TBD

Final Tournament Accounting – Signed Profit & Expense Statement

The tournament treasurer will be responsible for completing the

financial accounting of the tournament and assisting the regional treasurer with submitting the Tournament Income and Expense Statement on all AYSO Open, Open Invitational and International tournaments to the appropriate assistant national tournament director within 90 days after the event. This form must be submitted with sign-off approvals by the regional commissioner, area director and section director. This financial statement shall be made immediately available to anyone requesting it.

Section tournament administrators are responsible for following up with tournament directors to bring all tournaments into compliance. No further tournaments will be approved unless they are in compliance with the above stated requirement.

Approved by the NBOD on January 26, 2007

Policy Number TBD**Policy on How Tournament Funds May Be Used****K. Use of Tournament Proceeds:**

Tournament proceeds may only be used for approved AYSO-related purposes which are consistent with AYSO's not-for-profit, IRS Code 501(c) (3) status. This includes program operation and/or enhancement such as: registration scholarships, VIP programs, equipment purchases, field development, acquisition and maintenance, etc. Tournament proceeds may also be allocated to a region's secondary season teams for uses including, but not limited to, tournament fees, team parties and player and/or coach mementos, as long as such items are approved AYSO-related expenditures.

All tournament sponsorship letters and solicitations, as well as all businesses being contacted, must first be approved by the regional commissioner.

The intended use of tournament proceeds must be indicated on all advertising and sponsorship solicitations, and proceeds must be used as stated.

The regional commissioner is ultimately responsible for all funds collected and disbursed in the name of AYSO at the regional level. Therefore, the regional commissioner can disallow any disbursement that he/she deems inappropriate.

Approved by the NBOD on January 26, 2007

Policy Number TBD**Tournament Advertising**

Prior to final approval at the appropriate level, only proposed tournament dates and notification that approval is pending may be posted on the tournament or region Website. E-mail blasts are permitted but must include the caveat that applications will not be accepted until the tournament is approved.

The following activities are prohibited prior to approval:

- (1) posting on the tournament or region Website anything other than the tournament date and its status (pending approval)
- (2) mailing or e-mailing tournament applications, rules, etc.
- (3) soliciting or accepting applications to the tournament
- (4) accepting payment of tournament entry fees

Any tournament not in compliance with this policy will be required to cease all advertising, including removing all tournament information from the Web. Non-compliance with this policy may result in tournament cancellation and/or sanctions on future tournament events.

Approved by the NBOD on January 27, 2007

Experimental Program for U-16/U-19 Play

The Board of Directors at its March 22-23, 1985, meeting authorized the creation of a one-year national pilot program for U-16/U-19 play. The following year, the Board announced the indefinite continuation of the program. The board reaffirmed the appropriateness of this policy in July, 2003. It also reaffirmed that this policy only applies to U-16/U-19 play.

The purpose of the experimental program is to explore different ways to enable sections, areas and regions to attract and keep U-16/U-19 players in the AYSO program.

WHO IS ELIGIBLE?

All regions (chartered or pilot) or areas that have or wish to establish a U-16/U-19 or combination program and wish to deviate from the National Rules & Regulations with respect to substitution and other matters are subject to this policy.

GUIDELINES

The experimental program will continue to permit U-16/U-19 play to be conducted with greater flexibility by permitting the following:

- More informal play;
- More games and less practices;
- Coed play;
- Providing different programs in U-16 and/or U-19 based on the ability of the participants to commit their time (e.g., a 10-hour program for those with more time and a four-hour program for those with less time).
- Fixing game times on a regular basis to suit the working schedule and other commitments of the participants;
- More flexible player substitutions;
- Limitation of the play of any participant who is excessively

violent and receives a red card during a game;

- Creation of a "traveling" team to participate in non-AYSO leagues but only where there are insufficient AYSO players to form a viable U-16 or U-19 league or a combined U-16/U-19 league within the region or area;
- Creation of a "select" team to play in USYSA, SAY or other tournaments;
- Creation of neighborhood or regional or area based teams to minimize the travel of the participants.

MONITORED SUBSTITUTION

Much of the concern about the need to continue the U-16/U-19 Experimental Program seems to have centered on the desire to have free substitution. Monitored substitution will be permitted in the U-16/U-19 Experimental Program, but only if it is handled in a manner which will ensure that every participant plays at least one half of every game by requiring a separate time monitor, independent of either team or coach, who checks each player in or out of the game.

OTHER AREAS OF FLEXIBILITY

Rural, suburban, ex-urban and city areas seem to require different types of programs because of the varying demands on the time of the participants.

Coed practices and/or teams or parallel social programs should be considered since they have been found to lead to greater participation.

Coordinate team structuring, playing schedule and practice time and season with the local high schools in the event the local school rule prohibits high school and AYSO play at the same time.

MONITORING

It is the responsibility of the regional commissioner or the area director, as the case may be, to monitor the experimental program during the season.

II. Tournament Guidelines:

The following are Tournament Guidelines that apply to secondary play and tournaments. If you plan to deviate from these guidelines, you should seek prior approval from the authorities who have or will approve your secondary play or tournament activity.

1. Do's and Don'ts – Keep yourself out of trouble by following these simple reminders:

- DO:
- a. Clearly state if the tournament is being held to make a profit. If so, indicate the amount of profit expected and what is to be done with the profit. Excessive profits in relation to the stated purpose are inappropriate and will not be approved.

- b. Clearly state whose name (team credit) is to be given on sponsorship checks. These checks must be made payable to the region, and should be sent to the tournament treasurer for deposit.
- c. Clearly state the name of the team, the region and the coach's name on registration fee checks before giving them to the tournament treasurer for deposit.
- d. Collect the full tournament fee with the application form. Insist on this for fairness to all of the teams who may want to enter the tournament.
- e. Distribute the refund policy with every team application form sent out.
- f. Implement refund procedures immediately. Refunds are to be mailed within 14 calendar days.

- DON'T:
- a. Use regional funds to support the tournament.
 - b. Retain other than minimum start-up funds to be held over from one year to the next in the regional, area, or section tournament account.
 - c. Maintain "slush" funds in individual team accounts.
 - d. Establish or use a non-AYSO bank account for tournament funds.
 - e. Collect "token" registration fees or verbal promises allowing a team to have a spot in the tournament while the coach/region attempts to put a team together.
 - f. Accept personal checks or money orders without the approval of the hosting regional commissioner and unless there are mitigating reasons to do so. A letter of permission from the team's regional commissioner stating the reasons for the variance must accompany the check.

2. Tournament Playtime Guidelines

The following guidelines were developed by the Playtime Study Task Force, which was a joint effort between the Tournament, Referee and Coaching Commissions. These guidelines were presented to and approved by the NBOD on January 26, 2007

a. Number of Games Per Team Per Day

In tournaments that are held over two or three days, a maximum of two games per day -- four maximum for a two day tournament and six maximum for a three day tournament.

In tournaments that are held on one day only, extra games may be added provided the total number of minutes per day is not exceeded. (See chart in Item 2 below.)

If a tournament is shortened by rain or other unforeseen incidents, extra games may be added provided the total number of minutes per day is not exceeded. (See chart in Item 2 below).

b. Playing Time

At anytime more than one game is scheduled or is needed per day, the maximum playing time per day should not exceed two times the number of minutes allowed in a primary season game, as outlined in the *AYSO Game Length Guidelines*. (*Rules and Regulations – Section 1B - Duration of Game*). See chart below.

<u>Age Division</u>	<u>Maximum Minutes Per Day</u>
U-19	180 min
U-16	160 min
U-14	140 min.
U-12	120.min.
U-10	100 min.

c. Recovery Time Between Games

At least two hours between all games involving the same teams should be scheduled. For one-day tournaments, or if games are shortened by rain on other unforeseen incidents, as much recovery time as possible should be scheduled between games.

d. Participation in Tournaments

Teams should limit their participation to two tournaments per month and they should not be on back-to-back weekends. Twelve games (i.e. two weekends of tournament play and two single weekend games or scrimmages in between tournaments) are the maximum games that should be played in a month.

e. Practice Time

Teams should be limited to two training sessions (practices) per week. Following a tournament at which three or more games were played by the team, training sessions for the week following the tournament should be held only once. The length of a training session should be no more than the length of one full game:

<u>Age Division</u>	<u>Maximum Minutes Per Training Session</u>
U-19	90 min
U-16	80 min
U-14	70 min.
U-12	60.min.
U-10	50 min.

f. Playing Time

Coaches should strive to give each player on the roster and in attendance equal playing time in each game. Fatigue is the leading cause of injuries and inferior performance.

Coaches need to be aware of what other activities their players are involved in and when these other activities will be occurring. If a coach is aware that players are involved in other sports activities, practice time should be adjusted accordingly.

3. Early Withdrawal from Competition

Tournaments give players the opportunity to meet and compete against other players in an enhanced and different environment from their primary season experiences. All teams want to do their best in a fun and fair environment whether in a friendly match, a soccerfest or a competitive setting. The nature of tournament play also often spans an entire weekend and can, on occasion, conflict with family obligations or other events.

When these conflicts arise they pose difficult decisions for both the teams that wish to otherwise compete, as well as for the tournaments which desire that a variety of teams participate.

The choice made by teams with known player commitment/attendance problems to nonetheless apply to a tournament, and the tournament's decision of how far a team that intends to withdraw early should be allowed to advance without disrupting or causing unfairness to the remaining teams (or teams which would have advanced if not for another team's early withdrawal), must be carefully considered and fairly and consistently applied.

Contingency plans for these situations should be developed by the Tournament Committee prior to tournament approval and before any advertising for the tournament takes place. It is also recommended that the contingency plans emphasize:

- a) Providing more opportunities for kids to play soccer.
- b) Avoiding or minimizing the impact to the remaining teams after a team has departed early.

Any tournament rules developed about early team withdrawal must be stated in all appropriate published documentation including the Team Application, the Tournament Rules and all documents containing refund policy statements.

Additionally, tournament policies which address this issue should take into consideration the scope of the event before determining whether any team's participation should be limited or denied.

Finally, all such policies must be applied in a consistent manner regardless of the nature of the reason for early withdrawal.

Reference 3. AYSO Secondary Play Programs

<Future> *Expect this section to be expanded in 2007-2008.*

Important Reminder Regarding Player Registration Forms:

Just a reminder that secondary season Player Registration Forms must be held by the regional registrar for 7 years – the same time frame that primary season Player Registration Forms must be retained. Additionally, those programs that co-play with other organizations such as USYS, SAY, etc., must keep the copies of their Player Registration Forms for 7 years as well. There are no exceptions – any and all player registration forms that are required and collected, either from AYSO or any other organization must be retained by the region for 7 years.

Reference 4. AYSO Tournament Vocabulary and Definitions

It is important to have a clear understanding of the various terms AYSO uses in conjunction with tournaments.

Authorization: Permission has been obtained to host a tournament or soccerfest. Prior written approval gives the hosting region, area, or section permission to use the AYSO name for publicity, sponsor support and other support from the organization. It ensures AYSO insurance for fields and Soccer Accident Insurance (SAI) for players and volunteers.

All-Star Programs: An all-star program is any program which is an extension of the primary season program and which selects players for participation based primarily on their ability. *National Policy Statement 2.7.*

All-Stars: All-stars are players selected to play on an AYSO all-star team for the purpose of participating in the all-star program.

Area Tournament: Open to AYSO teams within a specific AYSO area. The area director is responsible for authorization.

Assistant National Tournament Directors: Assistant National Tournament Directors (ANDOTs) are the seated National Tournament Council members. Each National Tournament Council member is assigned a specific geographic area of responsibility that consists of one or more sections. These council members serve as a resource to the regions, areas and sections and the approval of tournament packages are processed for approval through these individuals.

AYSO Invitational Tournament: Open to AYSO teams only. Must be approved by the appropriate level(s) of authorization.

AYSO Open Invitational Tournament: A tournament that includes both AYSO and non-AYSO teams. All players must be currently registered by their sponsoring organizations and proof of insurance is required. The entry of even one non-AYSO team in any of the above-named tournaments makes that tournament an Open Invitational Tournament.

Cultural Exchange: AYSO players travel to a host country or city, or play host to a visiting team for the dual purpose of playing soccer and learning about different cultures and geographic areas and making friends through the universal language of soccer.

Friendship Games: An event recommended to be played short-sided in which no scores or standings are kept. All teams must play an equal number of games and, if participation mementos are given, all players are to receive the same keepsake.

Guest Player: A player on an AYSO tournament team who comes from a different AYSO team or AYSO region than the one entering the team. A signed letter of approval to participate from the player's regional commissioner (home region), must accompany the roster stating which tournament(s) the guest player may participate in. A good rule of thumb is to limit guest players to three (3) on a roster unless extenuating circumstances are outlined and the necessary approval is granted. Each tournament has the authority to further limit or prohibit these types of players.

International Teams: A team that is (a) composed of players who reside outside of the United States and enter a tournament or other non-league AYSO competition and (b) who has the prior written approval to participate from the governing bodies of US Soccer and FIFA.

National Director of Tournaments: Special executive director who is a volunteer appointed by the president to oversee the approval of tournaments and who also chairs the National Tournament Council and Commission.

Non-AYSO Tournament: A tournament hosted by an organization that is not affiliated with or registered in AYSO.

Outside Player: Any player who is not currently registered in AYSO or is not participating in the current or just-concluded primary season program and, who under special circumstances when all efforts to obtain a player within the region or neighboring region have been exhausted, is invited to participate in an AYSO secondary program tournament. Prior to any participation in AYSO activities, outside players must have the written approval of the regional commissioner, area and section directors, and must be registered with the National Support & Training Center. A maximum of three (3) outsider players are permitted on a team roster. Each tournament has the authority to further limit or prohibit these types of players.

Secondary Programs: Any program other than the primary season program (whether in single or split form) and any associated playoffs. *National Policy Statement 2.2.*

Section Tournament: Open to AYSO teams from within a specific section. Hosting area director and section director must authorize.

Select Player Programs: Players who are chosen to participate on secondary season teams based primarily on skill, attitude and sportsmanship. Select programs are usually organized on the regional or area level.

Size of Tournament: tournaments are generally categorized in terms of the number of teams that will be attending the tournament. While many factors may come into play when categorizing the size of a tournament, some general guidelines are as follows:

- Mini.....4-6 teams
- Small5-10 teams
- Medium10-50 teams
- Large50 or more teams

Soccerfest: An event in which registered AYSO players (either affiliated with a team or as individuals) are randomly distributed onto teams for the express purpose of playing for fun and camaraderie. Coed and multi-age division teams may be organized. If participation mementos are given, all players are to receive the same keepsake.

Tournament: Any organized special event that brings together teams of soccer players for the purpose of competing in soccer games; whether for sportsmanship, friendship, a championship or other competitive recognition, with or without awards or other recognition, in an environment that is good for the players and good for the game.

Tournament Handbook: A document containing AYSO's step-by-step plan for organizing a tournament and related AYSO national Policy statements, national Rules and Regulations, tournament forms and samples of tournament documents.

Tournament Scope: Defines the type and format of an AYSO tournament. Tournament scope also indicates the necessary authorizing level.

U-8 and Under Soccerfests: U-8 and under divisions are not encouraged to participate in any type of tournament activity. Subject to the philosophy of section, U-8 players (those U-8 players just completing the U-8 primary season program), may participate in soccerfests or friendship games with the written approval of the area and section directors and subject to close monitoring and evaluation by the area and/or section director(s) to ensure that a healthy, positive and fun environment is maintained for these youngsters. Nothing in these guidelines is to be interpreted as endorsing the participation of U-8 players in any single or multiple post season event. Rather, participation by U-8 and under players should be on a limited basis only and/or in connection with an area, section or state event that is closely supervised by the area or section director.

VI. Appendices

Appendix 1: Tournament Staff Job Summaries

Roles & Responsibilities

A. Tournament Director

The executive member in charge of the hosting AYSO entity should choose the tournament director. The tournament director should be chosen through an interview process after the availability of the position has been well advertised. Sufficient time should be allowed for applications to be received.



A suggestion is to send a mailing that advertises the position throughout the region, area or section hosting the tournament. This method can unearth potential qualified volunteers who would not have initially been identified and opens the selection process to all interested individuals. Applicants for the position should submit a resume of all qualifications.

A tournament director should be selected primarily on qualifications. The following qualities should be considered:

- Time availability
- Level of commitment and dedication
- Level of motivation
- Organizational skills
- Previous tournament experience
- Sense of fairness
- Experience as an AYSO volunteer
- Efficient delegation of tasks and authority

In choosing a tournament director, remember that this individual will be responsible for the successful organization of the tournament and, at the same time, will be a very public representative of AYSO.

B. Tournament Staff Selection:

The tournament director's first order of business is to fill major organizational positions that will comprise the tournament committee. The tournament director should select a staff of capable volunteers (managers) to work together throughout the tournament. The key positions (numbered below) are considered management level positions and include the responsibilities of the position along with recommendations for additional support staff as needed. Once selected, each manager needs to choose a working staff to accomplish tasks under his or her authority. Depending on the size of the tournament and experience level of the staff, not all support staff positions may be needed.

All tournament staff should be trained in their jobs and AYSO Save Haven certified. Some positions, like Safety Director or Treasurer, have established training courses. The remainder of

the tournament key staff should as a minimum have BASIC training. This training is available online at the National Web site at www.aysotraining.org.

A method to identify tournament volunteers at the tournament should be established. The easiest way to do this is to provide brightly colored hats and/or shirts to each volunteer. Additionally, the apparel may be color coded to identify the specific area of responsibility, i.e., green shirts for field crews, orange shirts for concession personnel, etc. Nametags are also helpful for staff identification. Name tags or other types of I.D. badges, especially if they have photographs, are also helpful and give more credibility to the volunteer.

C. Tournament Staff Positions:

It is recommended that the following manager level positions be filled with persons who are members in good standing with the community and will fulfill the basic criteria cited and adjacent duties:

1. Assistant tournament director:

Safe Haven certified and possesses skills and experience similar to the tournament director.

- a. Assist the tournament director throughout the tournament.
- b. Co-Chair the Rules Committee with the Referee Administrator.
- c. Assume the place of the tournament director should he or she become unable to fulfill the commitment to run the tournament.
- d. Train to become the future tournament director.

2. Treasurer :

Properly trained and Safe Haven certified in the position and have experience and familiarity with the National Accounting Program, the duties of a treasurer, and the tax reporting laws that are applicable to the city or county and state in which the event is being hosted. (An assistant regional treasurer is a good candidate for this position.)

- a. Oversee all financial aspects of the tournament with monthly reporting to the regional, area, or section treasurer, depending on the level at which the tournament is being held.
- b. Become familiar with the AYSO Treasurer Manual.
- c. Prepare all financial statements with reporting to the regional (or area or section) treasurer.
- d. Set-up NAP account with the National Support & Training Center.
- e. Maintain account.
- f. Collect revenues.
- g. Deposit all revenues in a timely manner.
- h. Disburse payments and refunds in a timely manner.
- i. Coordinate with the registrar and regional treasurer.
- j. Give sales tax report to the regional treasurer so that the region may make any applicable sales tax payments, if required, on concession items sold.

3. Referee Administrator:

Safe Haven certified and has experience with referee administration and scheduling.

- a. Recruit referees.
- b. Assign/schedule referees for tournament.
- c. Conduct referee meeting prior to start of tournament (*optional, but strongly recommended*).

- d. Co-chair Rules Committee with the Assistant tournament director and be responsible for initial review of game misconduct reports.
- e. Review entry teams' Referee Information sheets for adequate qualifications.
- f. Work with Scheduling Director to ensure that game schedules are practical and achievable for referee assignments. It is very important that schedulers pay particular attention to the effect on referee availability when game lengths will be different between age groups and when extra time and other tie-breaker procedures are involved (Quarter-Finals, etc.).
- g. Work with the Tournament Registrar and Tournament Coach Administrator to ensure that there is a suitable system for referees to recognize legitimate players and coaches and to be able to withhold such ID if a misconduct is issued or inappropriate behavior occurs.

Recommended staff of the Referee Administrator (depending on size of tournament)

1. **Recruiting coordinator**
2. **Assignment coordinator**
 - *Maintain schedule.*
 - *Distribute schedule.*
 - *Notify referees of any changes.*
3. **Rules Coordinator**
4. **Referee events coordinator**
 - *Plan referee meeting.*
 - *Select location of meeting.*
 - *Plan awards/tournament mementos.*
5. **Statistician**
 - *Keep track of which referees actually officiated each game.*
 - *Produce a report at the end of the tournament specifying the amount of referee commitment fee has been earned for each team.*

4. **Safety Director:**

Properly trained and Safe Haven certified; is familiar with the Safety Director Manual; and possess a calm, collected, and commonsense approach to emergency situations.

- a. Responsible for ensuring safe fields and conditions for all participants throughout the tournament.
- b. Responsible for securing emergency communications equipment.
- c. Member of Rules Committee.
- d. Responsible for communicating with emergency facilities.
- e. Responsible for ensuring appropriate player transport to an emergency facility and for arranging for a parent or team official to accompany the player.
- f. Responsible for completing Incident (injury) Report.
- g. Responsible for securing Certificate of Insurance for all tournament venues.

Recommended staff of the Safety Director (depending on size of tournament)

1. **Communications Coordinator**
 - *Communicate with emergency facilities.*

- *Acquire communications equipment.*
- *Communicate with facility coordinator(s) to clear access to field for emergency vehicles (from parking facility and gate to injured player).*

2. **Soccer Accident Insurance (SAI) Coordinator**

- *Review medical releases.*
- *Review and submit insurance documentation for non-AYSO team.*
- *Complete SAI documents in case of injury.*

5. **Field Director:**

Safe Haven certified and possesses knowledge of local field sites and AYSO safety policies.

- a. Responsible for selecting tournament site.
- b. Responsible for securing sites and relevant permits.
- c. Responsible for ensuring that fields are in proper playing condition for the tournament.
- d. Provide proof of insurance for each site.
- e. Prepare budget for tournament fields.
- f. Determine appropriate emergency vehicle route throughout tournament site (fields).

Recommended staff of the Field Director (depending upon size of tournament)

1. **Site coordinator(s)**

- *Assign field coordinator(s).*
- *Arrange for site security.*

2. **Field Coordinator(s) or Field Monitor(s)**

- *Be present at each field.*
- *Maintain individual fields.*
- *Coordinate field set-up and take-down.*
- *Check-in teams.*
- *Maintain vehicle-free emergency vehicle routes.*

3. **Equipment coordinator**

- *Acquire goals, nets, corner flags, etc.*
- *Arrange for equipment transportation to and from field(s).*

6. **Coach Administrator:**

Safe Haven certified and has experience with coach administration.

- a. Responsible for administrative aspects of coaching.
- b. Responsible for conducting coaches' meeting (optional).
- c. Member of the Rules Committee.
- d. Responsible for coordinating soccerfest (program optional).
- e. Work with the Tournament Referee Administrator and Tournament Registrar to ensure that there is a suitable system for referees to recognize legitimate players and coaches and to be able to withhold such ID if inappropriate behavior occurs.

Recommended staff of the Coach Administrator (depending upon size of tournament)

1. **Division Coordinators**
 - Assign team liaisons.
 - Responsible for acting as a contact point for teams.
 - Provide information to teams concerning accommodations, activities, services in the local area, schedule changes, etc.
 - Meet teams at check-in.
 - Host for teams during tournament.
 - Responsible for communicating with coaches within their division of responsibility.

2. **Soccerfest coordinator** (if applicable)
(Position takes on added importance in proportion to the size of the soccerfest)
 - Coordinate all aspects of the soccerfest.
 - Work with all other members of the tournament staff to conduct a successful soccerfest.
 - Member of Rules Committee.

3. **Coaching event coordinator**
 - Organize coaches' meeting.
 - Select time and place for meeting.
 - Select/coordinate coaches' mementos.

7. **Scorekeeper/Statistician:**
Safe Haven certified and experience with keeping match statistics and working with competition formats.
 - a. Collect completed game cards.
 - b. Ensure game cards are properly filled out.
 - c. Keep tournament standings.
 - d. Secure and record data from referee game misconduct reports.

8. **Tournament Staff Volunteer Coordinator:**
Safe Haven certified and familiar with inner workings and structure of a tournament and has knowledge of the volunteer resources that are available in the region and the community.
 - a. Work with each tournament manager to determine volunteer needs.
 - b. Coordinate and assign staff to fill manager needs from the available volunteer resources.
 - c. Research and obtain additional volunteers from community service organizations or groups as needed.
 - d. Maintain records of all volunteers that are used in the tournament.
 - e. Ensure that all required certification requirements are met before assignments are given to volunteers.

9. **Publicity Director:**
Safe Haven certified and should have experience with publicity art design, the media and possess good grammar and writing skills.
 - a. Contact point for media.
 - b. Responsible for design and development of tournament invitation.
 - c. Responsible for design and development of newsletter.
 - d. Responsible for design and development of publicity posters.

- e. Responsible for design and development of tournament program.
- f. Responsible for soliciting tournament sponsors in accordance with AYSO policies.
- g. Responsible for ensuring proper application of AYSO Logo Laws.

Recommended staff (depending upon size of tournament)

1. Newsletter Coordinator.
2. Artwork Coordinator.
3. Tournament Program Coordinator.
4. Sponsorship Coordinator.

10. Purchasing Director:

Safe Haven certified, have knowledge of competitive rates for goods and services, and possess good people (interpersonal communication) skills.

- a. Order equipment and supplies for the tournament.
- b. Responsible for securing the best rates at local establishments, e.g., hotels, restaurants, services, attractions, etc.

11. Secretary:

Safe Haven certified and an organized note taker who possesses good communication skills, both verbal and written.

- a. Take minutes at all meetings.
- b. Coordinate notification of meeting dates, times and location.
- c. Keep track of tournament assignments, duties and responsibilities.
- d. Handle tournament correspondence as directed.

12. Registrar:

Safe Haven certified and trained and has experience with AYSO eligibility, team registration and AYSO verifying procedures. (An assistant regional registrar is a good candidate for this position.)

- a. Distribute/receive tournament applications.
- b. Process tournament applications.
- c. Verify receipt of fees.
- d. Deliver fee checks to the treasurer in a timely manner.
- e. Responsible for verifying player eligibility.
- f. Responsible for team check-in.
- g. Coordinate with treasurer.
- h. Coordinate team Referee Information Sheet submissions with referee administrator.
- i. Authorize the refund or return of team and referee deposits in a timely manner.
- h. Work with the Tournament Referee Administrator and Tournament Coach Administrator to ensure that there is a suitable system for referees to recognize legitimate players and coaches, to be used in the case that a misconduct is issued or inappropriate behavior occurs.

Recommended Staff of the Registrar (depending upon size of tournament)

1. Registration Coordinators (2)

- Assist registrar with overall responsibilities.

13. Scheduling Director:

Safe Haven certified and experienced with game scheduling.

- a. Responsible for game scheduling and standings system.
- b. Works closely with referee administrator on game/referee schedules.
- c. Member of rules committee.
- d. Work with tournament referee administrator to ensure that game schedules are practical and achievable for referee assignments. It is very important that schedulers pay particular attention to the effect on referee availability when game lengths will be different between age groups and when extra time and/or other tie-breaker procedures become involved (Quarter-Finals, etc.).

14. Events Coordinator:

Safe Haven certified and experienced with event planning and awards.

- a. Coordinate special events such as opening ceremonies (if any), awards ceremony, special tournament activities, closing ceremonies, etc.
- b. Responsible for determining awards/trophies.
- c. Responsible for staffing information center during tournament.
- d. Responsible for award/trophy distribution during tournament.

Recommended staff of the Events Coordinator (depending on size of tournament)

1. Opening/Closing Ceremonies Coordinator.
2. Awards Coordinator.
3. Information Coordinator.

15. Concessions Director:

Safe Haven certified and experienced with food handling and merchandise vending.

- a. Responsible for all food/merchandise purchased and sold at the tournament.
- b. Negotiate with vendors.
- c. Acquire all necessary permits and/or licenses as required by health or city/county codes.
- d. Be familiar with the tax reporting laws that are applicable to the city, county and state in which the event is being hosted.

Recommended staff of the Concessions Director

Assistants (2)

- Coordinate responsibilities.

16. Sportsmanship Director:

Safe Haven certified and experienced with conducting a sportsmanship program.

- a. Develop a system to collect data.
- b. Tabulate data.
- c. Develop a system to report data to participating teams at each venue.
- d. Make sportsmanship award presentation.
- e. Develop feedback reports to regions regarding behavior of teams attending the tournament.

Appendix 2: Cultural Exchange

<Future> *Expect this section to be written in 2007-2008.*



Appendix 3: Non-AYSO Teams and Tournaments

<Future> *Expect this section to be expanded in 2007-2008.*

International Team Eligibility: The inclusion of international teams in an AYSO tournament occurs when a tournament has a desire to include a soccer team from another country to participate in an AYSO or jointly sponsored event. No international team participation may occur without proper approval.



Documentation must be submitted to US Soccer for approval no later than thirty (30) days in advance of the proposed date(s) of the tournament/games that are requesting permission to host international teams. The following documentation is required to be provided by the host tournament (via the National Support & Training Center) to U.S. Soccer:

1. A completed Application to Host a Tournament or Games Involving Foreign Teams (must be the original – NO FAXES);
2. A completed *Tournament Hosting Agreement*, with appropriate supporting data, signed by the president or chief executive officer of AYSO and other host organization(s) if any, and by the tournament director;
3. A copy of the Rules for the Tournament;
4. Applicable fee (\$75.00) made payable to U.S. Soccer: 30 or more days in advance.

After ensuring that the team or organization is in good standing, *U.S. Soccer* will then submit a copy of the tournament rules to *FIFA* (Federation Internationale de Football Association), requesting approval. Upon approval, *U.S. Soccer* will return the approved application to the hosting organization and a copy to the state association/section director.

U.S. Soccer will notify the Federation of which teams, and their affiliation, are traveling to compete in the tournament.

US Soccer is not required to accept or approve any application to host a tournament submitted less than ninety (90) days in advance.

Please submit application form, required documents, and \$75.00 fee to:

U.S. Soccer Federation
Attn: Federation Services
1801 S. Prairie Avenue
Chicago, IL 60616
312-808-1300
312-808-9263 fax

Hosting a tournament with international teams can be fun and exciting, but there are many details that must be considered before taking on such a venture. The National Support & Training Center will work closely with the tournament director in outlining the needs of the visiting teams and in securing the necessary approvals from U.S. Soccer and FIFA.



Appendix 4: Budget Preparation

A. AYSO Treasurer Manual:

The preparation of the tournament budget is the responsibility of the tournament treasurer, who must be properly trained and certified in that position. The treasurer should have a copy of the AYSO Treasurer Manual from the region or should order one from the National Support & Training Center. The manual provides specific information regarding secondary program funds, of which a tournament budget is a part. It also gives guidance on establishing bank accounts and general AYSO financial procedures. The tournament treasurer should be thoroughly familiar with the contents of the Treasurer Manual and must comply with the recommended internal control procedures. It is important that the tournament treasurer be familiar with the tax reporting laws that are applicable to the city, county and state in which the event is being hosted. The Tournament Income and Expense Form should be used as a guide when preparing and submitting the proposed budget and final accounting. All financial reports must be up to at least the same level of details as this form.

The tournament treasurer must submit timely reports and work closely with the regional treasurer from the planning stages clear through to the final tournament accounting report that is due 90 days after the tournament.

B. Financial responsibilities:

- Once the tournament planning stage has been completed, the treasurer should gather the individual managers' budgets and begin developing the tournament budget and financial report. The budget will reflect the projected collection and disbursement of funds.
- The treasurer will also be responsible for submitting a statement detailing how tournament proceeds will be used. This information, which is part of the Tournament Authorization Form, is required for tournament approval. A copy of the tournament budget shall be made available at each tournament venue and must also be made immediately available to any participant requesting this information.
- Throughout the tournament, the tournament treasurer, under the direction of the regional treasurer, will maintain the tournament NAP account and follow the appropriate reporting procedures and requirements of the region. The tournament treasurer is required to be a signer on the account. This is necessary for financial control and is detailed in the Treasurer's Manual.
- The tournament treasurer will be responsible for completing the financial accounting of the tournament and assisting the regional treasurer with submitting the Tournament Income and Expense Statement to the appropriate assistant national tournament director within 90 days after the tournament. The regional commissioner, area director and section director must submit this form with sign-offs. This financial statement shall be made immediately available to anyone requesting it.

C. National Accounting Program:

All tournament funds must go through the region, area or section National Accounting Program (NAP) account. A separate NAP account may need to be set up for the tournament. This can be done through the Finance Department at the National Support & Training Center.

D. Banking:

The tournament committee may open a checking or savings account with a federally insured institution under the following conditions:

1. The executive member (regional commissioner/area director/section director) and treasurer of the hosting body must be authorized to sign on the tournament account. In addition, the tournament director and tournament treasurer must be authorized. The authorized signers cannot be members of the same family or household.
2. "Two signatures required" and "American Youth Soccer Organization," as well as the region number must be imprinted on the checks by the financial institution.
3. All checks and withdrawals require **two** authorized signatures regardless of whether or not the financial institution recognizes or adheres to this policy.
4. The account must be opened under the name "American Youth Soccer Organization, region number, and the tournament name," and with the Federal ID number 95-6205398.
5. The financial institution must be instructed to mail its monthly statement with canceled checks to the National Support & Training Center's Finance Department.
6. After processing, the National Support & Training Center will forward the bank statement and the canceled checks to the tournament treasurer on a monthly basis. A financial statement will follow quarterly.
7. It is against the policy of the American Youth Soccer Organization for anyone to sign a blank check.

E. Handling cash:

The purpose of the internal control procedures is to set safeguards against the misuse of region assets, especially in regard to cash receipts and cash disbursements. A tournament's internal controls should include the following:

1. A cash receipt book (available at any office supply store) should be used to record payments received in cash. The original cash receipt must be given to the payer and the copy kept in the book.
2. Funds withdrawn for "cash box change" must be deposited back to the appropriate checking account.
3. The tournament treasurer must reconcile the cash receipt book to the bank deposit slip.
4. Tournament fees and all revenues from product sales or other sources (collected in cash and checks) must be reconciled to the bank deposit slip.

5. Tournament fees may only be accepted when drawn on a regional NAP account. The entire fee, both the team fee and referee deposit, must be paid with one regional check.
6. The check number, amount of the payment, and the date received must be recorded on the tournament registration form.
7. Whenever possible, arrangements should be made to have the cash deposited at the bank the same day it is received. Otherwise, the monies must be deposited the next bank business day.
8. When handling cash, at least two people (from different households) must be present. It is recommended that a form be used to indicate the date, the amount of cash received and its denominations, and the signatures of the individuals responsible for handling/counting the monies before it is turned over to the tournament treasurer for deposit. A copy of this form should be immediately sent to the regional treasurer. See Cash Deposit Form in the Tournament Related Forms section of this handbook or on the Web site at soccer.org.

F. Written budget:

It is mandatory that the tournament treasurer prepare a written budget. The budget should be reviewed and approved by the tournament committee and the regional commissioner. The written budget should identify the following:

1. Expenditures:
 - a. Fields, chalk or paint, rented equipment, signage
 - b. Tournament tee shirts (for players and volunteers)
 - c. Program printing
 - d. Awards, mementos, souvenirs
 - e. Referee and staff meals and refreshments
 - f. Telephone, mailings, meetings, staff expenses
 - g. Accommodations
 - h. First aid, security
 - i. Referee refunds – if applicable, see 2.b.
 - j. Team refunds
 - k. Concessions
 - l. Contingency (probably in the 5-15% range)
 - m. Profit, if any (designate what the disposition of these funds will be)
 - n. Other
2. Revenue sources:
 - a. Team registration fees
 - b. Referee deposits (If it has been decided to require teams to make a referee deposit the amount should be decided by the tournament committee and needs to be balanced against the cost of a team supplying a referee or teams may budget to “lose their deposit” in place of supplying referees.)
 - c. Sponsorships/donations
 - d. Concession sales
 - e. Other

Team registration fees should be determined during the planning stage. Team registration fees should be established to cover all operating costs budgeted (as indicated above). Ensure that fees are reasonable and in line with the services provided. Require that full payment, made by region or area check, accompany the team registration form. Tournaments are prohibited from charging fees for changes to rosters, specifically for adding or dropping players. Credit card, Pay Pal and bank or cashier's checks are not permitted in lieu of region checks.

3. Format

- a. For those tournaments that occur on an annual basis, a three-column budget format should be generated to report the prior year's actual revenue and expenses, the current year's anticipated budget, and the actual revenue and expenses of the tournament.
- b. Financial data for the first two categories should be submitted with the tournament application and authorization form.

Financial data reported on the actual revenue and expenses of the tournament must be filed with the appropriate assistant national tournament director within 90 days of completion of the tournament. In case of rainout where the tournament will not be rescheduled either at all or within 90 days, the final tournament expenses need to be filed within the same time frame. In those instances where the tournament will be conducted at another date in the season, the form may be resubmitted in an "amended" format.

G. Financial Reporting:

A financial report detailing the income, expenses and profit (or loss), must be completed and distributed to all participants on the tournament team after the tournament is completed. The regional treasurer should generate this report.

In addition, the Tournament Income and Expense Statement must be completed within 90 days after the tournament is completed. The "complete" report including the current, actual income and expenses, must be submitted through the regional commissioner, area director, and section director and then sent to the appropriate assistant national tournament director who will, upon giving approval, will file the report at the National Support & Training Center.

An explanation must be stated in this report of how tournament profits will be used. In the case of an individual regional tournament team, any funds left over will remain the responsibility and under the control of the region. Refunds to parents of players for their own contributions remaining in the team's tournament account are at the discretion of the regional commissioner and the regional board of directors.

In all cases where there are unused sponsorship or fundraising monies left over in an individual tournament team's account, those monies are to be placed in the general funds of the region.

The regional treasurer is responsible to ensure that all monies received on behalf of an individual tournament team are properly coded.

H. Use of Tournament Proceeds:

Tournament proceeds may only be used for an approved AYSO-related purpose consistent with AYSO's not-for-profit and IRS Code 501(c)(3) status, such as program operation and/or enhancement (such as registration scholarships and VIP programs), field acquisition and maintenance, etc. The use of tournament proceeds must be indicated on all advertising and sponsorship applications that are sent out. The regional commissioner must first approve all sponsorship letters including those businesses being contacted.

"The regional commissioner always remains ultimately responsible for all the funds collected and disbursed in the name of AYSO at the regional level. Therefore, the regional commissioner can veto any disbursement that he/she does not feel is appropriate." (This paragraph was taken directly from the "AYSO Treasurer Manual" under the "Tournament" section.)

See also Reference Section 2 AYSO Policies and Tournament Governing Guidelines for the approved AYSO policy.



Appendix 5: Safety, Safe Haven and Risk Management Planning

While safety management is the responsibility of the entire tournament committee, the AYSO volunteer position of safety director/regional risk manager is primarily responsible for all aspects of the region/area/section's safety *including* all secondary season programs and events. This area of planning is key to the overall success rating of a tournament.

1. When moving through the five steps of tournament planning and execution, the tournament committee must ensure that all preventative measures have been considered and appropriately planned. They are:
 - Step 1: Decide** (Feasibility Study) – determine what areas of safety and risk management will need to be addressed by this tournament, and what the potential impact may be.
 - Step 2: Apply** (submit Tournament Application) – perform the Safety & Risk Assessment, complete the Safety Plan Form and submit it for approval with the Tournament Application Package.
 - Step 3: Plan** – complete all planning details, order and obtain needed items, communicate to staff, volunteers & attendees, train all volunteers.
 - Step 4: Execute** – implement all planned measures, and monitor during the tournament.
 - Step 5: Wrap-Up** – clean up, follow up, debrief, perform learning assessment, and prepare reports.
2. In each step, there are three areas of responsibility that must be addressed by the tournament committee:
 - Safe Haven
 - Safety
 - Risk Management
3. Proper planning in these areas ensures local and non-local participants that appropriate emergency planning has been done and applicable emergency elements considered including:
 - Adequately supplied first aid kits
 - Appropriate medical staff on-site
 - Appropriate coordination with local emergency services
 - Appropriate coordination with local hospitals
4. Common sense should prevail when determining how much planning and execution is required for a one-day, two-day or three-day tournament or a weeklong event like the AYSO National Games. A few extra hours and dollars spent can make a big difference in a tournament being properly prepared in anticipating the types of injuries and illnesses that may occur with players, volunteers and spectators.

The larger the tournament or event, the greater the need for more comprehensive planning.

5. The items indicated below by an asterisk [*] *must* be included in the package submitted for all AYSO Invitational, AYSO Open Invitational and International tournaments. Several additional items are required to be included depending upon the scope of the tournament.

6. Using the *Tournament Safety Risk Management Checklist Form* will help you determine which items need to be addressed for your tournament, and will guide you through the tournament planning process.
7. Evidence of appropriate planning will be required before approval will be granted. The *Tournament Safety Plan Form* must be completed by the tournament safety director and submitted for approval with the tournament authorization package.

I. SAFE HAVEN MUST DO'S FOR ALL TOURNAMENTS

- * Register volunteers (tournament workers, coaches, referees)
Current AYSO Volunteer Application Forms on file
- * Train volunteers -- AYSO job training completed and documented
- * Safe Haven certified volunteers (coaches, referees, managers)
AYSO Safe Haven certification completed and documented
- * Player send-off Safe Haven plans and areas
Headquarters tent, accompaniment to car if self driven, etc.
- * Create a safe environment for players' participation at AYSO tournaments.

*** (Required information in Tournament Package submitted for approval)**

II. MUST DO'S FOR SMALL TOURNAMENTS (Up to 10 teams)

In addition to the Safe Haven "Must Do's" listed above

- Secure liability insurance certificates for each venue.
- Inspect all equipment and make necessary repairs, get replacements and reorder supplies such as Velcro straps for goals, sand bags, stakes, first aid items, coolers, etc.
- Hospital and medical center locations identified.
- Directions and maps to hospitals and medical centers (available at check-in tent, on-line, with EMTs (if used)).
- Field permits posted at headquarter tents.
- Field preparedness – fill potholes and gopher holes, clear obstructions, exposed sprinkler heads, etc. on or near fields.
- Have SAI forms and Incident/Accident reports available at each safety and/or headquarters.
- First aid kits with appropriate materials.
- Procedures for handling emergencies and securing emergency "911" help at each venue.
- Water for volunteers -- ensure easy access to plenty of cold bottled water for volunteers.
- Have a case of water for the triage area for emergency use.

- Have accessible water for players – drinking fountains, large coolers with cups.
- Know all Parks and Recreation contracts, policies and procedures for so there are no surprises.

III. MUST DO'S FOR *MEDIUM AND LARGE TOURNAMENTS (10 and above)*

In addition to those listed above

- Secure alternate field locations in case of field or site closure.
- Make every effort to clear the medical release section of the AYSO Player Registration Form with hospitals and medical facilities – ensure that it will be honored in absence of minor's parent or legal guardian.
- Train field monitors – establish duties and responsibilities.
- Crowd & incident control, medical response, escorting sent-off players, etc.
- Identification vests and/or clothing for safety personnel and field monitors.
- Make every effort to be aware of state laws on safety and equipment requirements at tournament-type events in your locale – some states require defibrillators and other types of equipment at large events in addition to specific staffing needs.
- Injury transportation available to transport off of field of play, to car, to hospital.
- Neighbor relations – understand and respond to neighbor needs by communicating all event times and parking needs, plans to retrieve balls in back yards, etc.
- Parking plan – adequate amount, emergency vehicle access clearly marked and not blocked, RV and other big vehicle parking clearly defined in tournament package, on Web site and at parking lots.
- Emergency route and access for fire, paramedic and ambulances including “no parking restrictions” at those entrances, at gate access areas and at other locked facility entrances.
- Field communications with walkie talkies, radios and cell phones for emergencies: communication among fields, emergency headquarters, referee tents, safety personnel and/or EMTs is CRITICAL.
- The safety director should develop a written plan of action to address any unusual circumstance such as a natural disaster, lightening, brawl or other dangerous spectator incident.

IV. ADDITIONAL SAFETY AND RISK MANAGEMENT AREAS FOR CONSIDERATION

Depending on scope, size and number of field sites

- Evacuation Plan – discuss with the school or park what their plans are for fires, lightening, tornados, etc.
- Triage area with a couple of cots, a tent for shade, ice, location for EMTs if used, as well as a centralized first aid station.
- Handicap assistance.

- Inclement Weather Plan – determine who decides if the fields are not safe to play on and who has the authority to postpone or call games.
- Audible emergency alerts should be published in pre-tournament and on-site communications.
- Multiple site or older player tournaments should each have a medical set up with equipment and first aid needs by age division.
- Inclusion of Automated External Defibrillators (AEDs) in first aid kits and trained personnel to administer (as required by law).
- Stationary ambulance service on site.
- Local law enforcement support to “drop” in. This presence can provide a deterrent to behavior problems. Donuts, coffee, and lunch should be provided as a courtesy.
- Utilize local Civil Air Patrol detachment for security and parking control. Make a donation to their program for exchange of services – a great public relations opportunity!
- The use of a self-contained air horn for notification of pending weather issues, to signal end of matches, etc.
- Check for any limitations on the use of portable Public Address (PA) systems with local authorities.
- Written statements in tournament material to teams as well as on site regarding pet laws.

Appendix 6: Create a Great Referee Plan

As stated in the overview and elsewhere in this handbook an AYSO tournament should be a source of good memories for all volunteers and participants. It is an unfortunate fact that virtually all of the countless hours put in by volunteers before and during the tournament will go unseen and not recognized by the teams and their support groups. The predominant memories that most of the teams take from the tournament will most likely be limited to the timeliness of their games and the quality and timely arrival of the referees.



The Referee Plan establishes how your tournament will plan for referees. The Plan is required and is one of the most important aspects of the tournament. Careful planning must be made by the referee administrator and staff in order to provide sufficient referees of the highest caliber. To ensure a sufficient number of referees, it usually works well to recruit from the teams entering the tournament and from the local region, area and/or section volunteer base.

Note: the recommendations provided in the following section refer in many places to the AYSO National Referee Program Manual as the governing document. This Manual can be found on the AYSO National Web site at soccer.org.

A great Referee Plan should establish the following objectives:

- How the tournament plans to provide sufficient referees.
- The qualification requirements that the referees must meet.
- How the referees will be assigned to games.
- The rules that the referees will be expected to follow.
- How the tournament will care for the referees.

Let's take a look at how this should be done.

1. **Tournament Referee Administrator:**

The tournament referee administrator shall be appointed by and report to the tournament director. The job of the tournament referee administrator is to:

- a. Establish the Referee Plan for the tournament.
- b. Recruit referees for the tournament and assign them appropriately to tournament games.
- c. Participate as a member of the Rules Committee and be involved in all decisions regarding referees.
- d. Manage referees during the tournament, including re-assignment as necessary to ensure coverage of qualified referees for each game.
- e. Track all referee assignments and report on those assignments as completed or not.
- f. Track and report all misconducts & problems, including any corrective actions taken.
- g. Produce a final report of the referee functions at the tournament.

Depending on the size of the tournament, the referee administrator will have a support staff that may include:

- Referee Scheduler – produces and publishes the referee assignment schedule.
- Referee Statistician – maintains records of assignments, misconducts and other problems for accounting and reporting after the tournament.
- Referee Station Staff – checks in referees at the tournament; assist in re-assignments as necessary during the tournament.
- Referee Purchaser – acquires mementos to be handed out as thank-you's to the referees.
- Referee Refreshment Coordinator – provides refreshments, snacks, and/or food for the referees during the tournament.
- Referee Troubleshooter – responds to reports of problems with referees and recommends corrective action.
- Referee Assessor – coordinates all upgrade assessments and/or observations of referees (if provided by the tournament).
- Referee Evaluator – observes referees during the preliminary rounds of the tournament and makes recommendations for referees to be assigned to the medal round games of the tournament.

2. Recruiting Referees for Your Tournament:

Attracting referees to officiate at your tournament is one of the most important considerations when planning the tournament. The referees you use will have a direct impact on the memories the players and people attending your tournament will have. At your tournament, you will want to (a) have enough referees to cover all the games, and (b) have the right referees – ones who will maximize the enjoyment for your tournament participants.

- a. Sources for referees for the tournament would be the host region, neighboring regions in the area, other regions or areas in the section and referees traveling with teams in the tournament.
- b. The recruitment of referees can be on a voluntary basis or on the basis that each participating team must provide one referee team, or a combination of the two.
- c. First, notify the area referee administrator for help in contacting surrounding regions. This may be all that is needed in a metropolitan area; in a remote area notifying the section referee administrator may also be needed. Email “blasts” and notices posted on region, area and section Web sites are often great methods with which the area and section referee administrators can help.
- d. If enough qualified referees can be found locally for the age groups planned for the tournament, try to provide lunch, water, a tournament lapel pin and a flip coin – many referees collect these mementoes. Further incentives might be helpful if the tournament is in a remote location. An opportunity for upgrade assessments is a good incentive for upper level referees.

- e. Take into account the age groups in the tournament. If only U-10, U-12 and U-14, use a referee commitment fee process to entice teams to supply a referee or a referee team. This can help considerably as younger players usually have parents that are referees that will be able to officiate in these age groups.
- f. Tournaments that plan to include U-16 and U-19 age division competition should be prepared to provide from their own resources sufficient and qualified referees to officiate these upper level matches. Tournaments sponsored at the regional level should draw help and/or support from the area and section referee administrators. Most regions and areas usually need to draw assistance from the section level for sufficient referee caliber and coverage when these two age divisions are part of the scope of a tournament.
- g. If regions maintain a database of their referees that includes name, address, phone number, experience and badge level, it would provide helpful information to use in the recruitment process. There are many qualified referees whose children are grown who are often overlooked as resources simply because they are not on the fields as much watching their own children play. These “unattached” referees are ideal for your tournament because they want to come out for the fun of it and they have fewer scheduling constraints.
- h. It is against AYSO National Rules and Regulations for referees to be paid – no team fee scholarships, donations or sponsorships may be given to referees for officiating in an AYSO tournament. However, it is permissible to present deserving referees with gifts of appreciation (a set of flags, a jacket, etc.). It cannot be stated that a referee will receive specific items for officiating in a specified number of games.
- i. For referees who must travel a great distance, you can help them by providing access to lodging. For example, negotiate some complimentary rooms or discount rates at a local hotel where many of the teams are renting rooms already.
- j. Develop a reputation as the friendliest tournament referee staff around. Make sure your referee staff all wear name tags at the tournament so referees can identify them by name. Make sure that each referee at your tournament receives a hearty handshake and an expression of your deep gratitude for volunteering to referee.
- k. The return of referees to your tournament will be determined by how they are treated, how the tournament is organized and the availability of good, enjoyable games to officiate.

3. To Pay or Not to Pay:

Consistent with AYSO’s “all-volunteer” philosophy, tournament referees shall be volunteers and not paid staff, including instances where AYSO may be participating as a joint sponsor of a tournament and the co-sponsor pays its referees. No direct payment, donation or scholarship may be paid to any referee.

- a. The value added to tournaments by having competent referees is immeasurable and it is urged that all nominal means be used to encourage referees to participate.
- b. Depending on what a tournament can afford, some tournaments may offer expressions of thanks to referees for volunteering, in the form of mementos such as tournament souvenir tee shirts, flipping coins, lapel pins, hats, logo-ed pens, whistles, etc.
- c. A minimal expression may include water, refreshments, snacks and/or food at the tournament.

- d. In rare instances AYSO may be participating as a joint sponsor of a tournament, and the commercial sponsor may make funds available for the payment of referees to be provided by the co-sponsors. The AYSO tournament officials with the written approval of the area or section director and the National Support & Training Center, may accept such sponsor payments as a donation to the local AYSO program or as part of its general proceeds (in the form of a check made out to the tournament or the local AYSO region program), but may not pay the individual referees who volunteer to referee the matches in which AYSO is assigned to cover.

4. Planning:

It is useful to have an estimate of the number of referees that will be required on a daily basis. The diagonal system of control is required (*AYSO Guidance for Referees and Coaches* available on *soccer.org*) so each game should be officiated by three referees. Most volunteer referees are comfortable with officiating three games per day; therefore, a daily program of 200 games will require 200 referees. In addition, a good rule of thumb is to schedule a reserve of 10% or 20 standby referees to cover injuries, no-shows etc.

- a. A small tournament of 50 teams or less has different needs than a tournament of 100 teams.
- b. A small tournament of 50 teams or less in a metropolitan area might be able to get by on the local referee staff; however, if that same size tournament is in a remote geographical area, referees from outside the area may need to be attracted to have enough competent referees to cover the games as well as to provide adequate reserves.
- c. Even in a metropolitan area, large tournaments with 100 teams or more will also need to draw referees from more than just the local area.
- d. Tournaments with games at multiple sites will require more referee staff members, as well as more reserve referees. Having a staff member that is also a certified referee can help for emergency situations at small sites. The possibility of a referee crew that is delayed at a prior game requires the need for a full referee crew as standby to fill in.
- e. Having youth referees at your tournament can be a fun and rewarding experience for both the youth referee and your participants. However, proper care must be taken to ensure that the youth is experienced and mature enough to handle the rigors of the more competitive tournaments. Youth referees should never be players in a tournament at the same time they are referees.
- f. You must also consider the number of referees needed if you plan to allow Monitored Substitution (Free Substitution) in the U-16 and U-19 age groups. You must have a means for tracking playing time; all players must play at least one half of each game. A Fourth Official or a neutral field monitor may be required to track playing time. (See form TC230 as an example of a time tracking form)
- g. Take into account a referee budget for food, water, shelter and mementoes. A new tournament may not be in a position to include these items in the budget. Established tournaments should have inducements for referees in the budget.

5. Referee Commitment Fees:

The Referee Plan of the tournament may require the teams to pre-pay a refundable “referee commitment deposit” as an incentive or indicator of how many teams will be furnishing referees for the event, as long as the following conditions are met:

- a. The referee deposit shall be in a reasonable amount approved by the section director.
- b. The tournament must have a written plan to track the number of games officiated by team-affiliated referees so that the referee commitment deposit refund can be determined. It is recommended that this plan be published on your Web site and be given to each referee at the same time as the referee game schedule assignments.
- c. In all cases where the referee crew completes the assigned games, the referee commitment deposit is to be immediately refunded at the conclusion of the event to the region that pre-paid the fee, or by mail no later than 14 calendar days following the conclusion of the event. This refund must be mailed to the respective regional treasurer, and never to a team, coach or referee.
- d. In cases where the referee fails to complete his or her assigned games, the referee deposit may be retained to pay expenses of the tournament, or applied as tournament proceeds for use as specified in the Tournament Authorization Form (National Policy Statement 2.8(c)). It is strongly recommended that partial referee commitment fee refunds be given whenever possible (whenever a referee team meets at least a portion of their assignments). This pro-rated amount should be pre-determined and indicated in the published referee plan.
 - i. Some tournaments adopt an “all-or-nothing” approach to refunds – in other words, either the team’s referees fulfill 100% of their assignments or no refund is issued. This approach should only be used where a tournament has experienced problems where a team’s referees are not likely to remain at the tournament for their final assignment if their sponsoring team has not qualified for the final rounds.
 - ii. A better approach is the proportional refund, whereby the team’s refund is calculated based on the percentage of assignments completed versus what they were assigned. So if a team’s referees completed three of their four assignments, they would earn the team a 75% refund of their commitment fee.
- e. Make sure that there are enough assignments for referee teams to be able to “earn back” their referee deposits. Schedule these team-affiliated referees for the early matches in the tournament if requested and if it is possible to do. A referee should also receive credit if assigned as a stand-by or fourth-official.
- f. Many tournament track “referee assignments” completed and not games completed. For example, if a team has three referees who are assigned to three games – that is nine referee assignments. In this manner, the team will earn credit if the referee team is split up and one or two referees are assigned to a different game.
- g. It is inappropriate to utilize local referees over team-affiliated referees before those teams that have paid deposits have had the opportunity to earn them back. Local referees should be utilized for shortages, reserves and for “no shows” and/or can be utilized along with the referees that have requested to officiate the final games for the last day of the tournament if the team-affiliated referees desire to be relieved of those assignments.
- h. AYSO rules regarding no payment of services performed by volunteers must also be observed for referees. Officiating to earn back a team’s referee commitment fee is not considered payment to referees.

6. Referee Standards for Tournaments

AYSO tournaments should be a source of good memories for all of the volunteers and participants. If the quality of the referees being used to officiate games is poor, the memories taken home by the participating teams will not be good ones. A poor referee can ruin the experience for the teams. To ensure the highest opportunity for a positive experience, tournaments should set minimum quality standards by which referees are accepted and assigned.

a. Referee Qualifications:

Every tournament must establish those qualifications that tournament referees must meet. As a minimum, the following qualifications must be met:

- i. All tournament referees – referees, assistant referees, and fourth officials – are required to be certified and trained according to the guidelines in the AYSO National Referee Program Manual as well as registered AYSO volunteers according to the guidelines in the Safe Haven Certification Manual. Non-AYSO referees (e.g. USSF, high school federation, collegiate, etc.) must not be used unless they complete the certification requirements to become AYSO certified referees.
- ii. Each referee should have a recommendation from their regional referee administrator that they are qualified and capable of refereeing tournament matches as the center referee and as the assistant referee in the division for which they intend to volunteer to referee (see iv. Experience Levels below). This information should be collected from every referee on the Tournament Team Referee Information Form (TC146). For AYSO intermediate and above referees, this recommendation should come from a member of the area referee staff.
- iii. It is important that tournament referees have experience officiating in the age group matches they will be assigned. Newly, just trained referees should be used very carefully in tournaments. While tournaments are an extremely valuable source of experience and training for them, at the same time this can be a cause of problems if assigned incorrectly. The assignor should carefully assign the newly trained referees and appropriately match their skill with the level of competition. Soccerfests, friendship games and the like are good events in which to begin to gain tournament officiating experience. During the pool-play phase, the new referees should be scheduled to games with senior referees who are comfortable working with new referees and who are able to mentor and support them. The Assignor should seek feedback from the senior referees to determine the game level for future assignments of new referees.
- iv. Experience Levels – It is recommended that the following level of referees be used for the corresponding age groups.
 - U-19: National and experienced Advanced Referees
 - U-16: Advanced and experienced Intermediate Referees
 - U-14: Intermediate and experienced Regional Referees
 - U-12 and lower: Regional Referees

An “experienced referee” is a referee that has refereed for several years, has not upgraded, but is known to be qualified to handle the age group/gender to which he or she is assigned.

- v. Officials may be youth referees. Youth referees must be properly trained and certified as stated above. Youth referees must fill out a Youth Volunteer Application. As stated on the Youth Volunteer Application, the youth referee must have a parent or legal guardian present when performing volunteer service, or have an executed copy of the Youth Volunteer Application in his/her possession. Further, your tournament may require that each youth referee obtain approval from his/her region referee administrator in the form of the Tournament Youth Referee Letter (TC147). This helps ensure that the respective RRA agrees that the youth referee meets the criteria for your tournament.
 - vi. Coaches of the teams attending your tournament are often also sources to be used as referees; however this practice should be avoided whenever possible. Sometimes tournaments are short of referees and this becomes necessary, however bear in mind that coaches already have a large responsibility to manage the team that they have brought to the tournament, and acting as a referee will detract from the time that should be spent with their team. Furthermore, this places a significant burden on the assignor to make sure coaches are scheduled so as not to conflict with their team's playing times, or to make sure they are assigned to neutral games not involving participants from their same competitive groups or flights.
- b. **Diagonal System of Control in Tournaments:**
The only system for officiating in approved AYSO tournaments is the diagonal system of control (National Referee Program Manual). Tournament rules should specify the exclusive use of the diagonal system for all matches. The following is the position of the AYSO National Referee Commission:
- "If only two qualified referees are available for a match, one should assume the duties of the referee and the other should become an assistant referee. A club linesman, after receiving instructions from the referee, should also be used. The only duty of a club linesman is to indicate when the ball has completely crossed the touchline or the goal line. If no club linesman is available, the referee must assume the duties of the missing assistant referee."*
- c. **Uniform code:**
- i. Referees are to dress in complete and approved uniforms as described in the National Referee Program Manual.
 - ii. The only badge appropriate for referees to wear during AYSO games is the current AYSO referee certification level badge earned by the referee. Exceptions: a FIFA referee who is AYSO certified as per the National Referee Program is allowed to wear the FIFA badge; and, if provided by the tournament, referees may wear a special tournament badge.
 - iii. When participating as a coach or as a spectator, referees are to remove or cover their referee uniform shirt and socks.

7. Assignments and Schedules:

Quite possibly there is no more important task for the tournament referee staff than properly assigning referees to tournament games and then publishing that assignment schedule to the referees well in advance of the tournament. The success of your tournament will depend greatly on the quality of the referees assigned so the assigner has a very important job to do for the tournament to be a success.

- a. The schedule for the first day or two of the tournament should be finalized and mailed to tournament referees at least two weeks in advance of the tournament. These

assignments should be mailed and not just be posted on the hosting region/area/section or tournament Web site. Officials that are parents and coaches with children playing in the tournament will need time to check schedules to make sure they do not have a conflict between the games they are assigned to officiate and the games in which their children are playing. Also referees who travel significant distances to the tournament will need to know when their first game commitment is.

- b. During the tournament additional and subsequent games must be posted at the venues in a timely manner. They should be posted at all venues if there are multiple field sites being used. A good place to post the assignments is at the referee station and along side the standings boards as this is a common gathering area. Posting is also important as traveling referees must not be assumed to have access to any other distribution media.
- c. Assignments for center referees should be made based on experience and/or certification levels (as described in the previous section). Corresponding levels should also be used for assistant referees.
- d. Every effort should be made to assign neutral referees that are not associated with the teams playing. A good rule of thumb is to avoid not only the possibility of a conflict but also to avoid the appearance of a conflict. Referees should not be assigned to matches involving teams from their home regions or regions with which they are personally familiar, especially in semi-final, consolation or final matches. To the extent possible, referees should not be assigned to games involving teams from the same competition group or flight as that of the team they are representing.
- e. It is strongly recommended that youth referees not officiate in matches in their own age group. A good rule of thumb is that youth referees should be at least two years older than the age group in which they are refereeing. Remember, this is a “rule of thumb” and not a “rule”.
- f. Efforts should be made by tournaments to limit the number of or to avoid referee assignments for coaches in a division in which they are coaching or they are the parent of a player participating in that age group. When scheduling match assignments, it is important to remember to make assignments so that the referees are able to watch their child(ren) play and to provide them adequate time to get back to their teams if they are also coaching.
- g. Newly trained referees that have no previous experience should be assigned as an assistant referee with a center referee that has experience working with new referees and a mentor should work with the new assistant referee.
- h. Ideally, a stand-by team of referees should be assigned to each match. If that is not possible, then at least three alternates should be assigned to each venue and match time to avoid problems such as illness, injury, conflict or “no shows.”
- i. Some Tournaments have two distinct phases of tournament play:
 - i. Soccerfest and/or pool-play
 - ii. Quarterfinals and beyond.

Where these two phases exist, referees that have “signed-up” for the finals phase should be observed during soccerfest and/or pool play games in order to evaluate their “ideal” officiating level and position (age and gender, center referee or assistant referee). Assignments for the quarter finals and beyond should then be made during the final pool-play games in order to have the final-round assignments made with sufficient notice. Enough volunteers need to be available for scheduling so that referees receive details of assignments in a timely manner.

Assignments for quarter-finals and beyond that are made after evaluations during the games must be communicated to referees during the day prior to the announcement of these additional assignments. Whenever possible, fourth officials should be added to all quarter-final games and beyond. The volume of work involved in assigning must be fully recognized – for a typical tournament with four age groups and a full roster of eight teams, ninety-six (96) referees are required for each round of competition.

Particular attention must be given by assignors to avoid “conflicts of interest” and unequal familiarization with teams. Once the quarterfinals are reached a referee should only referee a team one time. For example the referees for a final game should not have officiated either a quarterfinal or semi-final for the same age and gender group. This conflict can be relatively easy to avoid if referees are switched off between differing genders and age groups during quarters, semi-finals and finals. Matching game times are necessary to facilitate this method.

- j. You may want to use a “Referee Assignment Voucher” to assist you in distributing and keeping track of assignments. See Referee Voucher Form (TC205) as a sample. If such a card is used to check-off games covered by the referee(s), the tournament site referee shelter or headquarters would be a good place to direct referees for this purpose. If the fields are far from each other, the field monitor at each field could assist with this procedure. This verification of assignment completion should be made as soon as possible; at least before the referee leaves the site on a daily basis in case of error and while memories are fresh about game coverage assignments.

8. Accounting of Game Assignments:

For tournaments which collect a referee commitment fees, accurately tracking referee assignments is one of your most important duties. The Referee Plan should include how credit will be recorded properly and staff needs to be assigned to make sure that the calculations are correct.

- a. For medium and large tournaments, a dedicated referee statistician should be assigned whose responsibility is to track the referees and provide a summarized report afterwards indicating who actually worked each game during the tournament.
- b. The 3 methods most commonly used by tournaments to track actual assignments are:
 - i. Referee Voucher Form – each referee is assigned a voucher form at the start of the tournament. The tournament staff checks off the voucher (or punch a hole in it) for each game the referee actually officiates. At the end of the tournament, the voucher form is returned to the referee statistician.
 - ii. Field Log – each field has a log that the referee signs at the completion of the game. The field logs are turned in at the end of each day to the referee statistician.

- iii. Game Cards – referee names are gathered from the completed game cards by the referee statistician at the conclusion of each game.
- c. In all cases, not only is the referee name required but also the tournament team who will receive credit for the game that the referee officiated.
- d. At the conclusion of the tournament, the referee statistician produces a report that shows how many games (or referee assignments) each team's referees actually completed and delivers that report to the tournament treasurer so that refund checks can be issued for the proper amount. Deposit refunds must be mailed out to regions no later than 14 days from the completion of the tournament; therefore it is important that the statistician get this report to the treasurer as soon as possible. A good rule of thumb is within two days of the completion of the tournament.
- e. Remember that the amount of refund to be issued should always be calculated based upon the number of referee assignments that the team's referees completed compared to what they were assigned. The refunds are then issued depending on the refund policy for the tournament – "all or nothing" or "partial refunds".

9. Adhering to Tournament Rules:

Tournaments should expect that participating referees will uphold the tournament rules. To be successful, the tournament should do the following:

- a. Mail the tournament rules along with the schedules in advance of the tournament and remind participating referees that it is critical for them to recognize, understand and follow the tournament rules. Some tournaments publish "referee reminders" in the form of a summarized set of rules for the referees that key on those rules the referee is expected to uphold. Some tournaments print these summarized rules on a pocket sized reference card.
- b. Remind participating referees of the requirement to properly prepare game cards and match reports as required by the tournament officials. Typically, the referee is requested to complete these reports as soon as the game is over, since the results of the referee's report may have a bearing on participants in subsequent games and/or standings points for advancement in the tournament.

10. Referee Shelter:

A tent or shelter at each venue should be provided for referees to check-in before and after matches, as a resting place and to serve as an additional site to disseminate tournament information. Spare uniforms, water and snacks can be kept here as can bibs or pinnies for teams with uniform conflicts. If a voucher form or other form of "check-off" is used to indicate that match assignments have been completed, the referee shelter is an ideal place for this procedure to be performed by tournament referee officials. Any pre-tournament talks or meetings can also be conducted at this site.

11. Assessments:

The tournament staff should recognize that a tournament presents an opportunity for referees to gain valuable experience for upgrade assessments, service assessments, mentoring and observations.

- a. The Tournament Committee should decide whether or not to allow assessments and a statement to that effect should be incorporated into the Tournament Referee Plan and

Tournament Invitation. Providing this type of information on the “sign-up” forms will allow for more widespread dissemination of this information.

- b. Referee assessments can be used as inducements to attract referees to your tournament, especially for upper division games that may be scarce in the referee’s own region.
- c. If assessments are to be performed at your tournament, they should be conducted according to the procedures in The National Referee Program Manual.
- d. Any assessments carried out should be “invisible” to all but the officials involved. Assessors should be assigned and administered in accordance with AYSO assessment guidelines and provided to referees who request an assessment. Referees should not be required to be assessed at a tournament. With concurrence of the approving authority (ARA/ADA for Advanced, SRA/SDA for National), the duration of matches used for upgrade assessments may be reduced to no less than 30 minute halves. It is important to plan for additional referee coverage needs when assessments are conducted at tournaments as debriefing by the assessor after these matches can take up to one hour.
- e. Conducting assessments means that you will need to have a qualified assessor or assessors at your tournament.
- f. This will mean extra work for your assignor to schedule both the referee and the assessor (bearing in mind that the debriefing may take upwards of an hour at the conclusion of the assessed game).

12. Evaluations:

Evaluations of referees that have “signed-up” for final matches should be carried out during preliminary-round games by referee staff evaluators approved by the tournament referee administrator.

- a. The evaluators should not include the tournament referee administrator.
- b. The tournament referee administrator should define a standard evaluation process in advance with accompanying forms to be used uniformly by each evaluator to ensure consistency of evaluations.
- c. Each evaluator should make a judgment of the highest recommended level of post-pool play for the evaluated referee as both a center referee and as an assistant referee. Multiple evaluations of individual referees are often made and the results “pooled” for a final overall evaluation.
- d. The information from the forms can easily be entered into a spreadsheet to assist assignors. Evaluations and the selection process must be completed in sufficient time for selected referees to be notified at least one day before the assigned games.

13. Final Tournament Report.

Reporting requirements for the Tournament Referee Administrator include:

- a. The tournament referee administrator must work with the tournament director or other designated tournament staff to develop a plan to track all misconduct and similar sanctions of players, substituted players, substitutes, coaches and spectators. This should include a process to positively identify all coaches and players. Individual misconduct or Incident Reports should be prepared by the referee or referee staff member involved in such a situation.
- b. At the conclusion of the tournament, the referee administrator should prepare behavior reports and/or Incident Reports and send them to the respective region/area/section, ANDOT, and NSTC-Programs Department as appropriate. Note that it is a good practice to advertise in your tournament rules, etc. that behavior reports will be sent to the appropriate regional commissioners, area directors, section directors and/or national staff.
 - Game Misconducts – prepare a Team Behavior Report Form (TC240) for any serious misconduct that occurred during games (red cards, send-offs, ejections of coaches or spectators).
 - Referee Behavior – positive or negative reports should also be sent using the Team Behavior Report Form (TC240).
 - Serious or “inappropriate behavior” of coaches and/or spectators, threatening behavior or altercations, serious injuries or property damage by tournament participants should be reported using the AYSO Incident Report Form.
- c. Final Tournament Referee Administrator’s report:
Prepare a report that summarizes the experiences surrounding the entire referee function at the tournament, which may include the number of referees assigned, number of referees who actually officiated, number and kinds of misconducts experienced, summary of any unusual behavior problems; an assessment of the numbers and kinds of mementos provided; and a lessons-learned section – what we did right, what we did wrong, what we should do differently next time.

14. Tournament Referee Planning Timeline

The table below presents a planning timeline view of the major activity milestones for a typical referee activity at a tournament, to be used by the referee administrator to plan the current tournament’s activities.

Tournament Referee Planning Timeline

ACTIVITY	TIMING
1. Prior to the tournament planning meeting, assess the number of qualified local referees.	6+ mos. before the tournament
2. Determine number of referees that will be required to cover the number of games projected for the tournament.	6 mos. before tournament
3. Help with the tournament rules and determine if a referee deposit will be required or if all teams attending will be required to bring referees.	6 mos. before tournament
4. Promote tournament to local referees. Notify ARA and SRA; recruit mentors and assessors as needed.	5 mos. before tournament
5. Recruit referee staff	5 mos. before tournament
6. Order referee mementos	3 mos. before tournament
7. Recruit qualified local referees	2 mos. before tournament
8. Arrange for referee station, shelter, food etc. at each location	1 mos. before tournament
9. Determine if there are enough referees signed up to cover needs or if you will need further recruiting efforts.	Application deadline date
10. Assign referees to schedule, including standby.	4 weeks before tournament
11. Distribute referee schedule, post on tournament Web site	2 weeks before tournament
12. Hold referee meeting if needed	1 week to 1 day before tournament
13. Finalize referee accounting	2 days after tournament
14. Prepare/send out all behavior and Incident Reports	1 day to 1 week after tournament
15. Referee Commitment Refunds mailed out	2 weeks after tournament
16. Final referee administrator report – including recommendations for next year	2 weeks after tournament

Appendix 7: Your Tournament's Rules

The assistant tournament director should be in charge of developing the tournament rules and should act as the co-chairperson of the Rules Committee. The Rules Committee should meet frequently to discuss the development of the tournament rules so that they are finalized in time to be sent with the Tournament Authorization Form for approval. This should be done at least three months in advance of the date of the tournament, but preferably about six months in advance.



Every AYSO tournament must comply with National Rules & Regulations, and any National Policies that exist regarding tournament and/or secondary programs. The National Rules & Regulations and AYSO National Policies need to be reviewed prior to development of the tournament rules. As a starting point, the committee may choose to refer to a set of “generic” rules located in this handbook. These rules are not meant to be all-inclusive, but may be helpful in providing a framework for the tournament rules. Another good resource is the rules used in any area or section sponsored playoffs or tournaments.

The committee is encouraged to customize the tournament rules to its specific tournament. Add innovations along with proven ideas (from area and/or section tournaments). Be as detailed as possible and work to cover all bases and to provide answers for problem areas such as uniform conflicts, overtime, kicks from the mark (if any), tie breakers, protests, etc.

Making Rules Non-Compliant with the AYSO Rules & Regulations and FIFA Laws of the Game:

All AYSO games shall be conducted in accordance with the current FIFA Laws of the Game and decisions of the International Board. *AYSO National Rules & Regulations*

Modifications to the FIFA Laws of the Game that AYSO is allowed to make are clarified in the National Rules & Regulations – they endeavor to make it clear how AYSO games should be played and how, to what extent and by whom the Laws may be modified.

Also make sure that your rules follow the AYSO policies and tournament guidelines as stated in *Reference 2: AYSO Policies and Tournament Governing Guidelines*.

Making a local or tournament rule in the presumed interest of safety may appear well intentioned, but careful consideration must be given to the overall effect of the rule and whether or not it is permissible or even beneficial. Soccer is a contact sport and injuries are possible. The waiver on the AYSO Player Registration Form and the 18 Year Old Player Registration Form, which all parents of minor players and all 18-year-old players must sign, makes this point quite clearly.

It is the job of coaches to teach players correct techniques to help them to avoid injury to them and to others; it is the job of referees to learn to recognize when skills are executed correctly or not. When rules are made that take away one or more of the skills used in playing the game (heading, sliding tackles, tackles from the rear, etc.), this lessens the opportunities for players to learn to execute the skill correctly, for coaches to teach the skill and for referees to recognize the skill performed legally.

The following must be included in the tournament rules of all AYSO tournaments:

A. Assigned Sidelines:

There are two different strategies for assigning sidelines with associated advantages and disadvantages.

1. Teams, coaches and associated spectators on opposite sides of the field.
 - Spectators can directly interact with players and coaches favorably.
 - Spectators can directly interact with players and coaches unfavorably.
 - Referees and tournament officials can easily identify the team with which spectators are associated.
 - Rival team's spectators have negligible opportunity to interact.
 - Responsibility for administering the tracking of "plays at least half a game" is shared between two referees (AR's)
2. Both teams and their coaches on one side of the field spectators on the opposite side.
 - Spectators cannot directly interact with players and coaches.
 - Referees and tournament officials can easily identify the source of side-line "support"
 - Referees and tournament officials can easily identify coaching staff.
 - One location for entry of substitutions allows "monitored substitution" to be more easily managed. One location is essential if a fourth official is to be effective.

As there are advantages and disadvantages to both, the tournament committee should consider each age group and stage of the tournament and decide appropriately. When opposite sides of the field are to be used then the home team may be designated first on the game schedule and will occupy the north or west side of the field on which they play. The visiting team will then occupy the south or east side of the field.

A maximum of two coaches per team will be permitted to instruct the players, and only from within a designated coaches' area (maximum ten yards long on each side of the half-line and minimum one yard from the touchline)

All spectators must remain on their assigned side of the field at all times during the match. No spectator coaching of any kind is permitted. All spectators must remain within an area that extends from the edge of the penalty area on one end of the field to the edge of the penalty area on the other end of the field and at least three yards from the touchline. No spectators or teams are allowed behind the goal lines at any time. Only official photographers are allowed behind the goal lines with the referee's permission, and they must not pose a danger to, distract, or talk to the players at any time during play.

B. "Cautioning" or "Sending-Off" of Coaches or Spectators:

FIFA laws do not provide for the cautioning or the sending off of a coach or a spectator by showing a yellow or a red card. Therefore, AYSO tournament rules may not incorporate or impose sanctions on coaches or spectators called "carding" by the referee or the display of cards. However, coaches and spectators may be expelled from the field of play and its immediate surrounds if they fail to conduct themselves in a responsible manner.

Tournament rules must provide for and encourage only positive coaching and spectator support of the players. Coaches are expected to assist referees with the control of the parents and/or spectators associated with their team. In the event that a coach or spectator fails to adhere to

proper conduct, appropriate sanctions should be used including removal from the immediate playing area or the field or a ban from further participation in the tournament. Home regions, areas and sections must be made aware of any inappropriate conduct exhibited by their spectators and coaches (as well as their player's) when they are "away" from home. Officials must make reports of such misconduct and the tournament committee must forward a copy to both NSTC and the home region/area/section after review.

Deduction of points from the team standings is sometimes used, but this is not recommended. This deduction of points is ultimately a punishment to the players who are not responsible for the behavior of adults. If this system is used, consider using coach and spectator behavior for sportsmanship points or for tie-breaking purposes only.

C. "Everyone Plays" AYSO Team Playing Non-AYSO Teams:

The AYSO "Everyone Plays" rule, requiring each player to play at least one-half of every game, as well as rules regarding the number of players on a team, shall apply to AYSO teams (whether primary season teams or teams specially constituted for such event) participating in non-AYSO tournaments or games within or without the U.S.A., regardless of whether the other team, the referee or the sponsors of the tournament or game apply or follow such a rule. See *National Policy Statement 2.4*.

D. Non-AYSO Team Rosters and Roster Size

Non-AYSO teams registered in any AYSO tournaments may have player rosters of up to the maximum limit provided for by their respective governing organizations (which may exceed the standard number that AYSO sets), provided that:

- All players are listed on the primary team roster.
- Formal organizational approval is given and presented to the AYSO tournament registration officials.
- The roster sizes still allow for each player to play at least half the game.

All teams must conform to AYSO's policy that every players must play at least one half of every game. This may be accomplished by Monitored Substitution (free substitution) in accordance with AYSO guidelines including substitutions by "sixths" or "eighths".

See *Appendix 3: Non-AYSO Teams and Tournaments* for more information.

E. Medical identification/alerts:

Medical identification/alerts may be taped to prevent injury to that player or to other players, but care must be taken to ensure the information remains visible and must be easily recognizable in case of emergency.

F. Playing up a division:

The decision of a player participating in an older age division should be left up to the individual region. Maximum flexibility for playing up should be allowed as long as it is in the best interest of the player, and never for the purpose of composing a stronger team. Some regions will have requested players to play up to fill out rosters during the primary season, and these players should not be required to play up in secondary play because of the accommodation made to the region. Regions should make every effort to accommodate players in their current age group before playing them up a division.

Under no circumstances will U-8 or younger age division players (those players just completing the U-8 and under primary season programs) be permitted to play up for a tournament or the tournament season. A section may impose more stringent participation limitations beyond this policy.

G. Send-off Supervision:

USSF statement:

A player, substitute or substituted player who is sent off the field and shown the red card is required to be removed entirely from the area of the field and may play no further part in the match. If a competition rule specifies a manner or location of such a departure, it must be followed. In the absence of any rule, the referee must ensure that someone who is sent off is far enough away to be out of sight and not within hearing distance. Lacking any possibility of adult supervision away from the field, a youth who is sent off may be permitted to remain with the team but cannot participate in any way.

AYSO Clarification:

Any minor aged team member who is sent off (red carded) must be allowed to remain on the sideline under the control of the coach, and may remain there so long as they take no further participation or cause no further disruption. Should it become necessary and, with the coach's approval, the player may be accompanied to the tournament headquarters tent (if under age 18, by a parent, assistant coach or by the appropriate number of Safe Haven Program specified adult supervisors) and remain there until the match is over and the post-game ceremonies have been completed.

H. No Temporary Expulsion of Players:

AYSO games are conducted in accordance with the current FIFA Laws of the Game (LOTG) and Tournament rules and must treat a "caution" ("yellow card") issued to a player as defined in the Laws of the Game.

When a player is cautioned and shown the yellow card, the referee records the information and continues play.

No mandatory temporary expulsion period is permitted.

AYSO tournament rules may not incorporate any further sanction during the game for a player issued a single caution. (Note: It has always been within the discretion of the coach to take action with the player if he/she so chooses; it is not within the discretion of the referee or tournament officials to impose further sanctions. Referees should cooperate with coaches in this regard.)

I. Accumulated Cautionable Offenses (Yellow Cards)

The Tournament Rules Committee shall determine whether players, substituted players or substitutes that receive cautions in multiple games are to be sanctioned further.

It is the responsibility of the Tournament Rules Committee to determine if the number of cautions issued to a player in multiple games should precipitate a game suspension and if so, for how many games.

For example: the Rules Committee should take into account that cautions can be issued for an extensive range of misconduct from a "benign" offense such as "Enters the Field of Play without the Referee's Permission" to "Unsporting Behavior" that was not quite "Serious Foul Play".

J. Sending-Off Offenses (Red Cards)

FIFA Laws require that a player, substituted player or substitute that is "Sent-Off" during a game also receive a minimum of one game suspension from their following game. The Rules Committee shall determine whether players, substituted players or substitutes that are "Sent-Off" from a game are to be sanctioned further by being suspended from additional games.

It is the responsibility of the Rules Committee to determine the number of games suspension depending upon the reason for the "Send-Off". The Rules Committee should take into account that send-offs can be issued for an extensive range of misconduct from a "benign" offense such as "Denies an Obvious Goal Scoring Opportunity by Deliberately Handling the Ball" to "Violent Conduct". The Field Director shall administer any such suspensions.

K. Substitution:

U-14 and Younger Age Divisions: Substitution is permitted approximately midway through the first half, and approximately midway through the second half. Additionally, substitutions may be made at half time, for injury and at the start of any overtime periods in accordance with AYSO National Rules and Regulations. Playing time is typically monitored by the referee who marks the substitutions on the game lineup card.

U-16 and U-19 Age Divisions: Substitution can be made as described above, or at sixth or eighth intervals (approximately midpoint of each quarter), or monitored substitution may be used. Monitored substitution is allowed where there is adequate monitoring of playing time (minimum of half the game per player) by a neutral party. In the absence of a satisfactory monitoring system, only substitutions at the quarters or sixths or eighths may be used. (Tournament monitored substitution systems must be submitted with the Tournament Package for approval and must include a sample of the form used to track substitutions.) Minimum play requirements continue to apply in overtime periods and must continue to be monitored as previously described.

L. Age Differentials Allowed

Team competition will be limited to not more than two years' age difference through U-14, no more than three years' age differential in U-15 and U-16 and not more than four years' age differential for those participating in U-17 through U-19 age groups. If two-year age groupings are used in the tournament, then those players falling in between two age divisions must play in the age division closest to their true age group.

M. Co-ed Teams

Co-ed teams are considered to be in the boys' bracket. Girls teams will only be scheduled against boys teams with the approval of the hosting section director. This rule must be present in tournament packages if consideration of use is anticipated.

N. Registration and Insurance Requirements for Non-AYSO Teams

All teams must have a letter of approval to participate in any AYSO tournament from their governing organization. All teams must show proof of insurance that is equal to or greater than insurance given to registered AYSO players.

Appendix 8: Tournament Formats

There are many different types of formats that you can choose from for your tournament. The type you chose will depend on many factors; the number of teams you have participating, the time frame for your tournament, the competition level and desires of the participating team, and many other factors. The following discussion of the more common formats of tournaments should help you decide which format is best for your tournament.

Types of Tournament Formats:

1. Round Robin	This type of tournament is really like league play. A team that plays all the other teams in a season has played a round robin league. In a tournament, this type is used if you have an uneven number of teams in an age division, say you have 5 teams. They would play each other (4 games) and you would determine the winner by points.
2. Single Elimination	This type of tournament matches up teams for the first round. The winner moves on to play the winner of one of the other match-ups; the loser is finished. If you are familiar with the NCAA Basketball tournament, it is a single-elimination tournament.
3. Pool Play	This is the most common tournament format in youth soccer. It is really a multi-tiered round robin tournament. Round robin format for the pool play portion of the tournament, then a single elimination format for the "medal round". Some tournaments even add to the medal round by adding a consolation game for the losers.
4. Double Elimination	In this tournament format, the winners move on to play other winners to continue to advance. The losers in the first round will play other losers; the winners of this second round can continue to advance and play other winners; the losers of this round are finished. This type of tournament is rare since it requires a lot more games to be played and teams won't know their next game time or place until they finish their current game. It also puts more pressure on the tournament scorekeeping staff to move teams into the appropriate next bracket.
5. Multi-Level	Most league playoffs match up the winners of their divisions with each other. An Area Playoff will match up the League winners of their Regions in tournament-type playoffs. Leagues will match up their top 2 or 4 or more teams into a playoff. In this case, the individual Regions or the individual Leagues play a round robin type of tournament to determine their winners. The playoffs themselves are then one of the other four tournament types.

Further discussion of tournament types:**Single Elimination**

The greatest appeal of the single-elimination tournament is its simplicity. Losers are eliminated, and winners advance to the next round until there is only one contestant left, the tournament champion. The single-elimination tourney is valuable when the number of entries is large, time is short, and the number of playing areas is limited. Of all the tournaments, this one requires the fewest games; however, half the participants are eliminated after one game, and only one-quarter of the participants remain after the second round. When more extensive participation is important and more playing areas and time are available, using this tourney is not advisable. Furthermore, you can easily organize other tournaments in this manual, so the simplicity of single elimination is not a significant factor in its favor.

Probably the best use for this type of tournament is play-offs at the end of a season or following a longer tournament such as a split round robin. You would then determine seeding for the single elimination by the standings at the conclusion of the previous playing period.

Double Elimination

The double-elimination tournament is designed to address two problems inherent in the single-elimination tournament. The first is that one of the best entries may have a bad first game or have been poorly seeded in the single-elimination draw; if that occurs in a single-elimination tournament, that entry is eliminated too soon. Having a losers' bracket gives such an entry an opportunity to play in the finals. The second problem with the single elimination is that half of the entries play only one game. The double elimination ensures that all entries play at least two games.

However, this tournament type is often overrated because of those strengths. It also has weaknesses, and there are good alternatives. The major difficulties with the double elimination are that the second- and third-seeded players play many games, particularly in the final rounds of the tournament, and it takes many rounds to complete. Also, this tournament type often does not use available areas efficiently. For example, if the tournament consists of nine entries and there are four playing areas available, the double-elimination tournament takes seven rounds to complete. This is as many rounds as in a round robin-double split, but without the advantages a round robin tournament offers.

The double elimination's major benefit is for situations in which the number of playing areas is limited, time is at a premium, final standings are important, and all entries are to be awarded a minimum of two games.

Multilevel

The multilevel tournament is similar to a single-elimination tournament; in fact, at the top level they are the same. However, in multilevel a player is not eliminated following a loss but simply moves down one or more levels of play into the consolation rounds. This downward movement continues until no other challengers remain. One result of this approach is that all players play about the same number of games. Another benefit is that in each round the players are more likely to encounter others of their caliber.

In the final rounds of play in single- and double-elimination tournaments, there are only one or two playing areas in use. This is not the case in the multilevel tournament. As a result, when sufficient playing areas are available, the multilevel tournament takes the same time to complete as a single-elimination tournament and half the time of a double-elimination tournament. For example, if six playing areas are available and the tournament contains 13 entries, it takes four rounds to complete the tournament using either the single elimination or the multilevel and eight rounds to complete a double elimination. The multilevel tournament is an excellent choice when equality in number of games played and closely contested matches are important considerations, when time is limited, and when knowledge of third and subsequent final placements is not crucial.

This tournament is perhaps most useful in physical education classes or intramural or recreational settings where eliminating players is undesirable and final standings are of little significance. Because this tournament type offers many advantages in these situations, and because it may be new to the reader, we advise a review of chapter 3.

Round Robin

The round robin tournament consists of all individuals or teams playing each entry an equal number of times. The round robin and round robin-split tournaments listed here have fixed schedules; all entries know exactly who they play and what time they play them which offers some advantage to entries in preparing for the tournament and upcoming games. Seeding does not affect the outcome, because the cumulative results of all games played determine final standings. When the number of entries are few and games are played quickly (as in table tennis, badminton, or volleyball), this type of format is effective for a one-day tournament. When there are more entries and the games take longer to complete (as in hockey, football, or basketball), then a round robin schedule is best suited for league play. In this case, one time through a round robin provides the league schedule, and, if time permits, you could provide a home and away schedule simply by going through the round robin schedule twice.

The round robin format is not suitable for all situations. Because all entries play each other, a round robin format is problematic when the number of entries is high. For example, a tournament with 32 entries would take 496 games to complete using a round robin. This compares with 62 games in a double elimination and only 31 in single elimination. Also, when there is considerable discrepancy in caliber of play, many games will prove unsatisfactory to all involved in these (non)contests.

Round Robin-Double Split

When a round robin format is desirable but the number of entries is too large, splitting the entries into two pools is a practical solution. Following the play within the pools, only the top two entries from each pool participate in play-offs to determine the final top standings. The obvious benefit is that the number of games is halved. The drawback is that proper seeding becomes important. For example, if the top three seeds are placed in one pool and only the top two from each pool advance to the play-offs, then (if entries perform consistent with their seedings) the third seed cannot play in the play-offs.

This format is commonly used for league play. You could split the league into two pools or divisions, with the play-offs bringing together the top two teams from each division to decide final standings.

Round Robin-Triple Split

The round robin-triple split is similar to the double split. However, because it would be awkward to have a single-elimination play-off with three or six finalists, a round robin format for the finalists is the most suitable. This requires more games in the play-offs and is a satisfactory alternative to the double split only when there are a very large number of entries.

Round Robin-Quadruple Split

This type of tournament is intended to solve the same problems addressed by the double split, but instead of dividing the entries into two groups, they are divided into four groups. This is useful only when the number of entries exceeds 11. You could use it in a one- or two-day tournament or in a league format over a longer time. The major disadvantage of this approach is that when there are only 12 to 15 entries, the weaker ones might participate in only two games.

Extended

Ladder and pyramid tournaments are two common examples of this tournament type. Extended tournaments can be ongoing for an indefinite time or can be abbreviated to a week, a month, or another desired period. For drop-in programs, such as intramurals or racquet clubs, this tournament type can be most useful. Its major weaknesses are, first, that players challenge each other and, therefore, some players may not play as much, and, second, because of the challenge system the ranking at the end of the tournament may not be accurate.

Examples of each type of tournament format can be found on the tournament document section of the national Web site *soccer.org*.

