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GUAM FOOTBALL ASSOCIATION Strategic Plan

YEAR: 2017-2020

GUAM FOOTBALL ASSOCIATION STRATEGIC PLAN

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INTRODUCTION

The GFA Strategic Plan is a framework for improvement that has been designed through nine sectors of the federation. Since its inception in the 1970's as the governing body of football, GFA has a history to provide its members with the necessary support and leadership to make football the most popular and organized sport on the island.

The strategic plan is a road map and foundation that will help navigate GFA to be successful in the next four years. Each strategic objective has been given a set of activities to lead the GFA committees, stakeholders and staff. These activities help define what is needed to deliver on the outlined priority and its benchmark to measure its success. The activities are the starting point in a process that will intend to evolve over either short or long term as our needs change and when opportunities arise.

This plan will be assigned to a responsible party, whether it be an individual, committee or department to develop a plan that will demonstrate how they intend to deliver on these strategic responsibilities. Once approved, it will be evaluated on a quarterly basis by the appointed members named the "Strategic Review Committee" as displayed in the Implementation and Operations section of this Strategic plan. The Strategic Review Committee shall report on the progress of GFA's initiatives bi-annually with the GFA Executive Committee.

The outcome of this review may lead to making the necessary adjustments that will help the federation evolve and achieve its many goals and remain the leading sport organization on Guam and in the developing nations of Asia.

THE PLAN

GFA's future is dependent on the very core of our member association and grassroots development. Over the past 40 years, GFA has grown from being a very small emerging nation to a positive developing nation that has received strong attention as the 'poster child' with FIFA. With a population of 161,000 with a predominantly military and tourism-based economy, the small federation is able to hold its own. The growth in player participation has seen its impressive mark in many ways especially with females. Having an average of 34% females registered in recent years, and at present, having a record high of 57% registered females (14 years and up). The most important aspect of why GFA is where it is today is ensuring that the facility is established, progression of player development, organization of competitions, positive international relations with many other federations and strong relations with domestic sponsors.

With the help from FIFA and AFC, the executive committee members, General Secretary, key personnel of GFA and stakeholders will need to combine their inputs, ideas, visions and creative possibilities for GFA to remain as a viable and strong federation that many can talk about positively and look to as an exemplary role model for football, especially in Asia. If a country as remote as Guam is able to do this, then anyone can. GFA will need the member association's crafted ideas in order to achieve these priorities as it affects them directly and indirectly.

The priorities that will make this strategic plan are based on the fundamental needs of the federation. Naturally, at the root of each priority, will be a set of activities that outline how the strategic objectives will come into action. GFA's volunteers, staff and member associations will need to work diligently to deliver on these priority/activities and continually fine-tuning its approach on a consistent basis to achieve optimal results.

During the course of the next four years, the GFA strategic plan's intent is to further grow the member association's passion once again through its leadership, support, dedication, good governance, transparency and strong programs to reinvigorate and spark the love and integrity of football and see opportunities blossom for the younger generations.

GFA VISION

Ensure that every person is given an opportunity to be involved in all the wonderful aspects of football as part of a life-long commitment for an active, healthy and positive lifestyle while obtaining a life-long passion for the sport.

GFA MISSION:

To govern, promote and develop the game in a professional and progressive manner in cooperation with its members and partners.

There is a strong focus on national teams and podium success, which is natural considering the importance to FIFA, AFC and EAFF, which provide many benefits of football internationally.

NINE KEY ELEMENTS to formulate Strategic Goals:

1. Football Community
2. Administration
3. National Teams
4. Player Development
5. Coaching
6. Refereeing
7. Facilities
8. Competitions
9. Marketing



1. Football Community

(OVERVIEW): Current population in Guam has almost doubled since GFA being inaugurated in 1975 (93K to 172K) per Guam consensus. The chart shown below is projecting that the population will grow at a steady rate average of 1.2% per year over the next four years.

Guam Football Association_Population								
	HISTORICAL				PROJECTION			
	1975 *	2006	2011	2016	2017	2018	2019	2020
Male	53.9%	51.0%	50.8%	50.7%	50.7%	51.5%	50.7%	50.4%
Female	46.1%	49.0%	49.2%	49.3%	49.3%	48.5%	49.3%	49.6%
Total	93,354	158,429	160,858	172,094	174,213	176,268	178,309	180,374
REFERENCES:								
Determine the % of women population in the historical years: http://data.worldbank.org/indicator/SP.POP.TOTL.FE.ZS?end=2015&start=2011								
Determine population (historical and projection): https://www.google.com/search?rlz=1C1DLLB_enGU646GU646&q=guam+population+1975&oq=guam+populatio+n+1975&gs_l=serp.3...6024.11014.0.11351.18.17.0.1.1.0.165.1960.2j15.17.0...0...1c.1.64.serp..0.16.1727...0j33i21k1j33i160k1j0i22i30k1j0i67k1.FUOx3SAnc1l								
Population in projection for male/female: https://www.populationpyramid.net/guam/2020/								

As GFA continues to focus on mass participation, it is desired to have the government and education entities be key focal points in expanding the horizon to achieve common goals such as social inclusion, healthy lifestyle and optimal international exposure.

To date, GFA has doubled their participation in a ten (10) year timespan (2006 to 2016). With the anticipated continual growth in population, GFA anticipates continual growth at a similar or higher rate as it strives to further improve the facilities, educational programs, establish grassroots program/charter and continues to be the number one sport to partake in. Men and women will

continue to play football as they get older which will create further expansion in divisions.

Guam Football Association_Participation						
	HISTORICAL					
League	2006		2011		2016	
	M	F	M	F	M	F
Men's	339		520		567	
Women's		150		174		210
W-REC						534
Youth	1236	555	1212	643	1822	887
TOTAL BY GENDER	1575	705	1732	817	2389	1631
TOTAL	2280		2549		4020	

Based on the diagram to the left, the growth is contributory to creating programs for all ages, genders, abilities and economic statuses which will meet FIFA's motto of "Football is for All" and easily remain the number one sport on island.

Growth	% of Female
2011 = 11.8%	2006 = 44.7%
2016 = 57.71%	2011 = 47.0%
	2016 = 68.2%

With all the numerous leagues put in place to serve the community, there are some areas that need to be focused on more to better manage the sport. For instance, the interscholastic sports organization is changing its structure of their seasons. This may affect the athlete’s choice in which sport to play where they choose between football and another (four season sports vs. three season sports). GFA’s record of players is not an accurate reflection of how many are really playing football. A mechanism must be put in place to capture and retain players that are not registered via GFA (ex. interscholastic leagues, grassroots, military base leagues).

If GFA aims to grow, the need to address facilities to afford the community to develop the youth and interested members, this sector is becoming a fast number one priority again. Many member clubs are losing their practice locations due to other sport entities, private sectors or change in electoral position/approval.

There are many opportunities for GFA to grow in support of the sport and the community as well as by giving back to the community and bridging the relations with many stakeholders. Despite the size of the population on Guam, every sport will keep a keen eye on the multi-sport athletes to uphold and represent Guam in every possible way, which is where GFA needs to establish a stronger program and pathway for the various levels of players to boost their commitment to the sport.

SWOT ANALYSIS

Community	
Strength	Weaknesses
Perceived as most organized sport organization on island	Lack accessibility to disabled.
Tailored to mass majority of community	Lack manpower & resources to focus on Social Responsibilities.
Fast growth in mass participation	Lack Grassroots Program, Manager and Plan.
Opportunities	Threats
Becoming more than just football. Becoming social cohesion, life-style choices, international relations and economic development.	Ability to engage the fast increasing demands in international relations and economic development.
Giving back to other strong programs (i.e., Relay for Life, Big Brother/Sister, Cancer Awareness, Autism).	Competing with other sports
Invest in grassroots. Improving player experience and pathway.	

(STRATEGIC GOALS & OBJECTIVES)

COMMUNITY		
	Goals	Objectives
1	Establish Grassroots Program with Government and Schools	1.1 Develop relationship with the school boards 1.1.1 - Expand soccer programs to elementary schools. 1.1.2 - Reward schools with equipment and programs with teacher participations as well as assessments. 1.2 Establish relationship with other sport organizations 1.3 Revisit relationship with the GNOC 1.4 Conduct meeting with key government personnel for long term plans for soccer organization 1.5 Launch grassroots programs/events focused on fun opportunity and teach them how to love the game.
2	Establish Social Responsibility Committee & program	2.1 To initiate GFA SR committee by Fall 2017 (Chairperson, Deputy chairperson and three members) 2.2 To plan and coordinate SR events/budget for 2018 by end of 2017. 2.3 Annual SR events should be mutually beneficial to community, member clubs, other NGO and FA
3	Establishing stronger Sports Tourism	3.1 To initiate and appoint International Relation personnel by end of 2017 3.2 To establish procedure and protocols of this position with main focus of coordinations for incoming and outgoing team(s)/club(s) 3.3 Bridge relations with Guam Visitors Bureau 3.4 Instill annual calendar and budget
4	Develop better reporting mechanism on player, coaches, referees and volunteer registration	4.1 Track and analyze for better annual reporting trends 4.2 Utilize to educate member clubs, coaches and technical & development department in opportunities for players, coaches, referees.
5	Actively support members in the execution of their sanctioned football programs for the good of the game	5.1 Initiate and appoint personnel(s) for Compliance Officer to assist with good governance (internally and externally) 5.2 Establish periodic workshop to further enhance club management and pathway for players, coaches to join.
6	Provide with more opportunities to include the sport as life-long pursuit of healthy and active lifestyle and community participation in order to grow the game.	6.1 Establish marketing tool to continue to promote the sport for all member clubs, programs and community outreach.

(EXECUTIVE SUMMARY): Work effectively and cooperatively with schools, governments, outside sport communities, partners and other stakeholders to achieve better accessibility for our football program while seeking global excellence in sports performance.

GFA will aim to focus more on grassroots programs in the schools, with a special emphasis in the elementary schools and girls' programs. The grassroots and school programs will be the key pillar

of GFA’s success in achieving growth in participation and development while continuing to support existing structure.

2. Administration

(OVERVIEW): GFA administration was being operated by only two (2) full-time staff for a long period of time until 2010. GFA moved forward to increase personnel gradually to support the fastest ever growing sport on the island. In 2010, GFA has added an Executive Director to assist the General Secretary with the day-to-day operations and three full-time coaches to a total of seven staff on full-time status. In the following year, an additional full-time staff was hired to take on the Marketing/Media area to ensure that football coverage and website updates were top priority to ensure proper exposure in addition to securing part-time staff to support various league operations (women’s, youth, men’s and referees).

This alone has propelled GFA to be more structured and organized while drawing more personnel seeking employment. By 2012, expansion in personnel and programs were launched after the hiring of a new Technical Director/Men’s Head Coach to propel the technical department. Over the next several years, GFA continued to grow exponentially in participation, but lacked the sufficient and qualified personnel to support the crucial day-to-day operations and forced the existing personnel to be heavily multi-tasked.

In reflection to the chart below in terms of administration support does not keep up with the demand for support of the fast growing participation in leagues and programs. In addition, there are many other programs that GFA wishes to implement but is limited on manpower and proper expertise (Coaches, Referees, community goodwill/international relations, Disabled football and grassroots in the regions). In view of the progression, the projection in personnel must be achieved to ensure its sustainability to effectively support all aspects of football. This has created a roadblock in some areas, most especially in coach education, referee development and qualified/expertise personnel to manage area specific needs.

Guam Football Association_Adminstration/Management				
		2006	2011	2016
Full Time	M	1	4	4
	F	1	4	4
Part Time	M			3
	F		1	3
Coaches (Agreement)	M	5	5	10
	F	1	3	3
Total Teams		8	17	27

Guam Football Association_Finances							
	HISTORICAL			PROJECTION			
	2006	2011	2016	2017	2018	2019	2020
AFC	20,000	4,000	550,000	550,000	250,000	250,000	250,000
FIFA	250,000	950,000	250,000	2,000,000	1,250,000	1,250,000	1,250,000
GEN	430,000	598,000	836,000	492,000	517,000	543,000	570,000
YOUTH		26,000	112,000	186,000	192,000	192,000	192,000
OTHERS			829,000	227,000	227,000	227,000	227,000
Total Teams	700,000	1,578,000	2,577,000	3,455,000	2,436,000	2,462,000	2,489,000
Growth rate		125.4%	63.3%	34.1%	-29.5%	1.1%	1.1%

SWOT ANALYSIS

Administration

Strength	Weaknesses
Increasing manpower to keep up with demands	Need for additional SOP in other areas
Continual improvement in Governance as required by FIFA/AFC	Education and transparency on internal matters of FA
Annual audit of all accounts	Obsolete technology in player, competition, officials, national team management.
Continuous investment in player development, national teams, facilities etc.	Communications to community and stakeholders of events
Passion to improve	Limited workspace for personnel
Opportunities	Threats
Establish efficient work environment	Retention of manpower
Career pathway for position specifics	Accepting and adapting to change
Growth in expertise; securing knowledgeable and qualified personnel	Ageing committee/staff with no obvious replacements
Upgrade of technology to improve community base as well as stakeholders.	
Utilization of internships to enhance experience and potential future hire	
Instilling consistent process with purpose and efficiency.	

(STRATEGIC GOALS & OBJECTIVES)

ADMINISTRATION		
	Goals	Objectives
1	Identify operational and administrative best practices	1.1 Hire Compliance Officer by 2018 1.2 Define clear job descriptions for all employees and review annually (also include bi-lateral at 6mos). by end of 2017 1.3 Develop Procedures for each position tasks by early 2019 1.4 Review current staffing and roles/responsibilities with pathway for further education, if needed 1.5 Utilize internship to support special projects
2	Improve in technology & communications	2.1 Install new registration system (online version) by 2018 via FIFA Connect 2.2 Design and implement competition system (via AFC CMS) 2.3 Implement education management system by 2019 2.3 Install new POS/QB Online by end of 2017 2.4 Devise new filing system of all records (league results, finance matters, photos/videos and regulations/circulars) 2.5 Identify opportunities to reduce costs and increase efficiency by end of 2017
3	Establish four (4 year) projected budget/forecast that aligns with the strategic plan	3.1 Establish/Create budget that ties to strategic direction and day-to-day operations of each committee/pillar. 3.2 Establish/Create quarterly report to assist committees in understanding their financial progress. 3.3 Establish a list of changes from the strategic plan in terms of financials, administration, stakeholders and priorities. 3.3.1 - Create quarterly progress reporting to be communicated with EXCO
4	Employing qualified and knowledgeable staff	4.1 Design, Review and approve organizational chart for remaining of 2017 and forecast of 2018 4.2 Establish minimum criteria for each position 4.3 Partner with GCC and UOG for continued education or workshop to further staffings' knowledge 4.4 Bi-annual review of each employee 4.5 Screening process for volunteers, coaches and staff.

5	Administrative and Operational Seminars	5.1 Visit each member club and discuss/review current operations & administration practices by end of 2018 5.2 Provide member clubs with starting point for development/implementation of areas needed (from assessments in 5.1)
6	Governance Standardizations	6.1 FA to establish or amend the following: 6.1a - GFA Statutes 6.1b - Employee Handbook 6.1c - GFA Established budget forecast & approval 6.1d - GFA Code of Conduct 6.1e - GFA Disciplinary & Ethic Code 6.1f - GFA Competition Calendar 1 year in advance
		6.2 Assess and assist member clubs to ensure governance standards are met

(EXECUTIVE SUMMARY): GFA administration will continue to work to achieve continued transparency, strong governance and good practice to be an example of a strongly operated organization. GFA looks to reform and make further improvement in personnel whereby empowering them at all levels to have the responsibility to take up the challenge on an ongoing basis to seek, identify and adopt continuous improvement measures. This would also include streamlining roles and responsibilities with performance measurements while assisting the personnel to achieve their career goals/paths. To assist the personnel in their role, technology along with standard operating procedures as well as regulations will propel the operations to a stronger state.

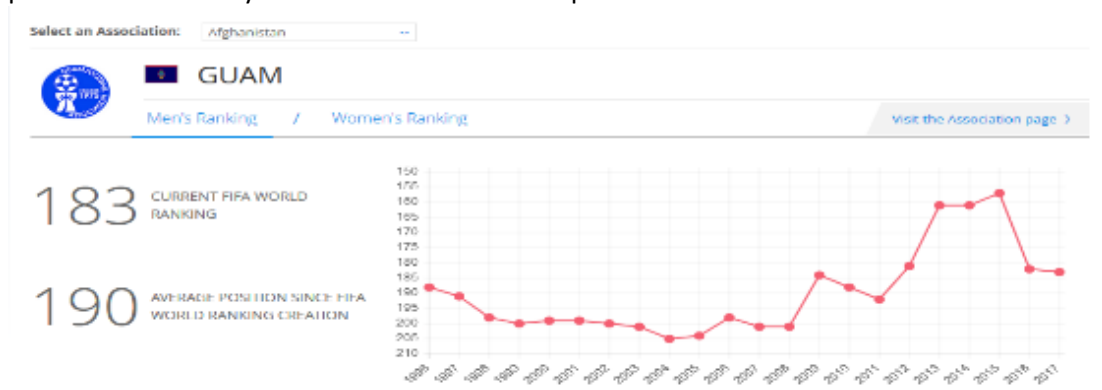
3. National Teams

(OVERVIEW): The national teams of Guam have continuously participated in the Asian Football Confederation in terms of U14 Boys, U14 Girls, U16 Boys, U16 Girls, U19 Boys, U19 Girls, AFC Asian Cup (men and women’s) as well as FIFA Qualifiers. Guam falls in the AFC region, East Asia Football Federation, which consists of ten (10) countries (China PR, Chinese Taipei, DPR Korea, Guam, Hong Kong, Japan, Korea Republic, Macau, Mongolia, and Northern Mariana Islands).

GFA has remained committed to develop the youth with the mindset of the long-term plan but has faltered in areas such as the management and evaluation of the long-term plan for youth development to U19 or U23 or senior team. This could be due to the lack of the stakeholders’ understanding of the long-term plan and remaining committed to the plan despite the change in personnel such as Technical Director or head coach. The constant change every two years may have created confusion in the football community and coaches alike with all the changes in philosophy and style of play. There is a need to establish what one can call “The Guam Way”, and remain true to the set agreed Philosophy and Team Model.

The ranking of the national teams has seen its highs and lows sporadically over the years. The chart below shows the fluctuation in the rank, which can be contributory to either the lack of support, direction or change in development.

Men's Ranking: The Guam Men's National Team "Matao" has taken the world for a spin during the Joint Qualification for the 2018 FIFA World Cup Russia and 2019 AFC Asian Cup UAE. Under the head coach, Mr. Gary J. White, he lobbied and scouted the best players to represent Guam during the aggressive schedule and budget to ensure its success. Per FIFA.com, Guam's best ranking was 157 in 2015. In the eyes of the Guam community, Matao was their idol as they showcased the home and away format during 2015-2016 against Turkmenistan, India, Oman and Iran (WC2018). Since the Matao qualified for the advance to the AFC Asian Cup UAE 2019, budget constraints prevented the ability to move forward and compete.



Women's Ranking: The Guam Women's National Team "Masakada" simply lacked consistent competition to maintain their rank in which many believe that the women's team has more potential to succeed if consistent competitions were put in place.

Through various competitions between FIFA Olympic Qualifiers, Pacific Games, AFC and East Asian Football Federation competitions, the best ranked team was in 2003 when the women's national team won silver medal in the Pacific Games held in Fiji under head coach Tom Renfro. After a slow, downward spiral in rank after the Olympic Qualifiers, new head coach Sang Hoon Kim (KOREA REP) took over the national teams for women's as well as selected boy's youth teams. The change in training curriculum and recruiting efforts resulted in vast improvement in player abilities and team tactic/style of play. Unfortunately from 2010 – current, the women's team only participated in the bi-annual East Asian Football Federation (EAFF) competition, which consists of Round 1, Round 2 and Finals. Guam women's team has plowed through Round 1 of the newly established format since 2009 but Round 2 has seen its challenges as they face their rivalry of Hong Kong, Chinese Taipei and Korea Republic.



SWOT ANALYSIS

National Teams	
Strength	Weaknesses
○ Recruitment of off Island players	○ Scheduling of Training Camps
○ Quality of training Facilities	○ Inconsistent Head Coaches – Change in Philosophy and Style
○ Stateside Identification Camps (Past)	○ Local Coaches with qualifications and experience
○ GFA Academy – pathway	○ Facilities as there is a lack of availability outside GFA
○ Elite Youth League	○ Family Resources, costs, transportation
○ Youth players available on island for U17's	○ Other Sporting Codes
○ Climate allows for all year round training and playing	○ Awareness of Player Eligibility of Stateside players
	○ Communication concerning National Team Program both On and off Island
	○ Player Pathways (National Team, College, Professional Levels)
	○ International Friendlies between Major Tournaments
	○ Players commitment, work ethic, pride and motivation
	○ Compensation when taking time off work without pay to represent Guam
	○ High Performance Programs
	▪ Strength and Conditioning
	▪ Nutritional Education
	▪ Injury Prevention and Rehab
	▪ Career and Education Guidance
Opportunities	Threats
○ Arrange more International Friendlies/ Tournaments	○ Players motivation to continue to represent
○ Youth Summer Training Camp/ID	○ Players playing for other sports National Teams
○ Establish regular Stateside Camps include in Calendar	○ High School Players continuing to play at College Level
○ Create a College Assistant Program	○ Losing players to Stateside Colleges and have them represent U20 Level
○ Establish a Player Daily Allowance Budget when Representing Guam for Senior Teams	○ Lack of qualified and experienced coaches

(STRATEGIC GOALS & OBJECTIVES)

NATIONAL TEAMS	
Goals	Objectives
Increase the number of players on and off Island	Create a network of Coaches/Scouts on Island to identify potential players by July 2018
	Create training environment to meet the needs of National Team Players on Island by July 2017
	Create a consistent network with stateside scouts to assess players by 2020
Establish nutritional program	Create a tailored nutritional plan for Academy and National team players by January 2018
	Create an Island Grassroots Nutrition Education program by July 2018
	Partner with a qualified nutritionist by December 2017
Open fitness center by 2018	Partner up with a Physiotherapist to work from the Fitness center by the opening day of the Fitness Centre
	Appoint a Football Conditioning Coach by 2019
Compete in senior AFC competitions	Compete in Men's (2019) and Women's (2022) AFC Asian Cup Qualifiers
	Qualify for Final Round of Men's (2043) and Women's (2042) Asian Cup
Compete in youth AFC competitions	Compete in boy's (2019) and girl's (2020) AFC Qualifiers
	Qualify for Final Round of boy's (2030) and girl's (2029) Asian Cup
Compete in senior EAFF competitions	Consistently competing in EAFF Round-2 in 2018
	Qualify for men's (2044) and women's (2044) Final Round
Improve rank of senior and youth teams	Participate in at least one friendly match/tournament during international breaks
	Earn and hold men's rank of 145 or better by 2043
	Earn and hold women's rank of 66 or better by 2042

(EXECUTIVE SUMMARY): The Guam National Teams will aim to represent and become the role models for the many people on Guam with passion to win, professionalism while on/off the

pitch and ensure they play in a distinctive manner that inspires all Guam sports enthusiasts. The national teams will be supported and structured to allow a smoother pathway for the next generations.

4. Player Development

(OVERVIEW): Traditionally, players have been developed by member clubs (Dededo SC, Isa Islanders, Orange Crushers, Windward Wolverines, Sidekicks SC, Southern Cobras, Wings, Strykers FC, Quality Distributors, Southern Heat, Mangilao and Tumon). Each club devised their own approach in training players based on either volunteer parent-coaches or certified coaches.

Creating a pathway for the national team started with U13/U14 boys and girls. During this time, it was sought that a consistent player development program that incorporated a strong player technique curriculum at a younger age was necessary. This became most noticeable when selected players representing the national team, the coach would need to focus more on player technique rather than tactics with what short amount of time to prepare for the competition as a team. This became a repeated concern over time in which the executive committee has lobbied for an academy program to be launched.

From this analysis, GFA established the GFA United Airlines National Academy program in 2012, which launched U8 through U12 programs, which accepted 120+ players for the calendar year. The academy program was a five days a week training session with tutors and nutritionists in place to support the after school homework, proper nutritional education before the 1 ½ hour training sessions. After each cycle, directors for the boys and girls met with parents to discuss the player's strengths and areas of improvement, which included not only on the pitch performance but also off the pitch behavior. By 2013, further improvements were made to instill football culture by doing theory sessions through watching various clippings of teams or players in all leagues around the world. Emulating the top class players assisted the academy players to explore and practice set skills and spark growth in creativity.

With such a remarkable impact in its first year, a vast noticeable change in player technique was mentioned repeatedly in each age division. Over the next several years, the academy curriculum has continued to work on improving individual player technique but it brought on concerns in other areas when called up to the national teams.

The final impact, rather than focusing on only the selected 120 players, GFA's desire is to roll out the curriculum to the 2,000+ youth players involved with the member clubs and schools. The goal is to train more players with these well-developed curriculums and improve the club/school coaches' education. From this, Guam's domestic leagues will see an increase in competition and national team selection should result in having depth on the roster.

SWOT ANALYSIS

Player Development	
Strength	Weaknesses
<ul style="list-style-type: none"> • Club Teams <ul style="list-style-type: none"> ○ Availability (easy to find a place to play) ○ Community/village ○ Morale ○ Social 	<ul style="list-style-type: none"> • Club Teams <ul style="list-style-type: none"> ○ Social (only come with friends) ○ Club loyalty ○ Lack of education for coaches/lack of coaches (large player to coach ratio) ○ Volunteer coaches with no soccer knowledge
<ul style="list-style-type: none"> • RWYL <ul style="list-style-type: none"> ○ High number of teams ○ Player participation ○ Grassroots opportunities ○ Division of levels and genders ○ Introduction to competition 	<ul style="list-style-type: none"> ○ Experience gap w/in players on same team
<ul style="list-style-type: none"> • Elite <ul style="list-style-type: none"> ○ Competitive ○ High intensity Matches 	<ul style="list-style-type: none"> • RWYL <ul style="list-style-type: none"> ○ Social (friends/families interfere) ○ Not competitive enough
<ul style="list-style-type: none"> • Academy <ul style="list-style-type: none"> ○ Individualized ○ Technical training with certified coaches ○ Elite environment ○ Boost player confidence 	<ul style="list-style-type: none"> • School <ul style="list-style-type: none"> ○ Coaches ○ Players pulled away from club, etc. ○ No true development
<ul style="list-style-type: none"> • Club Member Support <ul style="list-style-type: none"> ○ Pre/Mid/Post season meetings ○ Responsive staff 	<ul style="list-style-type: none"> • Elite <ul style="list-style-type: none"> ○ Club loyalty interfering ○ Not enough teams ○ Adult interference (poaching, etc.)
<ul style="list-style-type: none"> • Club TD <ul style="list-style-type: none"> ○ Great introduction ○ TD Training sessions 	<ul style="list-style-type: none"> • Academy <ul style="list-style-type: none"> ○ Cost ○ Game experience (little tactics) ○ Lack of coaches ○ Monotonous
	<ul style="list-style-type: none"> • Club Member Support <ul style="list-style-type: none"> ○ GK training ○ Coaches club visits inconsistent
	<ul style="list-style-type: none"> • Club TD <ul style="list-style-type: none"> ○ TD reports ○ Lack of Feedback ○ Lack of education to be a TD

(STRATEGIC GOALS & OBJECTIVES)

Goals	Objectives
FA to have a certified Head Coach per team	Increase number of licensed coaches by 40% by Fall 2019.
Develop a consistent curriculum across the board that yields a higher level of play and outlines a clear progression scale	Create curriculum for each phase of football development and disperse to clubs/coaches by August 2018
Increase participation levels of female players as well as all girl's divisions	<p>Increase female player participation by 25% Spring 2019</p> <p>Increase number of all-girls divisions by 2 age groups by Spring 2019</p>
Develop a higher-level youth Academy program	<p>Develop a national-level curriculum for Academy coaches that demands consistency and also provides realistic player assessment techniques by the start of Academy (Fall 2017)</p> <p>Develop a standardized individual technique checklist based on age divisions for current and prospective Academy players by start of Academy (Fall 2017)</p>
Develop a more effective grassroots program and department	Create a grassroots program for clubs through promotional activities by December 2017
Increase participation by developing higher standards in Coaching and Competition regulations	Increase player participation in RWYL, Elite Youth League through promotional activities by December 2017
Develop an injury prevention/S&C curriculum that can be implemented at every level	Develop an introductory injury prevention curriculum per age group and divisional need as well as strength and conditioning program; and, disperse throughout FA by September 2017

(EXECUTIVE SUMMARY): With a world class environment at the GFA National training center, GFA aims to further establish elite player pathways that will acknowledge and cater to all players and receive equal opportunity to be the best. The elite pathways should truly be afforded to the best of the best. While establishing this elite pathway, GFA will aim to further development for all players, not only for those that can afford to pay and develop, but will be awarded to all who strive to be the best of the best. Through establishing proper training curriculum, coaches and administration, this should be an achievable task to see a larger pool of players to display the Guam style of play and philosophy in our youth and upwards to our senior teams.

5. Coaching

(OVERVIEW): In reviewing the archive records, GFA has tracked licensed coaches from 1999 to present with regards to AFC Certificates as well as specialized courses (i.e., Grassroots, Goalkeeping, Advance Coaching, Women's Coaching Course all offered by FIFA). While reviewing the active and inactive coaches, a high turn over rate in coaches is clearly noticeable with a slow rate of promotions in coaches. Much of the loss is due to relocation off island or the appeal of coaching is of little value in terms of compensation.

In reviewing the participation of players in various leagues, one would think that the coaches education would produce enough coaches in proportion to support such team(s)/club. Through study, high demands on the existing coaches to manage more than one team at once are on the rise. This poses a serious concern in retention of coaches, as the burn out phase is very prevalent. This also prohibits the coach's ability to sufficiently focus on one team's performance and needs as he/she is spread thin over the week in training and games between multiple squads. The need to increase the number of coaches to keep up with the demand of teams and leagues, GFA is gradually pressing the 'brake' on the addition of new teams/clubs.

As AFC Technical Development and Competition looks to further enhance women's football, there's a major concern in developing female coaches on Guam to support the future of women's game. Emphasis has been made to ensure seeking out national team players and other high caliber players to acquire their licenses to assure that the women's program can be sustained and grow. The need to pick up the pace in numbers of female coaches and opportunities needs to be designed and launched with a clear pathway.

While GFA coaches education programs require the help of AFC instructor, the course requirements make it challenging for those that have desire to acquire such licenses. To avoid missing work and to fulfill course requirements, this makes for a long day and weekend to meet the course hours. This could be both positive and negative depending on the individual. One compared to whether traveling oversea would be better as you have 100% focus on the course or to remain home and not lose work hours, family obligations but attention to the course can hinder proper results. To guarantee the minimum number of Due to the brutal schedule of completing the course requirement with AFC appointed instructor makes it hard to even get the minimum number of participants therefore contributes to the slow growth in certified coaches.

By the end of 2012, GFA has forged through with sixteen (AFC C) and eleven (AFC B) certified coaches with over fifty coaches with GFA E and D certificates. Along with the four year coach license mandates aimed for by 2016, all youth teams will have a licensed coach prior to start of the league. As demonstrated over the recent years, coaches' education has become a low priority

before other programs being faced with conflict of schedule, lack of manpower and certified instructor(s); thereby, the turnover rate becomes increasingly high over time while member clubs demand for more coaches education courses.

In 2016, several education programs were put in place that kept the soccer community busy for several months in a row. One wonders if this can be the much-needed reboot in the football community. The following courses were held:

- GFA Club Technical Director and coaches meeting which led into conducting once a week 'GFA D' coaching sessions. This prepared those who registered for the AFC C course in the following months.
- FIFA Women's Coaching Course: Coaches who coach female players/team(s)
- FIFA Youth Elite Coaching Course: Mandatory coaching course for those involved with Elite (Aloha Maid Minetgot League)
- AFC C Coaching Certificate Course

The diagram below will reflect the continual increase of inactive coaches but also the slow growth in coaches' pathways to the next level. This chart has several contributing factors that need to be considered for improvements:

1. Emphasis on commitment to keep coaches on continual growth in education and in timely manner should they meet the expected criteria.
2. Emphasis on budget and support for coaches' pathways
3. Commitment and consistent coaches education calendar of events.
4. Generate home grown certified instructor(s). This would enable more flexible scheduling to accomplish the courses more effective for our community.

		GUAM FOOTBALL ASSOCIATION COMMUNITY					
		HISTORICAL FACTS					
		2006		2011		2016	
		Active	Inactive	Active	Inactive	Active	Inactive
AFC A	Men					1	1
	Women's						
AFC B	Men	7	7	6	11	7	20
	Women's		1	2	1	1	3
AFC C	Men	20	35	19	40	29	56
	Women's	7		9		11	8
GFA D	Men					12	10
	Women's					4	3
GFA E	Men					11	26
	Women's					9	12
FIFA GRASSROOTS	Men					13	32
	Women's					8	12
NON-LICENSED	Men	VOLUNTEERS: Figure unknown					
	Women's						

The following diagram shows similar trait of coaches in the national team program. Retention of these coaches becomes a challenge and must carefully reviewed for stability and continuity in developing players/team.

		NATIONAL TEAM COACHES					
		HISTORICAL FACTS					
		2006		2011		2016	
		Active	Inactive	Active	Inactive	Active	Inactive
AFC A	Men	0	0	0	0	1	1
	Women's	0	0	0	0	0	0
AFC B	Men	4	10	6	9	2	13
	Women's	0		2		1	3
AFC C	Men	4	0	12	0	7	8
	Women's	1	0	3	0	5	10

During the three day workshop on Technical and Development, the SWOT analysis clearly display what actions need to be taken to realign the critical aspect of football.

Coach Education	
Strength	Weaknesses
<ul style="list-style-type: none"> ○ Low costs to participants ○ Quality of courses ○ Convenient ○ Club Coaches network ○ Small Community 	<ul style="list-style-type: none"> ○ No Coaching Manuals/handbooks ○ Inconsistent Coach Education Calendar ○ No Local Instructors ○ Little to no compensation
Opportunities	Threats
<ul style="list-style-type: none"> ○ Educate and Identify Middle/High School Coaches ○ Online Learning – Theory Sessions can be completed online create less time needed in Planning Course Schedule ○ Increase numbers of courses per year ○ Develop current coaches and new coaches to a higher level of understanding 	<ul style="list-style-type: none"> ○ Low number of active coaches ○ No advancement (Pathway) ○ Limited to no career opportunities ○ Lack of compensation ○ Stagnation of development ○ Burn out

(STRATEGIC GOALS & OBJECTIVES)

COACH EDUCATION	
Goals	Objectives
To provide a Coach Education Programs for all levels	Establish Coach Education Calendar by September 2017 Provide Coaching Pathway by September 2017 Increase the number of active certified coaches by 30% by 2020 Develop a minimum of two local AFC Coach Instructors by 2020

(EXECUTIVE SUMMARY): With a very strong desire to implement the requirement of mandated licensed coaches for all teams in the competition, GFA aims to see established coaching curriculums, schedules and instructors that will ensure that growth is instilled to further develop players at all levels. Coach development will focus on delivering a quality experience for all participants by giving coaches the necessary support and resources they require.

6. Refereeing

(OVERVIEW): Much the same scenario with the coaching element, the Referee Department has faced numerous challenges which are universal, but much more severely in trying to keep up with the demands of the implementation and acceptance of various leagues with very limited resources at hand.

During 2005/2006, FIFA Development Officer, Dato' Windsor John (presently AFC General Secretary) paid a visit to assess the viability and sustainability of GFA. This visit was to contend with one topic related to the domestic leagues (Men's and Women's). The two leagues were battling with the rights to the referees to their matches. After a series of questions from Dato' Windsor John, such as "how many referees do you have", "how many female referees do you have" and "what type/frequency of referee education put in place". Simple answer/direction was given to the women's league. If you only have one female referee, you must not grow in the league until you can sustain it with all female referees. Talk about a show stopper, this recommendation put the women's committee and the referee committee to work to ensure recruitment, education and assessments were done. Within one season, the women's league was fully self-sustained and supported by all female referees (2006) by utilizing the national players and volunteer players from respective women's teams in the league. This continued to grow over the years in which elite candidates could be put through AFC U14 Girls Festivals in hope to be selected for Project Future. Unfortunately, none of the females made it through due to failing the fitness test.

Prior to the vast growth in participation and newly implemented leagues, GFA has reached a breach in sustainability, training and simply its sanity in referee programs. This has posed major difficulties in scheduling the much needed and mandated referee education programs, especially, with the vast changes in the IFAB Laws of the Game (LOTG) in 2016 where over 10,000 words were modified/deleted or edited in the book. IFAB continues to make changes in 2017 in which GFA

needs to be more on par to keep the community educated on the LOTG to avoid more disputes and harassments (verbal and physical).

Referee education has become scarce due to the limited days available for the referees to be able to attend the mandated courses due to matches being scheduled on a regular basis (practically everyday). Recent observations in match assignment to a single referee outnumbers to the number of training/games that a single player will experience. In one conversation, a question was posed to a D1 player who also plays for the Matao if he would endure the same amount of games in a week if given the opportunity, the answer was a big NO as the player felt the need to properly recover and avoid injury is more important to be prepared for the next game physically, emotionally and psychologically. The current referee programs supporting the various leagues from middle school through Division 1 leagues are averaging 8-10 matches a week. During peak moments which is May and November, the burn out phase has not only hit the referees physically but even mentally and psychologically. The influx of harassment and abuse tends to be neglected despite the implementation of the Zero Tolerance Policy.

With dedication along with the limited budget, resources and support, the referee department successfully achieved two (2) FIFA Assistant Referees that were home grown on Guam in 2017. These two candidates are moving forward as role models for GFA and youth referees. With their recently achieved status and employment with GFA to further work with youth referees, GFA has experienced an increase in developed referees via the Aloha Maid Youth Minetgot League, which is a two-year FIFA Funded program for elite domestic league. Through this platform, continual growth in catapulting youth referees to graduate up into the next level of matches has not only increased in numbers but also in individual referee confidence. The recruitment and fast track program has been a topic of discussion in the recent weeks and the need for a referee education calendar is heavily needed like the coach education and must take priority before the leagues.

The opportunity to be Referee Instructor is available but it is through experience that enables one to be a good instructor. GFA has funneled several members to FIFA Futuro Instructor courses (Referee and Referee Fitness) but upon return, the program to utilize them and continue the growth of their involvement in the game were not solidified or clear with its intent. Due to the slow progression in the department and the high turnover rates, stability of the referee department can be in grave jeopardy within the next five (5) years.

Guam Football Association_Referees						
	HISTORICAL					
League	2006		2011		2016	
	M	F	M	F	M	F
Men's, Women's, MS, HS	22	2	34		30	10
Youth	11	7	40		51	17
TOTAL BY GENDER	33	9	74	0	81	27
TOTAL	42		74		108	

The diagram (Referees) shown to the left portrays a growth in referees but that is more tailored at the youth level. The growth in school matches and adult leagues do not equally correlate to the growth in referees.

Guam Football Association_Games - Assignments			
League	HISTORICAL		
	2006	2011	2016
Numbers of Games	1175	1190	1755
Number of Referees Assignments	2366	2375	3523

The diagram to the left (Assignments) showcases the number of assignments that must be managed to support the number of games in a given year. The duty to manage each assignment, including no-shows or last minute cancellations, creates heavy challenges to keep the league moving but also the growing concern of overloading referees with too many matches with little to

no recovery or breaks. This is especially present for our 2 FIFA Assistant Referees as the leagues and assignors wish to use them all the time.

SWOT ANALYSIS

Referee	
Strength	Weaknesses
Increase in personnel to oversee department	High turnover rate of referees; especially in school/adult leagues
Two (2) certified FIFA Asst. Referee	Standard of professionalism is not adequate; this is due to high turnover and overloading.
Increase in support in mentoring youth referees;	Lack AFC/FIFA standard in testing; knowledge and fitness
Utilization of 3 man system in U13 Minetgot increase ability for youth referees to progress	Lack of commitment and desire to learn/improve
Increase in instructors to support additional assessment and feedback	Payscale; not by category or lack of promotion/demotion
Consistency in uniform compliance; professional look	Lack promotion & recruitment of referees for age appropriate leagues
	Method of technology for referee assignment is not best use (poor professionalism and consistent)
	Lack pool of female referees to support all female leagues.
	Lack adequate courses to better pool of referees or proper training for Elite referees.
Opportunities	Threats
Great cross-training; wellness program while supporting the game. (No referees/No games)	Lack of Respect from players, spectators and coaches.
Great source of income for college students or those in need of 2nd income.	Personal well-being at risk during high risk games
Install technology base system for online training/tests, registrations and assignments.	
Promotion of FIFA candidate (English speaking); travel, experience in high level matches	Not rewarding position/job
FIFA & AFC referee development programs	Non-reciprocated. Demands for games but lack support in increasing referees to support the games.
Establish RESPECT Campaign	Risk injury due to overloading & high burnout.
Establish Education program with pathway.	Inability to conduct proper referee course due to conflict of schedule (too many leagues)

(STRATEGIC GOALS & OBJECTIVES)

REFEREEING		
	Goals	Objectives
1	Establish referee education curriculum/calendar 1 year in advance	<p>1.1 Develop a recruitment and retention strategy by 2018</p> <p>1.2 Continued education to those instructor/assessors to ensure evaluation techniques reflect the game requirements</p> <p>1.3 Established mentoring program for young referees to recruit/promote more referees</p>
2	Establish RESPECT Campaign	<p>1.1 Develop a RESPECT Campaign similar to THE FA</p> <p>1.2 Launch promotional video and educational tool for all involved (member clubs, spectators, players, coaches and stakeholders)</p> <p>1.3 Devise and fabricate "RESPECT" Badge</p>
3	Install mobile/online apps for referee assignment, confirmation and results/incidents.	<p>3.1 Devise plan, budget and features necessary for userfriendly application for all referees to utilize. Target: 2017</p> <p>3.2 Design and implement online/mobile apps by 2018.</p> <p>3.3 Generate online training course for coaches, spectators and referees. Begin Fall 2017</p>
4	Development of more locally grown Female FIFA Referees/Assistant Referees	<p>4.1 Increase Number of Women's Referees</p> <p>4.1.1 - By end of 2017, addition of three (3) new female REFEREES.</p> <p>4.1.2 - By 2018, addition of two (2) new female assistant referees.</p> <p>4.2 Increase Quality of Women's Referees</p> <p>4.2.1 - By 2018, addition of five (5) new female Referees/Asst referees.</p> <p>4.2.1 - By 2019, all women's final matches will be conducted by all female team.</p> <p>4.2.2 - By 2020, at least 50% of all women's league matches will be conducted by all female team.</p> <p>4.2.3 - By 2020, produce first locally grown FIFA Referee or Asst Referee.</p> <p>4.3 Identify female ambassador to ensure recruitment and retention of female referees/asst referees to support female leagues to be sustainable.</p>

5	Development of more locally grown Male FIFA Referees/Assistant Referees	<p>5.1 International Training/Exchanges for FIFA Referees & Asst Referees 5.1.1 - By 2018, create a wider network for FIFA Referee/Asst Referees 5.1.2 - By 2020, have established International Training/Matches for domestic FIFA certified Referee/Asst Referees (i.e., Japan, Australia, USA and Europe)</p> <p>5.2 Increase Number of Male Referees 5.2.1 - By 2018, addition of five (5) new male Referees 5.2.2 - By 2020, addition of new FIFA Assistant Referee and very first FIFA Referee</p> <p>5.3 Increase quality of Male Referees 5.3.1 - By 2019, all final matches will not be done by same Referees</p>
6	Develop Referee Handbook and Code of Conducts	6.1 Devise, propose and execute by Early 2018
7	Develop local Referees to officiate at higher level matches, nationally and internationally	<p>7.1 Increase the quantity and quality of referees 7.1.1 - By spring 2018, decrease the number of matches assigned per week 7.1.2 - Addition of 10 new young referees</p> <p>7.2 Develop potential Referee Development Pathway 7.2.1 - By early 2018, more referee courses will be offered. 7.2.2 - By 2019, the use of international festivals will be a part of Referee Curriculum/Development</p> <p>7.3 Selection of local referees to various tournaments and championships 7.3.1 - By 2020, FA will have sent more national referees to various festivals and tournaments than in the last 10 years.</p>
8	Improve the environment for Referees to perform at a higher standard	<p>8.1 Ensure equipment is proper and professional. 8.1.1 - By end of 2017, have beep flags and radio communications available for high level matches. 8.1.2 - By 2020, multiple communication systems, substitution boards and beep flags for use 8.1.3 - By 2020, ensure uniform compliance is standard in all leagues and ample in supplies.</p> <p>8.2 Creation of Referee Class system 8.2.1 By end of 2017, establish a General Referee Class System 8.2.2 - By end of 2018, establish differentiated Referee pay system based on league and Referee Class Grade</p>
9	Launch Instructor Development Program	9.1 Increase the number of referee instructors in region and ensure there is at least three (3) instructors qualified to teach various football (football, futsal, beach, NHFS)

(EXECUTIVE SUMMARY): To ensure league sustainability with the growth in referee participation in the sport, the standard of refereeing will improve when we are able to retain referees and provide continual education/assessments. GFA needs to work towards achieving sufficient number of referees to support the numbers of matches per year along with a retention rate of 85%. Instilling a stronger reinforced support group and policies to protect the referees will enable them to be respected game facilitators rather than arbitrators.

7. Facilities

(OVERVIEW): GFA was notoriously known for playing their Robbie Webber Youth League at the Tiyan field which consisted of several components of available spaces at the government owned property near the Guam International Airport Authority. The facility was maintained by all volunteers that come before the season begins to pick up all rocks, mow/bush-cut the needed areas, collect abandoned trash that others left behind, line the fields for various age appropriate games, fabricate goals and nets and place them all on each field. This was manual intensive but through the heart and passion of many who love the game and for the kids, they all poured hours week in and week out to make it a positive and comfortable environment for all.



In 2002, GFA inherited the lease property from Government of Guam (approximately 20 acres) in Dededo and applied the use of FIFA, its 1st Goal Project was to develop the association's headquarter offices including floodlights, a conference room and changing room. This enabled GFA to organize and conduct evening training sessions. This property took a vast amount of work as Typhoon Pongsonga hit Guam in December 2002 which this property ended up being a landfill for damaged materials, white goods and recycling. Upon completion of the land cleanup, GFA and FIFA went to work to develop an all natural grass facility with numerous hours of picking up rocks and field maintenance. By 2003, the facility was functional and operational to accommodate all leagues.

The following projects to further develop GFA's infrastructure are as followed:

FIFA Goal Project No. 2 approved in 2005 – Completion of GFA existing headquarter, administrative offices, meeting room, dormitory, restrooms and two bedroom apartment and classroom.

Completed in 2008 – Installation of futsal

FIFA Goal Project No. 3 approved in 2009 – Installation of artificial turf pitch (lower)
FIFA Goal Project No. 4 approved in 2011 – installation of the artificial mini-pitch (next to lower field)
FIFA Goal Project No. 5 approved in 2012 – Installation of artificial turf pitch (upper).
FIFA Income Generating Project approved in 2013 - \$750K Solar Panel system
Memorandum of Agreement approved in 2013 - Southern Sports Complex (Agat).
AFC 2015 Mini-pitch scheme Upgrade futsal court with artificial turf
FIFA Goal Project No. 6 approved in 2015 – Construction of Academy and Fitness Center.



The current shortfalls in GFA Facilities are the need for:

- Additional lighting systems for pitches: To ensure full utilization of all pitches, there are three pitches that are lacking lighting infrastructure to allow flexibility in league and training sessions.
- Upgrade/Replace existing floodlights to the two main pitches: The existing floodlights have weathered numerous storms along with the Guam climate; the fixtures are currently in poor condition and at high risk of further damages and liability. This is compounded with a high consumption of power. Current annual repair costs to replace light bulbs and realignment when both pitches reaches 50% outages averages at USD\$25K.
- Adequate maintenance compound with upgraded equipment.
- Parking Lot: With the addition of the new Fitness Center/Lecture Hall, the accessibility to the building will increase traffic flow of the existing gravel parking lot which may pose an issue with

the environmental department and safety. Paved parking lot may be mandated but it would raise the professional and high quality look for the community to access GFA.

- Concession/vending room: With various leagues held, it would be logical to establish a well designed and functional concession room for higher quality customer service to our community. IN addition, with the Fitness Center in place, it would enhance the fitness program by establishing a healthy lifestyle café or concession.
- Securing additional training pitches/properties in different areas on the island: GFA believes that by assisting the member clubs with securing facilities around the island will eliminate the concerns of not having a home base as well as maintaining and managing the facilities. Some examples of challenges that a member club faces are:
 - Sharing facilities with other sports/clubs
 - Numerous hours by volunteers and wear/tear of equipment to maintain fields; GFA can provide assistance in the maintenance of said facilities
 - Change in Mayor may affect the MOU with football due to preference of other sports
 - Member clubs outgrowing the size of field current in place
 - Facility offered is deemed unsafe for players and coaches

SWOT ANALYSIS

Facilities	
Strength	Weaknesses
Top class training center	Under-utilized in section of facilities
Multi-purpose football center	Over-utilized in section of facilities
An all-weather sporting facility	Short/Long term maintenance program may impose high cost budget
Provide training sessions and league matches	Maintaining qualified staff for increased facilities
Competitions bring back teams again each seasons.	Pressure to continue to improve amenities for public (i.e., water fountain, paper towel, canopies, parking lot pavement, ADA access)
Capture attentions of sporting bodies and tourism.	Office spaces are limited
	Storage spaces are not efficient in its use
Opportunities	Threats
Institute wellness program with fitness center	Not accomodating for the soccer community in southern part of Island.
Institute more lecture to not only football oriented community but all sports and non-sports.	Member clubs are being displaced and need for additional properties to continued training.
Expand utilization of mini-pitch and grass pitch.	Completion of Fitness Center
Outdoor fitness center to supplement (pre-hab, IP etc);	GFA National Training Center does not meet AFC/FIFA requirement for hosting.
Expand in concession at fitness center.	Increase in financial budget for additional facilities; personnel; maintenance equipment/supplies.
	Increase in participations will need for increase/improvement on facilities or locations.
	More deteriorated fields/locations for schools, clubs and league grounds.

(STRATEGIC GOALS & OBJECTIVES)

FACILITIES		
	Goals	Objectives
1	Complete Fitness Center/Lecture Hall for multi-purpose use	1.1 Obtain quotations for equipment/installation 1.2 Secure qualified experts/staff to support programs 1.3 Execute
2	Acquire additional properties	2.1 Procure properties (two different parcels) to support member clubs in strategic areas by 2017 2.2 Procure/install necessary facilities amenities in new properties by 2018
3	Ensure maximization of GFA National Training Facilities	3.1 Install LED floodlight to mini-pitch 3.2 Install LED floodlight to natural grass & beach pitch 3.3 Replace existing floodlights to LED to further minimize usage cost 3.4 Install camera platforms
4	Install technology to better manage maintenance program for multiple facilities	4.1 Fabricate maintenance compound by 2020 4.2 Application to track schedule and supplies for maintaining facilities (artificial pitch); utilization of inventory of nets, flags, sands, pellets, repair patches. Institute by 2018 4.3 Develop a reliable/projectable budget for maintenance program by 2018
5	Capital Improvement to meet FIFA/AFC stadium requirements for hosting rights	5.1 By 2021, improve in areas to meet hosting requirements (Light requirements, media tribune, locker rooms, broadcasting, VIP seatings)
6	Expand Fitness Center with outdoor platform for additional circuits	6.1 By early 2019, install open area with cover, circuit platform for additional use for pre-hab and non-equipment use.
7	Improve consumer utilization of facilities' amenities	7.1 Meet ADA requirements 7.2 Install consistent concession 7.3 Institute checklist to improve spectator viewings during peak season of leagues 7.4 Safety inspection/replacement of deteriorated items
8	Additional workspace for administration & technical and development staff to be more efficient and productive	9.1 Redesign floorplan with budget estimates by 2017 9.2 Propose for new work surfaces for existing and

(EXECUTIVE SUMMARY): Provide the needed resources (personnel and funding) in appropriate areas for further expansion and sustainability of operations.

8. Competition

(OVERVIEW): The Guam Football (Soccer) Association was founded in 1975 by a group of men who were looking to establish recreational football in Guam. A few years later, military leagues sprang up for youth teams, and a youth division of the Guam Football Association began to emerge. Over the years, the number of players (teams) have continued to grow most especially when GFA established their new facility in Harmon.

In respect to the Robbie Webber Youth League which has held numerous games (approximately 900 games a year) and ends the spring and fall season with a traditional Jamboree Day. Jamboree Day is a very strong tradition, which is an environment of a full on fiesta style with families, coaches and players bonding with multiple games to cap off the season through fun, fair play and positivity. The steady growth in teams have seen RWYL logistics becoming an intrinsic challenge in the last several years. In a span of ten years, RWYL has seen as low as 106 teams to as many as 150 teams partaking in a ten week season. The GFA National Training Center can handle numerous games throughout the day but with the limitations of referees, lack of lighting on certain pitches and most importantly, lack of parking spaces, only so many games can be held on a given Saturday.

The demands for an improved environment has placed GFA to add a Youth League Administrator to assist with the growing number of teams as well as establishing a more organized structure and logistical management as opposed to retaining it at a volunteer basis as previously done. This has vastly improved the quality of organization, raising the standards and level of team structure. In addition to this role, security crew, maintenance/cleaning crew, office administration, referee administration and first aid responders have been added to the personnel power to support the growing youth program.

Guam Football Association_Youth Leagues						
	2006		2011		2016	
	SP	FA	SP	FA	SP16	FA16
U6	26	31	23	33	25	25
U8	26	28	21	22	30	31
U10	25	26	18	17	33	29
U10G						
U12	17	16	14	12	21	7
U12G						6
U14	10	10	13	13	10	6
U16	7	6	10	10		
U17 *			7 *	7 *	10	8
U12E						4
U14E						4
U17E						4
	111	117	106	114	129	124
* U17: This division during 2011 was utilized only for All Girls Team.						
U12E, U14E, U17E: This began in 2016 after being awarded by FIFA to launch Elite Domestic League.						
The largest number of teams participated in Youth League was in SP15 with 150 teams.						

The men's domestic competitions have doubled in numbers of teams, which is mainly due to the expansion of league types offered and managed by GFA. While older players are continuing to play and younger players are joining in the leagues, it has become a wider spectrum to tailor to. With

AFC Club Licensing mandates, GFA will need to streamline its structure to ensure that member clubs are within their realms to remain compliant with the Confederations' standards. This area will be a challenge for some but a good step for competition and professional growth in all aspects from players, coaches, referees, administrators, clubs and spectators/parents.

Guam Football Association_Men's Leagues								
	HISTORICAL				PROJECTION			
	Inception	2006	2011	2016	2017	2018	2019	2020
Division 1	1975	5	6	5				
Division 2	2004	9	12	11				
Masters Division	2009	0	4	7				
Futsal	2004	8	9	10				
Beach	2010	0	0	4				
Coed Masters	2010	0	4	7				
Total Teams		22	35	44	0	0	0	0

The women's domestic competitions have seen an impressive growth in participation which has been noticed by FIFA, most especially with the Mom's league. The biggest contributor to this success is due to FIFA Women's Development Funds that GFA has applied and been awarded for the various programs (Live Your Goal, Novice and Intermediate Leagues and All Girls Leagues). The burst in the participation should help in promoting the sport for women; however, there is a gap in player pathway in terms of strength between youth to women's national team. The women's football committee and technical and development committee have formed an alliance to work on improving this area over the next four years.

Guam Football Association_Women's Leagues										
	Inception	Format	2006	2011	2012	2013	2014	2015	2016	2017
MOM'S	FA2013	7aside				8	14	18	13	9***
STARTER	SP2016	5aside							10	7<
INTERMEDIATE	SP2014	7 (2016 9aside)					5	9	14	7<<
W2	SP2017	9aside								5
COMPETITIVE	EARLY 90'S	11aside	8	9	9	6*	6**	9^	7^^	7^^
Total Teams			8	9	9	14	25	36	44	35
* Three teams folded due to loss of leadership or funding. (Guahan.com, PIKA, Bombers)										
** In Spring, 7 teams registered. Fall Season: 1 team (PIKA) moved to Int. down (ranked last).										
^ In Spring, Gained new team (Southern Heat) from Intermediate. Fall: Gained two new teams Islanders and Dededo BOG.										
^^ In Spring, 2 teams withdrew (1 former Intermediate- Dededo BOG, due to lack of numbers and 1 established team due to lack of leadership-Guam Shipyard)										
***1 team folded due to loss of leadership (Schooled) 2 established teams withdrew due to lack of leadership and numbers (Sidekicks, BOG Strykers)										
< 3 teams folded from lack of funding/ leadership (CarsPlus Jeep, Lady Latiyas, Warriors)										
<< 5 teams moved to W2 (UOG,Familia, BOG Strykers, Crowns (ISC), Pika(Mosas), 1 team folded due to loss of leadership and funding (Cars Plus Jeep), 1 team moved down to Starters (Tumon).										

SWOT ANALYSIS

Competition

Strength	Weaknesses
Catered to vast majority of community	Do not have programs for disabled, beginners (men's or grassroots)
Strong administration	Reactive planning.
Tailored to promote stakeholders (Budweiser, Bud Light, Aloha Maid, Triple J, Docomo Pacific, Red Dragons etc.).	Regulations are not enforced in some areas or lacked some restrictions (i.e., coach licensing, club licensing requirements). Holding club accountable consistently.
Fast growth in Men's and Women's recreational.	Qualified personnel to enforce each match/league
Strong promotion in school leagues (MS Festival, HS pre-season challenge cup, all island match, HS Semi/Finals)	
Opportunities	Threats
Tailor programs (grassroots) to all. (Disabled, beginner men's, father's league, coed futsal, coed beach, additional school programs (elementary, middle school).	Acceptance to comply; Lack of respect from spectators, coaches and players
Increase education programs (injury prevention, club management, coaches education)	Increase in teams/leagues; lack of facilities
Enhance LGC and MC roles/responsibilities.	Allowing any teams to participate without formal process.
Design and promote Division 1 of Men's and Women's a stable and sustainable league; separating them from the rest.	No structure in leagues: cap in number of teams per league to best fit into the competition calendar.
Commercialize top leagues (D1 Men's and Women's)	Transition of players from youth league to next league.
Establish better pathway/transition from one league (YL) to next (Elite or D2/W2).	Lack of Referees to adequately and properly support leagues.
Implement Grassroots Charter; Club Charter (aka club licensing)	

(STRATEGIC GOALS & OBJECTIVES)

COMPETITIONS

	Goals	Objectives
1	Revisit each competition format, regulations and calendar	1.1 Mandate for the review of the competitive structure of soccer 1.2 Comparison to other FA competition structure for consistency in level of play and mandates. 1.3 Conduct survey with stakeholders on different league's format, regulations, calendar and mandates. 1.4 Create list of recommended changes based on research 1.5 Develop and establish plan of action timeline to transition any recommended changes
2	Established competition calendar for all leagues	
3	Enhance LGC and MC roles/responsibilities	
4	Implement better transition from RWYL to Elite or D2/W2 leagues.	
5	Implement Grassroots Charter	5.1 Execute the AFC Grassroots Charter Bronze by end of 2017 5.2 Encourage and develop member clubs to actively partake in Grassroots charter 5.2.1 - Create a program for rewarding member clubs that work to improve operational, administrative and technical delivery. 5.2.2 - promotion of member clubs for better player pathway
6	Streamline & launch Club licensing	

(EXECUTIVE SUMMARY): The men's Division 1 and women's Division 1 will become more competitively balanced, stable and have sustainable licensed programs. These top tier competitions will provide the pathway for the elite youth players to have a place to further compete competitively in Guam. Instilling improved governance, professionalism, raise exposure and commercialization of the league will enhance the sport to be more advanced. The FA Cup will continue to be offered to provide the unique opportunity for grassroots and top tiered teams to compete.

9. Marketing

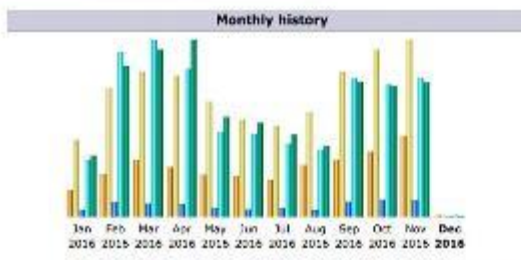
(OVERVIEW): Guam has made incredible strides in the world's most beautiful sport in the last three years. Guam's national program and its development already has been featured on FIFA.com, ESPN.com, BBC.co.uk, and many other international and local publications. With continued success at the senior level, and particularly with the 2018 FIFA World Cup qualifiers, the world will continue to keep an eye on football's development here in Guam.

The success of GFA to date is based tremendously on grants, donations and sponsorships from organizations. GFA offers different Tiers of sponsorship such as Diamond, Platinum, Gold, Silver, Bronze as well as special advertising space on ID cards and/or field signage.

GFA remains loyal to the following sponsors:

Ambros/Budweiser	All-Time Diamond	2001 - current
Guam Visitors Bureau	Double Diamond	2015 - current
United Airlines	Diamond	2014 - current
Red Dragon Sports	Diamond	2016 - current
Mega Bingo/Community Corporation	Platinum	2016 - current
Triple J Auto Group	Platinum	2014 - current
Docomo Pacific	Gold	2013 - current
Foremost/Coca-Cola	Bronze	2014 - current
Commercial Tire Depot	ID Card	2010 - current
Kwong Hwa Superstore	ID Card	2012 - current
Jamaican Grill	Signage	2011 - current

Below are information on number of visitors of GFA official web-site:



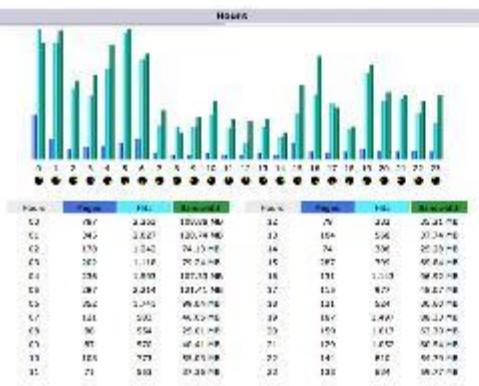
Month	Unique visitors	Number of visits	Pages	Hits	Downloads
Jan 2016	2,333	6,569	25,057	236,302	15,91 GB
Feb 2016	3,696	11,122	58,464	663,002	39,16 GB
Mar 2016	4,872	12,500	64,053	712,804	43,87 GB
Apr 2016	4,283	12,178	50,123	555,832	46,06 GB
May 2016	3,559	9,204	33,790	340,741	25,80 GB
Jun 2016	3,534	8,320	30,897	323,028	24,51 GB
Jul 2016	3,144	7,817	33,855	255,314	21,42 GB
Aug 2016	4,426	9,034	26,364	270,790	18,56 GB
Sep 2016	4,858	12,524	62,528	555,002	35,29 GB
Oct 2016	5,000	14,443	60,024	533,726	34,27 GB
Nov 2016	7,009	15,233	66,465	500,048	34,83 GB
Dec 2016	127	142	599	4,178	251,00 MB
Total	47,446	110,826	529,881	5,042,457	329,83 GB



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Location (Top 25)	Visitors	Pages	Downloads
United States	25	1,000	5,000
Guam	20	800	4,000
Canada	15	600	3,000
United Kingdom	12	500	2,500
France	10	400	2,000
Germany	8	300	1,500
Spain	7	280	1,400
Italy	6	250	1,250
Japan	5	200	1,000
India	4	180	900
China	3	150	750
Australia	2	120	600
South Korea	2	100	500
Brazil	1	80	400
Canada	1	70	350
United States	1	60	300
Germany	1	50	250
France	1	40	200
United Kingdom	1	30	150
Spain	1	20	100
Italy	1	15	75
Japan	1	10	50
India	1	8	40
China	1	5	25

Below are information on number of visitors of GFA Facebook, Instagram and Twitter:

Information as of Dec. 4, 2016

Current No. of Likes: 6,021

Monthly statistics (likes):

- November 2016 - 5,893
- October 2016 - 5,823
- September 2016 - 5,755
- August 2016 - 5,686
- July 2016 - 5,567
- June 2016 - 5,397
- May 2016 - 5,290
- April 2016 - 5,201
- March 2016 - 5,101
- February 2016 - 4,997
- January 2016 - 4,951

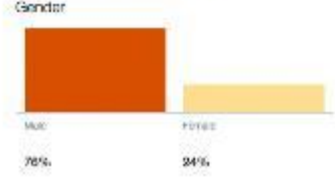
FACEBOOK STATISTICS
facebook.com/GuamFootball
 Original creation: March 2012

DETAILED TABLE:

COUNTRY	POPULATION	CITY	POPULATION	LANGUAGE	TOTAL FANS
Spain	45,550,000	Yigo, Guam	1,340	English, Spanish	4,518
UNITED STATES OF AMERICA	312,000,000	Mingos Bay, Guam	121	English, Spanish	4,508
Philippines	92,000,000	Harlingen, Harlingen, Texas	71	Spanish	183
United Kingdom	62,000,000	Guam, Guam	105	English, French	142
Japan	127,000,000	Marina, Marina, Marina	75	Japanese, Chinese, English	138
Italy	60,000,000	Guam, Guam	99	Spanish, Chinese, English	130
France	65,000,000	Guam, Guam	85	French	98
Germany	82,000,000	Guam, Guam	85	German	88
Canada	34,000,000	Guam, Guam	71	English, French	76
India	1,100,000,000	Guam, Guam	24	English	33

TIME OF DAY CHART:

Your current follower audience size is 2,306 (That's 88 more than the same time 30 days ago). You've gained around 2 new followers per day.



TWITTER STATISTICS

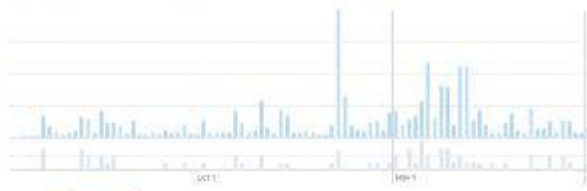
Created: March 2012

@GuamFootball

Followers: 2,306
(Average of 33 per month since 2012)

Tweet activity

Your Tweets earned 63.9K impressions over this 91 day period



Tweets	Top Tweets	Tweets and replies	Promoted	Retweets	Engagements	Engagement rate
Guam Football Assoc (@GuamFootball) · 10/1/16 Congratulations to the AFC U-16 Under-16 Women's Championship 2016. Guam's national team secured a 1-0 victory against South Korea. View Tweet	Guam Football Assoc (@GuamFootball) · 10/1/16 It's GAME DAY for the Guam National Football Team vs Chinese Taipei today at 8 PM ET. Watch live on YouTube . View Tweet	Guam Football Assoc (@GuamFootball) · 10/1/16 Good luck to Guam's national football team as they take on Chinese Taipei in the AFC U-16 Women's Championship. Watch live on YouTube . View Tweet	Guam Football Assoc (@GuamFootball) · 10/1/16 Alpha Male Wrestling Cup 6:30 PM. Watch Live on YouTube . View Tweet	Guam Football Assoc (@GuamFootball) · 10/1/16 Good luck to Guam's national football team as they take on Chinese Taipei in the AFC U-16 Women's Championship. Watch live on YouTube . View Tweet	Guam Football Assoc (@GuamFootball) · 10/1/16 KOFM Bank of Guam Shinyoung Golf Wings had 2.0 for the 1st ever U17 9th of the Alpha Male Wrestling Cup 6:30 PM. View Tweet	10.1%

YOUR TWEETS
During this 91 day period, you earned 662 impressions per day.

Engagement
During this 91 day period, you earned 1.95% engagement rate.

Clicks
On average, you earned 6 link clicks per day.

Retweets
On average, you earned 2 Retweets per day.

Replies
On average, you earned 5 Replies per day.



guamfootball

Edit Profile

...

426 posts 1,278 followers 1 following

Guam Football Association Official Instagram account of Guam Football Association www.GuamFA.com



INSTAGRAM STATISTICS

@GuamFootball | Created October 2014

Current followers: 1,278 (Average of 49 new followers per month)



The following are data reflecting attendance of all home matches of National Team (Matao, Masakada and Youth teams):



Guam Matao vs Turkmenistan

2018 FIFA World Cup Russia and AFC Asian Cup 2019 Joint Preliminary Qualification
Round 2 / Group D
June 11, 2015

Attendance: 3,000

Guam Matao vs India

2018 FIFA World Cup Russia and AFC Asian Cup 2019 Joint Preliminary Qualification
Round 2 / Group D
June 16, 2015

Attendance: 3,277



Guam Matao vs Oman

2018 FIFA World Cup Russia and AFC Asian Cup 2019 Joint Preliminary Qualification
Round 2 / Group D
September 8, 2015

Attendance: 2,239



Guam Matao vs I.R. Iran

2018 FIFA World Cup Russia and AFC Asian Cup 2019 Joint Preliminary Qualification
Round 2 / Group D
November 17, 2015

Attendance: 2,087





Guam Masakáda vs Macau-China

EAFF E-1 Football Championship Preliminary Women's Competition Round 1
June 29, 2016

Attendance: 850



Guam Masakáda vs Northern Mariana Islands

EAFF E-1 Football Championship Preliminary Women's Competition Round 1
July 3, 2016

Attendance: 1,000



Guam vs Hong Kong-China

2015 EAFF U13 Youth Festival
November 8, 2015

Attendance: 250
Leo Palace Resort Guam



Guam vs DPR Korea

2015 EAFF U13 Youth Festival
November 8, 2015

Attendance: 300
Leo Palace Resort Guam



Guam vs Northern Mariana Islands

2015 EAFF U13 Youth Festival
November 9, 2015

Attendance: 350
Leo Palace Resort Guam



Guam vs Chinese Taipei

2015 EAFF U13 Youth Festival
November 10, 2015

Attendance: 250
Leo Palace Resort Guam

SWOT ANALYSIS

Marketing	
Strength	Weaknesses
Excellent sponsorship with existing corporate sponsors	ROI for sponsors could be enhanced
Great platform for branding	Additional manpower & resources needed to enhance this area.
Live stream - promotes brands more	Not enough presence (i.e., online)
Targets all markets (kids, adults, parents, military)	
Utilization of social media	
Opportunities	Threats
Advanced technology to promote	Negative publicity regarding Football (FIFA, AFC, GFA)
Utilization of internships	
Commercial connections to bring valued economic benefits for all.	

(STRATEGIC GOALS & OBJECTIVES)

MARKETING		
	Goals	Objectives
1	Qualified manpower and resources to support department	1.1 Hire additional support staff by end of 2017 1.2 Segregate roles/responsibilities and utilize internship to support launch of special projects
2	Acquire additional equipment & office space	2.1 Develop additional space/storage for staff and materials by
3	Review current sponsorship policy/brochure as well as calendar of renewal of sponsorship contract	3.1 Implement calendar plan to do quarterly joint meeting (luncheon meeting) to bring sponsors and introduction to new members 3.2 Identify untapped target market for additional support 3.3 Develop partner presentation for soliciting sponsorship opportunities
4	Establish annual budget by department for marketing use	4.1 Develop budget to support each pillars in terms of marketing
5	Improve in technology & communications	5.1 Further enhance website for more real time post & notifications 5.2 Develop mobile apps 5.3 Establish survey to obtain member club perception and implement communication plan

(EXECUTIVE SUMMARY): GFA will move forward to offer the community of Guam to be more engaged with the game of football. To engage the brand of our sponsors and personalizing

each point via live streaming and media outreach, the community will have a sense of football culture and create a higher rate of followers.

FINANCE

The focus on income generation and cost management remains crucial to GFA on an ongoing basis and will assist in implementing the Strategic Plan 2017-2020.

It is vital to the success of GFA to effectively manage the budget vs. actuals. GFA relies heavily on the grant funds from AFC and FIFA as well as partnering relations with other Member Associations and local Corporate Sponsors.

IMPLEMENTATION AND OPERATIONS

GFA Executive Committee members that have been appointed to the various committees will oversee the development and implementation of operational plans to realize the strategic goals as set out in the Strategic Plan.

The review committee named "Strategic Review Committee" for each pillar will meet on a quarterly basis to monitor the progress of the operational plan in line with the Strategic Plan's Goals and Objectives. The planning process will require detailed examination of the financial, manpower and financial resources required to facilitate the achievement of each objective. These resources will be assessed and monitored by the Strategic Review Committee which should consist of (at least three in meeting to create a quorum):

- General Secretary
- Committee Chairperson (for respective Pillar)
- Executive Director
- Chief Financial Officer
- Technical Director

The Strategic Review Committee shall report on the progress of GFA's initiatives bi-annually with the GFA Executive Committee.

The Strategic Review Committee will be tasked during its quarterly review the existing initiatives while identifying new initiatives and evaluating the effectiveness of existing strategies. The outcome of this review may lead to necessary adjustments that will help the federation evolve and achieve its many goals to continue being the leading sport organization on Guam and in the developing nations of Asia.

The annual operational plans are to be developed in conjunction to the day-to-day operations and the strategic plan evaluations of each goal and objective. Since the operational plans are the framework for the department (and individual objectives) which provide the foundation of performance management within GFA. In order to achieve these objectives, GFA must establish a clear calendar to assist in effectively planning and adequately conduct performance reviews and discussions.