



## **GROWTH PLANNING FOR THE NEXT GENERATION**

Guam Football Association Strategic Plan

DECEMBER 2022 - DECEMBER 2026



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## PRESIDENT'S MESSAGE



**Valentino San Gil, President  
Guam Football Association**

Hafa Adai !

Since the inception of Guam Football Association in 1975 by a group of volunteers wanting to create local opportunities in the sport for recreational players, the organization and its members have grown in leaps and bounds to its position today as a recognized emerging nation in the region.

While this rate of growth over decades is commendable, it is by far not enough. We want to do much better, achieve much more, and set even loftier goals for the sport in Guam and its place in international football. We have further defined these goals and objectives with the input of key stakeholders and look to achieve them within the next four years in the most organized and structured manner to ensure sustainability and create opportunities for continued growth.

On behalf of Guam Football Association, I would like to officially present Guam Football Association's four-year strategic plan: Growth Planning for the Next Generation, with the goal of becoming the leading emerging nation in football development within the Asian Football Confederation by December 2026.

The document not only recognizes Guam Football Association's achievements to date, but how these achievements have led us to seek higher objectives to meet the demands of the sport, both locally and internationally. This strategy demands full integrity and accountability for success.

The contributions by all involved with Guam Football Association in creating this strategic plan either by participating in planning meetings, completing surveys, and attending capacity building workshops, among others, is greatly appreciated. I also want to recognize Geoff Wilson, who has extended his professionalism and results-driven consultancy to assist us in elevating Guam Football Association's standing.

The journey will be challenging, but the end results are achievable with the passion and commitment by the entire Guam Football Association team and the continued support of FIFA, AFC, EAFF, local business sponsors, Guam Football Association member clubs, volunteers, and fans.







OUR JOURNEY SO FAR

1975

Guam FA is established in Guam

1991

Guam FA attains Associate Membership to AFC

1996

Guam FA attains full Membership to FIFA

2002

Guam FA is a founding member of EAFF



2012

2009

Guam wins the first round of EAFF's flagship tournament & qualifies for Round 2

2005

Guam FA establishes its headquarters and National Training Center

2003

Guam FA attains its highest ranking to date in FIFA/Coca-Cola Women's World Ranking (No. 66)



2019

2012

Guam qualifies for the final round of an AFC tournament for the first time (U16 Women's)

2015

Guam plays host to and wins first-ever FIFA World Cup Qualification match

2019

Guam wins AFC's Aspiring Member Association of the Year & Social Responsibility MA of the Year

2021

Guam FA commits to developing its properties in Agat, Ordot/Chalan Pago, & Talofofo, and upgrading Harmon

2022



2009



2015



# OUR VISION

By December 2026, Guam Football Association will be the leading emerging nation in football development.

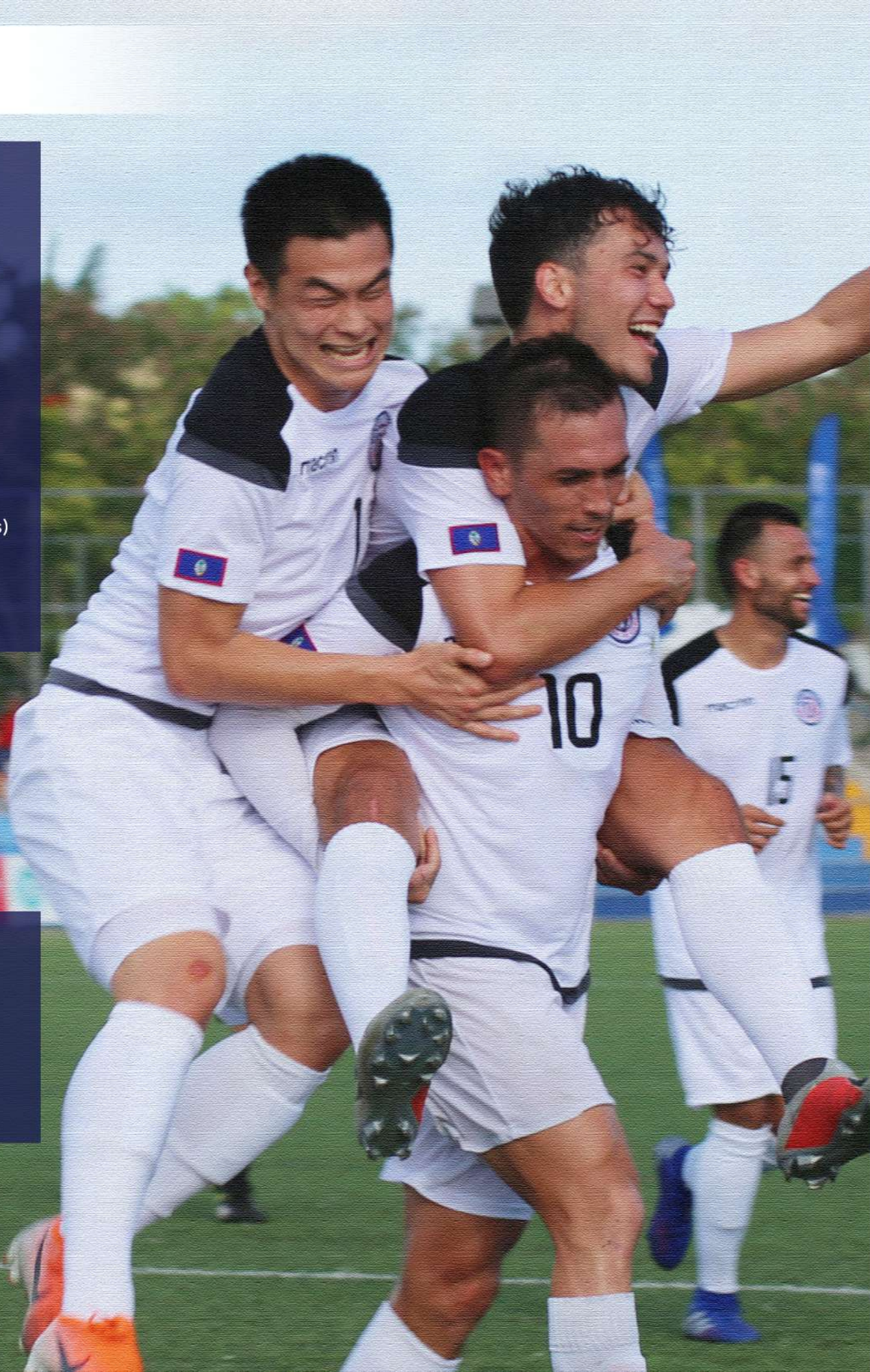
## WHAT DOES THIS MEAN?

Leading Emerging Nation (within AFC)

- Grow in participation (Aim for growth by 20% based on 2022 registration)
- Enhance clubs and develop players (development plans in our clubs)
- Focus on education (growth of qualified coaches and referees)
- Grow revenue (increase of 20% as per 2022)

# OUR MISSION

Guam Football Association’s mission is to promote, foster, govern, and develop football for all in Guam.



# OUR VALUES

## Competitive

We will inspire to spark healthy competition through games and operations.

## Integrity

We will treat each other with respect. We will act with honesty and with good moral principles. We will uphold high standards to reach our goals.

## Innovative

We will continue to think outside of the box for better solutions. Explore options and if feasible, take risks.

## Synergy

We will create cohesion amongst stakeholders. To assimilate teamwork and passion to bring the best out of the sport for the next generation.

## Transparency

We will promote, educate, and communicate all aspects of football (internal and external) at all levels of operations.

How we will implement our values:

- Our senior teams will “live out” the values
- Our values will be part of our recruitment process for new staff
- Our values will be included in our annual staff reviews
- We will include our values in our staff handbook
- We will reward those staff members who demonstrate our values on a regular basis



STRATEGIC PILLARS



GROW PARTICIPATION  
(Schools, Community, and Grassroots)

This strategic pillar overseen by the GFA Grassroots & Social Responsibility Committee aims to provide an increasing number of opportunities for the community to take part in football and football events, as well as build partnerships with other organizations in Guam to use football as a vehicle for success.



CLUB DEVELOPMENT & LICENSING  
(Coach Education, Youth Structures, and Strong Clubs off the Pitch)

This strategic pillar overseen by the GFA Executive Committee aims to assist Guam's member clubs to create better internal operating structures to maximize their potential and sustain operations efficiently for the benefit of their players, coaches, club officials, volunteers, and fans.



EDUCATION & DEVELOPMENT  
(Coaching and Refereeing)

This strategic pillar overseen by the GFA Executive Committee aims to provide better resources and networks for the success of coaches and referees in Guam, while encouraging those with a passion for international football to earn professional licenses and certifications.



COMPETITION DEVELOPMENT  
(Club Tournaments, School Tournaments, and International Events)

This strategic pillar overseen by the GFA Competitions Committee aims to elevate all levels of competition held in Guam in all aspects on and off the pitch, while also creating additional opportunities for Guam's athletes to compete.

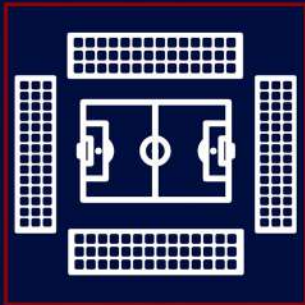


NATIONAL TEAM  
(Senior and Youth)

This strategic pillar overseen by the GFA Technical and Development Committee aims to reinforce a proper structure for the advancement of Guam football's representative teams on the international stage. This strategic pillar also aims to increase health, social and cultural awareness among our island's sporting ambassadors.

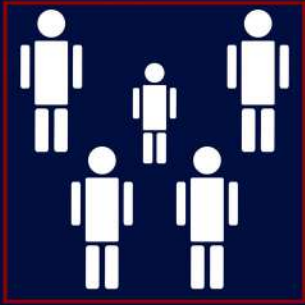
ENABLERS

INFRASTRUCTURE



The proper infrastructure is vital to Guam football's success and will be key in delivering increasing numbers of footballing opportunities.

PEOPLE



The proper Human Resources is vital to successfully drive all progress of all football opportunities and initiatives.

MARKETING AND COMMERCIALIZATION



Proper funding will be required to support the progress and success of Guam FA's strategies.



## STRATEGIC PILLAR OBJECTIVES



### GROW PARTICIPATION

- Operate annual school soccer festivals (Football for Schools, Middle School, & High School)
- Establish village youth festival and community festival for youth/adults across the island
- Grow the masters program
- Social responsibility activities: increase partnerships with NGOs and government entities to provide opportunities for underserved children and adults



## STRATEGIC PILLAR OBJECTIVES



### CLUB DEVELOPMENT AND LICENSING

- Establish a comprehensive three-year club development plan per member club
- Implement a minimum standard for coaching within clubs
- Clubs to establish a Player Pathway
  - Youth through Adult
  - U6 to Premier
  - Elite and/or Recreational



## STRATEGIC PILLAR OBJECTIVES



### RECRUITMENT, EDUCATION AND DEVELOPMENT

- Create and implement GFA Coaching Convention
- Conduct educational courses for coaches to obtain AFC certification
- Implement an annual personal development program for existing qualified coaches
- Recruit a Referee Coordinator (Referee Development Officer)
- Organize referee courses to obtain relevant qualification
- Implement an annual personal development program for existing qualified referees



## STRATEGIC PILLAR OBJECTIVES



### COMPETITION DEVELOPMENT

- Conduct a review of the current youth league program
  - Male and Female
  - Structure, format, duration)
- Conduct a review of the current elite premier league
  - Male and Female
  - Structure, format, duration)
- Establish an annual international club tournament for adult teams



## STRATEGIC PILLAR OBJECTIVES



### NATIONAL TEAMS

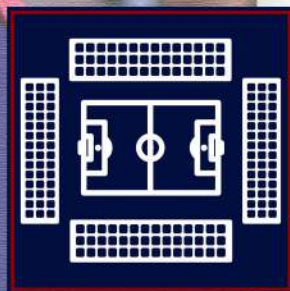
- GFA Philosophy of Play in place across all teams (playing and coaching style at elite level)
- Establish a high performance pathway for the national team
  - U17 to Senior
  - Male and Female
  - Structure, talent identification, elite coaches pathway
- All local national team coaches to have minimum qualification
- Medical (Doctor/Physio) support and medical insurance



# ENABLER OBJECTIVES

Enablers are the key foundations that go across all of Guam Football Association's Strategic Pillars and are essential to the accomplishment of each pillar.

## INFRASTRUCTURE



- Establish a facilities department within GFA
- Ensure GFA training locations are accessible for each club
- Develop two new training facilities (Phase 1)
- One pitch to be "tournament-ready" at the GFA National Training Center
- Develop Talofofo training facility (Phase 1)

## PEOPLE



- Review and evaluate appropriate compensation for qualified national team coaches
- Review and evaluate appropriate compensation for qualified referees
- Conducted specialized workshops for staff
- Establish a foundation for a scholarship program for athletes and coaches

## MARKETING & COMMERCIALIZATION



- Recruit a Marketing Specialist
- Develop and implement a GFA Marketing Strategy
- Create a Brand Strategy
- Generate income from different sources with reporting breakdown
- Establish a strong digital presence



# WHO WE CONSULTED



## EXECUTIVE COMMITTEE

- President Valentino San Gil • Vice President George Lai •
- Fred Alig II • Tina Esteves • Duane Pahl •
- Joe Roberto • Gian Tenorio • Craig Wade •

## MEMBER CLUBS

- Crushers FC • Dededo SC • Islanders FC • Quality Distributors •
- Rovers FC • Sidekick SC • Southern Cobras • Southern Heat •
- Strykers FC • Tigers • Tumon Typhoons FC •
- Wings FC • Wolverines •

## COACHES

## REFEREES

## MANAGEMENT

- Joe Cepeda, General Secretary •
- Cheri Stewart, Executive Director •

## STAFF FOCUS GROUP

- Ross Awa • Jill Espiritu • Keleko Fejeran
- Eun Sung Jang • Samuel San Gil •
- Kimberly Sherman • George Stewart •

## GOVERNMENT

## BUSINESS PARTNERS

## MEDIA

## FANS

## EXTERNAL CONSULTANT

Geoff Wilson



# IMPLEMENTATION

Each pillar in GFA's four-year strategic plan will be managed by selected staff members and overseen by relevant standing committees, while a newly formed GFA Strategic Plan Review Committee will be formed to evaluate progress on a quarterly basis.

## **PILLAR 1: Grow Participation**

Responsibility: Football Events Director  
Overseen by GFA Grassroots & Social Responsibility Committee

## **PILLAR 2: Club Development and Licensing**

Responsibility: Executive Director  
Overseen by GFA Executive Committee

## **PILLAR 3: Recruitment, Education, and Development**

Responsibility: General Secretary  
Overseen by GFA Executive Committee

## **PILLAR 4: Competition Development**

Responsibility: Football Events Director  
Overseen by GFA Competitions Committee

## **PILLAR 5: National Team Development**

Responsibility: General Secretary  
Overseen by GFA Technical Committee

## **ENABLER 1: Infrastructure**

Responsibility: Property & Facility Chairperson  
Overseen by GFA Executive Committee

## **ENABLER 2: People**

Responsibility: General Secretary  
Overseen by GFA Executive Committee

## **ENABLER 3: Marketing & Commercialization**

Responsibility: Marketing Chairperson  
Overseen by GFA Executive Committee



APPENDIX

PILLAR: Grow Participation		
OBJECTIVE	MEASURE/KPI	COMPLETION
Operate annual school festivals	• 3 events held per year with a cumulative of 2,400 male and female participants	December 31, 2026
	• Achieve at least 40% female participation	
Establish village youth festival and community festival for youth/adults across the island	• 10 villages involved	December 31, 2026
	• 2 festivals held per year with cumulative of 1,000 male and female participants	
	• Achieve at least 40% female participation	
Grow the veterans/masters program	• Cumulative of 450 male and female participants	December 31, 2026
	• Achieve at least 30% female participation	
CSR: Grow partnerships with NGOs and government entities for underserved children and adults	• Cumulative of 400 male and female participants	December 31, 2026
	• Achieve at least 20% female participation	

PILLAR: Club Development and Licensing		
OBJECTIVE	MEASURE/KPI	COMPLETION
Establish a comprehensive three year club development plan per club	• 75% of clubs to submit their club development plan to GFA	September 30, 2023
	• Minimum of 50% of club objectives implemented	December 31, 2026
Implement a minimum standard for coaching within the clubs	• Minimum coaching requirements approved by the GFA Executive Committee	November 30, 2022
	• 40% of clubs with licensed coaches in place per team	December 31, 2026
Clubs to establish a Player Pathway (Youth to Adult, U6 to Premier)	• Minimum of 3 youth teams, 1 women's team, & 1 men's team (registered via PowerUp)	December 31, 2023
	• Achieve 1 team in each age and gender division in youth: U6-U15	December 31, 2025
	• Achieve 1 Premier Men's & 1 Premier Women's team	December 31, 2026

PILLAR: Recruitment, Education, and Development		
OBJECTIVE	MEASURE/KPI	COMPLETION
Create and implement GFA Coaching Convention	• Apporoval of GFA Coaching Convention by GFA Executive Committee	December 31, 2022
	• GFA C Coaching Convention	Dcember 31, 2022
	• GFA B Coaching Convention	December 31, 2023
	• GFA A Coaching Convention	December 31, 2025
Conduct educational courses for coaches to obtain AFC certification	• GFA Pro: 3 males, 1 female	December 31, 2026
	• GFA A: 4 males, 4 females	
	• GFA B: 35 males, 25 females	
	• GFA C: 50 males, 34 females	
	• GFA D: 30 males, 30 females	
	• GFA GK: 28 males, 12 females	
Implement an annual personal development program for existing qualified coaches	• AFC Futsal: 38 males, 12 females	December 31, 2026
	• Three annual workshops	
Recruit a Referee Coordinator	• Achieve at least 25% participation by females	January 1, 2023
	• Contract signed with new employee	
Organize referee courses to obtain relevant qualification	• CAT1: 2 males, 1 female	December 31, 2026
	• CAT2: 7 males, 3 females	
	• CAT3: 6 males, 4 females	
	• CAT4: 10 males, 5 females	
	• CAT5: 8 males, 4 females	
	• CAT6: 8 males, 4 females	
	• CAT7: 14 males, 6 females	
	• CAT8: 17 males, 8 females	
Implement an annual personal development program for existing qualified referees	• One male and one female to attend exchange program or courses abroad	December 31, 2026
	• Two annual workshops	
	• Achieve at least 25% participation by females	



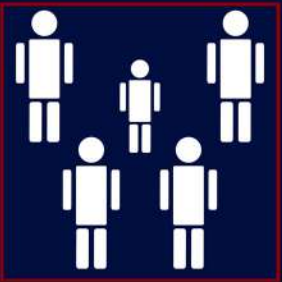
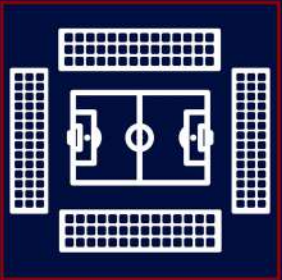
PILLAR: Competition Development		
OBJECTIVE	MEASURE/KPI	COMPLETION
Conduct a review of the current youth league program	• Review presented and recommendations implemented by the GFA Executive Committee	July 15, 2023
	• New Youth League format to be introduced	September 15, 2023
	• New Youth League format to be launched	January 15, 2024
Conduct a review of the current elite premier league	• Review presented and recommendations implemented by the GFA Executive Committee	July 15, 2023
	• New league format to be introduced	September 15, 2023
	• New league format to be launched	January 15, 2024
Establish an annual international club tournament	• Four clubs involved in tournament	July 31, 2026

PILLAR: National Teams Development		
OBJECTIVE	MEASURE/KPI	COMPLETION
GFA Philosophy of Play in place across all teams	• Philosophy approved by GFA Executive Committee and implemented	December 31, 2023
Establish a high performance pathway for the national team	• High Performance plan approved by GFA Executive Committee and implemented	December 31, 2023
All local national teams coaches to have a minimum qualification	• Senior Teams HC: Pro License	December 31, 2026
	• Youth Teams HC: A License	
	• Youth Teams AC: B License	
	• Women's National Program to achieve at least 75% female coaches/staff assigned per team	
Medical (Doctor/Physio) support and medical insurance	• Secure MOU with clinics • Secure medical coverage for athletes/coaches	December 31, 2026

ENABLER: Infrastructure		
OBJECTIVE	MEASURE/KPI	COMPLETION
Establish facilities department within GFA	• Contract signed with new facility manager	July 31, 2024
Ensure GFA training locations are accessible for each club	• 75% MOU signed with each club	June 30, 2025
Develop two new training facilities (Phase 1)	• Two new facilities constructed	December 31, 2024
One pitch to be "tournament ready" at GFA National Training Center	• Pitch ready	December 31, 2024
Develop Talofoto training facility (Phase 1)	• Construct one regular grass field	December 31, 2024






ENABLER: People		
OBJECTIVE	MEASURE/KPI	COMPLETION
Review and evaluate appropriate compensation for qualified NT Coaches	• New compensation plan approved by GFA Executive Committee and implemented	December 30, 2022
Review and evaluate appropriate compensation for qualified referees	• New compensation plan approved by GFA Executive Committee and implemented	December 30, 2022
Conduct specialized training workshops for staff	• Training Plan approved by GFA Executive Committee	August 31, 2023
	• Training plan in place for all staff	
Establish a foundation for scholarship program for athletes and coaches	• Foundation set up	December 31, 2023
	• Four scholarships per year (2 males, 2 females)	December 31, 2026
	• Three scholarship per year (coaches)	December 31, 2026

ENABLER: Marketing & Commercialization		
OBJECTIVE	MEASURE/KPI	COMPLETION
Recruit a Marketing Specialist	• Contract signed with new employee	November 30, 2022
Develop and implement GFA Marketing Strategy	• GFA Executive Committee approved Strategy Plan	July 31, 2023
Create a Brand Strategy	• Brand strategy approved by GFA Executive Committee	March 31, 2023
	• 30% of fan approval for "GFA is doing a good job" from survey	
Generate income from different sources with reporting breakdown	• \$146K (Cash/VIK)	December 31, 2023
	• \$169K (Cash/VIK)	December 31, 2026
Establish a strong digital presence	• 8000 E-mail address secured, utilization of E-mail marketing application	December 31, 2026
	• Facebook: 10,963	
	• Instagram: 5,574	
	• Twitter: 4,871	
	• YouTube: 696	
	• LinkedIn: 311	







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