

Island
Strength, Speed, Spirit



**GUAM TRACK & FIELD ASSOCIATION
STRATEGIC PLAN 2026-2030**

Pride in Every Stride!
Raising the Bar for Guam Athletes



Guam Track & Field Association (GTFA)

Guam Track and Field Association is the official national governing body of the sport of Athletics on Guam. We are proudly affiliated with the Guam National Olympic Committee (GNOC), World Athletics, and Oceania Athletics Association.

Purpose Statement

To build a strong, professional athletics system that develops athletes, advances coaching excellence, and ensures world-class officiating for competition at every level.

Mission Statement

Promote high-quality local, regional, and international events by cultivating athletes with competitive potential, increasing participation opportunities, enhancing coaching skills, and sustaining professional officiating.

Vision

To be an elite contender in all disciplines within the Oceania Region by 2030, with Guam athletes closer to qualifying for the 2028 and 2032 Olympics.

GUAM TRACK & FIELD ASSOCIATION

GTFA Goal Areas

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Updated April 2026

Setting the Stage:

The Guam Track & Field Association (GTFA) is adopting a comprehensive strategy plan to elevate Guam's athletics standing in regional and international competitions.

Our mission is to build to an inclusive, high-quality athletics ecosystem that fosters participation, cultivate local talent, and celebrates Guam's unique athletic identity through community-based development.

The ultimate goal is to create a thriving, connected, world-class where athletic community where athletes of all ages and skills can excel and proudly represent Guam on the global stage.

To realize this objective, the GTFA defines six strategic goals. These pillars focus on strengthening ath-

lete development, enhanced organizational capability, and ensure long-term sustainability.

Guam's sporting programs work toward these goals through seven strategic areas. GTFA will work towards creating and enhancing a community-school-based kids' athletics system, a unified athlete development pathway across all levels, and community exposure and connection.

This effort emphasizes diversifying revenue capacity to ensure organizational resilience and modernizing facilities to boost participation and performance. This roadmap plan for growth and development combines these priorities.

"We all have dreams. But in order to make dreams come into reality, it takes an awful lot of determination, dedication, self-discipline, and effort."

- Jesse Owens



Guam Track & Field Association Strategy Areas

The seven action plan strategies represent GTFA ongoing discussions...

- Strategy 1: **Youth & Community Development**
- Strategy 2: **Integration: Strengthening Visibility**
- Strategy 3: **Building for the Future**
- Strategy 4: **The Unified Athletic Pathway Journey**
- Strategy 5: **Diversify revenue streams to ensure the long-term stability of the organization**
- Strategy 6: **Modern, safe facilities that elevate participation and performance**
- Strategy 7: **Capacity-building and succession Planning Initiative**



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GROWTH GOAL Area 1—To establish a clear, progressive, and high-quality competition and development program accessible to all age groups in our community

Strategic Alignment: Youth & Community Development

G1-1 Objective: **Revamp Local Competition Opportunities**

Priority Action

- G1.1 **Tiered Formats:** Introduce multi-level competition formats (Novice, high school, post-high school, masters) to ensure athletes start and continue to participate in Guam Athletics
- G1.2 **GTFa Open Meets:** Pilot “Next Generation” open meets designed to bridge the gap between school sports and national athletics.

G1-2 Objective: **Standardized Competition Tiers**

Priority Action:

- G1.3 **Endorsed Curriculum:** Develop GTFa-standardized training curriculum focusing on fundamental technical skill and opportunities to advance.
- G1.4 **Partnership Agreements:** Establish MOUs between GTFa and community/school organizations to streamline facility use and athlete registration.
- G1.5 **Village Aligned Festivals:** Launch a flagship community festival to celebrate grassroots participation.

Competition Pathways & Athletic Development



Performance Indicators (Desired Results)

- **Growth:** Measurable increase in registered youth (6–14) and Masters athletes.
- **Regional Alignment:** Full compliance with Oceania Athletics competition standards and optimal performance from peak athletes at competitions.
- **Retention:** Increased transition rate of athletes moving from school-based programs into formal club structures.
- **Standards:** Updated standards (Note: As of February 2026 subject to update based on international competitions).

Standard A		
Men	EVENT	Women
11.41	100m	13.19
23.18	200m	26.96
51.53	400m	1:02.05
2:02.54	800m	2:29.13
4:19.53	1500m	5:19.75
9:19.77	3000m	11:37.93
16:07.57	5000m	20:24.02
34:22.24	10,000m	43:16.97
16.39	110mH / 100mH	16.92
41.08	300mH	49.30
58.68	400mH	70.43
11.05	Shot Put	10.06
32.31	Discus	31.78
43.81	Javelin	33.49
6.09	Long Jump	4.75
12.85	Triple Jump	10.15
1.73	High Jump	1.44

Standard B		
Men	Event	Women
11.54	100m	13.39
23.47	200m	27.39
52.16	400m	1:03.15
2:04.04	800m	2:31.68
4:23.01	1500m	5:25.76
9:27.54	3000m	11:51.85
16:21.10	5000m	20:49.11
34:53.39	10,000m	41:11.47
16.64	110mH / 100mH	17.26
41.69	300mH	50.30
59.56	400mH	71.86
10.45	Shot Put	9.49
30.38	Discus	29.85
41.32	Javelin	31.58
5.93	Long Jump	4.58
12.51	Triple Jump	9.8
1.69	High Jump	1.41

Standard C		
Men	Event	Women
11.67	100m	13.6
23.76	200m	27.83
52.81	400m	1:04.28
2:05.59	800m	2:34.30
4:26.59	1500m	5:31.95
9:35.54	3000m	12:06.18
16:35.04	5000m	21:14.95
35:25.49	10,000m	45:07.82
16.89	110mH / 100mH	17.62
42.32	300mH	51.31
60.46	400mH	73.32
9.86	Shot Put	8.93
28.45	Discus	27.93
38.83	Javelin	29.67
5.76	Long Jump	4.42
12.17	Triple Jump	9.45
1.65	High Jump	1.37

GROWTH GOAL Area 2—To elevate the public profile of athletics and deepen the community's connection to Guam's Athletes

Strategic Alignment: Integration: Strengthening Visibility

G2-1 Objective: **Implement a High-Impact Marketing Content Strategy**

Priority Action

- G2.1 **Athlete Spotlight:** Launch a consistent "Homegrown Hero" series featuring profiles of youth, collegiate, and masters athletes to humanize the sport.
- G2.2 **Event Highlight:** Produce high-quality digital recaps of meets to showcase the energy of the sport.
- G2.3 **Opportunity Awareness:** Clearly market meets and other athletic opportunities in multiple platforms to reach the entire community.

G2-2 Objective: **Enhance Transparent Multi-Channel Communication**

Priority Action:

- G2.4 **Stakeholder Communication:** Increase communication to keep athletes, parents, coaches, and sponsors informed on progress, funding, and upcoming events.
- G2.5 **Interactive Engagement:** Use social media platforms to host Q&A sessions with national coaches and elite athletes, fostering direct connection with the community.

G2-3 Objective: **Position Guam as a Regional Athletic Hub**

Priority Action:

- G2.6 **Facility Advocacy:** Lead the campaign for international-standard facility to enable Guam to host Oceania-level competitions.
- G2.7 **Sports Tourism:** Partner with local tourism boards to market Guam's track and field events as "destination competitions" for the region.

G2-4 Objective: **Build an Inclusive Athlete Pathway**

Priority Action:

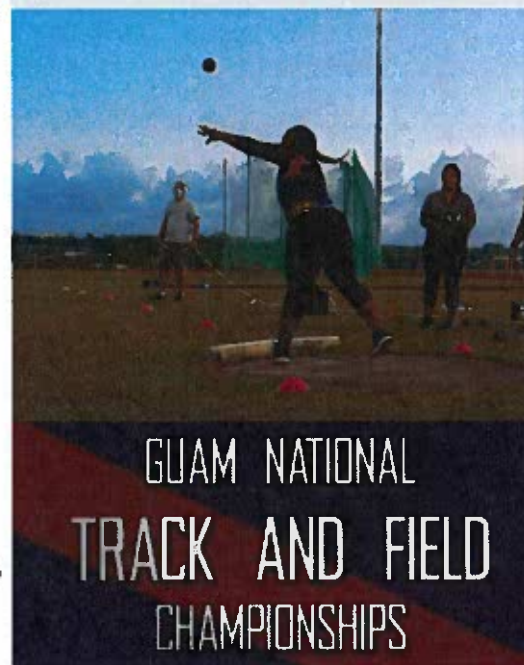
- G2.8 **Develop an "Inclusive Athletics Pathway Framework":** Pairing GTFA young Athletes with Special Olympic athletes.

Performance Indicators (Desired Results)

- **Growth:** Measurable increase in registered youth athletes and family memberships.
- **Engagement:** Stronger community connection with parents, local businesses, and community leaders.
- **Visibility:** Greater media coverage and digital reach for GTFA programs and sanctioned events.
- **Consistency:** A continuous and approved flow of GTFA information across all public-facing platforms.

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Competition Pathways & Athletic Development



GROWTH GOAL Area 3—*To expand and professionalize the community infrastructure that supports lifelong athlete development and long-term organizational growth*

Strategic Alignment: Integration: Building for the Future

G3-1 Objective: **Institutionalize the Community Club System**

Priority Action

- G3.1 **GTFa Club Accreditation:** Transition from a "Starter Toolkit" for athletic clubs to a formal accreditation model that sets permanent standards for safety, coaching quality, and governance.

G3-2 Objective: **Scale Professional Capacity (Coaches & Officials)**

Priority Action

- G3.2 Transition from a "Starter Toolkit" for athletic clubs to a formal accreditation model that sets permanent standards for safety, coaching quality, and governance.



Performance Indicators (Desired Results)

- **Certified Workforce:** A measurable annual increase in the number of certified youth coaches and technical officials.
- **System Professionalism:** Enhanced professionalism and standardized operations across all GTFa-affiliated community programs.
- **Program Longevity:** 100% of accredited clubs maintaining active status for 3+ consecutive years.



Updated April 2026

TRAINING/TECHNICAL DEVELOPMENT GOAL Area 1—*To strengthen the athletic pipeline from youth to elite levels, ensuring Guam athletes have a clear, supported journey*

Strategic Alignment: Unified Athletic Pathway Journey

T1-1 Objective: **Create High-Performance Training Infrastructure**

Priority Action

- T1.1 **Specialized Support Services:** Provide access to top coaching, physiotherapy, nutrition, and mental performance support for Guam National Team Athletes.
- T1.2 **Performance Benchmarking:** Have clear qualification standards and support mechanisms to facilitate athletes from school to the elite level.

T1-2 Objective: **Optimize the Transition to Collegiate Athletics**

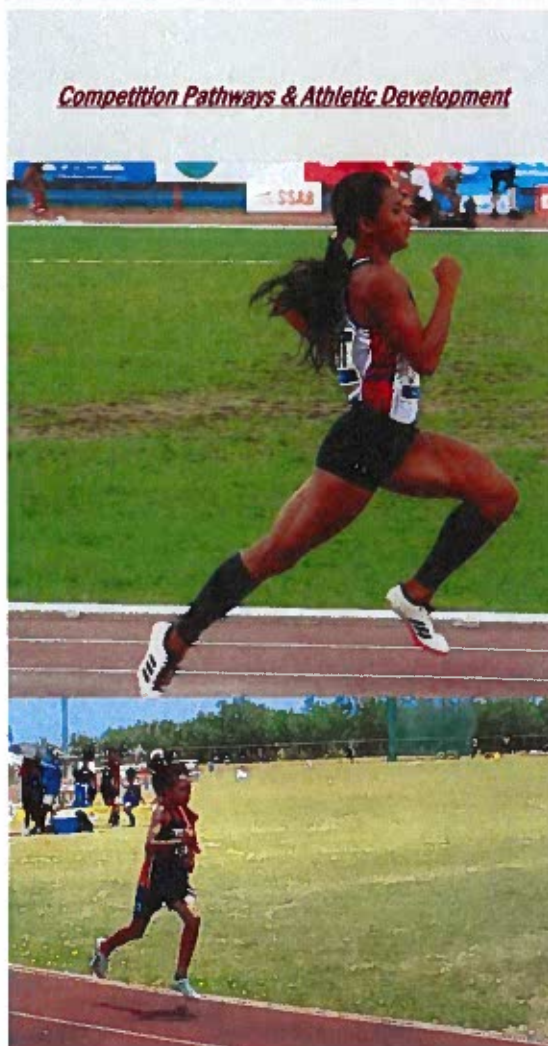
Priority Action:

- T1.3 **Talent Identification:** Identify high-potential student-athletes using standardized ranking data and coach recommendations.
- T1.4 **Recruitment Support:** Develop a "Collegiate Bridge" program that provides athletes with the profiles and data needed for collegiate running and scholarship opportunities.

T1-3 Objective: **Elite International Preparedness**

Priority Action:

- T1.5 **International Exposure:** Track athletic performances for national team selection that prioritizes athletes who have consistently met performance benchmarks based on point system.
- T1.6 **Coach Alignment:** Ensure coaches are trained in the same technical curriculum to provide consistent instruction as athletes move through the pathway and maintain the relationship through the elite level through the Oceania training.



Performance Indicators (Desired Results)

- **Evidence-Based Training:** Consistent and measurable improvement in athlete performance and 100% of high-performance athletes utilizing data-driven training adjustments.
- **Sustainability:** Measurable reduction in injury rates and improved athlete longevity through standardized sports science support.
- **Placement:** Increase in the number of Guam athletes successfully recruited by collegiate programs.

Updated April 2026

FACILITIES AND INFRASTRUCTURE GOAL Area 1—*To ensure Guam provides safe, modern, and accessible athletics facilities that serve as a foundation for increased*

Strategic Alignment: Elevating Environments

F1-1 Objective: **Comprehensive Safety & Technical Evaluations**

Priority Action

- F1.1 **Standard Audit:** Perform full technical and safety evaluations of all GTFA partnered and aligned facilities to ensure compliance with World Athletics safety standards.

F1-2 Objective: **National Facilities Improvement & Maintenance Plan**

Priority Action:

- F1.2 **Specialized Training Infrastructure Expansion:** Develop accessible spaces for modern strength and conditioning equipment to support holistic athlete development.

F1-3 Objective: **National Facilities Improvement & Maintenance Plan**

Priority Action:

- F1.3 **Strategic Tiering:** Categorize facilities into a three-tier priority system: Tier 1 (Immediate Repair), Tier 2 (Moderate Upgrade), Tier 3 (Long-term Development).
- F1.4 **Sustainable Upkeep:** Establish interim maintenance and scheduling agreements with facility owners (schools, mayors, and government agencies) ensure long-term preservation of upgrades.
- F1.5 **National Facility:** Obtain a GTFA facility through an MOU or other means to provide unlimited track and field access for official GTFA sponsored events and athletes.

Competition Pathways & Athletic Development



Performance Indicators (Desired Results)

- **Evidence-Based Planning:** Baseline data established to drive future funding and improvement plans.
- **Operational Excellence:** Improved coordination between GTFA, school boards, and government agencies regarding facility usage.
- **Readiness:** Obtain a facility that meets the requirements to host regional (Oceania-level) competitions.

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ATHLETE WORKFORCE CAPACITY AND DEVELOPMENT GOAL Area 1—To establish a robust, certified network of coaches and officials through continuous capacity-building and strategic succession planning to support the long-term growth of Guam athletics

Strategic Alignment: Professional Development

A1-1 Objective: Formalize a Multi-Tiered Certification Pipeline

Priority Action

- A1.1 Coaching Standards:** Establish a recurring annual calendar for World Athletics (WA) Level 1 and 2 coaching courses to ensure local coaches are technically proficient.
- A1.2 Coaching Pipeline:** Provide support for existing coaches and opportunities and incentives for athletic coaches on Guam to be involved and stay involved in the program including at the national level.
- A1.3 Technical Official Development:** Implement a structured pathway for officials to progress from local meets to officiating larger competitions.
- A1.4 OAA/WA Certification Pipeline:** Create and support an annual program for coaches and officials to obtain World Athletics (WA) and Oceania Athletics (OAA) certifications to ensure a steady supply of qualified personnel.

A1-2 Objective: Implement Mentorship & Succession Planning

Priority Action:

- A1.5 Mentorship Ecosystem:** Implement a "Master Coach" program where veteran officials mentor youth leaders, ensuring institutional knowledge is preserved for future generations.
- A1.6 "Master-to-Apprentice" Program:** Pair veteran officials and coaches with youth leaders to ensure the transfer of institutional knowledge and technical expertise.
- A1.7 Leadership Development:** Identify and train "Next-Gen" administrators and technical directors to ensure leadership stability for the next decade.

A1-3 Objective: Expand Community Participation Avenues

Priority Action:

- A1.8 Parent & Volunteer Workshops:** Create low-barrier "Intro-to-Athletics" opportunities to empower parents and community organizations, members to assist at meets.
- A1.9 Specialized Clinician Access:** Partner with regional experts to provide specialized clinics in underserved areas like sport medicine, nutrition, and other areas to support our athletic community.

Performance Indicators (Desired Results)

- **Qualified Workforce:** A 25% annual increase in the number of OAA/WA certified coaches and officials residing on Guam.
- **Institutional Stability:** Successful increase in the number of officials working local meets within a three-year cycle.
- **Community Engagement:** High retention rates of volunteers transitioning into formal certification tracks.

Competition Pathways & Athletic Development



Committees and Subcommittees

Each Committee and Subcommittee is chaired by a GTFA Board Member and will need to work cohesively to accomplish larger goals. Committee members can be recruited and do not have to be board members. Committee Chairpersons will report on updates, if any, at the regular GTFA Board meetings.

Domestic Competitions

Facilities: Responsible for securing usage of tracks for both training and event hosting.

Officiating/Timing: Responsible for ensuring a sufficient number of officials are present to conduct a meet.

Road Race Management: Responsible for communicating with organizations when officiating road races and managing/maintaining race calendar schedules.

International Competitions

Transportation Logistics: Responsible for identifying flights and transportation for international competitions.

Team Management: This role is for the Board-selected National Team Manager(s). Responsible for managing athlete entries, wellbeing, and logistics during international competitions.

Coaching: This role is for the Board-selected National Team Coach(es). Responsible national team training schedules, training programs; etc. to prepare for international competitions.

Athlete Development

High Performance (Off-Island) Responsible for assisting post HS athletes continue their careers, whether collegiately or at an off-island training center. NCSA program administrator.

High Performance Training (On-Island): Responsible for developing the framework for elite athletes to perform, conducting training clinics, etc.

Recruitment and Talent Identification (HS or MS) Responsible for identifying and recruiting potential national team athletes and keeping them informed of opportunities.

Youth Athletics: Responsible for Kids Athletics program.

Coaches and Officials Development

Certification: Responsible for coordinating certification opportunities for coaching and/or officiating.

Training: Responsible for training meet officials for domestic meets

Safe Sport: Ensure coaches follow safe sport guidelines

Marketing and Promotion

Sponsorship: Responsible for identifying community partners to provide funding or in-kind services to help meet strategic goals.

Promotions: Responsible for social media, website, press releases; etc.

Statistics and Records

Finance

Responsible for preparing and tracking federation's financial statements, vendor payments, reimbursements, wire transfers, and ensuring our organization is compliant with Rev and Tax, World Athletics, and Bank of Hawaii.

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GTFA ORGANIZATIONAL LEADERSHIP

About the GTFA

The Guam Track and Field Association is the official national governing body for Athletics on Guam. We are affiliated with the Guam National Olympic Committee (GNOC), World Athletics, and the Oceania Athletics Association.

Guam Track and Field Association leadership is comprised of up to eleven (11) elected Board Members and two (2) Athlete Representatives. Board Members serve four (4) year terms.



Peter Rivera
President, GTFA



Jean Tugade
Treasurer, GTFA



Riza Tugade
Secretary General



Regine Tugade Johnson
Board Member, GTFA
Board Member, OAA Athlete's Commission



Tracey Baden
Board Member



Lisa Barcinas
Board Member



Jonita Pereda-Ovalles
Board Member



Christopher Fejeran
Board Member



CarriAnn Cabral
Athletes Commission Representative



Mason Calma
Athletes Commission Representative



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