



International Development Regional Plan 2012 - 2016

United States Australian Football League
Prepared by: USAFL Executive Board

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The AFL's legacy is to leave the game and community in better shape for future generations. The three pillars that support our legacy principle are:

1 Accountable:

- Focus on delivering or exceeding performance objectives
- Responsible for our actions and results and do what we say we will
- Act with integrity – deal with all people honestly, ethically and transparently
- No surprises
- Make decisions in a timely manner, even when under tight deadlines and pressure
- Be prepared to go the extra mile
- Persevere when faced with setbacks

2 Progressive:

- Strive for constant improvement
- Respect the great history of our game and its role in the community but challenge the status quo
- Find new and creative ideas to innovate
- Focus on the future
- Embrace change and new ideas

3 Respectful:

- Embrace and respect diversity and inclusion – understand and value the differences in every person
- Acknowledge the efforts of others
- Listen actively and consider other viewpoints
- Cooperate with others
- Help team or other departments or stakeholders in getting work done
- Act with humility and modesty





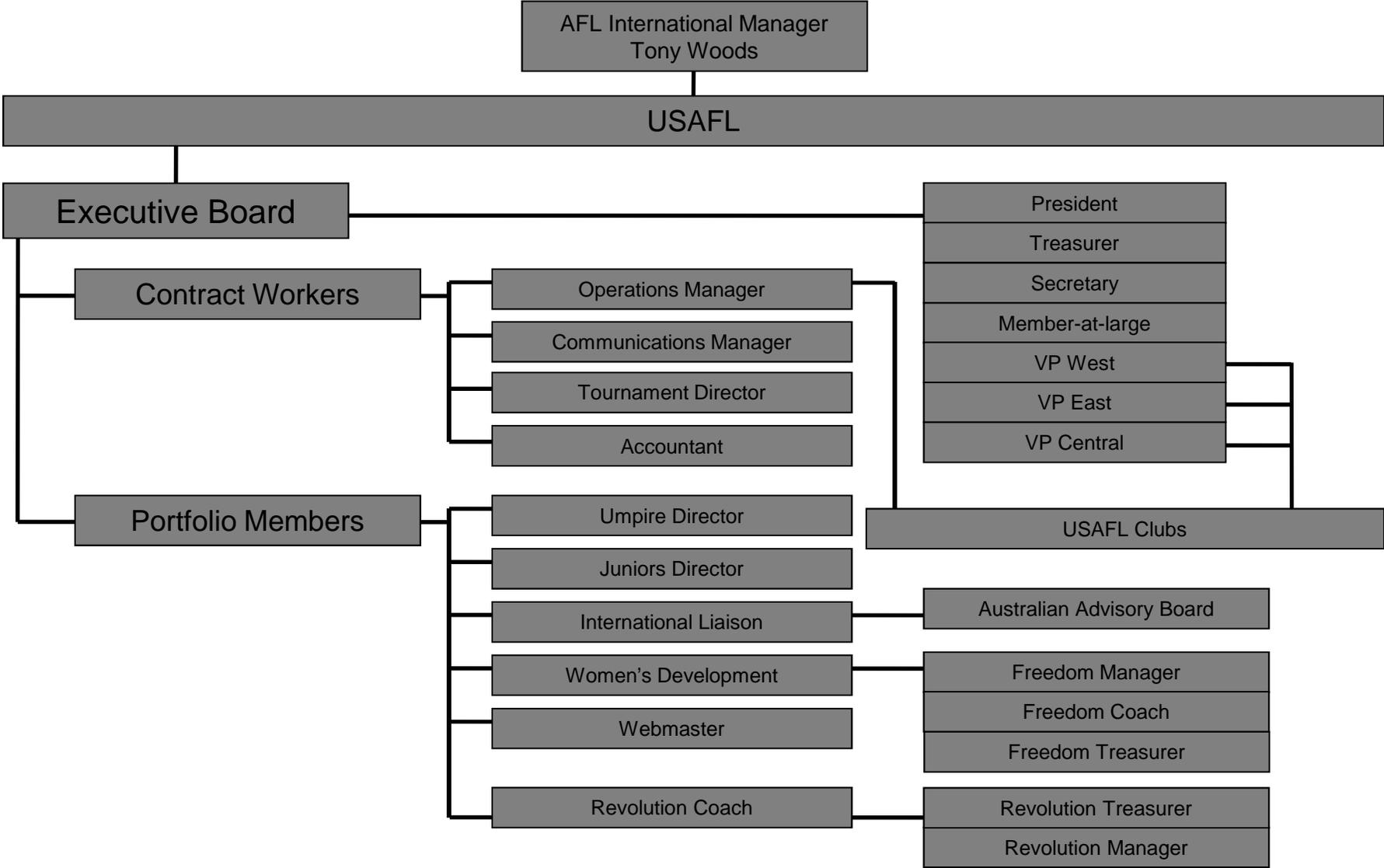
USAFL Mission

- 1 The USAFL is a non-profit grassroots, amateur sports organization dedicated to the development of and participation in Australian football in the United States.
- 2 The USAFL aims to be the most professionally run Australian football league outside of Australia.
- 3 The USAFL works in partnership with the AFL in reaching mutual goals, maintaining similar values, while working to grow the game on a domestic level.





USAFL Organization Structure



Executive Summary of the USAFL Development Plan for 2012 to 2016



- 1 The USAFL will partner with the AFL to deliver 30 elite athletes to US combines on an annual basis.
- 2 The USAFL will increase player participation to 2000+ by 2016.
- 3 The USAFL will provide the AFL with uniform affiliation, governance and reporting in line with all International AFL Affiliates.
- 4 The USAFL will participate in the 2013 and 2014 Europe International fixtures against the AIS AFL Academy Squad as a U25 team, and by 2016 provide a U21 team.
- 5 The USAFL will supply men's and women's national teams at the 2014 International Cup in Australia.



USAFL Operational Plan 2012				
MAJOR INITIATIVES	KEY ACTIONS	MEASURABLE OUTCOMES	RESPONSIBILITY	TIMEFRAME
1. Combine	Conduct one (1) combine for elite US athletes <ul style="list-style-type: none"> • Secure venue • Develop recruiting strategy • Gain exposure through marketing and media coverage 	1. Execute pilot combine	Operations Manager	August
2. 49th Parallel Cup	Host 49 th Parallel Cup matches between US and Canada men's and women's national teams in Dublin, Ohio	1. Execute matches between US and Canadian teams	Operations Manager Revolution Coaches/Staff Freedom Coaches/Staff AFL Canada	August 4 - 5
3. Umpire Clinics	Offer four (4) umpire clinics throughout the season <ul style="list-style-type: none"> • Southern California Tournament • Atlanta, GA Tournament • Madison, WI Tournament • Mason, OH at Nationals 	1. Complete 4 clinics 2. Accredit qualified umpires at Level 1 3. Begin new umpires on accreditation path	Umpire Director	March - October
4. Coaching Clinic	•Offer 1 coaching clinic as test program	1. 10 participants 2. 3 Level 1 Accredited 3. Identify Coaching Program Director 4. Outline plan for 2013	VP East – Mike Sheppard	Summer 2012
5. Nationals	Host Nationals in Mason, Ohio <ul style="list-style-type: none"> • Secure fields • Hotel contracts • Secure sponsorship 	1. Increased participation of teams and players 2. Increased sponsorship 3. Increased media coverage	Nationals Director	October 13-14
6. North American U25 Program	Partner with AFL Canada to determine: <ul style="list-style-type: none"> •Budget •Coaching staff •Approach sponsors •Recruitment and selection process 	1. North American U25 team to compete against AIS Academy and European teams in London, April 2013	USAFL AFL Canada	April 2013



The basis of the AFL Development Plan for 2012 to 2016 remains 'common objectives, local solutions'. A USAFL Perspective ...



	Objectives			USAFL Measures
1 Participation	1.1 To maximise participation by developing quality pathways for all segments from local leagues to men and women's national teams.	1.2 To grow the network of local and regional leagues, clubs and motivate volunteers, umpires, coaches.	1.3 To promote greater awareness of the sport and the league.	<ul style="list-style-type: none"> • Participation growth • International Cup Teams • Under 25 Teams
2 Talent	2.1 To develop the talent pathway to attract, retain and develop athletes for national representative teams and AFL competition.	2.2 To nurture clubs to provide a clear path for players, umpires, administrators and coaches.	2.3 To work with AFL International on co-ordinated ID, recruitment and Combine testing.	<ul style="list-style-type: none"> • World Team • USA Combine Supply
3 Organisation and People	3.1 To collaborate on organisational development of league and clubs.	3.2 To attract, develop and retain quality staff and develop a high performance culture in line with our values.	3.3 To develop a strong organisation in terms of brand, governance and collaboration with the AFL - common objectives, local solutions.	<ul style="list-style-type: none"> • Staff Number • Governance • AFL International Affiliation • In line with AFL Goals • Budget
4 Partnerships	4.1 To partner with the AFL to identify corporate partners from current and future AFL sponsors with international reach.	4.2 To collaborate with federal, state and local government on programs that support the league and clubs.	4.3 To support AFL in pursuing expanded broadcast footprint and online and subscription based consumption.	<ul style="list-style-type: none"> • Relationships with government & corporate sponsors • Relationship with AFL • Relationships with Broadcast partners
5 Marketing, Media & Events	5.1 To gain greater exposure for the league, clubs and major events.	5.2 To develop effective marketing campaigns that attract new players and talent.	5.3 To deliver quality events that promote the game and the league effectively.	<ul style="list-style-type: none"> • Media coverage for Nationals, 49th Parallel Cup and International Cup • Awareness of the League and the game



Summary of 2011 Outcomes and 2012+ Priorities

Objective	Outcomes in 2011	2012 – 2016
<p>1</p> <p>Participation</p> <p>Work with clubs to grow the participation base.</p>  	<ol style="list-style-type: none"> USAFL participation exceeded 1,000 for the first time. The National tournament was the largest to date with over 46 teams competing. The US Freedom participated in the International Cup for the first time. One International Cup umpire scholarship was awarded. 	<ul style="list-style-type: none"> Continue to build on sustainable participation platforms developed by clubs – metro and co-ed leagues and women’s teams. <p>Key Initiatives:</p> <ol style="list-style-type: none"> Three new clubs starting in 2012. Four umpire clinics to be conducted throughout 2012 season. Two clubs (Minnesota and New York) offering fitness through footy programs to attract and grow women’s teams. Expand number of clubs offering local metro leagues to twenty in conjunction with AFL9’s by 2016. Twenty Level 1 accredited umpires by 2016. Six International Cup umpires in 2014, including first female scholarship. Increase women’s participation with the goal of adding ten new teams by 2016. <div style="background-color: yellow; padding: 5px; margin-top: 10px;"> <p>USA Target 2016: 2011 – 1000 registered participants 2016 – goal 2000 registered participants</p> </div>



USAFL– Participation. Summary of Objectives

Objective	Detail	Key Initiatives for 2012+ - 2016
1 Juniors	<ul style="list-style-type: none"> •Denis Ryan has conducted and self funded clinics for over 50,000 kids since 2003 •Baltimore/DC has offered free summer clinics for kids since 2006 •Several other clubs have offered junior clinics, including Denver in 2011 with Brett Kirk •The gap in school football programs has historically shown that junior have no developmental pathway 	<p>1.1 Junior programs are currently outside the scope of current USAFL resources.</p> <p>Note: Any junior program would need significant funding from additional sources to ensure success (estimated \$100,000 USD annual).</p>
2 School Football (High School and University)	<p>Due to the restrictive nature of the US school system and no cultural affinity for the game the USAFL has encountered significant barriers in developing school based programs. The US school system is fragmented between public schools, private schools and a growing number of charter schools. Each school district within a state sets its own priorities and ultimately the individual teachers set their own curriculum.</p> <ul style="list-style-type: none"> •School split between high school (ages 14-18) and university (ages 18-22) 	<p>2.1 University program launch in 2013 in 1 region</p> <p>2.2 One university league in each region (total 3) by 2016</p>
3 Club Football	<p>Senior club football remains the main format for how Americans are introduced to Australian Football. Four new clubs have joined the USAFL in the past two years with an additional two clubs currently starting in 2012.</p>	<p>3.1 Support new club start-ups in new cities</p> <p>3.2 Addition and expansion of AFL 9s as a part of club activity. See Section Six on AFL9s for key initiatives.</p>





USAFL – Participation. Summary of Objectives

Objective	Detail	Key Initiatives for 2012 – 2016
4 Coaching	<p>Currently in development in 2012 identifying key members who can lead the program. One trial clinic to test and gain feedback with plan to nationally roll out clinics in 2013.</p> <ul style="list-style-type: none"> •Currently, there are two level 2 coaches in the USAFL •Matt Bishop is awaiting confirmation of Level 2 status 	<p>4.1 One (1) coaching clinic 2012 4.2 Three (3) coaching clinics resulting in 10 Level 1 accredited coaches in 2013 4.3 Twenty (20) Level 1 accredited coaches by 2014 4.4 All USAFL coaches Level 1 Accredited by end 2016</p>
5 Umpiring	<p>USAFL umpire development is led by Umpire Director, Jeff Persson. In 2012 the USAFL is offering four (4) umpire accreditation courses across the country.</p>	<p>5.1 One (1) clinic per region per year 5.2 Twenty (20) Level 1 accredited umpires by 2014 5.3 Six (6) USAFL umpires participating in 2014 International Cup 5.4 One (1) female scholarship umpire to attend 2014 International Cup 5.5 Cover Nationals umpire duties with USAFL only umpires by 2016</p>
6 AFL 9s*	<p>In the early 2000's USAFL clubs began offering metro leagues which the AFL 9's model is based upon. These leagues resulted in significant growth in player participation. In 2012, less than 50% of USAFL clubs offer a local competition. There is opportunity to brand these leagues as USAFL 9's and roll out to clubs as a way to increase participation, generate revenue and develop a pathway to the local senior sides.</p>	<p>6.1 *Work with AFL to determine branding of AFL9s in the USA. 6.2 Bring all clubs offering local competitions under the AFL 9's brand in 2013 6.3 Roll out AFL9's model and resources to all USAFL clubs in 2014 6.4 1,000 registered players by 2016 6.5 Total of 20 AFL9 local leagues by 2016</p>
7 Women	<p>Women's football began in the US at Nationals in 2003. Currently 9 clubs have a women's team. The development of the women's competition represents significant participation growth opportunities.</p>	<p>7.1 Ten (10) new women's teams added to the competition by 2016 7.2 US Freedom participation in International Cup 2014 7.3 Establishment of Freedom as a 501(c)3 non-profit organization by 2016 7.4 Increase number of regional games each year 7.5 Eight (8) 18-a-side women's teams participating at 2016 US Nationals</p>





Summary of 2011 Outcomes and 2012+ Priorities

Objective	Outcomes in 2011	What is next ?
<p>2 Best Talent</p> <p>Promote opportunities and grow the talent pool</p>  <p>American basketball player Alex Starling was found through a Sydney Swans US combine</p>	<ol style="list-style-type: none"> 1. Revolution finished 4th and Freedom 3rd at International Cup. 2. One (1) player selected for the World XVIII team. 3. Five (5) USAFL players played in Australian leagues in 2011 through WACFL network. Three (3) of those players were selected for the Revolution squad at the International Cup. 4. Secured ESPN Australia sponsorship for Revolution and Freedom at International Cup. <p>USAFL 2016: Annual supply of athletes to USA Combine Under 21 Team in Europe from 2016</p>	<ul style="list-style-type: none"> • Talent is the most direct route to commercial outcomes. <p>Key Initiatives:</p> <ol style="list-style-type: none"> 1. Establish annual combines to identify elite athletes with potential to compete at the AFL level. 2. Secure major national sponsor for combines. 3. Develop network of recruiting channels to target elite athletes for combines. 4. Develop database of athletes with AFL interest and potential. 5. Create greater awareness of US athletes selected by AFL clubs and the international rookie list program. 6. Formalize relationship with NCAA to promote the AFL as a career opportunity for its athletes. 7. Recruit combine participants that are not selected by AFL clubs to Revolution program. 8. Partner with AFL to source funding for U25 program. 9. USAFL U25 squad participation in Europe/AIS Academy. 10. Increase number of USAFL players both men and women playing in Australia.





AFL International Plan - USAFL Talent

Objective	Detail	Key Initiatives for 2012 - 2016
1 Pathway	The USAFL's current pathway ultimately develops athletes for participation on the men's and women's national teams. The National teams represent the USAFL at the annual 49 th Parallel Cup vs. Canada and International Cups.	<ul style="list-style-type: none"> 1.1 Two (2) US World XVIII participants each year 1.2 Formation of 501(c)3 non-profit status for Revolution and Freedom 1.3 USAFL U25 Men's Team to compete against AIS Academy/Europe teams in 2013 and 2014 1.4 Develop Revolution U21 team by 2016
2 Academies	The Revolution and Freedom conduct annual training camps to select players that will represent the USAFL in international match play. Players self fund their participation at these training camps and international matches.	<ul style="list-style-type: none"> 2.1 Secure major sponsorship for both the Revolution and Freedom programs to help cover costs for participation at the 2014 International Cup.
3 Combines	AFL clubs have interest in identifying US athletes with potential to play in the AFL. The US has a large talent pool of elite athletes that do not make it to the professional ranks. Combines will target these athletes providing a pathway to the AFL.	<ul style="list-style-type: none"> 3.1 One (1) AFL Combine in 2012 3.2 Annual AFL Combines from 2013 through 2016 3.3 30 athletes participating in combines each year through 2016
4 Second Tier	Athletes that participate in combines and are not selected by AFL clubs should be recruited to the Revolution teams and local clubs.	<ul style="list-style-type: none"> 4.1 Develop ongoing database of combine participants and recruitment strategy to bring those players into the USAFL.



Summary of 2011 Outcomes and 2012+ Priorities

Objective	Outcomes in 2011	What is next ?
<p>3 Organisation and People</p> <p>Support staff, affiliates and volunteers</p>   	<ol style="list-style-type: none"> 1. Volunteer Revolution and Freedom staff were vital to the success of the teams at the International Cup. 2. Rich Mann and Paul O’Keeffe received AFL Merit Awards at the International Cup for their contributions to the growth of the game in the US over the past 15 years. 3. One (1) International Cup Umpire scholarship was awarded. 4. Andy Vanica became the Second American elected to USAFL President. 5. Six (6) of seven (7) Executive Board positions were filled by Americans, including two (2) women. 6. Rich Mann stepped down from President to focus on his role as Nationals Director. 	<ul style="list-style-type: none"> • The USAFL is a volunteer organization. Maintaining consistency in an active Executive Board and portfolio members affects growth and stability at a league and club level. <p>Key Initiatives:</p> <ol style="list-style-type: none"> 1. Appointment of new Treasurer in 2012 who will be stepping down at end of May 2012 2. Confirm business partnership with Clark Schaeffer Hackett (USAFL’s advisory accountant firm) to formalize pathways for Clubs to establish 501(c)(3) non-profit status. 3. Reestablish relationship with Australian Advisory Board 4. Define projects for Australian Advisory Board 5. Renew Operations Manager contract in 2012 6. Renew Communications Manager contract in 2012 7. Renew Nationals Director contract in 2012 8. Renew Accountant contract in 2012



AFL International Plan – USAFL. Organisation and People.

Objective	Detail	Key Initiatives for 2012 - 2016
1 Affiliates	The USAFL does not have any current affiliate relationships.	1.1 Further strengthen relationship with AFL Canada and AFL Europe
2 Staff	The USAFL has 4 paid contractor workers. 1. Operations Manager (Full time) 2. Communications Manager (Part-time) 3. Accountant (Part-time) 4. National Tournament Director (Part-time)	2.1 Fund at least one (1) Fulltime contractor from 2012-16. 2.2 Continue annual renewal of contractor contracts, with additional positions as funding is established.
3 Volunteers	The USAFL is a volunteer organization. 1. Executive Board (7 members) 1. Portfolio members (5 members) 2. Australian Advisory Board	3.1 Reestablish relationship with Australian Advisory. 3.2 Work with AFL to avoid any conflict of interest in message 3.3 Define roles/projects for Australian Advisory Board. 3.4 Continued development of USAFL portfolio member positions with long term goal of contract positions for Freedom and Revolution staff.
4 Resources	The USAFL maintains a database of USAFL specific documents collected since 1999. These documents and best practices are compiled in a club administration handbook available to all member clubs.	4.1 Expansion of USAFL registration system. 4.2 Expansion of USAFL competition management system. 4.3 Develop resources to assist clubs in the start-up of local competitions and women's teams by 2013.
5 Facilities	Facilities continues to be a huge challenge at the club level. Cricket is not a US sport so facilities do not exist. Each club fights to find a location and then develop a relationship with the field owner – generally a City Park and Rec Department. Since Americans do not know or understand the sport we very often run into bureaucratic obstacles and perception issues.	5.1 The USAFL and AFL will identify a geographic region to focus facility development 5.2 The USAFL will identify similar organizations that can partner in the facility. 5.3 The USAFL will identify local communities within this region that are willing to partner in the project. 5.4 Determine funding available to USAFL from the Facility Development Reserve (FDR) 5.5 Once established, venue will host annual USAFL events





Summary of 2011 Outcomes and 2012+ Priorities

Objective	Outcomes in 2011	What is next?
<p>4 Partnerships</p> <p>Create new and extend existing partnerships</p>    	<ol style="list-style-type: none">1. Our partnership with Coopers Brewery continued in 2011. They have been the marquee sponsors of the National Championships since 2000.2. Three year partnership with Burley-Sekem was realized. Our relationship with Burley goes back to 1999 and we are in the process of renewing a deal that will further enhance our relationship for the next three years.3. Secured uniform sponsorship from ESPN Australia for the Revolution and Freedom at the International Cup.4. The USAFL's contacts through the WACFL network created opportunities for five (5) USAFL players to play in Australia in 2011..	<ul style="list-style-type: none">• We need to continue to further develop and strengthen these existing relationships while actively seeking to form new mutually beneficial partners. <p>Key Initiatives:</p> <ol style="list-style-type: none">1. Continue relationship with Coopers brewery as major Nationals sponsor2. Finalize contract with Burley Sekem for next three (3) years3. Seek major sponsor for Combines4. Continue WACFL relationship, including opportunities for women5. Partner with ESPN Australia for continued support of national teams6. Seek major sponsor for Revolution program7. Leverage current AFL sponsorship relationships to include international affiliates.





USAFL Partnerships

Objective	Detail	Key Initiatives for 2012 - 2016
1 Australian Government	The USAFL seeks to form a partnership with the Australian government to find Australian businesses with interest in creating greater awareness in the US. Assistance from the AFL, DFAT or AUSTRADE could prove to be very beneficial.	1.1 Identify and target Australian corporations with US business interests for sponsorship opportunities. 1.2 Further strengthen and develop relationships with Australian Consulate offices, Chamber of Commerce and Austrade.
2 US Government	US government assistance is very difficult as it is not a US sport.	2.1 Engage the US government in support of the national representative teams. 2.2 Seek additional state/local government fiscal support for nationals per the 2011 Austin, Texas state fund program.
3 Commercial	The USAFL seeks to build relationships with local communities to raise awareness of the game with the potential to develop fans of the AFL Competition and AFL Clubs.	3.1 The USAFL will work with the AFL to leverage combine outcomes for commercial opportunities.
4 Broadcasting	The AFL TV coverage on Fox Soccer Plus and online coverage on AFL Live TV will create greater awareness opportunities.	4.1 Partner with Fox Soccer Plus marketing through online marketing channels to create greater awareness of the sport and USAFL events. 4.2 Develop strategy with AFL media to promote the USAFL during game broadcasts, highlights and AFL Explained programming.





Summary of 2011 Outcomes and 2012+ Priorities

Objective	Outcomes in 2011	What is next ?
<p data-bbox="130 342 462 412">5 Marketing, Media & Events</p>   	<ol data-bbox="579 347 1150 1073" style="list-style-type: none">1. Brett Kirk visited the US as part of his role as the AFL's International Ambassador to promote the International Cup. Kirk visited 3 USAFL clubs and generated significant online traffic.2. The 2011 Nationals was the largest to date and delivered a \$1.7 million economic impact in Austin, TX over a two and a half day event. For the first time the USAFL is in line to receive state funding for reimbursement of Nationals expenses.3. The Revolution and Freedom proudly represented the USAFL at the International Cup, creating awareness and interest in the USAFL from Australia.	<ul data-bbox="1188 347 1850 444" style="list-style-type: none">• We need willing AFL Club partners. How do we harness the pre-season trips several have been making to the US? <p data-bbox="1188 488 1392 516">Key Initiatives:</p> <ol data-bbox="1188 558 1940 1143" style="list-style-type: none">1. Host 49th Parallel Cup in Dublin, Ohio2. Launch of AFL combines in US3. Host Nationals in Mason, Ohio4. USAFL Nationals attended by AFL representative/AFL club personal who will provide value to event5. Launch of North American U25 team in 2013.6. Development and implementation of recruiting strategy to target elite athletes for combines and national teams7. Engage AFL Clubs that conduct pre-season training in the US





AFL International Plan – USAFL. Marketing Media & Events.

Objective	Detail	Key Initiatives for 2012 - 2016
1 Events	USAFL Nationals, the 49 th Parallel Cup and the International Cup are major events that generate national exposure for the league. Combines and a G'Day LA AFL exhibition game will create further awareness opportunities.	<ul style="list-style-type: none"> 1.1 Host the 49th Parallel Cup in 2012 1.2 Host an AFL exhibition game /AFL9s at G'Day LA 1.3 Participate in International Cup 2014 1.4 Host 49th Parallel Cup 2015
2 Marketing	The sport is very small in the USAFL when compared to the size of the entire sports market. The USAFL is a micro-niche player and does not have a cultural context within the US. Gaining exposure through national marketing has been a very difficult task .	<ul style="list-style-type: none"> 2.1 Develop marketing campaign for recruitment of athletes to combines utilizing current Americans in the AFL 2.2 Increased Nationals, 49th Parallel Cup and International Cup marketing 2.3 Promote health benefits of the sport to attract new players that are unfamiliar with the sport
3 Media	Majority of Americans are unaware of the sport and confuse it with rugby. As a small non-profit organization gaining national media exposure has been a significant challenge.	<ul style="list-style-type: none"> 3.1 Expand awareness of AFL game broadcasts on Fox Soccer Plus 3.2 Media coverage of AFL combines 3.3 49th Parallel Cup and International Cup media coverage through National outlets 3.4 Increased Nationals media coverage in local host markets
4 Online	Online marketing and social media platforms represent the most cost effective approach to generating greater exposure.	<ul style="list-style-type: none"> 4.1 Develop online marketing campaigns for Nationals, combines, 49th Parallel Cup and International Cup 4.2 Increase USAFL content on AFL international web pages 4.3 Increase sales of online subscriptions to AFL LIVE TV

