



2016-18 STRATEGIC PLAN

AYR Strategic Plan 2016-2018

OUR MISSION STATEMENT:

Atlanta Youth Rugby builds personal character and athleticism while fostering sportsmanship and community in a fun, safe and inclusive atmosphere.

Play Rugby!

Atlanta Youth Rugby (AYR) was started in 2012-2013 with 6 players in a single neighborhood by founder Stewart Haddock, joined shortly thereafter by a single volunteer coach, Paul Raio. Player numbers increased some 20% per year until 2014-2015, when it was incorporated as a Georgia 501(c)3 non-profit.

With a strengthened Advisory Board and improved organizational planning prior to the 2015-2016 season, player numbers increased 50% to over 100 participants; and 3 Life University rugby player/coaches were added. The presence of qualified trainers at practices and scrimmages increased over 50%.

AYR corporate Sponsorships were also created for the first time, allowing AYR to maintain financial solvency in the face of tripled overall costs. A first annual banquet for all our players/parents and those from other rugby clubs was added, with over 160 attendees and significant monies raised.

The number of matches for all our sides also increased, over 50% with membership in the nascent Georgia Rugby Union (GRU), and all GRU sides continue to align by common age group and skill progression. The GRU is an important part of our future.

Despite these past year improvements, AYR's effort must be structured to prepare for the next two years and beyond. To accomplish this, we have made significant changes to the organizational structure of the club, while preserving its focus on building the character of our players as much as their skills on the field.

We hope you will join us in continuing to strengthen our club and our rugby community.

Play Rugby!

Sincerely,

Anton Forbes-Roberts

President & 501(c)3 Board Chair
Atlanta Youth Rugby



2016-18 STRATEGIC PLAN

Promotes Teamwork | Teaches Safety | Builds Character

2016-2018 STRATEGIC GOALS & OUTCOMES

Our strategic goals flow from our mission statement, and are created partly in response to end-of-season feedback from AYR parents (see Appendix 1).

On the field, we will continue to emphasize teamwork and sportsmanship alongside a new, more structured approach to learning rugby skills to enhance our competitiveness. Past AYR coach and current Life U national championship coach Colton Cariaga is helping us develop a curriculum that adapts to all AYR sides. New Life coaches will be added, as well as experienced adult and certified parent coaches. A new 'SafePlay' approach, developed together with Life and the GRU, will codify and improve our already high level of safety preparation.

Off the field, we have transformed the organizational structure to improve operational efficiency and communication. Specific parent volunteer opportunities with specific responsibilities have been created. Our growing partnership with the BGCMA allows us to cast a wider net for funding, alongside the 'Union' and 'Sevens' sponsorships begun last year. Our close relationship with the GRU will help us standardize common resources and align schedules more efficiently. We will continue to create a structured path for young boys and girls to progress with as many opportunities as possible.

2016-2018 GOALS

Our goals for the next two years are constant, with specific outcomes planned for each year.

- Provide competitive Elementary, Middle, and High School teams
- Secure professional, certified coaching talent
- Obtain home field and club space
- Maintain best practices safety policies and training
- Raise funds to successfully operate AYR as a non-profit
- Promote rugby, the newest Olympic sport, in our community



2016-18 STRATEGIC PLAN

Promotes Teamwork | Teaches Safety | Builds Character

2016-2017 STRATEGIC OUTCOMES

The Board, working with the Advisory Board, Chairs and Team Parents, will define tasks for each goal above. These tasks will focus on the following outcomes:

AYR GOALS	2016-2017 OUTCOMES
Provide competitive Elementary, Middle, and High school teams	Maintain and grow overall base of 100+ players
	Add a U8 Coed touch rugby side(s)
	Align AYR playing philosophy to capabilities of each side
Secure professional, certified coaching talent	Grow # of USA Rugby-certified Life University coaches
	Establish USA Rugby certified parent coaches for each side Add coaches from local adult clubs
Obtain home field and club space	Build mutually beneficial relationship with Boys and Girls Club of Metro Atlanta (BGCMA) to expand player base and to potentially secure practice field space
	Increase match days at Life U - tournaments, before Life matches, etc.
	Maintain AYR 'primacy' at Central Park with City of Atlanta
Maintain best practices safety policies and training	Ensure certified referees officiate at every match U12s and up
	Ensure trainers are present at all matches and game-level practices
	Build and distribute knowledge of Laws of Rugby to players and parents
	Maintain and build on current safety protocols such as baseline concussion testing; and intensive training focus around contact
Raise funds to successfully operate AYR as a non-profit	Maintain and build on sponsorship program
	Apply for grants, review additional strategies such as 'in kind' donations, auctions, and so on
Promote rugby, the newest Olympic sport, in our community	Continue to tie AYR social media presence to Life U, new Pro Rugby league, and more
	Put on after school clinics at elementary schools and BGCMA
	Continue to participate in Play Days, AIS Field Day, and similar events



NEW 'SAFEPLAY' PROGRAM

The 2015-2016 season was tremendous for youth rugby around Atlanta, with the beginning of the GRU and new sides forming in all age groups. Many players are new to the sport, and we must standardize rules enforcement as well as proper training of tackling techniques.

To help achieve these goals, as well as safety awareness and prevention of unsafe play, AYR will build on our past achievements (trainers at every contact scrum, increasing the use of certified referees, baseline concussion testing, etc.) to create a new 'SafePlay' approach that all our sides will follow. A key component is the 'Law of the Week', taken from World Rugby and adapted to our curriculum. All GRU teams will be encouraged to focus on training the top 'Laws' properly, and referees told to enforce them.

Created with input from AYR coach Samantha Ellmore, Colton Cariaga and others from Life University, as well as input from USA Rugby President Kurt Weaver and International Rugby Board (IRB) certified referee Russ Wofford, we hope the AYR SafePlay approach will serve as a model for the GRU and beyond.

A summary of the SafePlay approach is as follows:

The purpose of the SAFEPLAY program is to maintain the highest possible standards of youth rugby safety through the annual implementation of a multi-dimensional, best practices curriculum.		
DIMENSION	ITEM	AUDIENCE
Education	Concussion training (USA Rugby 100 course)	Required for all coaches
	Concussion awareness video	All parents and players
	Law of the Week program	All parents and players
Prevention	Baseline concussion testing	Players
	Certified referees at all matches	Players
	Progressive Contact Training	All players and Coaches
Training	Preseason conditioning and skills camp	Players
	Law of the Week Program	All players and parents
	Mandatory practice elements - eg neck exercises, stretches	Players / Coaches



AYR COACHING CHANGES

With curriculum direction from Colton Cariaga of Life U and under Director of Coaching Paul Raio, a number of improvements in our coaching approach are planned for the coming season, to enhance our competitiveness as well as keep our strong focus on building our players' character.

- A new, principles-of-play based coaching curriculum with core and common elements for each age group, including skills and character development elements
- Player evaluations
- The addition of certified Parent assistant coaches for each Head Coach
- The addition of adult rugby player coaches for U8 Touch and elsewhere
- Lengthening of the U14 and above season to enhance playoff competitive opportunities

NEW AYR ORGANIZATIONAL STRUCTURE

To fulfill our strategy, it was determined that AYR should move to a more accountable 501(c)3 Board structure for the 501(c)3, in place of the looser Board of Advisors and parent 'spot volunteers'. The Advisory Board will continue its important role of strategic guidance with help on specific initiatives.

This new, expanded 501(c)3 Board and its positions are in line with both rugby and other sports organization best practices, while specifically including our treasured Life relationship. Board positions will be elected on a staggered duration basis of 1 to 2 years.

Significantly, the 501(c)3 Board now includes a permanent position for Life University, reflecting their status as 'co-founders' and sponsors of AYR, as well as their position as one of the preeminent rugby universities in the USA. Their men's and women's teams (the men's team again D1A National Champions in 2016) include many past and present AYR coaches. We are pleased to welcome accomplished Life Athletic Director Dan Payne as a new Director of AYR.

Life-term, active 'Founder' Stewart Haddock has stepped down as President and is replaced by Anton Forbes-Roberts, previous Chair of the AYR Advisory Board. Paul Raio will join the 501(c)3 as Director of Coaching accompanied by AYR parents Steve Anderson and Glenn Fogle as respective Directors of Finance and Compliance.

The new elected Board structure is as follows.



2016-18 STRATEGIC PLAN

Promotes Teamwork | Teaches Safety | Builds Character

AYR 501(C)3 BOARD ROLES & RESPONSIBILITIES

ROLE	DESCRIPTION	DUTIES
<p>President & Board Chair Anton Forbes-Roberts 2 year term</p>	<p>Provide direction and decisions for the club through consultative leadership and management. Monitor and evaluate the progress of agreed-upon actions.</p>	<ul style="list-style-type: none"> - Chair and set agenda for 6+ meetings annually - Build and maintain strategic plan and forward-looking organizational structure - Ensure annual objectives are defined and met; resourced where needed - Principal operational liaison with GRU, Life U, BGCMA, USA Rugby - Serve as Recruitment Chair & Fundraising Chair - Plan match and practice schedules
<p>Director of Compliance Glenn Fogle 1 year term</p>	<p>Manage, process, and maintain records of significant AYR legal and other correspondence. Record deliberations and decisions of 501(c)3 board as Secretary.</p>	<ul style="list-style-type: none"> - Maintain and promote club-wide adherence to safety policies - Review and maintain club contracts - Maintain current and past member records
<p>Director of Finance Stephen Anderson 1 year term</p>	<p>Chief financial manager, maintains accurate and transparent records of AYR financial activity as Treasurer.</p>	<ul style="list-style-type: none"> - Deliver an annual pro forma budget - Maintain AYR bank account and ledger; pay bills - Work with other Officers to define and support initiatives - Team Parent and Committees Coordinator



2016-18 STRATEGIC PLAN

Promotes Teamwork | Teaches Safety | Builds Character

<p>Director of Coaching Paul Raio 2 year term</p>	<p>Chief advocate of best practices rugby club coaching principles and activities within AYR and in the community</p>	<ul style="list-style-type: none"> - Review and advise on AYR Coaching Philosophy, Age/Skills Progression, Coaching Guidelines, parent coach drill books developed by AYR with assistance of Life U and communicate same to all coaches - Advise on and fill coach positions - Attend end of season player development reviews with coaches - Develop relationships with the rugby community and stay current on best practices - Provide orientation for coaches with support of AYR Operations Intern - Provide or oversee orientation for players on Code of Conduct and Safety Principles. Implement SAFEPLAY principles into AYR fabric.
<p>Director - Life University Dan Payne 2 year term</p>	<p>Work with AYR President and Director of Coaching to build and maintain an AYR rugby program that maps to Life University's creation of superb student athletes.</p>	<ul style="list-style-type: none"> - Support mutual AYR/Life goals of grassroots development; coaching development, player development - Partner in planning & resourcing mutually beneficial initiatives

NON-BOARD POSITIONS

<p>Founder Stewart Haddock Life term</p>	<p>Act as AYR 'Ambassador-in-Chief'.</p>	<ul style="list-style-type: none"> - Contribute to 501(c)3 Board Committee policy formation. - Liaise with Officers as needed to support AYR
---	--	--



2016-18 STRATEGIC PLAN

Promotes Teamwork | Teaches Safety | Builds Character

AYR ADVISORY BOARD MEMBERS 2016 - 2018

The mission of the Advisory Board is to continue to promote the teamwork, safety and character of AYR within the new structure. The Advisory Board Chair will meet as needed, provide strategic guidance to the 501(c)3 Board and members of the AYR community.

The new Chair of the Advisory Board is Brittany Fenning, who along with husband Gib has created and maintained all of the fantastic branding, including our 'rising sun' logo and colors, from the inception of AYR. The Fenning's expertise includes corporate strategy and branding, which will help us promote the strong value proposition AYR offers to players and parents.

<p>Advisory Board Members 2 year term</p> <p>CHAIR: Brittany Fenning</p> <p>MEMBERS: Dr John Xerogeanes Laurie Blackmore Colton Cariaga Warren Mullis Russ Wofford</p>	<p>Act as AYR 'ambassadors' in the community. Provide specific support in their area of expertise.</p>	<p>Evangelists for AYR in the community Support AYR Directors on specific initiatives, as needed</p>
---	--	--

AYR CHAIRS AND TEAM PARENTS

Chair and Team Parent positions are crucial to the successful operation of AYR.

AYR APPAREL CHAIRS (DANA AZZI/SHARON PIERCE)

- Jerseys sizing and ordering/distributing
- AYR swag selection, ordering, distribution

CAROLINA RUGGERFEST CHAIR (MARK RAJEWSKI)

- Secure hotel, coordinate sides
- Communicate tournament details

AYR TEAM PARENTS (NEEDED FOR EACH SIDE)

- Manage match water and meal arrangements
- Coordinate carpools as needed
- Distribute schedule and field info
- Distribute/manage team jerseys

**WE NEED
TEAM PARENTS
FOR THE
2016-2017 SEASON.**

Email
forbesroberts@gmail.com
to volunteer.



2016-18 STRATEGIC PLAN

Promotes Teamwork | Teaches Safety | Builds Character

AYR COACHING - STAFFING PLAN

Staffing for November 2016 is in initial stages, directed by Paul Raio with the help of Colton Cariaga and Dan Payne of Life U. Positions as of May 2016 are as follows, will be updated as available.

POSITION	SIDE	NAME	DUTIES
Head Coach	U8 Coed	TBD (Life U)	<ul style="list-style-type: none"> - Maintain AYR Coaching philosophy and U8 Coed Touch rules playbook and progression - At least 100 Level USAR, prefer 200 Level
Head Coach	U8 Coed	Reid Tankersly	<ul style="list-style-type: none"> - Maintain AYR Coaching philosophy and U8 Coed Touch rules playbook and progression - At least 100 Level USAR, prefer 200 Level
Assistant Coach	U8 Coed	TBD (parent)	<ul style="list-style-type: none"> - Assist Head Coach according to AYR playbook and progression - Level 100 Required
Head Coach	U10 Boys	Warren Mullis	<ul style="list-style-type: none"> - Maintain AYR Coaching philosophy and U10 Boys playbook and progression - At least 100 Level USAR, prefer 200 Level
Defensive Coach	U10 Boys	Shawn Hall	<ul style="list-style-type: none"> - Assist Coach according to U10 Boys AYR playbook and progression - Level 100 Required - Teach forwards-specific techniques, drills, and exercises
Assistant Coach	U10 Boys	TBD	<ul style="list-style-type: none"> - Assist Coach according to U10 Boys AYR playbook and progression - Level 100 Required - Teach backs-specific techniques, drills, and exercises



2016-18 STRATEGIC PLAN

Promotes Teamwork | Teaches Safety | Builds Character

Head Coach	U12 Boys	Paul Raio	<p>AS DIRECTOR OF COACHING:</p> <ul style="list-style-type: none"> - Develop and Maintain AYR Coaching Philosophy, Age/Skills Progression, Coaching Guidelines with help from Life U - Manage all in-season coaching decisions, staffing, schedules with support of AYR Operations Intern - Maintain drill books for parent coaches with support of AYR Operations intern - Support off-season coach training and recruiting, working with AYR President and Director - Life University. - Maintain 300 level USAR training
Forwards Coach	U12 Boys	Adrian Treverton / Life TBD	<ul style="list-style-type: none"> - Assist Coach according to U10 Boys AYR playbook and progression - At least 100 Level USAR, prefer 200 Level - Teach forwards-specific techniques, drills, and exercises
Backs Coach	U12 Boys	David Spencer	<ul style="list-style-type: none"> - Assist Coach according to U10 Boys AYR playbook and progression - At least 100 Level USAR, prefer 200 Level - Teach backs-specific techniques, drills, and exercises
Head Coach	U14 Boys	Duncan Van Schalkwyck	<ul style="list-style-type: none"> - Maintain AYR Coaching philosophy and U14 Boy playbook and progression - At least 100 Level USAR, prefer 200 Level
Forwards Coach	U14 Boys	Todd Bradshaw	<ul style="list-style-type: none"> - Assist Coach according to U14 Boys AYR playbook and progression - At least 100 Level USAR, prefer 200 Level - Teach forwards-specific techniques, drills, and exercises
Assistant Coach	U14 Boys	Parent/club vol TBD	<ul style="list-style-type: none"> - Assist Coach according to U14 Boys AYR playbook and progression - At least 100 Level USAR, prefer 200 Level



2016-18 STRATEGIC PLAN

Promotes Teamwork | Teaches Safety | Builds Character

Head Coach	U16 Boys	Zander Van Schalkwyck	<ul style="list-style-type: none"> - Maintain AYR Coaching philosophy and U16 Boy playbook and progression - At least 100 Level USAR, prefer 200 Level
Forwards Coach	U16 Boys	Shane Azzi	<ul style="list-style-type: none"> - Assist Coach according to U16 Boys AYR playbook and progression - At least 100 Level USAR, prefer 200 Level - Teach forwards-specific techniques, drills, and exercises
Assistant Coach	U16 Boys	Tom MacQuillan	<ul style="list-style-type: none"> - Assist Coach according to U16 Boys AYR playbook and progression - At least 100 Level USAR, prefer 200 Level
Head Coach	U19 Girls	N'Keiah Butler	<ul style="list-style-type: none"> - Maintain AYR Coaching philosophy and U19 Girls playbook and progression - At least 100 Level USAR, prefer 200 Level
Assistant Coach	U19 Girls	TBD	<ul style="list-style-type: none"> - Assist Coach according to U19 Girls AYR playbook and progression - At least 100 Level USAR, prefer 200 Level
AYR Assistant Coach	All	Anton Forbes-Roberts	<ul style="list-style-type: none"> - Assist according to relevant AYR playbook and progression - 200 Level USAR certified



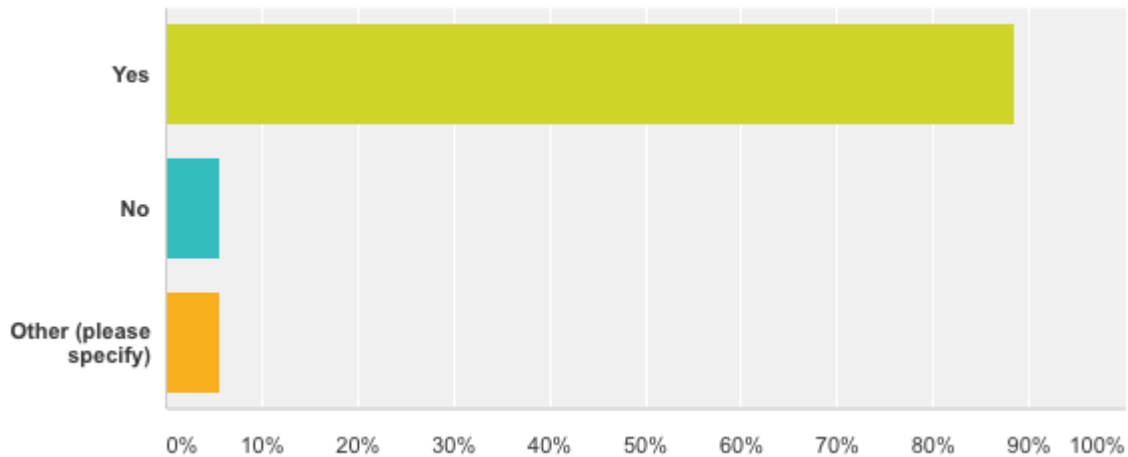
APPENDIX 1 - MAY 2016 END OF YEAR SURVEY RESULTS

[Excerpted selections]

HOW SATISFIED OR DISSATISFIED WERE YOU WITH THE FOLLOWING LAST SEASON?

Question	Very dissatisfied-	Dissatisfied-	Neither-	Satisfied-	Very satisfied-	Weighted Average (/5)
AYR's value for the money vs. other sports	2.86%	0.00%	2.86%	37.14%	57.14%	4.46
The level of organization of AYR as a club	0.00%	2.86%	17.14%	71.43%	8.57%	3.86
The quality of AYR coaching	0.00%	0.00%	5.71%	57.14%	37.14%	4.31
AYR field locations and quality	0.00%	2.86%	20.00%	54.29%	22.86%	3.97
AYR's level of competition with other clubs	2.86%	17.14%	14.29%	57.14%	8.57%	3.51
Player's growth of rugby knowledge	0.00%	2.86%	5.71%	51.43%	40.00%	4.29
Player's feeling of team and club inclusion	0.00%	0.00%	5.71%	28.57%	65.71%	4.6
Volunteering opportunities for parents	0.00%	2.86%	14.29%	60.00%	22.86%	4.03

DID YOUR CHILD DEVELOP A PASSION FOR RUGBY?





2016-18 STRATEGIC PLAN

Promotes Teamwork | Teaches Safety | Builds Character

PLEASE CHOOSE THE BEST RESPONSE FOR YOUR FAMILY:

Answer Choices–	Responses–
We can only play from first week November through second week of March (existing season)	25.71%
We can play until March 31st	11.43%
We can play until April 15th	5.71%
We can play until April 30th	42.86%
We do not plan to play next year	5.71%
Other (please specify)	8.57%