

Strategic Planning Policy

Florida Swimming will establish an ongoing strategic planning process by which it translates its mission and values into actionable and measurable goals, strategies, initiatives, and programs. The plan will provide direction for both long and short-term decision-making by the Board of Directors and Executive Leadership to fulfill the mission of the organization.

FL Strategic Planning Statement

The Florida Swimming Board of Directors and Tech Planning Board meet biannually along with a yearly HOD to make policy.

The BOD is comprised of eleven Chairs. Oftentimes, the Chairs will use committees to help prepare proposals. These committees are comprised of at least five reps including 20% from athletes. The goal is to have a rep from each area. In addition, there are committee meetings throughout the year.

The Chairs are encouraged to be the first level of communication between the LSC members and the HOD. Members can discuss LSC operations and ideas with the Chairs. Ideas can be passed from the Chairs to the committees for vetting. Once ready, the chair will propose an idea to Tech Planning or the BOD to request support. From there, the proposal goes to the HOD and will pass or fail on the floor.

This planning process is an overview of the operational plan of the Florida Swimming BOD. In addition to the information proposed from the LSC members, the BOD will annually review all aspects of the LSC and propose changes to keep up with the current environment.

Planning Process

The strategic planning process incorporates the following components:

- Mission Statement- Florida Swimming serves the competitive swimming community by providing an environment where our members can achieve their greatest dreams, in and out of the pool.
- Core Values -Safety, Integrity, Inclusion, Excellence, Supportive, Leadership.

- Safety - Insuring members have the safest environment possible with a yearly safety review.
- Future predictions - yearly assessment of member growth and adapting to LSC needs.
- Active engagement in the process at all levels of the organization.

Planning Cycles

1. **Long-term visioning.** At certain times, LSC leaders will determine the need exists to engage in a strategic visioning process with long time horizon, 5-10 years, in order to make decisions about organizational direction, major capital investments, program commitments, or corporate structure. The resulting long-term vision will create an overarching strategic context for an ongoing strategic plan.
2. **Rolling, multi-year strategic plan.** The organization will engage in a rolling strategic planning process so the organization's strategic initiatives and goals are always as current as possible, reflecting current conditions.
3. **Calendar.** The organization's fiscal and planning year is the calendar year. The strategic plan will drive the financial plan.
4. **Four-year plan.** Every four years, the organization will engage in a comprehensive, data- driven assessment and adoption of a strategic plan. Data gathering may include input from:
 - LSC members
 - Member numbers and level of performance by athlete members and non athlete members
 - Opinions of all Board members and members of the LSC delegation.
 - Opinions of facility directors and officials
 - Opinions of athletes and families of the athletes
5. **Two-year plan.** At the mid-point of the four year plan, the organization will engage in more limited, baseline data gathering (update of community health needs, environmental assessment, and strategic plan progress). Based on the input,

LSC leaders will re-examine the strategic plan and make adjustments as necessary to major initiatives and goals.

6. **Annual plan.** Every year, the organization will adopt annual performance goals and make adjustments to the plan based on changing conditions. The annual planning cycle will be:
 - Data-gathering: Throughout the year – focusing on end of season July-August
 - Board/leadership strategy retreat – DATE?
 - Board approval of Strategic Plan Update – October
 - Annual budgeting process begins – July-August
 - Board approval of annual budget - October
7. **Continuous monitoring.** Board members will continuously monitor changes in factors of the strategic plan. A material change in critical assumptions or actual performance may prompt a recalibration or revision of the strategic plan at any time.
8. **Alignment.** There will be one mission and vision statement and one set of core values. Strategic plans for committees, board members, athlete and non-athlete members will be aligned with and supportive of the organization-wide mission, vision, values, and strategic plan. Financial plans (including annual budgets and long-term capital plans) will be tied directly to the strategic plan. Executives and members will be held accountable for the goals in their plans.