

## FSMSA Strategic Action Plan June, 2022 thru 2026

### 1. FINANCIAL GOAL: To have a financially stable and sustainably financed FSMSA.

OBJECTIVES	ACTION ITEMS	COST	INTENDED OUTPUTS	STATUS
1. By Feb. 2023, operational cost analysis will be completed for the FSMSA	<ul style="list-style-type: none"> <li>Sep. 2022, conduct a preliminary internal audit of FY 2021 (01 July 2021-30 June 2022)</li> <li>Jan. 2023, conduct a financial audit</li> <li>Jan. 2023, completed financial cost analysis of FSMSA</li> </ul>	<ul style="list-style-type: none"> <li>\$0.00 (Led by treasurer supported by Pres. &amp; SG)</li> <li>\$10,000 (Based on estimated cost of small NGOs)</li> <li>\$0.00 (Led by treasurer and supported by Pres. &amp; SG)</li> </ul>	<ul style="list-style-type: none"> <li>Provide the true operation costs of FSMSA:               <ul style="list-style-type: none"> <li>Operations of the association</li> <li>Support to the state federations/clubs</li> <li>Athlete support</li> <li>Regional and international competition needs</li> <li>Coaching support</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>In progress - Treasurer &amp; SG working on year-end financial statement to present annual GA.</li> </ul>
2. By April. 2023, a draft sustainable finance plan (SFP) will be completed for FSMSA	<ul style="list-style-type: none"> <li>Feb. 2023, using board members' vast network to request support from an individual to conduct SFP exercise.</li> </ul>	<ul style="list-style-type: none"> <li>\$0.00 (Volunteer)</li> </ul>	<ul style="list-style-type: none"> <li>Utilizes the Operational Cost Analysis to identify funding sources locally and abroad.</li> <li>Provides information and strategies on how the FSMSA can continue to sustain itself</li> <li>Shared with donors - shows we have fully analyzed what we need and the numbers provided are real</li> </ul>	
3. May. 2023, a draft fundraising strategy will be completed for FSMSA	<ul style="list-style-type: none"> <li>Using board members' vast network to seek support from a facilitator to assist FSMSA in developing a fundraising strategy.</li> <li>Conduct 1 day fundraising workshop for FSMSA Board to work together to develop fundraising plan</li> </ul>	<ul style="list-style-type: none"> <li>\$0.00</li> <li>\$500.00 (Venue, catered lunch, drinks)</li> </ul>	<ul style="list-style-type: none"> <li>Provides detailed actions for the board and the FSMSA members to implement to raise funds for FSMSA</li> </ul>	

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**2. OPERATIONS & ADMINISTRATION GOAL:** To have a well-managed and well-staffed FSMSA, to ensure the day-to-day operations of the organization and execution of the SAP.

OBJECTIVES	ACTION ITEMS	COST	INTENDED OUTPUTS	STATUS
<p>2.1. By 01 July 2023 (start of 2023-2024 FY), hire an executive director (ED)/secretary general (SG) to support and execute the plans of the FSMSA</p>	<ul style="list-style-type: none"> <li>Oct. 2022, work with FSMNOC to include the hiring of an FSMSA ED into Olympic Solidarity Funding</li> <li>Nov. 2022, draft Terms of Reference (TOR)</li> <li>Feb. 2022, Announce ED/SG position and actively recruit individual</li> </ul>	<ul style="list-style-type: none"> <li>\$25,000 (USD)</li> </ul>	<ul style="list-style-type: none"> <li>Have a person who is responsible for the day-to-day management of FSMSA</li> <li>Work with other state federations to build their capacity in organizational management</li> <li>Work with ONOC, FSMNOC, FSMSA, and national and Olympic athletes in preparation for Paris Olympics 2024</li> <li>Work with FSMSA National coach to ensure athletes are properly registered for regional and international competitions</li> </ul>	<ul style="list-style-type: none"> <li>Had a initial discussion with Jim Tobin, FSMNOC SG.</li> </ul>
<p>2.2. By XX, “hire” an FSMSA head coach to support the development of swim programs across the FSM and train local coaches in the each of the states.</p>	<ul style="list-style-type: none"> <li>Oct. 2022, work with our local sports councils in the each of the states to allocate funds to support financing of National coach</li> </ul>			

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3. **GOOD GOVERNANCE GOAL:** Ensuring that the FSMSA is operating in compliance with our Constitution, Bylaws, Code of Ethics, and Standard Operation Procedures (SOP) and ensuring that the organization has a clear set of strategies and actions to ensure the seamless execution of our Vision and Mission.

OBJECTIVES	ACTION ITEMS	COST	INTENDED OUTPUTS	STATUS
3.1. By Dec 2023, the FSMSA SAP will be full adopted and ready for implementation.	<ul style="list-style-type: none"> <li>• June 2022, be part of the FINA Development program to support the drafting of the FSMSA SAP.</li> <li>• Sept. 2022, present draft SAP to FSMSA Board for comment and edits</li> <li>• Oct. 2022, continue to refine and make edits to the SAP derived from Board members and FINA.</li> <li>• Nov. 2022, submit final SAP for one last review.</li> <li>• Dec. 2022, adopt the 2023-2026 FSMSA SAP</li> </ul>			<ul style="list-style-type: none"> <li>• Participated in training in Budapest during the FINA Worlds competition</li> <li>• Completed three (3) Zoom training calls with FINA where feedback was provided</li> <li>• 3rd draft of SAP submitted for comment to board and FINA</li> </ul>
3.2. By Sept. 2022, Code of Ethics (the Code) will be adopted.	<ul style="list-style-type: none"> <li>• Sept. 2022, draft Code</li> <li>• Sept. 2022, submit Code to Board for comment and feedback.</li> <li>• Sept. 2022, adoption of the Code.</li> </ul>			<ul style="list-style-type: none"> <li>• 1st draft completed and submitted to FSMSA Pres. for comment and feedback</li> <li>• Pres. provide edits and comments and submitted to SG to incorporate edits</li> <li>• Presented to Board in preparation for FSMSA General Assembly.</li> </ul>
3.3. By Nov. 2022, all seats within the Ethics Commission (the Commission) will be filled.	<ul style="list-style-type: none"> <li>• Sept. 2022, present to the board nominees for the Commission.</li> <li>• Oct. 2022, draft TOR for members of the Commission.</li> <li>• Oct. 2022, recruit members of the Commission.</li> <li>• Nov. 2022, onboarding/ training of the Commission Members</li> <li>• Dec. 2022, the Commission will be fully operational.</li> </ul>			<ul style="list-style-type: none"> <li>• Five individuals have been identified and presented to the board for consideration</li> </ul>

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<p>3.4 Complete (Annual?) FINA Good Governance Survey</p>	<ul style="list-style-type: none"> <li>By Sept 2022, complete FINA Governance Survey</li> </ul>			
<p>3.5 By Jan. 2023, Standard Operating Procedures (SOP) will be finalized in the following areas:</p> <ul style="list-style-type: none"> <li>Finances/ budgeting</li> <li>Procurement</li> <li>Evaluation of ED/ SG</li> <li>Recruitment 7 termination of staff (ED/SG and coaches)</li> </ul>				
<p>3.6 By May 2023, FSMSA will conduct an Institutional Self-assessment, and will have the assessments conducted on a bi-annual basis.</p>			<ul style="list-style-type: none"> <li>Preparation for FINA Governance Surveys</li> <li>A good stock-take of where FSMSA is and how they are conducting themselves.</li> <li>Provides an opportunity for FSMSA to determine if they are keeping up with current issues, trends, and changes having at FINA.</li> </ul>	

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4. **COMMUNICATION GOAL:** Implementing our core values by ensuring the FSMSA is effectively communicating with the Board, its member organization, its athletes, and our donors by sharing pertinent information, organizational and athletic accomplishments, through various communication and media outlets.

OBJECTIVES	ACTION ITEMS	COST	INTENDED OUTPUTS	STATUS
4.1 By Nov 2022, FSMSA website implemented				
4.2 By Oct.2022, social media campaign implemented				

5. **ATHLETE DEVELOPMENT:** Develop FSM swimming across all four states.

OBJECTIVES	ACTION ITEMS	COST	INTENDED OUTPUTS	STATUS
5.1. By Dec 2023, at least 1 learn to swim program in the FSM will be fully operational.	<ul style="list-style-type: none"> <li>June 2022, work with Pohnpei Swim Club (PSC) to support the recruitment of coaches for the Learn to Swim Program</li> <li>Work</li> <li>June 2022, meet with JICA - Japanese Overseas Cooperation Volunteers (JOCV) to recruit swimming development officer</li> </ul>			<ul style="list-style-type: none"> <li>PSC has two Learn-to-Swim coaches</li> <li>PSC has started discussion to with JICA to bring a volunteer to support the PCS coaches and train coaches in the other FSM islands</li> </ul>
5.2. By XX, second learn to swim program will be ready for implementation in a second FSM state.				

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**6. ELITE ATHLETE SUPPORT:** Support FSM Elite level athletes to continue to develop their capacity and provide opportunities for their involvement in competitions at a global level.

OBJECTIVES	ACTION ITEMS	COST	INTENDED OUTPUTS	STATUS
<p>6.1. By Dec. 2022, at least 4 athletes (2 female, 2 males) will attend the FINA Swim competition in Melbourne.</p>	<ul style="list-style-type: none"> <li>• Sept. 2022, determine cost to send 4 swimmers to Melbourne (2 PNI, 1 CA, USA, 1 NC, USA).</li> <li>• Sept. 2022, determine how much funds need to be raised after receiving FINA financial support letter.</li> <li>• Sept. 2022, work with FSM NOC to determine if they have funds to supplement travel for the 4 FSMSA swimmers.</li> <li>• Oct. 2022, submit financial application to access FINA Dev. Funds to support athlete travel.</li> <li>• Oct 2022, work with the FSMSA board to organize local fundraising activities.</li> </ul>			
<p>6.2. By XX, identify swimmers who qualify for FINA training scholarships in Thanyapura or other training facilities.</p>				
<p>6.3 By Dec 2022, work with Guam club and coach to have at least one (1) or more swimmer(s) train with their team.</p>	<ul style="list-style-type: none"> <li>• July 2022, meet with Guam coach discuss the feasibility of having swimmers train with them</li> <li>• Identify swimmers who want to go to Guam for training.</li> <li>• Identify sources of funding that would support training fees, equipment, housing, and transportation.</li> </ul>			<ul style="list-style-type: none"> <li>• Discussions have already happened with Guam coaches</li> <li>• Two (2) swimmers who went to World Championships in Budapest trained in Guam from July - Sept. 2022.</li> <li>• Two (2) swimmers are recipients of Olympic Training scholarships and intend to use those funds to train in Guam if they do not qualify for Thanyapura.</li> </ul>

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<p>6.4. By XX, identify high school students who have a desire to swim at university levels and help find schools that they qualify for.</p>				
<p>6.5. By XX, work with potential college (D2-D3) students to develop NCAA profiles.</p>				
<p>6.6 By XX, work with schools to set-up their NCAA profiles.</p>				<ul style="list-style-type: none"> <li>• Calvary Christian Academy (CCA) has already established their profile and have 1 student on the UNC Chapel Student Athlete Roster</li> </ul>