



STRATEGIC PLAN 2020+



BERMUDA FOOTBALL ASSOCIATION

"GAME FOR LIFE"

INTRODUCTION

It is often said, “a journey of a thousand miles begins with one step.” As with any journey worth taking, a plan should be the guide, the steps should be measured, and the purpose should be clear. The Bermuda Football Association (BFA) has a long tradition of inspiring, cultivating and creating leaders on and off the playing field. And though this is and always will be a never-ending journey for the BFA, we are committed to making sure the steps taken benefit all those that look to the Association for guidance and leadership.

The Executive Council, in collaboration with stakeholders, developed this Strategic Plan to be used as our guide for the next four years. This plan is built around the core values upon which the Association operates; good governance, integrity, transparency, and teamwork to name a few. The Strategic Plan 2020+ takes into consideration and further develops many of the elements outlined in our previous Strategic Plan 2016.

The goals and objectives throughout this plan summarize the journey before us and indicates how our steps will be measured. Ultimately, the intended outcome and success of this Strategic Plan is dependant on the participation of all stakeholders.

The perseverance among our Executive Council, Full Member Clubs and Associations, the Bermuda Government, sponsors, and the entire football family prove that with great teamwork and effort our goals can be achieved. We appreciate the input from all stakeholders that made the completion of this Strategic Plan possible and believe that working together will significantly increase the positive impact that football has here in Bermuda.





“GAME FOR LIFE”

CONTENTS

Introduction	
Strategic Purpose	3
President’s Message	4
Recap: 2016 Strategic Plan Achievements	5
Vision	8
Mission	9
Values	10
Strategic Goals, Objectives and Actions	11
Competition Development	12
Women’s Football Development	14
Player Development	16
Referee Development	18
Security	20
Infrastructure	21
Finance	23
Contact Information - Home of Football	

STRATEGIC PURPOSE:

OUR THREE PILLARS

01

FOOTBALL

The beginning of all life can be traced back to our first desire to kick. Football is in our DNA!

02

COMMUNITY

Football is the catalyst that nurtures and keeps alive that spirit of togetherness!

03

OPPORTUNITY

Football provides hope! Football impacts lives!

The Bermuda Football Association's strategic purpose embraces our three pillars by **Capturing who we are, Celebrating what we do, Connecting our efforts**, and **Creating a new vision**. We will continue our focus on international representation, improving domestic performance and providing as many grassroots football opportunities as possible.

"Our three pillars; **Football, Opportunity** and **Community** represent our **GAME FOR LIFE** which is a powerful statement of longevity. It embraces the past, the present and the future. It unites fans! Football is more than just a game! It is the **GAME FOR LIFE!**"

PRESIDENT'S MESSAGE

The Bermuda Football Association (BFA) are at the end of one strategic plan and at the beginning of a new one. Together the BFA have achieved many of the goals in the previous plan while simultaneously facilitating football throughout Bermuda. The journey has been exciting, challenging, with successes and failures. Through hard work we have minimized the failures. Now the BFA embarks upon the next phase of the **Game for Life**.



MARK WADE

The new phase continues where the previous one finished. The Vision and Mission reflect the new goals. The core values reflect the principles the Bermuda Football Association will employ to achieve them. The process that brought us here was an arduous one that involved capturing the areas where BFA needed to improve and charting a path to achieving the new goals. Our aim is to stay abreast of our international friends and take our rightful place among our competitors.

The plan is a combination of local and international initiatives. It has ambitious and "steady as we go" tones. The Bermuda Football Association will address **football** infrastructure and programming as well as players and administrators. There is a place for everyone at football's table. There is an **opportunity** for everyone to join the football family. I encourage all and sundry to peruse the plan and find a piece of it where you can make a contribution; where you can be involved in the biggest sport in the world; where you can impact our **community**.

In four years, Bermuda will look back at this plan and history will record how we have done. It will measure how high we soar!

RECAP: 2016 STRATEGIC PLAN ACHIEVEMENTS

PROGRESS & PERFORMANCE

WOMEN'S FOOTBALL

Goal

To double participation in Women's Football in Bermuda

Partnering with HSBC; the creation of youth girls football leagues; and the highly successful open training nights were significant action items that ensured this goal was achieved.

Goal

To develop additional centrally managed leagues, competitions and events for girls' and women's football

A Women's Football Development Manager was engaged and this enabled the Women's Committee to have a single point of contact whose sole focus was the administrative tasks necessary to achieve success.

REFEREE DEVELOPMENT

Goal

To increase the quantity and quality of referees domestically in order to achieve the inclusion of a minimum of two (2) Bermuda referees on the FIFA List

Tashun Simons was FIFA listed in 2018 and significant steps have been taken to ensure more officials will be accepted onto the FIFA list in the next cycle. They include:

- Centralized training twice weekly
- Weekly Referee Corner online Podcast
- Assistant Referees were sent to officiate in the Dallas Cup, Jamaica football leagues and the Concacaf U15 Championships,
- Frequently held seminars and training courses facilitated by local and guest instructors



RECAP: 2016 STRATEGIC PLAN ACHIEVEMENTS

PROGRESS & PERFORMANCE

PLAYER DEVELOPMENT

Goal

To establish a structured and well managed Technical Department

The structure employed ensured longevity and provided a platform for the Technical team to implement initiatives and chart their success.

Goal

To implement and maintain BFA Coach licensing system

The Coach licensing system was introduced in the 2018/19 season. A year later than planned primarily to ensure there was sufficient opportunity for coaches to meet the required standards

Goal

To advance to the final stages of regional tournaments

- Senior Men participated in the Concacaf Gold Cup for the first time in Bermuda's history
- The U14 Boys won their division in CFU Challenge Series.
- U17 Boys reached the CFU Championships
- U20 Men reached the CFU Championships
- U20 Men reached the CONCACAF Championships in Costa Rica
- U15 Girls were crowned B Division Champions in CONCACAF
- U17 Girls reached the CFU Championships
- U17 Girls reached the CONCACAF Championships in Nicaragua



RECAP: 2016 STRATEGIC PLAN ACHIEVEMENTS

PROGRESS & PERFORMANCE COMPETITIONS

Goal

To regularize BFA membership for
all footballing entities in Bermuda

The BFA Club Licensing program was introduced and successfully aligned Bermuda with the regional body. Bermuda was lauded for its implementation and used as a model for similar sized FIFA Member Associations.



VISION

FOOTBALL AT EVERY OPPORTUNITY, IN EVERY MIND, EVERY
HOME AND OPEN SPACE.



MISSION

ADMINISTER THE GAME BY ENHANCING, PROMOTING AND PROTECTING FOOTBALL IN BERMUDA AND INTERNATIONALLY.



VALUES

GOVERNANCE

Through strong leadership and best practices, we will ensure responsible stewardship of the game.

INTEGRITY

We have a high regard for truth and will adhere to strong ethical, moral and sporting values.

TRANSPARENCY

We will promote and communicate our policies, processes and decisions in a timely manner.

ACCOUNTABILITY

We take full responsibility for our decisions and are fully accountable for ourselves and our actions.

SERVICE

We will be servant leaders through football.

EXCELLENCE

Our success depends upon our ability to deliver our programmes at the level of excellence expected by all members of the Family of Football.

INNOVATION

We are dedicated to continuous research and development for the future of the game.

DIVERSITY

We will provide football programmes for the entire community.

FAIR PLAY

We will manage and promote all aspects of football with impartiality and respect.

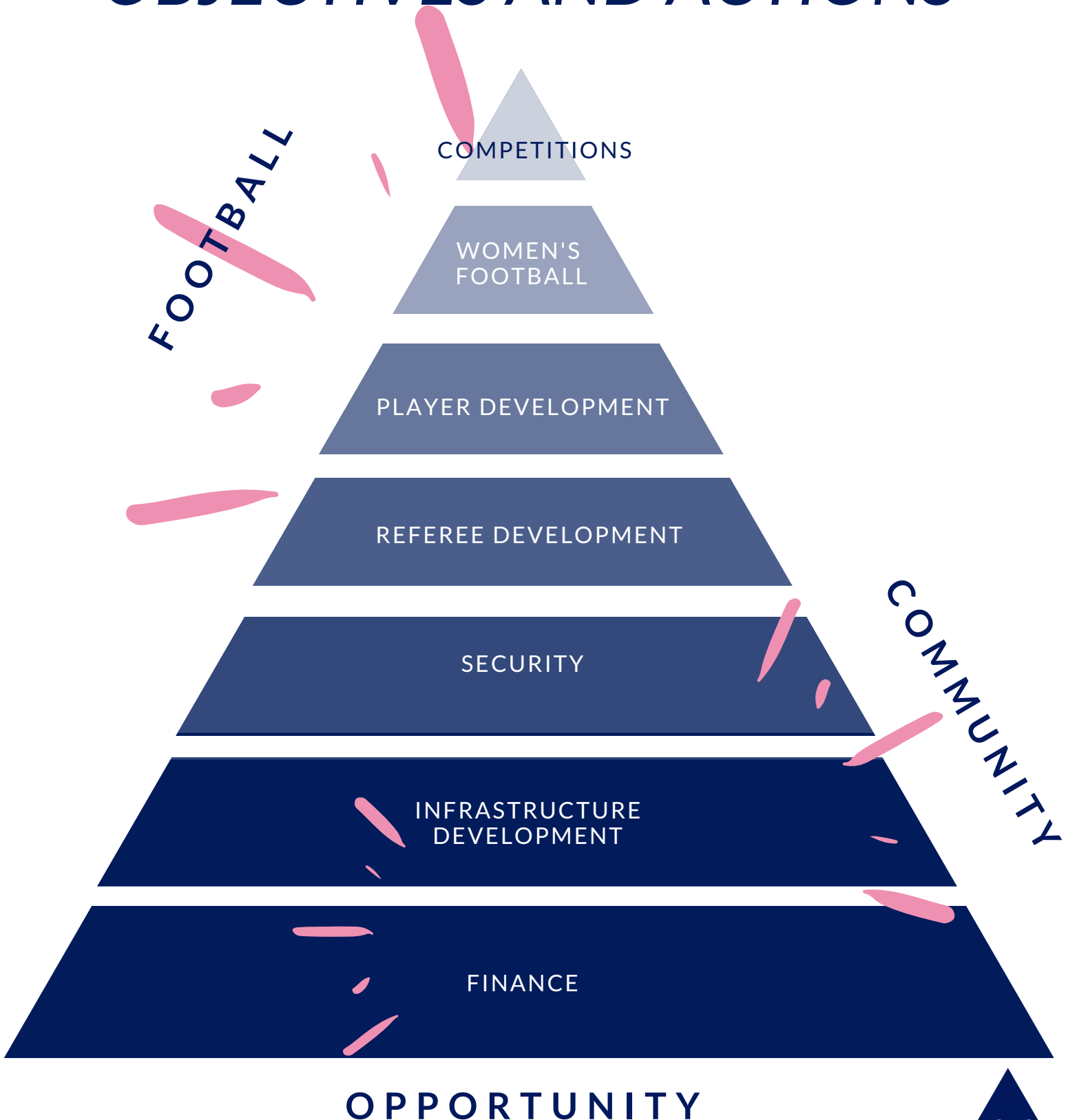
PASSION

We are passionate in every aspect of footballing endeavours.

TEAMWORK

We will work collaboratively and diligently to achieve our common goals, while showing concern and support for all.

STRATEGIC GOALS, OBJECTIVES AND ACTIONS



COMPETITION DEVELOPMENT

GOAL #1

To enhance domestic competitions by start of 2020/21 season

OBJECTIVE

Engage all stakeholders to determine whether domestic competitions remain fit for purpose and continue to provide a high level of competition amongst member clubs

ACTIONS

- Review and assess structure of current competitions
- Modify structure of current competitions or develop new competitions, where appropriate
- Submit proposals to Executive Council for consideration and approval
- Publish and implement approved proposals

GOAL #2

Review and update all competition regulations and implement prior to the start of the 2020/21 season

OBJECTIVE

Ensure that the regulations of all competitions are up to date and aligned to FIFA regulations, where required

ACTIONS

- Review current competition regulations
- Update and modify competition regulations where required
- Submit updated/modified competition regulations to Executive Council for consideration and approval
- Publish and implement updated / modified competition regulations



COMPETITION DEVELOPMENT

GOAL #3

Review current competition awards and prizes

OBJECTIVE

Ascertain whether existing awards and prizes remain appropriate, and whether there is available funding

ACTIONS

- Conduct survey on the value placed on competition awards and prizes
- Develop annual budget for competition awards and prizes for approval by Executive Council
- Research and select supplier of enhanced awards and prizes
- Establish annual funding sources for competition awards and prizes (identify sponsors, etc.)



WOMEN'S FOOTBALL DEVELOPMENT

GOAL #1

Strengthen the local domestic women's football program

OBJECTIVE

Increase the number of girls/women taking part in football activities

ACTIONS

- Facilitate courses for women only (Coach and Referee Development)
- Establish a women's domestic championship by 2022
- Open discussions with clubs to identify needs by 2021
- Build on the existing Girls' League annually
- Develop new competition
- Ensure all Women's coaches are minimum "D" licensed by 2021

GOAL #2

Communicate our story

OBJECTIVE

Increase exposure to the women's game

ACTIONS

- Develop marketing strategy by 2020
- Continue annual symposium
- Assist clubs to rebrand their image to involve women in their organization by 2022
- Protection of women and girls!





PLAYER DEVELOPMENT



GOAL #1

Strengthen the local domestic Senior league football

OBJECTIVE

To ensure that the quality of player developed on island prepares players to compete at the international level

ACTIONS

- Complete an audit of the senior football leagues by May 2020
- Provide the Competitions Committee with recommendations to stimulate the league by May 2020
- Establish a forum for Senior team coaches to collaborate by May 2020
- Open discussion with Corona League to investigate collaboration by May 2020
- Establish the partnership with Department of Court & Family Services (DCFS) by May 2020
- Establish Community Support Officers by May 2020

GOAL #2

Improve upon the significance of Domestic Youth football

OBJECTIVE

To improve the opportunities for youth players and to improve the football quality that youth player experience domestically

ACTIONS

- Complete a technical audit of all clubs by January 2021
- Implement youth Futsal Competitions by July 2020
- Establish the recommended technical structure by March 2021
- Amend the Club Licensing criteria to include “recommended technical structure” by September 2021
- Investigate bringing the Youth Champions League under the BFA umbrella by January 2020
- Investigate establishing an U17 league through the deployment of centers of excellence by December 2020
- Establish the profile of a Bermuda Player and provide average test scores (what kind of test scores?) to all clubs. By March 2020

PLAYER DEVELOPMENT

GOAL #3

Improve coach education

OBJECTIVE

To improve the instruction provided to local players

ACTIONS

- Increase coach education offerings with seminars that look at all 5 facets of the game by December 2020
- Establish a Coach mentor program for all BFA Coach Licenses by 2021
- Provide Coach education for PE teachers during Professional Development (PD) days by 2021
- Host a futsal coaching course by May 2020

GOAL #4

Advance to a FIFA World Cup

OBJECTIVE

To raise the bar and provide the Bermudian public with a beacon of sporting excellence

ACTIONS

- Investigate opportunities for increased competition at all levels including but not limited to: Pam Am Games; CAC Games; Olympics, Minnesota Cup, Dallas Cup, Regional Invitational tournaments around the world commencing 2020
- Establish opportunities for continued coach education for Academy coaches. (For example, visits to professional academies by December 2019)
- Establish a scouting structure to ensure the BFA is aware of all players by 2021
- Improve the exclusivity of the National Academy by January 2020



REFEREE DEVELOPMENT



GOAL #1

To increase the quantity and quality of referees domestically

OBJECTIVE

Improve the overall standard of domestic football

ACTIONS

- Review current fees structure with a view to attracting more persons to officiate senior matches.
- Review and revise current structure for the referees training programmes
- Conduct feasibility study in order to make recommendation to the Executive Council for appointing Referee Development Officer
- Collaborate with the Executive of the Bermuda Referees Association to ensure the continued development of referees.
- Re-implement Referee Assessor Programme

GOAL #2

Develop campaign for recruitment of referees

OBJECTIVE

Register twenty (20) new referees with BFA by 2022

ACTIONS

- Develop marketing campaign to promote refereeing
- Establish formal relationship with Physical Education Department of the Ministry of Education

REFEREES DEVELOPMENT

GOAL #3

Establish Referee Academy

OBJECTIVE

To achieve a minimum of three (3) Bermuda referees or assistant referees on the FIFA List by 2022

ACTIONS

- Design and implement Referee Academy programme
- Identify suitable officials with the potential to achieve National Referee level
- Identify a minimum of five (5) talented officials per year for selection to FIFA List



SECURITY

GOAL #1

Improve club security infrastructure

OBJECTIVE

To increase the number of clubs that can hold cup finals

ACTIONS

- Conduct Field inspections throughout the season (ongoing)
- Collect data on clubs adhering to Security Policy -MC (start 2019)
- Create criteria to be selected for hosting a cup final
- Provide feedback to clubs on critical areas from field inspections
- Liaise with infrastructure committee to see how they can assist

GOAL #2

To assist Full Members with security related equipment and/or other services. For example, security, CPR training, security workshops

OBJECTIVE

To ensure that all players, officials and spectators feel safe and enjoy the game

ACTIONS

- Survey clubs to see what is required
- Evaluate what type of services are needed at the clubs
- Ongoing security workshops
- Develop a proposal for security services on game day

GOAL #3

Strengthen the relationship between the Bermuda Police Service (BPS) and the Security Committee

OBJECTIVE

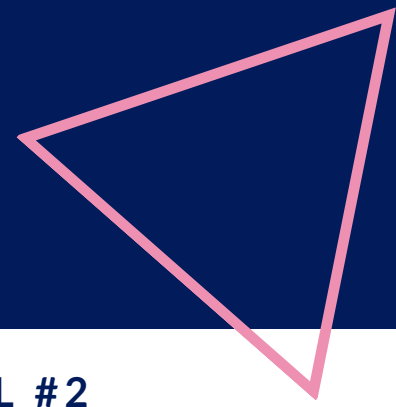
To protect the "Game" we love.

ACTIONS

- Continue to send schedule to BPS
- Notify BPS of changes and concerns



INFRASTRUCTURE



GOAL #1

To improve the facilities of the BFA and its members in order to both rationalize current assets as well as provide the best possible experience for stakeholders in Bermuda

OBJECTIVE

Conduct infrastructural assessments and provide recommendations on the state and improvement of the facilities of the Clyde Best Center of Excellence and all current football clubs

ACTIONS

- Establish an electronic register for inventory/assessment of all BFA and its members' property.
- Establish a process for applying for BFA infrastructure grants.
- Formulate and approve building plans for the continuous development of the CBCOE building, so that rental revenue can be generated.
- Establish immediately needed Night Field Venues – (PHC & NVCC Light Projects).
- Prepare an overall Bermuda Map to identify current venues, assets and amenities to better plan future capital projects.
- Formulate and Review Capital Project Plan to make recommendations to the Executive Council for Future Capital Projects.
- Review & Present Small & Medium Project Budgets

GOAL #2

To optimize the facilities of the BFA in order to both rationalize current assets as well as provide the best possible experience for stakeholders in Bermuda

OBJECTIVE

Review the present professional operational/and maintenance program system for the BFA facilities in order to both, establish operational efficiencies whilst ensuring that the BFA achieves the long-term values of their Assets for the future

ACTIONS

- Establish a Risk Management Policy for the maintenance of assets purchased for clubs by the BFA



INFRASTRUCTURE

GOAL #3

To optimize management and administrative systems for the next year in order to continuously improve and meet the demands required to operate a professional and effective office environment for the BFA

OBJECTIVE

Review and ensure that the present IT infrastructure is capable of meeting changing technological demands in the management of football in Bermuda by the BFA

ACTIONS

- Conduct review of IT equipment
- Conduct IT needs assessment
- Review and make recommendations to the Executive Council for continuous improvements to the IT infrastructure
- Formulate and implement an effective and futuristic IT maintenance and improvement plan

GOAL #4

To develop concepts for BFA open spaces for possible revenue generation and or capacity building

OBJECTIVE

To ensure long term stability/viability of the BFA and football in Bermuda

ACTIONS

- Update survey plans for as built conditions
- Formulate a list of possible revenue generating concepts
- Produce design concepts for discussion and planning
- Complete feasibility study of design concepts



FINANCE



GOAL #1

To improve the yearly financial planning cycle

OBJECTIVE

Align activities to strategic plan

ACTIONS

- Set the calendar – identify deadlines for planning, budgeting, approvals, performance review against short and long-term plans by December 2020
- Ensure budgets are aligned to short and long-term plans and meet funding deadlines by April 2020
- Quarterly performance review to ensure operational and financial goals are met by August 2020

GOAL #2

To improve written policy and procedural documentation

OBJECTIVE

To provide continuity, reduce reliance on individuals and to improve transparency to safeguard the association's finances

ACTIONS

- Identify and prioritize procedures requiring documentation
- Complete initial list by April 2020
- The currently identified priority policies are:
 - Conflict of Interest policy and report form
 - Travel policy
 - Savings policy

These policies will be completed, approved and implemented by September 2020

- Establish how and when written documents will be reviewed by May 2020
 - Identify the time of year in the financial planning cycle
 - Identify the various governing bodies financial cycles and requirements in order to align

FINANCE

GOAL #3

To improve the accounting function

OBJECTIVE

To provide better financial tools, financial management as well as automated reporting and receipting

ACTIONS

- Review and compare options for IT solutions - completed
- Select and contract for new IT solution – to be completed by January 2020 – in progress
- Migration, Training and User Acceptance Training (UAT) – to be completed by April 2020
- Automate manual processes – to be implemented by May 2020
 - Establish reporting from the IT solution – to be implemented by June 2020
 - Include receivable management in the IT solution – to be implemented by May 2020

GOAL #4

To build the Finance Committee

OBJECTIVE

To strengthen financial oversight

ACTIONS

- Identify the areas of expertise and duties expected of the members by January 2020
- Prepare a list of potential candidates by February 2020
- Short list the candidates for presentation to the President by March 2020



HOME OF FOOTBALL

BERMUDA FOOTBALL ASSOCIATION
CLYDE BEST CENTER OF EXCELLENCE
1 BFA WAY
DEVONSHIRE,
BERMUDA DV02

TEL: 441 295-2199

FAX: 441 295-0773

bfa@bermudafotball.com

www.Bermudafa.com

