



**Special
Olympics**
Iowa

STRATEGIC PLAN *Staff Assessment & Recommendations*

2014-2018



Revealing the champion in all of us.



Special Olympics Mission Statement

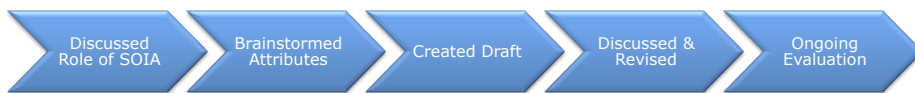
Provide year-round sports training and athletic competition in a variety of Olympic-type sports for children and adults with intellectual disabilities, giving them continuing opportunities to develop physical fitness, demonstrate courage, experience joy and participate in a sharing of gifts, skills & friendship with their families, other Special Olympics athletes, and the community.

Special Olympics Iowa Vision Statement

Our vision is to increase public awareness, improve inclusion and empower individuals with intellectual disabilities.

We commit to providing unlimited opportunities for all to be part of the life-changing engagement that is Special Olympics Iowa.

Creating the SOIA Vision



Opportunities	Celebrate Differences	Public Awareness	Inclusion
Consistent Quality	Leadership	Reaching Potential	More Than Sports
Life-Changing Engagement	Enhancing Lives	Volunteer Driven	Health & Fitness

The SOIA Narrative

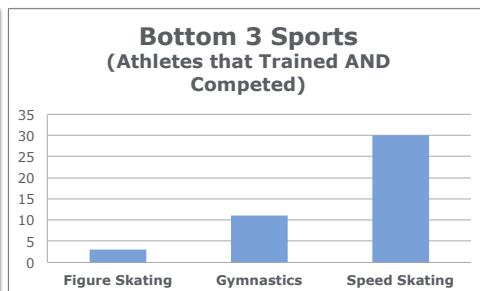
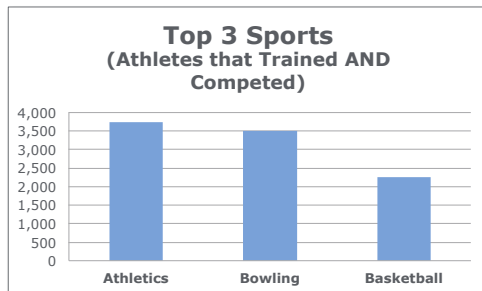
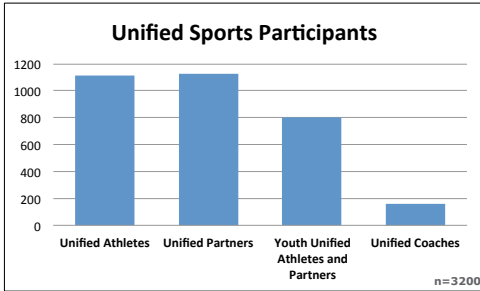
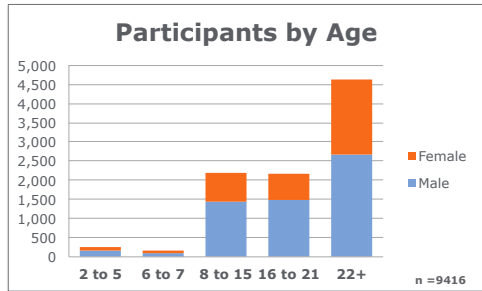
Through Special Olympics sports training and competition, children and adults with intellectual disabilities reach their full **POTENTIAL**. The **INCLUSION** that is the foundation of Special Olympics changes the lives of our athletes and extends to **ENHANCE** families, schools and communities.

Special Olympics Iowa Snapshot - 2013

Special Olympic Athletes	Unified Athletes	Unified Partners	Coaches	Coach Certifications	Average Cost Per Athlete/ Participant
9,416 ¹	1,111 ²	1,125 ³	1,867 ⁴	1,726 ⁵	\$344 ⁶

1. Determined using the 2012 Census (dated 2/19/13), under Section 3 – Summary: Athlete Total
2. Determined using the 2012 Census (dated 2/19/13), under Section 4 – Unified Sports: Unified Athletes
3. Determined using the 2012 Census (dated 2/19/13), under Section 4 – Unified Sports: Unified Partners
4. Determined using the 2012 Census (dated 2/19/13), under Section 3 – Summary: Coaches
5. Determined using Games Management System, Coach Certification Report. Coaches are allowed 3 years to receive certification in each sport that they coach.
6. Determined from the 2012 Audited Financial Statements

Key Facts and Figures for SOIA



✓ All facts and figures from 2012 Census, dated 2/19/2013.
 ✓ 0.75 of every \$1.00 spent on Athlete Services

Key Findings of 2013 Staff Assessment

- ✓ Special Olympics Iowa (SOIA) must place greater organizational attention to **SUSTAINABILITY** with specific focus on succession planning.
- ✓ The plan must address stakeholder priorities for **ENHANCED SUPPORT** to the local programs, especially in the areas of fundraising, outreach and retention of athletes and volunteers, partnerships and expanded competition opportunities.
- ✓ The plan must **EXPAND ATHLETE OPPORTUNITIES** for additional roles that enhance the Special Olympics movement beyond that of training and competition.
- ✓ The plan must facilitate an avenue for **ATHLETE INVOLVEMENT** in determining organizational direction.
- ✓ SOIA must provide direction as it relates to **MANAGEMENT OF VOLUNTEERS**, the vital workforce of the Special Olympics Iowa movement, and **EMPOWER VOLUNTEERS** in management positions with vested interest in ensuring Special Olympics success.

Key Findings of 2013 Staff Assessment

- ✓ SOIA's plan must reflect a **CONSISTENT** approach to service delivery.
- ✓ Program **GROWTH** is dependent on **FUNDRAISING** emphasis in local areas; some form of revenue sharing should be implemented.
- ✓ Organizational **NARRATIVE** needs to be implemented and used in all communications describing SOIA.
- ✓ SOIA's plan must provide **VISIONARY** and **STRATEGIC LEADERSHIP** opportunities that address trends and issues facing the movement in a pro-active rather than reactive fashion.
- ✓ SOIA's plan must be **ALIGNED to the SOI STRATEGIC PLAN**, the five pillars, and the SOI Home model.
- ✓ The organizational design and strategic plan should **BUILD ON THE SUCCESS** of the past and **IDENTIFIED PRIORITIES** moving forward.

Five Pillars Enabling Special Olympics

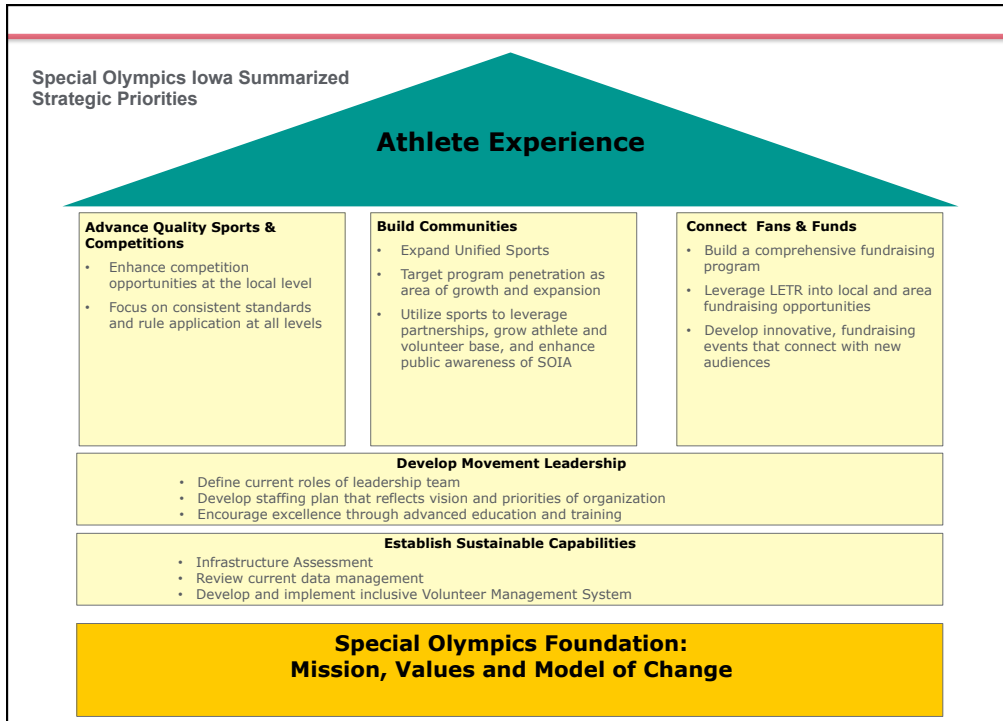
At the core of this framework are five pillars that link together to provide a holistic, consistent, and quality experience for all Special Olympics athletes worldwide:

Enabling Pillars:

1. Establish Sustainable Capabilities
2. Develop Movement Leadership

Mission-Driving Pillars:

3. Connect Fans & Funds
4. Build Communities
5. Advance Quality Sports & Competitions



P1 - Establish Sustainable Capabilities

Special Olympics must have the core systems, infrastructure, and processes to best support the growth and expansion of the global Movement and deliver measurable impact over time. It is critical that Special Olympics focuses on not just what it does, but how it gets it done. We have to acknowledge that rapid growth must be matched by quality in service and support.

Establish Sustainable Capabilities P1

SOIA Strategic Priorities:

1. Infrastructure assessment
2. Review current data management
3. Develop and implement inclusive Volunteer Management System

Establish Sustainable Capabilities Goals & Focus

1. Create strategic planning process to refine internal staff processes, as well as annual planning goals and objectives
 - Identify, create, and reach agreement of strategic planning process and plan, securing Board approval by January 2014
 - Formulate individual, departmental, and board action plans – with start date of January 2014
 - Establish committee to provide ongoing review and evaluation of strategic plan through 2018
 - Revisit strategic planning process in 2018 to complete 2019-2023 plan

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Establish Sustainable Capabilities Goals & Focus (cont.)

2. Develop comprehensive succession plan
 - Identify strategies to engage younger generation
 - Gear recruitment efforts towards area directors, key volunteers and event/games management teams, board, and staff as well as facilities
 - Begin implementation in 2014 with full execution of succession plan by 2018

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Establish Sustainable Capabilities Goals & Focus (cont.)

3. Implement standards for quality service delivery
 - Conduct program review to analyze current status and identify potential growth opportunities
 - Conduct assessment of facilities currently being used for program activities
 - Review all policies and procedures, including risk management plan and evaluation system
 - Review operating efficiency
 - Prepare policies to address housing, background checks, and safety/risk assessments
 - Repeat program and policy review in 2016

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Establish Sustainable Capabilities Goals & Focus (cont.)

4. Leverage technology to ensure SOIA is effective and efficient
 - Create committee to regularly address and review technological programs, needs, and updates
 - Rebuild website to include new branding, improved navigation and functionality, enhanced calls to action including charitable donations
 - Transition to online options for coach and athlete training, documentation, and registration (in conjunction with SOI and SONA)

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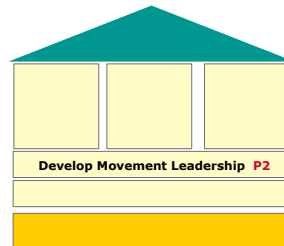
Establish Sustainable Capabilities Goals & Focus (cont.)

5. Implement Volunteer Management System
 - Develop Volunteer Management Plan to include coach recruitment and retention model with focus on current volunteer recruitment, training, and recognition
 - Execute full use of Volunteer Management System to include all fundraising and state events by 2015; all special programs by 2016

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P2 - Develop Movement Leadership

We must understand what makes us successful and work together to execute a common agenda. Each SOIA Area and each headquarters staff section should leverage its unique skills and gifts to set standards of excellence. Programs should develop effective leaders, systems, and tools to "raise the bar" at all levels of the Movement. This is the definition of alignment.



SOIA Strategic Priorities:

4. Define current roles of leadership team
5. Develop staffing plan that reflects vision and priorities of organization
6. Encourage excellence through advanced education and training

Develop Movement Leadership Goals & Focus

1. Develop organizational design and board/staffing plan to support quality growth and enhance consistent service delivery
 - Restructure organizational chart and realign board committees as necessary to reflect growth goals
 - Clearly define roles and responsibilities of board and outline expectations
 - Create new and modify current staff job descriptions to accurately reflect position responsibilities and requirements
 - Develop process of collaboration between departments – resources and contacts

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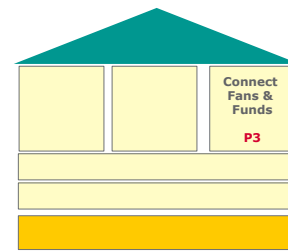
Develop Movement Leadership Goals & Focus (Cont.)

2. Increase opportunities for training and education
 - Ongoing review of training needs and opportunities for Board, staff, and coaches
 - Host regular coach and volunteer leadership conferences

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P3 - Connect Fans & Funds

Special Olympics must become a more effective, sustainable, and innovative marketing and fundraising organization. We must initiate thoughtful, committed, and diversified engagements with individuals, corporations, foundations, civic and service organizations, and government agencies, from local to global levels, increasing operational funding and support for Special Olympics Movement-wide. We have an opportunity to translate communications into strategic storytelling, passive spectating into fan engagement, and community support into real collaborative and breakthrough fundraising.



SOIA Strategic Priorities:

7. Build a comprehensive fundraising program
8. Leverage LETR into local and area fundraising opportunities
9. Develop innovative, fundraising events that connect with new audiences

Connect Fans and Funds Goals & Focus

2. Develop comprehensive fundraising plan with emphasis on cultivating corporate, foundation, and government monies (grants, partnerships, and sponsorships)
 - Transition to a full-time corporate, foundation, and government fundraising position
 - Continue to develop signature, innovative special events, aimed at increasing visibility and revenue

Connect Fans and Funds Goals & Focus (cont.)

3. Develop comprehensive fundraising plan with emphasis on cultivating Individual major gifts
 - Build and expand individual donor base to create pipeline for major gift activity
 - Develop and implement planned giving program and stewardship strategy
 - Long term: Reinstitute a full-time major gifts/donor relations position

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Connect Fans and Funds Goals & Focus (cont.)

4. Develop comprehensive fundraising plan with emphasis on cultivating community (local delegations) giving
 - Execute LETR review with focus on revenue sharing initiative for local programs; emphasis on growth of current events
 - Develop Knights of Columbus expansion and awareness strategy to reflect increased revenue and council involvement
 - Long term: Create two additional Regional Director positions; total of 5

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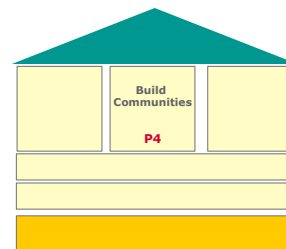
Connect Fans and Funds Goals & Focus (cont.)

5. Develop comprehensive fundraising plan with emphasis on cultivating strategic marketing support
 - Develop and launch integrated marketing campaign to increase visibility and awareness to support fundraising efforts; include consistent messaging (PIE), branding, and web redesign

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P4 - Build Communities

The transformative power of Special Olympics comes when we build powerful communities of change around our athletes, creating demonstrable impact at multiple levels of society. Healthy Athletes, Families Program, ALPs, and schools and youth initiatives continue to position our Movement as being a change agent for whole communities – for all of us – not just as a service delivery program for a small population.



SOIA Strategic Priorities:

10. Expand Unified Sports
11. Target life-long participation as area of growth and expansion
12. Utilize sports to leverage partnerships, grow athlete and volunteer base, and enhance public awareness of SOIA

Build Communities

Goals & Focus

1. Expand Unified Sports, Young Athlete Program (YAP), Healthy Athletes, and special programs to reflect an increase in participation
 - Perform program review with focus on Unified Sports, YAP, Healthy Athletes, and special programs
 - Offer FIT (Fitness Improvement Training) to all stakeholders (athletes, families, coaches, staff, etc.)
 - Develop transition and recruitment plan for young athletes into traditional programming
 - Conduct Medfest regionally as part of Healthy Athlete plan

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Build Communities

Goals & Focus (cont.)

2. Increase community partnerships
 - Administer Unified program and community review to identify school partnerships
 - Build and develop collaborative partnerships with Iowa Athletic Association and Student Council

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Build Communities

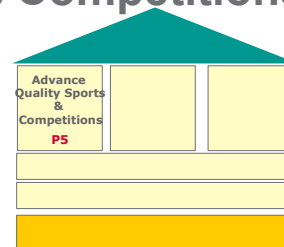
Goals & Focus (cont.)

3. Develop a communication model which is proactive and raises awareness of SOIA
 - Compose communications plan to include stakeholder meetings, surveys and Constant Contact updates
 - Manage SOIA website as communication tool to increase online interaction

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P5 - Advance Quality Sports & Competitions

Our athletes are the center of our work. Special Olympics should be recognized as a global leader in sports, providing excellence in coaching, training, and competition management at all levels, offering each athlete the opportunity to develop to his or her personal best through the activation of sport and athlete development models.



SOIA Strategic Priorities:

13. Increase competition opportunities at the local level
14. Focus on consistent standards and rule application at all levels

Advance Quality Sports & Competitions Goals & Focus

1. Increase competition opportunities
 - Review competition infrastructure
 - Revise competition plan to focus on increased local opportunities, consistent application of rules, standards, and event management
 - Establish area bocce competitions in areas/regions as qualifying events for State Summer Games
 - Introduce Youth Games regionally to focus on younger athlete involvement
 - Complete ongoing evaluations of local, area, and state competitions
 - Long term: Create two additional Regional Director positions; total of 5

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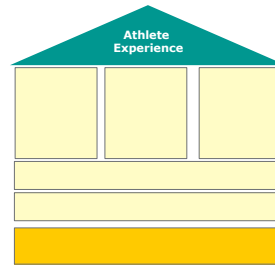
Advance Quality Sports & Competitions Goals & Focus (cont.)

2. Improve training for coaches, officials, and volunteers
 - Develop advanced coaching certification program
 - Transition to offering online basic coach trainings and webinars (face-to-face trainings will still be available)

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Building Blocks of Framework: Athlete Experience

We celebrate now and always that our athletes are at the center of our work and the heart of our Movement.



SOIA Athlete Priorities:

1. Friendship
2. Experience joy
3. Demonstrate courage
4. Sports training
5. Sharing of gifts

Athlete Experience



"But most of all, I love calling my mom after I compete and telling her how well I did. I love hearing her tell me how proud she is of me." ~Tabitha, Davenport

"I get really excited when they call me to get on the stand and I get my award beside my friends." ~Tyler, Fort Dodge



"For me, Special Olympics is not just about competing for medals and ribbons. It is about traveling to new places. It is about sportsmanship, cheering for one another and high fives." ~Sara, Maxwell



"I like meeting new people and playing in the games. The best part is to laugh. The special part of the Olympics is meeting the coaches." ~Tyler, Atlantic

"And then the flame lights the Olympic cauldron and the crowd cheers as the flame leaps to the sky. It doesn't get any better than that." ~Brian, Iowa City

"When we wake tomorrow, let us not forget that we have miles to go to overturn the prejudice and oppression facing the world's 180 million citizens with intellectual disabilities. But what joy, for together we have begun.

May you each continue to spend your lives in this noble battle.

May you overcome ignorance.

May you challenge indifference at every turn.

And may you find great joy in the noonday light of the great athletes of Special Olympics."

Eunice Kennedy Shriver