

2018-2023 STRATEGIC FRAMEWORK

VISION

Sport will open hearts and minds towards people with intellectual disabilities and create inclusive communities all over the world. Globally, we will strive to end discrimination against people with intellectual disabilities.

STRATEGIC GOALS

Improve opportunities for athletes to perform at their best

Build positive attitudes towards people with intellectual disabilities

Build capacity by improving resources

Improve the effectiveness and efficiency of Special Olympics Wisconsin

FOCUS

- ▶ Programs
- ▶ Infrastructure
- ▶ Staff Support
- ▶ Organizational Growth



Special Olympics Wisconsin 2018-2023 Strategic Plan

Mission

Special Olympics Wisconsin (SOWI) provides year-round sports training and competition in a variety of Olympic-type sports for children and adults with intellectual disabilities (ID), giving them continuing opportunities to develop physical fitness, demonstrate courage and experience joy while participating in a sharing of gifts, skills and friendship with their families, Special Olympics athletes and the community.

Vision

Sport will open hearts and minds towards people with intellectual disabilities and create inclusive communities all over the world. Globally, we will strive to end discrimination against people with intellectual disabilities.

Strategic Goals

- 1: Improve opportunities for athletes to perform at their best**
- 2: Build positive attitudes towards people with intellectual disabilities**
- 3: Build capacity by improving resources**
- 4: Improve the effectiveness and efficiency of SOWI**

2018-2023 Strategic Planning Focus Areas *based on stakeholder assessments

- **Programs**
 - Increase unified opportunities
 - Increase Healthy Athletes programs/resources; improve athletes' health outcomes
 - Increase Athlete Leadership programs/opportunities; athletes will lead societies and SOWI
- **Infrastructure**
 - Increase/improve training
 - Improve technology, automate systems
- **Staff Support**
 - Improve leadership recruitment and succession planning
 - Provide professional development for staff and improve culture
- **Organizational Growth**
 - Have 15,000+ participants
 - Have \$5.9 million+ in revenue, improve financial stability
 - Increase volunteers, improve volunteer experiences

STRATEGIC GOAL 1: Improve opportunities for athletes to perform at their best

OBJECTIVE #1: By 2023, athletes will have, on average, less than 2 lifestyle-related risk factors for chronic disease.

OBJECTIVE #2: By 2023, data collection systems will be in place for health programming.

- By Dec. 31, 2018, SOWI will determine, on average, the number of lifestyle risk factors athletes have (risk factors could include: smoking, BMI, bone density, BP, diabetes, resting heart rate).
- By Dec. 31, 2018, a systematic process will be implemented to determine the % of athletes participating in health programs.

OBJECTIVE #3: By 2023, 100% of 63 SOWI events will incorporate health education and awareness.

- By Dec. 31, 2018, 20% (25 events) of SOWI events will incorporate health education and awareness.

OBJECTIVE #4: By 2023, 75 Athlete Health Leaders will have lead/participated in at least 1 health education activity each.

- By Dec. 31, 2018, create a system to ensure that at least 15 athletes become Athlete Health Leaders, with each participating in at least one health education activity.

OBJECTIVE #5: By 2023, 18 sport- and 5 non-sport-related training will be provided in at least two formats for all stakeholder groups.

- By Dec. 31, 2018, assess current training content, determine additional needs, identify formats for delivery per user group, and create timeline for implementation.

STRATEGIC GOAL 2: Build positive attitudes towards people with ID

OBJECTIVE #6: By 2023, SOWI will increase participation by 5,000 participants (from 10,000 in 2017 to 15,000 in 2023).

- By Dec. 31, 2018, SOWI will increase participants by 500 (from 10,000 in 2017 to 10,500 in 2018)
- By Dec. 31, 2018, SOWI will externally promote to 250 parents/caregivers of potential athletes, community organizations and other influential audiences serving like population, and develop plans to continue the external promotion in future years.

OBJECTIVE #6, YAP growth: By 2023, Young Athlete Program participants will increase by 300 (from 306 in 2017 to 606 in 2023).

- By Dec 31, 2018, determine tools and strategies to accurately account for YAP participants.
- By Dec 31, 2018, increase YAP participants to 25% (from 306 in 2017 to 382 in 2018) more than the number of 2017 participants.

OBJECTIVE #6, YAP retention: By 2023, 75% (of the increased number of) 8 year-old YA participants will transition to other SOWI opportunities after Young Athletes.

- By Dec 31, 2018, determine strategies to help participants transition from YAP to other SOWI programs after YAP.

OBJECTIVE #6, Unified Sports: By 2023, at least 25% (from 1914 in 2017 to 3750 in 2023) of participants will be unified partners.

- By Dec 31, 2018, at least 18% of participants will be unified partners.

OBJECTIVE #6, Reactivation: By 2023, 20% (0 in 2017 to 106 in 2023) of inactive athletes/participants will be reactivated each year.

- By Dec. 31, 2018, reactivate 5% of inactive athletes/participants.

OBJECTIVE #6, Retention: By 2023, 85% of athletes not retained from 2017 year (from 429 in 2017 to 64 in 2023) of athletes will be retained per year.

- By Dec 31, 2018, retain 20% not retained from the previous year. (from 429 in 2017 to 343 in 2018) more athletes.

OBJECTIVE #7: By 2023, at least 50% (from 15 in 2017 to 33 in 2023) of SOWI opportunities will be unified, illustrating the organization's culture of inclusion.

- By Dec. 31, 2018, SOWI will evaluate SOI's framework for Cities of Inclusion and determine whether SOWI will implement it.
- By Dec. 31, 2018, 10,000 people will publicly demonstrate their support for inclusion.

OBJECTIVE #8: By 2023, LETR will have 25 unified events annually (from 8 in 2018 to 25 in 2023).

- By Dec. 31, 2018, LETR will have a minimum of 8 unified events

OBJECTIVE #9: By 2023, 20% (from 740 in 2016 to 2000 in 2023) of traditional athletes will participate in unified activities.

- By Dec. 31, 2018, create and develop a plan to collect information from athletes and use communication strategies to increase athlete interest and participation in unified activities.

OBJECTIVE #10: By 2023, SOWI will successfully retain 50% (from 8 in 2016 to 17 in 2023) UCS youth (with ID) as they leave transition programs.

- By Dec. 31, 2018, SOWI will implement a system for tracking graduating/outgoing students.

OBJECTIVE #11: By 2023, SOWI will employ at least two athletes (from one part-time in 2018 to 2 in 2023).

- By Dec. 31, 2018, SOWI will employ one part-time athlete.

OBJECTIVE #12: By 2023, athletes and unified partners will be the voice of our movement in 80% of our external communication.

- By Dec. 31, 2018, athletes and unified partners will be the voice of our movement in 65% (from 60% in 2017) of our external communication.

OBJECTIVE #13: By 2023, 175 athlete leaders will have participated in community (internal and external) activity each.

- By Dec. 31, 2018, create a system so that athlete leaders' information is accessible for staff when scheduling community activities.

OBJECTIVE #14: By 2023, at least 25 athlete leaders will participate in State and federal legislative activities at least once per year. (Will begin in 2019.)

OBJECTIVE #15: By 2023, political leaders will involve SOWI in policy-setting related to inclusion and disability.

- By Dec. 31, 2018, SOWI will develop strong relationships with at least four government leaders who use their influence to advance the rights of people with ID.

OBJECTIVE #16: By 2023, SOWI will have a minimum of 25 influential spokespeople and will implement annual activities plan for each. (Will begin in 2019.)

OBJECTIVE #17: By 2023, SOWI will involve a national/state level celebrity in its activities

- By Dec. 31, 2018, one activation with a professional athlete will occur.

OBJECTIVE #18: By 2023, At least 2 spectators per athlete will view or attend competitions, and event stories and results will be distributed promptly. (Will begin in 2019.)

STRATEGIC GOAL 3: Build Capacity by Improving Resources

OBJECTIVE #19: By 2023, SOWI's annual budget will be \$5.9 million (from \$4.37 million in 2017 to \$5.04 (includes \$76,600 for USA Games) million in 2018) with 40% from special events and 60% from major gifts, individual giving, corporate partnerships and other non-event sources.

- By Dec. 31, 2018, SOWI will achieve the annual budget of \$5.04M with 55% from special events and 45% from major gifts, individual giving, corporate partnerships and other non-event sources (the 2017 board approved budget has roughly 65% from special events and 35% from major gifts, individual giving, corporate partnerships and other non-event sources).
- By Dec. 31, 2018, SOWI will conduct risk analysis on sources of funding. (Annual review thereafter.)
- By Dec. 31, 2018 each SOWI regional office Special Events Directors will develop a pipeline of corporate sponsors for each of their events, raising 15% of their revenues.
- By Dec. 31, 2018, there will be a major gifts pipeline of 10 contacts per month securing \$125,000.
- By Dec. 31, 2018, there will be a corporate partnership pipeline of 20 contacts per month securing an additional \$150,000 above 2017 (from \$505,137 in 2017 to \$665,300 in 2018).
- By Dec. 31, 2018, an additional \$60,000 in grants will be raised above the budgeted amount for 2017 (from \$330,500 in 2017 to \$399,600 in 2018).
- By Dec. 31, 2018, Benevon efforts (individual giving) will again raise \$100,000.
- By Dec. 31, 2018, maintain 2018 budgeted net surplus of \$500.
- By Dec. 31, 2018, achieve 2018 revenues of \$5,047,200.

OBJECTIVE #20: By 2023, utilize constituents' connections (e.g. employers for corporate sponsorship), event participation (e.g. golf outings) and volunteerism; build and sustain relationships.

- By Dec. 31, 2018, assess where we are and develop plans; prepare customized, professional proposals, including sponsor rights packages.

STRATEGIC GOAL 4: Improve the effectiveness and efficiency of SOWI

OBJECTIVE #21: By 2023, 90% (from 0 in 2018 to 56 in 2023) of all sports competitions will be managed electronically (registration, volunteer, results, advancement); day-of volunteer registrations will be electronic; and walk-up registrations for special events will be electronic.

- By Dec. 31, 2018, a baseline will be established to identify which forms of communication with local programs (e.g. competition guide, agency manager handbook, training materials, and other forms) will become electronic.

OBJECTIVE #22: By 2023, SOWI will collect and store 20% of 3000 (from 0 in 2018 to 600 in 2023) of health history information electronically (not part signed by doctor).

- By Dec. 31, 2018, a baseline will be established, and a system to collect and store the health history information will be developed.

OBJECTIVE #23: By 2023, 95% (from 146 in 2018 to 155 in 2023) of all agency managers will have/use internet and other technology

- By Dec. 31, 2018, SOWI will assess current technology situation and create plan for agency manager/staff training

OBJECTIVE #24: By 2023, technology programs and equipment will be regularly and systematically updated.

- By Dec. 31, 2018, assess the status of hardware and software systems and determine priorities for replacement/upgrade.
- By Dec. 31, 2018, determine continuance of ITPros contract.
- By Dec. 31, 2018, evaluate communication app with local programs and determine continuance.

OBJECTIVE #25: By 2023, the Baldrige performance excellence framework will be integrated throughout SOWI and result in a Baldrige Award.

- By Dec. 31, 2018, SOWI will have evaluated 2017 survey results and identified which 2 Baldrige Core Values to incorporate throughout SOWI.

OBJECTIVE #26: By 2023, SOWI will have incorporated professional development opportunities and culturally appropriate strategies to make it an ideal place to work.

- By Dec. 31, 2018, 14 SOWI leaders will have participated in culture learning sessions and developed a plan for incorporating throughout the organization.
- By Dec. 31, 2018, SOWI will have participated in the SONA ADVANCE Training.

OBJECTIVE #27: By 2023, at least 25% of board members (X in 2018 to X in 2023), employees (X in 2018 to X in 2023), and interns (X in 2018 to X in 2023) with diverse backgrounds will be engaged at SOWI.

- By Dec. 31, 2018, define diverse backgrounds.

OBJECTIVE #28: By 2023, at least 25% of 250 Athlete Leaders will have diverse backgrounds, and Athlete Leaders will lead diversity efforts at SOWI.

- By Dec. 31, 2018, the Athlete Leaders will create the definition of diverse athlete leaders and its measurements and will begin efforts of ensuring diversity.

OBJECTIVE #29: By 2023, SOWI will increase the volunteer pool by 40% (from 9,000 in 2018 to 12,600 in 2023).

- By Dec. 31, 2018 the volunteer manager will identify current program structure and recommend strategies to increase the volunteer pool.

OBJECTIVE #30: By 2023, local programs will be supported: They will receive ongoing training on the succession plan process and procedures as it relates to recruitment for volunteer local program leadership and games management teams; local programs will be required to post and replace their needed positions within the 3-6 month timeframe utilizing the succession plan process; At least 90%(from 166 in 2018 to no less than 149 in 2023) of the local program manager positions and coaches will be filled yearly; Coaches will receive certified sport-specific training and will have opportunities to gain advanced certifications.

- By Dec. 31, 2018, the succession plan to recruit Agency managers and games management team members will be implemented, and at least 80% of needed positions will be filled/replaced. All Agency Managers will be trained on the succession plan process and procedures, and the succession plan video will be created and placed on the SOWI website to assist in training and viewing by all agencies.

OBJECTIVE #31: By 2023, SOWI will have integrated operations so that all (SO, regions, local, agencies, etc.) are working together. All (100% of 163) agencies will be visited at least once every four years.

- By Dec. 31, 2018, based on 2017 agency visit summaries, qualities of relationships with agencies will be determined and improved, the agency management committee will be a more cohesive unit, and 40 additional agencies (that were not visited in the past 4 years) will be visited by SOWI staff.