

2020 Special Olympics Louisiana Operational Plan



Global Vision:	<i>Sport will open hearts and minds towards people with intellectual disabilities and create inclusive communities all over the world</i>	Global Goal 1:	<i>Improve opportunities for athletes to perform at their best</i>
		Global Goal 2:	<i>Build positive attitudes towards people with ID</i>
		Support Goal:	<i>Build capacity by improving resources and leadership</i>

Special Olympics Louisiana Single-Year Plan – 2020

Analysis – Current Program Situation

Strengths: Motivated staff and Board of Directors; re-energized local programs; multitude of program offerings for athletes/families; brand awareness; powerful engine of connectivity for athletes/families (social support); ability to provide normative life experiences that are critical to healthy development
Weaknesses: Years of financial and programmatic stagnation/decline; significant strained relationships (state/local, SOLA/LETR, SOLA/corporate & foundations)
Opportunities: New leadership (staff and volunteer); understandable pivot point to move organization in new direction with efficient processes/policy revisions/streamlined athletes and volunteer intake; 136,000 potential individuals with ID in Louisiana
Threats: Economic downturn which could impact fundraising; increased costs of special events; political climate divide; fatigued volunteers and lack of succession plan

1. Strategy A: Improve the quality of sports programming

Strategic Initiative	Program Actions	Metrics & Targets	By When	Owner
<i>Strengthen sports programming and coaching to improve opportunities at local level</i>	<ul style="list-style-type: none"> • Train local programs and provide resources to incorporate fitness into their local offerings for athletes • Engage a new generation of coaching volunteers through introduction to our unified sports model via exhibitions and unified experiences 	<ul style="list-style-type: none"> • 60% athletes averaging 2 high quality training/sports activities per week • 400 coaches achieving new certification or re-certification 	12-31-20	Director of Sports

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	<ul style="list-style-type: none"> Require local programs to track athlete participation and report quarterly/annually as part of local program accreditation process 	<ul style="list-style-type: none"> Athlete retention tracking system in place 		
<i>Promote year-round fitness and involvement</i>	<ul style="list-style-type: none"> Increase number of unified fitness programs state-wide Identify new fitness partnerships that will help promote and sustain fitness programs for areas 	<ul style="list-style-type: none"> 50% of athletes with a yearly sports improvement goal 	12-31-20	Director of Health
<i>Enhance sport through new partnerships</i>	<ul style="list-style-type: none"> Secure new partnerships with sports leagues, recreation centers, park/rec departments, school districts and ARCs which will allow more opportunity for athlete recruitment and participation 	<ul style="list-style-type: none"> 4 partnerships 	12-31-20	Directors of Sports and Unified

2. Strategy B: Increase inclusion through Unified Sports and Young Athletes, particularly in schools, and through expanding to new areas

Strategic Initiative	Program Actions	Metrics & Targets	By When	Owner
<i>Expand Unified Sports</i>	<ul style="list-style-type: none"> Develop additional unified teams with focus on softball, basketball and flag football, with the goal of increasing competition and providing for advancement opportunities for state-level events Leverage relationships with existing UCS schools to achieve district-level support for UCS 	<ul style="list-style-type: none"> 200 Unified Schools 250 new Unified athletes and partners 4 school districts will support UCS 	12-31-20	Directors of Sports and Unified
<i>Grow Young Athletes</i>	<ul style="list-style-type: none"> Increase Young Athletes sites by promoting the program through area programs as a pipeline for future athlete participation for training and competition 	<ul style="list-style-type: none"> 1000 of new Young Athletes 	12-31-20	Director of Unified; Field Services
<i>Target areas with low SO presence (e.g. cities)</i>	<ul style="list-style-type: none"> Focus resources (financial and staff) on priority markets of New Orleans and Baton Rouge to develop school- and community-based programming Build out Area Management Teams in all areas by defining roles, establishing expectations 	<ul style="list-style-type: none"> 500 new Athletes (traditional + Unified) 100 new Coaches (traditional + Unified) 	12-31-20	Director of Sports

3. Strategy C: Grow our health program to support athlete participation in sport and society

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Strategic Initiative	Program Actions	Metrics & Targets	By When	Owner
<i>Expand Health Programs</i>	<ul style="list-style-type: none"> Recruit at least one clinical director for all Healthy Athletes disciplines Offer MedFest option at State Games Develop a Health Advisory Council which represents a cross-section of healthcare disciplines, MCOs, public health and institutional leadership 	<ul style="list-style-type: none"> 2500 Healthy Athletes exams Health Advisory Council meets quarterly and establish mid- and long-term goals with measurable outcomes \$250,000 raised for health 	12-31-20	Director of Health Directors of Development and Foundations
<i>Partner with Government/NGOs and Universities</i>	<ul style="list-style-type: none"> Develop new govt agency (ie DHH) and health system relationships 	<ul style="list-style-type: none"> 3 health partnerships in place with clearly defined proposed outcomes 	12-31-20	CEO and Director of Health
<i>Support expansion of inclusive health programs</i>	<ul style="list-style-type: none"> Develop partnerships with medical schools (ie LSU) to give SOLA direct access to medical/dental/allied health faculty and students to expose them to our work 	<ul style="list-style-type: none"> 150 new healthcare professionals and students trained 	12-31-20	CEO and Director of Health
<i>Raise awareness of health issues</i>	<ul style="list-style-type: none"> Use Family Health Forums, state-level events and social media to reach more athletes, families and coaches 	<ul style="list-style-type: none"> 3,500 athletes, families, and coaches educated on health needs of people with ID 	12-31-20	Director of Health

4. Strategy D: Improve external awareness through PR, celebrities and government engagement

Strategic Initiative	Program Actions	Metrics & Targets	By When	Owner
<i>Use social and traditional media to get attention outside the Movement</i>	<ul style="list-style-type: none"> Leverage exposure on all social media channels to spread awareness of SOLA athlete accomplishments and the need for public support of our programs Regular constituent communication (bi-monthly e-newsletters, ongoing social media planning) 	<ul style="list-style-type: none"> 25% increase in people publicly demonstrating support for inclusion (through social media, signing a pledge or Unified Sports participation) 25% in social media followers on all social media channels 50% increase in post engagement across all social media channels 	12-31-20	Director of Program Operations

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<i>Increase celebrity support</i>	<ul style="list-style-type: none"> • Work through NFL, NBA and collegiate relationships to secure local celeb sports spokesperson • Recruit local media champions in key markets 	<ul style="list-style-type: none"> • 3 celebrities actively involved 	12-31-20	Director of Program Operations
<i>Target government to improve the lives of people with ID</i>	<ul style="list-style-type: none"> • Identify key government partners (leaders and agencies) who can help champion SOLA's mission and help grow our programs across the state • Amplify the awareness created by LETR across the state 	<ul style="list-style-type: none"> • New government support for people with ID obtained 	12-31-20	CEO and COO

5. Strategy E: Connect the Movement so we harness our power and speak with a collective voice

Strategic Initiative	Program Actions	Metrics & Targets	By When	Owner
<i>Implement a new digital system to collect people's data and connect them</i>	SOLA will not address this Strategy in 2020			
<i>Use technology to make it easier to share ideas and best practices and speak with 'one voice'</i>	SOLA will not address this Strategy in 2020			

6. Strategy F: Maximize external impact of Games and competitions to showcase athletes' abilities

Strategic Initiative	Program Actions	Metrics & Targets	By When	Owner
<i>Deliver higher quality Games and competitions that prioritize athletes</i>	<ul style="list-style-type: none"> • Fully transition to new state games/tournament structure • Implement use of officials at games • Enhance athlete experience by including elements that address athlete needs and wishes (inclusive job fair, fun activities during downtime, closing ceremony, etc) 	<ul style="list-style-type: none"> • 90% of athletes and families having high-quality Games experience 	12-31-20	Director of Sports
<i>Use Games to increase awareness and attract</i>	<ul style="list-style-type: none"> • Leverage state-level events to offer enhanced marketing opportunities for new supporters and partners 	<ul style="list-style-type: none"> • 50% increase in positive attitudes following State Games 	12-31-20	Advancement

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<i>new supporters</i>				Team
<i>Attract larger attendances at Games</i>	<ul style="list-style-type: none"> All state-level events will have adequate number of spectators 	<ul style="list-style-type: none"> 2 spectators for each athlete at State/National Games 	12-31-20	All
<i>Improve fundraising for Games</i>	<ul style="list-style-type: none"> Games will become self-sufficient through new funding sources and revised cost-share model with area programs 	<ul style="list-style-type: none"> \$200,000 revenue generated for competitions and Games 	12-31-20	Advance ment Team

7. Support Goal: Build capacity through generating more Resources and strengthening Leadership, Including athlete leadership

1) Resources

Strategic Initiative	Program Actions	Metrics & Targets	By When	Owner
<i>Collaborate with SONA/ SC Region to raise money</i>	<ul style="list-style-type: none"> Collaborations with Bass Pro Shops, Learfield and Walgreens will be explored 	<ul style="list-style-type: none"> Ongoing work with SC Region SO programs and SONA 	12-31-20	CEO
<i>Expand and refine digital fundraising</i>	<ul style="list-style-type: none"> Fully support SOI's IDMP digital fundraising efforts (social media, e-mail campaigns) to maximize ROI to SOLA, especially year-end fundraising 	<ul style="list-style-type: none"> 6% increase in money raised 	12-31-20	COO and Director of Program Operations
<i>Increase major donations from individuals</i>	<ul style="list-style-type: none"> Work with Board of Directors to solicit individual donors through personal interactions and activities such as house parties Engage Board of Directors with donor acknowledgement process (high dollar donors through SOLA and SOI/IDMP) 	<ul style="list-style-type: none"> \$25,000 raised by BOD 36 donors stewarded 	12-31-20	Board Chair
<i>Increase corporate partnerships</i>	<ul style="list-style-type: none"> State operations to become self-sufficient, removing reliance on local program and LETR funding Reduce number of costly special events conducted at the state level Operating reserves increased to reach target of 100% of operating expenses by 2025 	<ul style="list-style-type: none"> 10% increase in money raised 25% increase in VIK 	12-31-20	Advance ment Team

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<i>Target government and development organizations</i>	<ul style="list-style-type: none"> Identify additional champions in state government supportive of SOLA Awareness Day at Louisiana State Capitol during 2020 legislative session Meetings U.S. congressional leaders to lobby for additional OSEP funding 	<ul style="list-style-type: none"> 25% increase in money raised 	12-31-20	CEO, BOD and Director of Foundation Relations
<i>Other fundraising initiatives</i>	<ul style="list-style-type: none"> LETR will be reenergized, including an active and fully staffed Executive Council All subprograms will be self-sufficient 	<ul style="list-style-type: none"> 25% increase in money raised 25% increase in VIK 	12-31-20	COO and Field Staff

2) Leadership & Program Excellence

Strategic Initiative	Program Actions	Metrics & Targets	By When	Owner
<i>Improve Program leader recruitment and talent development</i>	<ul style="list-style-type: none"> Recruit and retain top talent (staff and volunteer); hold accountable for KPIs and performance objectives 	<ul style="list-style-type: none"> Documented talent development/succession plan Performance management system in place 	12-31-20	CEO
<i>Increase Program leader training & development</i>	<ul style="list-style-type: none"> Expand existing area management teams Fill all vacant positions on area management teams Build new GOC for State Games 	<ul style="list-style-type: none"> Training and ongoing plan for communication will be in place for all program leaders and GOC 	12-31-20	COO and Field Staff Director of Sports
<i>Drive Program Excellence using the Program Quality Standards</i>	<ul style="list-style-type: none"> Quarterly review of Program Quality Standards by staff and Board of Directors; benchmarking session to review 1/1/20 ranking of PQS to take place in January 	<ul style="list-style-type: none"> 2 of new Program quality standards achieved in each category each year 	12-31-20	CEO and Board of Directors
<i>Improve Athlete and Youth Leadership training and activation</i>	<ul style="list-style-type: none"> Offer training opportunities for athletes in unified leadership, global messenger and health messenger Re-establish AIC at the state level by Q1 	<ul style="list-style-type: none"> 25 of new athlete and youth leaders with active, meaningful leadership roles 	12-31-20	Directors of Unified and Program

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				Operations
<i>Improve governance, operational effectiveness and efficiency</i>	<ul style="list-style-type: none"> • Board of Directors orientation/training to take place by Jan 31 • Board of Directors is fully engaged and well-versed in strategic and operational plans for SOLA 	<ul style="list-style-type: none"> • Succession plan in place • All Board members active on a SOLA committee (standing or non-standing) • 100% Board participation in fundraising • Board self-assessments conducted 	12-31-20	Board of Directors