

**Special Olympics Wisconsin
2018-2023 Strategic Plan
2019 Annual 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, 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 across Wisconsin. Globally, we will strive to end discrimination against people with ID.

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 efficiency and effectiveness of SOWI

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

- **Programs**
 - Increase unified opportunities at all stages of an athlete/partner life span
 - Increase health and fitness 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**
 - increase athletes from 8,800 to 11,000 (20% increase) and unified partners from 2,000 to 7,000 (72% increase).
 - Have \$6.5 million (includes agencies \$847,000) in revenue, improve financial stability
 - Increase volunteers (by 40% from 9,000 to 12,600), 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.

- By Dec. 31, 2019, a minimum of 6 new SOfit programs will have been offered (4 with traditional programs and 2 in the schools).

OBJECTIVE #2: By 2023, health data will be collected and electronically stored for 90% of SOWI athletes.

- By Dec. 31, 2019, health data will be collected and electronically stored for 25% of SOWI athletes.

OBJECTIVE #3: By 2023, 100% (63) SOWI competitions will incorporate health education and awareness.

- By Dec. 31, 2019, 55% (from 25 in 2018 to 35 in 2019) of SOWI competitions will incorporate health education and/or health awareness.

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

- By December 31, 2019, at least one Athlete Health Leader workshop will be offered, and 15 new AHL will be trained. New curriculum aspects, such as Strong Minds, will be incorporated.

OBJECTIVE #5: By 2023, the SOWI training program will be improved by adding the following:

- 1) 10 sport-related trainings will be provided in person for coaches each year
 - 2) general fitness/wellness will be added to the required certification process for all coaches
 - 3) 5 non-sport-related trainings will be provided for all other stakeholder groups
- By Dec. 31, 2019, sport-related training materials will be updated for 9 sports, fitness/wellness materials will be developed, and at least one non-sport related training will be completed.

OBJECTIVE #6: By 2023, 75% of SOWI competitions will be “Gold Star” quality that optimizes sports offering, training schedules, athlete experiences, community engagement and revenue potential. (2020 will have 25% and add 25% each year to get to 75%)

- By Dec. 31, 2019, develop “Gold Star” standard criteria for games and competitions and timeline to evaluate Regional, Sectional and State Competitions’ progress towards criteria.
- By Dec. 31, 2019, develop criteria to evaluate sports offering, sports seasons, locales, venues, community engagement and revenue potential.

Strategic Goal 2: Build Positive Attitudes Towards People with ID

OBJECTIVE #7: By 2023, all 250 athlete leaders will have participated in community (internal and external) activity.

- By Dec. 31, 2019, offer the new Leadership Academy workshop as well as other leadership workshops as requested reaching 50 new athlete leaders. (15 of those new athlete leaders will be Athlete Health Leaders)
- By Dec. 31, 2019, SOWI will maintain one part-time athlete position.

OBJECTIVE #8: By 2023, Special Olympics Wisconsin will have 75,000 actively engaged supporters in our movement.

- By December 31, 2019, SOWI will have 10,000 actively engaged supporters in our movement.

OBJECTIVE #9: By 2023, political leaders will involve SOWI in policy-setting related to inclusion and disability.

- By Dec. 31, 2019, SOWI will have increased engagement with legislative members of the Joint Finance Committee regarding the state budget as well as elected officials in 20 districts.

OBJECTIVE #10: By 2023, SOWI will increase athletes from 8,800 to 11,000 (20% increase) and unified partners from 2,000 to 4,000 (100% increase).

- By Dec 31, 2019, SOWI will increase athletes from 8,872 to 9,329 (5% increase) and unified partners from 2,275 to 2,844 (25% increase).

Strategic Goal 3: Build Capacity by Improving Resources

OBJECTIVE #11: By 2023, SOWI's annual budget will be \$6.5 million (includes agencies \$847,000) with 40% from special events and 60% from major gifts, individual giving, corporate partnerships and other non-event sources.

- By Dec. 31, 2019, SOWI will have a 4% (\$228,000) revenue increase and a 1.4% (69,839) expense increase.

Strategic Goal 4: Improve the Efficiency and Effectiveness of SOWI

OBJECTIVE #12: By 2023, SOWI will incorporate 5 new technologies to improve communications with stakeholders, supporters and fans.

- By Dec. 31, 2019, SOWI will transition offline practices with medical record forms, volunteer screening and record storage processes to online environments.
- By Dec. 31, 2019, website will have been redesigned to support SOWI's strategic priorities.

OBJECTIVE #13: By 2023, based on staff and organization wide need, SOWI will incorporate in three phases (2019, 2021 and 2023) technology to support growth of the organization.

- By Dec. 31, 2019, phase one of technology equipment will be completed.

OBJECTIVE #14: By 2023, the Baldrige performance excellence framework will be integrated throughout SOWI and result in a Baldrige Award

- By Dec. 31, 2019, the Senior Leadership Team will complete a Baldrige Challenger Profile application as a foundation for incorporating the Baldrige framework into SOWI via leadership, strategic planning, customer focus, knowledge management, workforce, operations, measurement and results.

OBJECTIVE #15: By 2023, SOWI staff will have participated in professional development opportunities and culturally appropriate strategies throughout the organization to make it an ideal place to work.

- By Dec. 31, 2019, SOWI staff will participate in organizational professional development at three staff retreats, six brown bag lunches, at least one department professional development session, in addition to

at least one additional professional development activity as determined by staff and supervisor.

Objective #16: By 2023, SOWI will be engaged in ongoing relationships with community partners, 50% of whom represent underrepresented backgrounds in order to achieve diverse and equitable representation in all SOWI programming.

- In 2019, SOWI will engage in a minimum of 6 ongoing relationships with community partners who engage with underserved populations.

OBJECTIVE #17: By 2023, SOWI will increase the volunteer pool by 40% (from 9,000 Class A & Class B in 2018 to 12,600 in 2023).

- By Dec. 31, 2019, SOWI will increase the volunteer pool by 10% (from 8,192 in 2018 to 9,011 in 2019) to address both internal and external need for volunteers.

OBJECTIVE #18: By 2023, SOWI will build and maintain mutually-benefitting partnerships with local programs and mission partners that will be measured by engagement surveys.

- By Dec. 31, 2019, SOWI will assess, develop, implement and evaluate at least five strategies to build and maintain partnership with the agencies.
- By Dec. 31, 2019, SOWI will focus on building positive relationships with LETR partners.