



## 2018-2023 Strategic Plan 2021 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%) and unified partners from 2,000 to 7,000 (72%).

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, 2021, the percentage of athletes that are overweight or obese will remain steady from the previous year (68% in 2020 and in 2021). To do so, each department will intentionally focus on the overweight/obesity epidemic in at least one meaningful way in order to promote athlete health and bring awareness to the most prevalent lifestyle risk factor for chronic disease for our athletes.

**OBJECTIVE #2: By 2023, health data will be collected and electronically stored for 90% of SOWI athletes so SOWI can regularly assess athletes' health and improve opportunities for athletes to perform at their best.**

- By Dec. 31, 2021, the current year's health data will be collected and electronically stored for 25% (n=1900\*) of SOWI athletes. The current health data for each athlete will consist of Athlete Medical Form data, Lifestyle Survey data, or both.
- Also, by Dec. 31, 2021, a 3-year cycle of data (2019-2020-2021) will be collected and electronically stored for 90% of SOWI athletes in order to continue developing longitudinal data sets.

**OBJECTIVE #3: By 2023, 100% (60) SOWI competitions will incorporate health education and awareness.**

- By Dec. 31, 2021, 80% (23 of 29 events offered) of competitions offered in 2021 will incorporate health education and/or health awareness. At least 30% of these offerings will be health education.

**OBJECTIVE #4: By 2023, 75 Athlete Health Leaders will have led/participated in at least 1 health education activity each to learn best health practices from each other.**

- By Dec. 31, 2021, SOWI will offer two health related workshops for 15 new or existing Athlete Health Leaders to create their own personal health plans and advocacy as well as enlisting them into positions/committees where they can affect better health for others.

**OBJECTIVE #5: By 2023, the SOWI training program will improve to help increase the knowledge of coaches and other stakeholders by adding the following:**

- 1. 10 coaches' trainings will be provided in person each year**
- 2. General fitness/wellness will be added to the required certification process for all coaches**
- 3. 5 non-coach-related trainings will be provided for all other stakeholder groups**

- By Dec. 31, 2021, the current SOWI coaches' education program will be evaluated to assess:
  - Coaching certification process that includes sport-specific and fitness training requirements
  - Coach education materials (both sport-specific and fitness)
  - Coach recruitment and retention program
  - After evaluation, improvements to the coaches' education program will be proposed for 2022

**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 to improve the quality of SOWI tournaments.**

- 6.1 By Dec. 31, 2021, 33% of SOWI in-person competitions offered will meet the Gold Star Standard.

- 6.2 By Dec. 31, 2021, SOWI will select 65 Athletes/Unified Partners to represent Team Wisconsin at the 2022 USA Games.
- 6.3 By Dec. 31, 2021, utilize collected data to create and propose a new sports calendar in 2023.

## **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 to create encounters where SOWI athletes can share their gifts with others.**

- By Dec. 31, 2021, Fulfill goals of Coca Cola grant for Unified Leadership - 50 new athletes trained in both Intro to Athlete Leadership and Understanding leadership and 25 external non-athletes in the concept of Unified Leadership by November 2021 and enlist athlete leaders into 50% (18 of 36) key regional and state committees.
- By Dec. 31, 2021, 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 thereby demonstrating inclusion and acceptance of individuals with intellectual disabilities.**

- By Dec. 31, 2021, SOWI will have 20,000 newly engaged supporters in our movement.

**OBJECTIVE #9: By 2023, political leaders will involve SOWI in policy-setting related to inclusion and disability to secure state funding for SOWI programs serving individuals with ID.**

- By Dec. 31, 2021, SOWI will increase engagement with legislative members in 10 districts, the department of Public Instruction and Department of Health Services to support people with ID

**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) to provide more programs and services in an inclusive environment.**

- By Dec. 31, 2021, SOWI will increase athletes from 8447 to 8869 (5% increase) and unified partners from 1610 to 1932 (20% increase)

**OBJECTIVE #11: By 2023, SOWI will demonstrate internally and externally diversity, equity and inclusion.**

- By Dec. 31, 2021, SOWI will have fulfilled the SOI General Rules, Article 9: Diversity and Inclusion Requirements

**OBJECTIVE #12: In 2022, SOWI will host a year-long celebration recognizing its 50th Anniversary.**

- By Dec. 31, 2021, SOWI will have an approved comprehensive plan that includes all facets of the organization and that maximizes this milestone event through stakeholder engagement, revenue generation and increased brand awareness/supporters.

## **Strategic Goal 3: Build Capacity by Improving Resources**

**OBJECTIVE #13: By 2023, SOWI's annual budget will be \$5.5 million (does not include agencies \$847,000) with 40% from special events and 60% from major gifts/individual giving, corporate partnerships, grants and other non-event sources in order to provide more programs and services to athletes.**

- 13.1: By Dec. 31, 2021, SOWI will have a budget increase/decrease of \$482,600 compared to 2020
- 13.2: By Dec. 31, 2021, revenue generated by individual giving will be \$428,900
- 13.3: By Dec. 31, 2021, revenue generated from corporate partnerships will be \$737,300
- 13.4: By Dec. 31, 2021, revenue generated by grants will be \$585,500

## **Strategic Goal 4: Improve the Efficiency and Effectiveness of SOWI**

**OBJECTIVE #14: By 2023, SOWI will incorporate 5 new technologies to improve communications with stakeholders, supporters and fans.**

- By Dec. 31, 2021, SOWI will continue to transition offline practices with medical record forms, volunteer screening, event registration and record storage processes to online environments to reach 4 completed projects.

**OBJECTIVE #15: 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 improving efficiencies.**

- By Dec. 31, 2021, SOWI will assess the software needs of the organization and develop an IT budget to meet the needs

**OBJECTIVE #16: By 2023, the Baldrige performance excellence framework will be integrated throughout SOWI and result in a Baldrige Award.**

- By Dec. 31, 2021, The SLT will have completed three systems of the Baldrige Performance Excellence program and will have incorporated leadership, strategy, and customers into daily operations.

**OBJECTIVE #17: 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. Impact will be measured by annual staff turnover rates, with the target turnover rate of 15%.**

- By Dec. 31, 2021, each SOWI staff will have participated in at least one professional development opportunity related to understanding Implicit Bias and incorporating a strategy into their individual work plan to break the bias habit.

**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, 2021, SOWI will improve communication with local programs by offering 4 regional meetings and 1 statewide in person and/or online meetings.
- By Dec. 31, 2021, SOWI will build upon and strengthen the SOWI partnership with LETR.

**OBJECTIVE #19: By 2023, SOWI will evaluate 6 organizational processes for efficiencies and safe-guards over organizational assets.**

- By Dec. 31, 2021, four(4) organizational processes will be assessed and evaluated:

- Inventory of Items for Resale and Organizational assets
- Special Events Cash Handling – Plunge and Dunkin
- Leased vehicle operating procedure
- Remote work environment

**OBJECTIVE #20: By 2023, SOWI will increase the volunteer pool by 40% (from 9,000 Class A & Class B in 2018 to 12,600 in 2023) in order to meet the growing number of participants (athletes and unified partners). On hold until volunteer manager is hired.**