



## STRATEGIC PLAN 2011-2013

### **MISSION:**

The mission of Special Olympics is to 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 and friendship with their families, other Special Olympics athletes and the community.

### **VISION:**

To open the heart and mind of every Virginian to the value and abilities of persons with intellectual disabilities.

### **PURPOSE:**

By using sport as a vehicle for social change, we strive to create opportunities for meaningful interaction and self discovery for every member of the community.

### **CORE VALUES:**

- 🌟 RESPECT
- 🌟 INCLUSION
- 🌟 UNITY

### **GUIDING PRINCIPLES:**

- 🌟 Build relationships through fun.
- 🌟 Unify communities through sport.
- 🌟 Show respect through meaningful inclusion.
- 🌟 Support athlete and volunteer leadership development.
- 🌟 Provide high quality experiences for fans of our movement.

2011 PILLAR #1:  
**IMPROVE PROGRAM DELIVERY**

FOCUS AREA (A): **PROGRAM STRUCTURE**

**GOAL 1: Empower the local programs.**

**ACTIONS:**

- a) Develop and implement a plan to maximize athlete participation at State Games and Championships. **2011-2012**
- b) Facilitate the process of large Areas splitting into smaller (more manageable) Areas for those Area programs that are interested. **2011-2013**
- c) Provide key Area/Local volunteers with online access to volunteer/athlete database. **2012**
- d) Engage school-age population in SOVA through programs such as Young Athletes Programs, Little Feet Meets, and Unified Sports. **2011**

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**GOAL 2: Support and develop leadership volunteers in the Area/Local programs.**

**ACTIONS:**

- a) Provide on-going training for Area/Local Coordinators, Fundraising Coordinators and Volunteer Coordinators. **2011**
- b) Work with each Area/Local to secure an Area/Local Coordinator, Fundraising Coordinator and Volunteer Coordinator. **2011-2012**

2011 PILLAR #1:  
**IMPROVE PROGRAM DELIVERY**

**FOCUS AREA (B): VOLUNTEER MANAGEMENT**

**GOAL 1: Improve volunteer recruitment and placement processes in the Area/Local programs.**

**ACTIONS:**

- a) Form a task force comprised of SOVA staff and Area/Local volunteers to develop a placement system for volunteers. **2011**
  - b) Implement a placement system for volunteers based on the recommendations of the task force. **2012**
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**GOAL 2: Improve volunteer stewardship.**

**ACTIONS:**

- a) Gather information regarding volunteers' expectations, their quality of experience and their perceived benefits of volunteering (include Volunteer2Cheer participants at Summer Games). **2011-2012**
- b) Manage the expectations of Volunteer2Cheer volunteers. **2012-2013**

2011 PILLAR #1:  
**IMPROVE PROGRAM DELIVERY**

**FOCUS AREA (C): STATE CHAMPIONSHIPS AND PROGRAM EVENTS**

**GOAL 1: Support and develop State Championships and Program Events**

**ACTIONS:**

- a) Conduct an annual audit of sports, competitions and program events. **2011-2013**
- b) Conduct the final Alpine Ski Championships. **2011**
- c) Research options for ski competitions in other states and liaison these opportunities for Area programs. **2011-2012**
- d) Redesign Winter athlete/volunteer/community experience in NOVA. **2011**
- e) Research sites and program for Speed Skating Championships. **2011**
- f) Implement Winter athlete/volunteer/community experience in NOVA. **2012**
- g) Implement plan for Speed Skating Championships. **2012**

2011 PILLAR #2:  
**PROVIDE EFFECTIVE SUPPORT SERVICES**

FOCUS AREA (A): **FUNDRAISING**

**GOAL 1: Achieve balance and diversity in current revenue streams.**

**ACTIONS:**

- a) Match development plan to new development staff structure. **2011**
- b) Develop a management tool for Development Staff accountability. **2011**
- c) Strengthen targeted revenue streams (Over the Edge, Torch Run, Polar Plunge, Service Clubs/Organizations). **2011-2013**
- d) Leverage on-line giving into existing events and assets. **2011-2012**
- e) Develop and implement a plan for cultivating, soliciting and stewarding individual donors in the *Rising Stars* category. **2011**
- f) Develop sponsors for the Regional Tournaments. **2012**

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**GOAL 2: Strengthen cooperative fundraising opportunities.**

**ACTIONS:**

- a) SOVA region directors and development staff work cooperatively to educate Area/Local programs about cooperative fundraising opportunities linked to all major fundraising events (Run With the Law, Polar Plunge, Plane Pull, Over the Edge). **2011**
- b) Pilot cooperative fundraising opportunities at Over the Edge and Plane Pull. **2011**
- c) Create Over the Edge and Plane Pull Tool Kits and make them available to Area/Local programs. **2011**
- d) Communicate results and share best practices of Polar Plunge, Run with the Law, Plane Pull and Over the Edge with Area/Local programs. **2011-2013**
- e) Region Directors and Development Staff work cooperatively as Region Directors create smaller fundraising projects to benefit SOVA and/or Local and Area programs. **2011-2012**

2011 PILLAR #2:  
**PROVIDE EFFECTIVE SUPPORT SERVICES**

FOCUS AREA (B): **COMMUNICATION**

**GOAL 1:** Improve coordination of external communications to SOVA stakeholders.

**ACTIONS:**

- a) Appoint a Communications Committee to review draft state level communications and proposed recipient lists. **2011**
- b) Create a shared Outlook calendar for scheduling mass communications efforts (via email, survey monkey, constant contact or any other shared system). **2011**
- c) Input planned communications by outside partners (SOI, SONA, CDMP, Turnkey, Firstgiving, etc.) onto this shared calendar to prevent multiple same-week touches. **2012**
- d) Position PR Director as key advisor for all new communication channels used at the state or area levels (this includes, but is not limited to Web sites, e-newsletters, Twitter handles, Facebook profiles and other social media tools). **2011**
- e) Update and improve SOVA Web sites to drive awareness, participation, volunteerism and online donations. **2011**

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**GOAL 2: Maximize Fan Engagement.**

**ACTIONS:**

- a) Conduct Project Unify activities in accordance with Project Unify Grant Agreement. **2011**
- b) Develop a Volunteer2Cheer system to be used at all events where Volunteer2Cheer is promoted and to make Volunteer2Cheer more interactive. **2011-2012**
- c) Pilot a Volunteer2Cheer system to be used at Summer Games which makes Volunteer2Cheer more interactive. **2011**
- d) Implement a Volunteer2Cheer system to be used at all events where Volunteer2Cheer is promoted which makes Volunteer2Cheer more interactive. **2012-2013**

2011 PILLAR #2:  
**PROVIDE EFFECTIVE SUPPORT SERVICES**

FOCUS AREA (C): **SUSTAINABLE CAPABILITIES**

**GOAL 1: Maximize technology effectiveness.**

**ACTIONS:**

- a) Address database issues. **2011-2013**
  - b) Establish baseline expectations and protocols for SOVA staff for usage of shared technologies. **2011**
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**GOAL 2: Foster staff collaboration.**

**ACTIONS:**

- a) Improve staff orientation. **2011-2012**
- b) Clarify staff training opportunities. **2011-2012**