STRATEGIC PLANNING COMMITTEE

Board Members:

Staff Members:
Mandi DeWitt (Director of Young Athletes), Jan Gordon (VP, LETR), Becky Kennedy (CFO), Julia McConnaughey (Director of Grants), Erin Medina (VP, Non-Competitive Programs), Adrian Mora (Denver Regional Manager), Megan Scremin (CEO), Chaka Sutton (SVP, Competitive Programs and Unified Schools), Ben Theune (Director of Marketing)
**Strategic Planning Timeline**

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<th>December, 2019 – February, 2020</th>
<th>April</th>
<th>May</th>
<th>June</th>
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<tr>
<td>• Establish Committee&lt;br&gt;• Gather Dashboard Data&lt;br&gt;• Athlete #s, competition data, etc.</td>
<td>• Set Timeline&lt;br&gt;• Identify Trends to Review&lt;br&gt;• Internal Program Audit&lt;br&gt;• ID Key Stakeholders, Determine What to Ask</td>
<td>• Conduct Stakeholder Survey&lt;br&gt;• Review Program Opportunities&lt;br&gt;• Begin IDing Priorities&lt;br&gt;• SP Committee Meeting</td>
<td>• Analyze Stakeholder Survey&lt;br&gt;• Test Priorities with Staff and Athlete Input Council &amp; hold discussion on key questions.&lt;br&gt;• Strategic Planning at Board Meeting</td>
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<th>July - September</th>
<th>October-Nov</th>
<th>December</th>
<th>2021 &amp; Beyond</th>
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<td>• Build the Plan&lt;br&gt;• Review Inputs&lt;br&gt;• Define Plan / Set Goals&lt;br&gt;• Set Key Performance Indicators (Goals, Targets, Metrics)</td>
<td>• Draft Plan at Board Meeting for Review&lt;br&gt;• Build the Plan</td>
<td>• Feedback from Constituents&lt;br&gt;• Board Approval&lt;br&gt;• Communicate Plan to External Audiences</td>
<td>• Set Cascading Organizational Department &amp; Individual Goals</td>
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STRATEGIC PLAN AT A GLANCE
2021-2025

Vision:
An inclusive Colorado for all, created by the power of sport, through which people with intellectual disabilities live an active, healthy and fulfilling life.

Achieved by Focusing on These Key Priorities:
1. Enhance Experience
2. Expand Reach
3. Empower Athletes and Other Stakeholders to Promote Inclusion

Enablers to Reach Key Priorities:
• Diversified and Increased Revenue
• Operational Excellence
• Brand Awareness & Marketing
• Digitize the Movement
Measuring Progress Toward Goals

**THESE PRIORITIES:**

**KP 1.** Enhance Experience

**KP 2.** Expand Reach

**KP 3.** Empower Athletes to Promote Inclusion

**WILL LEAD TO:**

4,000 New Community-Based Athletes age 8+ Served

40 New Local Programs

200 New Unified Champion Schools

200 Medical Volunteers

2,500 People Trained in Unified Leadership

**RESULTING IN:**

Physical, Social and Emotional Well Being

Quality Opportunities for All

Inclusive Behaviors
KEY PRIORITY #1: Enhance Experience

- Strategy 1: Quality Programming for All
- Strategy 2: Volunteer Education, Engagement and Recognition
- Strategy 3: Improve Athlete Health
- Strategy 4: Engage Families
- Strategy 5: Diversity, Equity and Inclusion

KEY PRIORITY #2: Expand Reach

- Strategy 1: Educate Communities
- Strategy 2: Increase Athletes, Teams and Local Programs
- Strategy 3: Expand Unified Schools
- Strategy 4: Diversity, Equity and Inclusion

KEY PRIORITY #3: Empower Athletes and Others to Promote Inclusion

- Strategy 1: Increase Number of Trained Athlete Leaders
- Strategy 2: Diversity, Equity and Inclusion
DIVERSITY, EQUITY & INCLUSION

Diversity, Equity and Inclusion (DEI) are at the heart of all that we do at Special Olympics Colorado (SOCO) as we strive to promote unity and create a place where everyone belongs.

We recognize we have progress to make, and there will be challenges on that journey, however as an organization we are committed to prioritizing this important work in all that we do as evidenced by DEI goals and strategies amongst each of our key priorities in this strategic plan.

A focus on greater diversity and inclusion will enable us to reach and be accessible to the broadest possible base of athletes and community members who will enrich our organization and range of perspectives and will model what we ask of other parts of society.

We aspire not only to include people with ID in all areas of our operations, programming and events but as well to transcend boundaries of race, disability, gender, geography, national origin, religion, political philosophy, and sexual orientation.

We will change the status quo through the introduction of policies and practices that promote equity, meaningful roles and jobs for athletes, deliver more diverse teams at all levels of the organization and create truly inclusive cultures and environments.
**KEY PRIORITY #1: Enhance Experience**

**STRATEGY #1 – QUALITY PROGRAMMING FOR ALL**

**Outcomes:**
- Every athlete, no matter their region or ability, will have a wide-variety of quality competitive and non-competitive opportunities to get involved
- Regions will have local structures and resources in place to operate and promote athlete growth
- Local partnerships will allow for the recruitment of more local programs, sports experts, coaches and athletes, facility access and additional opportunities for athletes

**Outputs:**
- Create processes to ensure consistent and quality athlete experiences, specifically athlete onboarding and tracking, transition from Young Athletes (YA) to Community and School to Community and standardized competition guidelines
- Conduct a community and sport assessment to determine gaps in local programs, athletes and teams by region, ability and sport; and identify areas for growth and plan for outreach
- Creation of regional volunteer teams
- Establish local partnerships to improve athlete experience, provide more offerings and access

**Key Performance Indicators:**
- # of new processes created and followed
- # of new teams created from existing local programs
- Results from athlete satisfaction surveys
- # of new opportunities for athletes to engage (esports, athlete leadership, clinics, etc.)
KEY PRIORITY #1: Enhance Experience

STRATEGY #2 – VOLUNTEER EDUCATION, ENGAGEMENT & RECOGNITION

Outcome:
• High-quality and well-trained coaches and volunteers who feel appreciated and committed to SOCO

Outputs:
• Develop a system and process to track all coaches, including placement and years of service
• Offer Coach Orientation and ongoing trainings, including sports specific and general trainings
• Create a positive coach and volunteer experience by:
  • Consistent processes and communication across regions
  • Ongoing support and training from SOCO staff
  • Planning for meaningful volunteer roles and comprehensive training at events
  • Collecting and implementing feedback from coaches and volunteers on an ongoing basis
• System for volunteers and coach recognition, connection and appreciation

Key Performance Indicators:
• Consistent communication protocol created for coaches and volunteers across all regions
• % of coaches and volunteers who inquire have communication from SOCO in a timely manner
• Coach placement and retention #s
• % positive feedback from coaches and volunteers
KEY PRIORITY #1: Enhance Experience

STRATEGY #3 – IMPROVE ATHLETE HEALTH

Outcomes:
• Athletes have improved long-term health outcomes
• Athletes are provided with ongoing preventative health education and fitness integration, resulting in a healthier lifestyle and better ability participate in sports
• Inclusion of people with ID in mainstream health systems as a result of clinical director and medical volunteer trainings and advocacy to the medical community

Outputs:
• Offer robust, widely available and targeted Healthy Athletes screenings at all age levels
• Provide regular access to health & wellness education and opportunities
• Recruit, train and engage Clinical Directors, medical volunteers and health-related organizations
• Implement health and fitness education in schools
• Fitness Captain recruitment and integration on teams

Key Performance Indicators
• # of Healthy Athletes Screenings conducted
• % of State and Regional competitions with Performance Stations or other health related activities
• # of newly trained Clinical Directors and medical volunteers
• # of teams with trained Fitness Captains
• # of students and schools who utilize Healthy LEAP curriculum
KEY PRIORITY #1: Enhance Experience
STRATEGY #4 – ENGAGE FAMILIES

Outcomes:
• Families are regularly engaged and involved, and find value in the resources provided
• Establish a strong sense of community and a connection with fellow family members and SOCO
• Families have a clear understanding of all opportunities, programs and events SOCO offers

Outputs:
• Develop a process to collect family information
• Create a Family Input Council
• Create a plan for families who transition from Young Athletes to Community Teams
• Provide supportive resources and opportunities including family mentorship, family forums, Facebook groups, family newsletter, activities at games and opportunities to serve as Ambassadors
• Dedicate resources, either staff or volunteer, to ensure meaningful engagement of families

Key Performance Indicators
• Process created for families as they move from Young Athletes to Community Teams
• % increase of verifiable family contact information
• # of families involved
• # of programming, connection or resource-sharing opportunities offered
KEY PRIORITY #1: Enhance Experience

STRATEGY #5 – DIVERSITY, EQUITY AND INCLUSION

Outcome:
• All members of the SOCO community feel welcomed and included

Outputs:
• Evaluate where improvements can be made in ensuring that SOCO is a place where all constituents feel welcomed and included
• Establish a Diversity, Equity and Inclusion (DEI) Committee with annual goals that are met
• Evaluate all SOCO policies and practices through a DEI lens to determine policies that need to be updated and/or created, including but not limited to gender policy and hiring practices
• Incorporate diversity, equity and inclusion practices into staff, board and coach training
• Establish language access opportunities via website, collateral, etc.

Key Performance Indicators:
• Creation of DEI Committee with annual goals that are met
• Diversity, Equity and Inclusion Statement created and shared with SOCO Community
• # of policies revised or created
• Materials created using plain or accessible language
• Materials translated for non-English speaking communities
• Job announcements evidencing SOCO's commitment to its diversity and inclusion policy
• # of bilingual coaches recruited
KEY PRIORITY #2: Expand Reach

STRATEGY #1 – EDUCATE COMMUNITIES

**Outcomes:**
- Special Olympics Colorado is a recommended service organization for people with ID
- All SOCO programs and service offerings become known to the wider Colorado community, encouraging others to join the movement

**Outputs:**
- Create a comprehensive marketing plan, including outreach tools and materials that describe ways people can get involved and showcase SOCO’s offerings
- Develop key partnerships with organizations across Colorado to spread the word about SOCO’s offerings and drive participation
- Expand athlete-led outreach opportunities

**Key Performance Indicators:**
- # of partnerships created with organizations that serve people with ID
- # of materials developed to educate people on SOCO’s offerings (Spanish and plain language)
- # of conversations with key stakeholders and organizations to educate them about SOCO
KEY PRIORITY #2: Expand Reach

STRATEGY #2 – INCREASE ATHLETES, TEAMS, LOCAL PROGRAMS & OTHER STAKEHOLDER GROUPS

Outcomes:
• The number of community-based athletes ages 8+ served will double
• There will be a greater number of Local Programs that exist
• Recruitment of new coaches, Unified Partners, volunteers and organizing committee members

Outputs:
• Create a comprehensive outreach plan to recruit new members of the SOCO community across all areas including athletes of all ages and abilities, coaches, volunteers and Unified Partners
• Recruit and form new local programs

Key Performance Indicators:
• Increase community-based athletes age 8+ from 4,000 to 8,000
• # of new community-based athletes
• # of new Young Athletes (YA)
• # of new Local Programs
• # of new coaches and other key volunteers
KEY PRIORITY #2: Expand Reach
STRATEGY #3 – EXPAND UNIFIED SCHOOLS

Outcomes:
• A greater number Unified Champion Schools (UCS), specifically in rural and urban settings
• Create a generation of unified thinkers
• Students and schools have access to a wide variety of unified resources and ample opportunities to engage

Outputs:
• Increase the number of Unified Schools, specifically in rural and urban districts
• Expand health and fitness education and screening opportunities for students and schools
• Expand programming offered to include a catalog of resources, digitized materials, a UCS portal, virtual offerings, and opportunities for alternative education sources
• Create an Education Leaders Network (ELN) that meets regularly, recruit schools and drives programming
• Create and distribute a Colorado specific survey that collects program needs and provides feedback
• Train students to serve as leaders and ambassadors of SOCO

Key Performance Indicators:
• % increase in number of Unified Schools, specifically urban and rural schools
• # of schools implementing health, wellness and fitness programming
• # of ELN meetings held
• # of Youth Leaders involved
• # of new resources offered to Unified Schools
• # of “Memorandum of Understandings” with alternative education sources (libraries, homeschool, etc.)
• Results from UCS survey
KEY PRIORITY #2: Expand Reach
STRATEGY #4 – DIVERSITY, EQUITY AND INCLUSION

Outcomes:
• Improve reach amongst athletes and community members of various demographics and backgrounds

Outputs:
• Identify areas where we are lacking in outreach and determine actions to bridge the gap
• Create partnerships with organizations that serve individuals of all backgrounds and abilities to learn more; and identify ways in which we can better partner or serve
• Determine current demographic statistics of SOCO community (board, staff, athletes, coaches and volunteers) and increase diversity and equity across all groups

Key Performance Indicators:
• Diversity statistics of board, staff, athletes and coaches
• Materials translated into plain language
• Materials translated for non-English speaking communities
• # of partnerships created
KEY PRIORITY #3: Empower Athletes and Other Stakeholders to Promote Inclusion

STRATEGY #1 – ATHLETE LEADERSHIP

Outcomes:
• Athletes will have regular and ample opportunities to develop their skills as leaders
• Athletes will be integrated into all areas of programming and will have meaningful roles
  Athlete leaders will actively participate in the development, implementation, and evaluation of SOCO’s programming and events

Outputs:
• Create roles at SOCO that provide meaningful experiences for athletes, including but is not limited to internships, GOC members, internal staff committees, etc.
• Athlete Leadership University (ALPS U) offered two times per year
• Leadership trainings and opportunities hosted around the state regularly
• Regional and State Athlete Input Council created and meeting regularly to provide feedback

Key Performance Indicators:
• # of athlete leaders trained
• # of athletes with meaningful role(s) (intern, coach, committee member, SOI committee)
KEY PRIORITY #3: Empower Athletes and Other Stakeholders to Promote Inclusion

STRATEGY #2 – DIVERSITY, EQUITY AND INCLUSION

Outcomes:
- The Unified Leadership training program including tools and resources will be utilized in the advancement of inclusive practices
- Through outreach, education and advocacy, athletes and SOCO will be active in influencing individuals, organizations, political leaders, and other stakeholders by creating awareness about individuals with ID and motivating change to more inclusive practices and policies

Outputs:
- Work with organizations to understand individuals with ID and be more inclusive by offering Unified Leadership education and practical solutions
- With athlete input, create a set of criteria to help guide and recognize organizations that are inclusive of individuals with ID
- SOCO staff and athlete leaders will be involved in the legislative session and support bills that will create positive change for individuals with ID

Key Performance Indicators:
- # of staff and board trained in Unified Leadership
- # of organizations educated about Unified Leadership
ENABLERS TO REACH KEY PRIORITIES

1. Diversified and Increased Revenue
A strategic approach to generating fresh, diverse revenue will enable SOCO to achieve sustainable funding, expand programming and react to change.

2. Operational Excellence
Empowered people and an enabling working environment are crucial factors that determine the success of our organization and promote excellence in all that we do. SOCO will focus on ensuring staff, coaches and volunteers have the tools and skills necessary to achieve excellence in program delivery.

3. Build the Brand
SOCO will increase awareness and quality of the brand through existing and innovative digital and traditional channels to enhance relevance & influence, while attracting more people and new audiences.

4. Digitize the Movement
SOCO will ensure people with ID and the Special Olympics movement are not left behind through a commitment to digitizing platforms, making it easier for all involved to access, track and submit information.
Strategic Plan Operationalized

Strategic Plan (2021-2025)

Organizational Goals (Annual)

Department Goals (Annual)

Individual Goals (Annual)