

Mission Statement:

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 Statement:

*Special Olympics Illinois (SOILL) will be a **global leader in shaping a culture** where people with and without intellectual disabilities are **fully integrated** into the community by providing year round opportunities in **competitive sports, health education, leadership and personal development.***

Fundamental Cornerstone of the Plan

At the core of this plan and the organization's successful progress towards its vision and mission, are two principles.

- 🏆 Special Olympics Illinois is a competitive sports organization and all programming and initiatives are rooted in this identity.
- 🏆 Special Olympics Illinois will strive to keep "Athletes First" in all its decision-making.

Goal Champions and Priority Task Forces

Each Strategic Priority has one or more Team Members assigned as a Goal Champion (GC), along with an Executive Sponsor (ES). These individuals will assemble a small task force to achieve the key performance indicators and drive progress towards completion of each of the 11 Strategic Priorities. Each GC is responsible for conducting regular (monthly) task force meetings, documenting meeting notes, progress and actions. They will report their progress on a monthly basis to their assigned ES, who will share their progress with the Senior Director – Strategic Planning Partner for inclusion in monthly strategic plan progress reports. All Goal Champions will meet via webinar at least twice a year to discuss overall progress and challenges, collaborate with other GC's and recommend resources needed.

Special Olympics Illinois – Strategic Plan 2020 – 2025

*Special Olympics Illinois (SOILL) will be a **global leader in shaping a culture** where people with and without intellectual disabilities are **fully integrated** into the community by providing year round opportunities in **competitive sports, health education, leadership and personal development.***

Special Olympics Illinois will achieve this vision by:

Improving Athlete Experience

HEALTHY LIFESTYLES

Expanding access to health screenings and health education, enabling athletes to take charge of their own health and fitness, and encouraging lifelong healthy habits for all program participants.

TRAINING AND EDUCATION

Implementing coach and volunteer training and education strategies that foster growth in the number and quality of general volunteers, key volunteers and coaches.

UTILIZING TECHNOLOGY

Creating an environment of innovation that enhances participation in all events and activities by utilizing technology to make program delivery as efficient as possible.

ATHLETE AND FAMILY LEADERSHIP

Building capacity by implementing improved leadership resources for athletes and families and ensuring opportunities to lead at every level of the organization.

Reaching More Athletes

EDUCATING COMMUNITIES

Increasing awareness and improving education within diverse communities, parents and caregivers, agencies, and other key growth stakeholder categories.

OUTREACH

Creating and implementing comprehensive outreach strategies that result in sustainable growth in the number of Athletes, Young Athletes, Peer Partners and Unified Partners served.

DIVERSITY, EQUITY AND INCLUSION

Implementing diversity, equity and inclusion objectives that foster growth of a more diverse environment by reaching various demographics in all aspects, from athletes, unified partners, volunteers, donors and staff members.

SPORTS FOR ALL

Enhancing our sports programming to reflect the needs and interests of our current and future participants.

Raising More Resources

FISCAL ACCOUNTABILITY

Fostering fiscal accountability within the organization and creating a culture of consistent responsible use of resources

DEEPENING OUR PARTNERSHIPS

Deepening our partnerships to amplify shared goals and objectives that benefit all stakeholders.

DIVERSIFYING OUR REVENUE

Diversifying our revenue streams to strengthen our financial position in order to expand our programs and services.





HEALTHY LIFESTYLES

IMPROVING ATHLETE EXPERIENCE

Expanding access to health screenings and health education, enabling athletes to take charge of their own health and fitness, and encouraging lifelong healthy habits for all program participants.

CHAMPIONS

Carolyn Cronin – GC
Cat Woods – GC
Dan Conley - ES

KEY PERFORMANCE INDICATORS

1. Offer a component(s) of Healthy Lifestyles at every state games and at least one major event in each region.

Offer Healthy Habit education components at one event in each Region by the end of 2021.

Offer a Healthy Athlete Screening at one event in each Region annually by the end of 2025.

Offer Healthy Habit education components and/or a Healthy Athlete Discipline at each State Championship by the end of 2021 to be repeated annually.

2. Host a Healthy Lifestyles Summit to educate athletes, coaches, parents, guardians, and family members.

Pilot Healthy Lifestyles sessions at the Fall/November 2020 Athlete Leadership Summit or the next available in-person training opportunity.

Create a Statewide Healthy Lifestyles Summit Committee comprised of SOILL staff, coaches, parents, athletes, and healthy lifestyle professionals from the North, Central, and Southern geographic regions of the state that together, will plan Regional as well as a State-wide Healthy Lifestyles Summits by the end of 2021.

Host North, Central, and Southern geographic-Regional Healthy Lifestyles Summits to educate athletes, coaches, parents, guardians, and family members by then end of 2023.

3. Develop an extensive health network including but not limited to Clinical Directors, volunteer groups and follow-up care.

Identify a Clinical Director for each Healthy Athlete Discipline in each region and state games by December 2025.

Establish relationships with major healthcare provider groups, insurance companies, and higher education schools to create a referral list of providers in each county to be made available online and at each Healthy Lifestyle event by the end of 2022.

Establish an ongoing communication forum with and between clinical directors across the state to include regular feedback for improvement, an incentive program for participation and a peer to peer resource network to be completed by the end of 2022.

Establish a follow-up protocol to help athletes receive the recommended care to result in reliable metrics relating to the number of referrals made during a screening with a 40% rate of follow through with another physician by the end of 2025.

Special Olympics Illinois – Strategic Plan 2020 – 2025



TRAINING AND EDUCATION

IMPROVING ATHLETE EXPERIENCE

Implementing coach and volunteer training and education strategies that foster growth in the number and quality of general volunteers, key volunteers and coaches.

CHAMPIONS

Katelin Zandi – GC
Debbie Kelly – GC
Bailey Sweeney - ES

KEY PERFORMANCE INDICATORS

1. Develop and implement an annual menu of online and in-person sport-specific trainings for coaches

By October 2020, we will have completed necessary research on current coach training content that is available both at the Illinois level and SOI/SONA to be able to plan and create for a SOILL Online Coaches Library starting in 2021.

2. Build and maintain a library of online volunteer training resources to be used across all SOILL events.

We will create a “What to Expect as a SOILL Volunteer” Video. Through this video we will demonstrate person-first language and appropriate contact with individuals of diverse abilities. This video will be achievable with the help of volunteers, athletes, staff, the marketing department and outside resources. We would like to have this video complete by April 1, 2021.

3. Create and maintain a structure and support guide for independent agencies

By the end of 2020 we will have compiled data and research from current independent agencies to create an Independent Agency Resource Guide. During these next few months we will monitor new agencies that may be created and what specific needs develop.

To create an independent agency resource guide for new and existing agencies with information regarding common questions and obstacles encountered along with a mentorship resource by the end of 2022.



UTILIZING TECHNOLOGY

IMPROVING ATHLETE EXPERIENCE

Creating an environment of innovation that enhances participation in all events and activities by utilizing technology to make program delivery as efficient as possible.

 **CHAMPIONS**
Ed Uphoff – GC
Justin Dunning – GC
Katie Grisham - ES

KEY PERFORMANCE INDICATORS

1. Design and institute a web-based, athlete registration system for events

Design and institute a web-based, athlete registration system connecting to GMS for events for all staff in 2022 by using staff knowledge and outside representation to provide real-time information to coaches and a quick and easy streamlined registration process. Pilot programs, training tools, and funds will be necessary in providing this athlete registration system.

2. Produce a robust online scoring, streaming and results reporting system and archive

By Fall 2021 Special Olympics Illinois will produce a robust online scoring, streaming and results system for half of the region events and all of the state competitions to provide an improved athlete experience, additional revenue opportunities, all while providing a new platform to reach new athletes.

3. Modernize the SOILL website (www.soill.org) to improve efficiency and functionality

Goals TBD



ATHLETE AND FAMILY LEADERSHIP

IMPROVING ATHLETE EXPERIENCE

Building capacity by implementing improved leadership resources for athletes and families and ensuring opportunities to lead at every level of the organization.

CHAMPIONS

Karen Milligan – GC

Jillian Hosteny – GC

Dan Conley - ES

KEY PERFORMANCE INDICATORS

- 1. SOILL will increase awareness and understanding of Athlete and Family Leadership programs throughout the SOILL community, and recruit, engage and sustain ambitious, active, and innovative family members and athletes as leaders to support growth and positively affect the Big Three.**

By October, we will develop an introductory Tool Kit to be shared with internal and external constituents, highlighting the concept, strategies, and benefits of the programs for Athlete and Family Leaders that will result in increased engagement

- 2. SOILL will develop and deliver a training program that will foster opportunities for engagement, education and empowerment of athletes, families, youth, organizational leadership and other SOILL constituent groups.**

By July 1st, 2021, a centralized system will be created within Salesforce to manage family and athlete leaders. This will be done so that every region has access to at least 1 athlete or family leader profile through Salesforce and all staff will have the ability to manage and acknowledge athlete and family leadership engagement. In doing so, more opportunities for leadership roles will be distributed among active athletes and families.

- 3. Activate athlete and family leaders who are well trained into the organization serving in leadership roles on community, regional, and state levels within Special Olympics Illinois.**

By the end of 2025, we will hold a statewide Leadership Conference led by our Athlete, Family, and Youth leaders with support from the board, corporations, and staff, resulting in heightened engagement and innovation, and recognition. Doing so will inspire, empower, and educate our program participants and families as well as create a path for continued leadership learning opportunities. This conference will also set the course for program sustainability.



EDUCATING COMMUNITIES

REACHING MORE ATHLETES

Increasing awareness and improving education within diverse communities, parents and caregivers, agencies, and other key growth stakeholder categories.

CHAMPIONS

Alex McMillin – GC
Joanie Keyes – GC
Linda Wunder - ES

KEY PERFORMANCE INDICATORS

1. **Connect a network of healthcare and service providers for individuals with intellectual disabilities**

By July 2021, house a resource center on the soill.org website that includes a comprehensive network of healthcare and service providers addressing Health and Dental, Schooling, Residential housing (CILA and ICF), Intermittent CILA, Home Based Services, ISC's, Community Day Services, Employment (DRS) and essential services for age groups targeted as early intervention (birth – 21), young adult (22-40) and mature/senior (40+).

2. **Develop a comprehensive educational program for volunteers, coaches, athletes, unified partners and families.**

Create consistent messaging that will increase awareness about what SOILL is and does as it relates to volunteers, coaches, athletes, unified partners, families & donors. The message will be formatted and easily accessible across multi-media and marketing platforms. The messaging will be available in English and Spanish by December 2021. Messaging will be available in a multitude of other languages later.

3. **Expand messaging into more diverse communities**

Create an Influencer Program that will consist of respected community leaders in a multitude of diverse communities that will deliver the consistent messaging about what SOILL is and does by April 2021. The key leaders involved with the Influencer Program will begin working to deliver the consistent SOILL messaging into their respective communities using a variety of media and marketing platforms that will ultimately result in increasing awareness and education beginning January 2022 with annual review and revisions to the SOILL consistent message and the leaders involved in the Influencer Program. Respective Influencers will provide feedback to the Regional Sports Staff regarding specific needs at an event/fundraiser for the community in which they represent.



OUTREACH

REACHING MORE ATHLETES

Creating and implementing comprehensive outreach strategies that result in sustainable growth in the number of Athletes, Young Athletes, Peer Partners and Unified Partners served.

 **CHAMPIONS**
Jen Kelso – GC
Mac Dougan – GC
Dave Breen - ES

KEY PERFORMANCE INDICATORS

1. Broaden partnerships with colleges and universities to expand Unified programming and opportunities for community athletes and Unified partners from the school to participate together.

Expand unified athletic opportunities for college and universities to include at minimum 6 participation options (3 Statewide, 3 Regional) throughout the year. Participation options will be fully developed by 2023

Triple the number of colleges and universities participating in Special Olympics Illinois programming, including official College Clubs, Athletic Participation, volunteers, and fundraising participants by 2025.

Adopt the formal partnership with Chicago City Colleges and help implement a fully functional SO College Program for Special Olympics athletes aged 22 and over as they exit high school. This program will combine resources from Special Olympics Illinois, Anixter, Special Children's Charities, Chicago Park District, Chicago Public Schools and Chicago City Colleges to develop and implement this supported educational and recreational program that will be piloted and patented at Daley College and then showcased at the other 6 city colleges and offered to programs across the state and nation.

2. Create outreach grants for new agencies, or those increasing their participation, for costs such as equipment, uniforms, or transportation.

In conjunction with the Special Olympics Illinois foundation, establish an annual outreach grant to provide programmatic support to new or further developing agencies by fall 2020. Educate SOILL Staff, formulate logistics and create marking pieces for quarterly distribution of grant to agencies starting in 2021.

3. Implement strategies specific to addressing the decline in participation post age 23.

Increase school based and post-23 participation, traditional or unified in effort to double the current involvement of schools and agencies participating in SOILL competitions. Evaluate current programming opportunities, determine new opportunities and market to new and untapped agencies, all in conjunction with Sports For All and Educating Communities.

Creation of a Unified eSports program. Full program implementation and creation will be achieved by 2025, starting with participation in one formal competition during 2020.



DIVERSITY, EQUITY AND INCLUSION

REACHING MORE ATHLETES

Implementing diversity, equity and inclusion objectives that foster growth of a more diverse environment by reaching various demographics in all aspects, from athletes, unified partners, volunteers, donors and staff members.

KEY PERFORMANCE INDICATORS

1. Grow the diversity of employees, volunteers, donors, coaches and participants
2. Promote and strengthen leadership, professional development, and diversity programs for SOILL employees
3. Nurture a welcoming and inclusive environment

 **CHAMPIONS**
Cindy Villafuerte –
GC/ES
Dani Chitwood – GC



SPORTS FOR ALL

REACHING MORE ATHLETES

Enhancing our sports programming to reflect the needs and interests of our current and future participants.

 **CHAMPIONS**

Jordan Feldman – GC

Brianna Beers – GC

Kim Riddering - ES

KEY PERFORMANCE INDICATORS

1. **Provide a comprehensive menu of year-round competitive sports opportunities serving all ability levels.**

In order to offer the best opportunity to create the optimal sporting event for individuals with autism, offer a 4-hour, interactive staff training within 8 months of all staff return on best practices in providing a sporting event when working with individuals with autism.

Offer a minimum of 2 PDM / MATP multiple agency stand-alone events in each Region to increase each fiscal year by December 31, 2025 in order to increase opportunities for individuals with autism

2. **Heighten the advancement and promotion of both traditional and unified sports.**

Goal TBD

3. **Develop programming specifically for aging athletes.**

In order to fully understand the dramatic drop in athlete numbers ages 50+, create a survey to be sent out by September 1, 2020 to athletes, families, SRA's and Group Homes survey with a goal of a 15% response rate to be received by November 1, 2020.

Work with the SOI Sports For Life committee (Janet Capetty and Scott Weaver) on ways to increase participation for athletes 50+ by 3% (approx. 100 athletes) by February 15, 2022.



FISCAL ACCOUNTABILITY

RAISING MORE RESOURCES

Fostering fiscal accountability within the organization and creating a culture of consistent responsible use of resources

KEY PERFORMANCE INDICATORS

1. Provide ongoing employee training on SOILL financial policies and procedures

Develop and implement a clear & concise Financial Training Program for all current & new employees by the end of 2020.

2. Study and implement business best practices from the non-profit environment

Staff will be held accountable for understanding and following financial policies and procedures and maintaining approved budgets. Staff are expected follow financial policies and procedures immediately and all accountability factors will begin January 1, 2021.

3. Conduct frequent analysis of budget expenditures to establish opportunities for group purchasing, negotiated rates, and in kind donations.

To reduce expenses within the SOILL organization by curtailing unnecessary expenditures by the end of 2020.

 **CHAMPIONS**

Aimee Spack – GC
Tracy Hilliard – GC/ES



DEEPENING OUR PARTNERSHIPS

RAISING MORE RESOURCES

Deepening our partnerships to amplify shared goals and objectives that benefit all stakeholders.

KEY PERFORMANCE INDICATORS

1. **Support the implementation of Salesforce across the organization to monitor all activities and actions with our constituents with a particular emphasis on developing and driving a communication strategy across all levels of the organization with Pardot.**

Capture all relevant event data in Salesforce within 30 days of each event.

Tasks:

- Look at activity enhancements planned for 2020 (increasing repeat volunteers, enhance event evaluation, etc.) to identify, by 10/31/20, key data fields needed in Salesforce.
- Work with Director of Salesforce Administration to set up Salesforce data fields, by 1st Quarter 2021.
- Capture event data in Salesforce within 30 days of the event

2. **Develop best practices plans for current and future donors/corporate partners/volunteers/venues.**

Gather Best Practices across regions for events/campaigns, recruiting, etc. bi-monthly through 12/31/21.

Tasks:

- By 10/31/20, SOILL Leadership discusses what needs to be covered for Best Practices topics
- Create best practice gathering protocol for meetings, by 10/31/20
- Identify facilitator for best practice meetings, by 10/31/20
- Schedule best practice meetings including all regions, starting November 2020
- Run best practice meetings by topic, bi-monthly, starting December 2020
- Document best practices; distill, ongoing documented within' 14 days
- Create best practice checklists, where effective, continual and documented within' 14-days of the meeting
- Distribute best practices, continual and provide within' 30 days of meeting
- By the January 2022, review the past year and plan for 2022.

3. **Engage current statewide partners locally in the regions, i.e. connecting LETR Legs to their local Region.**

Event/Campaign Managers identify one cross-segmentation opportunity per event/campaign through 2021.

Tasks:

- Work with Director of Salesforce Administration to ensure Salesforce has searchable data fields that support this goal, by 1st Quarter, 2021.
- By January, 2021, put into best practice checklist: For the pre, during and post event/campaign, Event/Campaign Managers access and review Salesforce data to identify cross-segmentation opportunities to engage statewide partners.

 **CHAMPIONS**
Chris Winston –
GC/ES
Katie Risley – GC



DIVERSIFYING OUR REVENUE

RAISING MORE RESOURCES

Diversifying our revenue streams to strengthen our financial position in order to expand our programs and services.

 **CHAMPIONS**
Matt Johnson – GC/ES
Vanessa Duncan – GC

KEY PERFORMANCE INDICATORS

1. Create and maintain a regional development toolkit to support region employees.

Create a progressive, Regional Development Toolkit, designed with easy accessibility and consistency of up-to-date information, for both veteran and new SOILL staff members to learn and utilize.

2. Increase our presence and influence in Chicago to open doors to new corporate partnerships.

In conjunction with engagement and expansion of SOILL programs in the City of Chicago, bolster our support from Chicago's civic, corporate, cultural and governmental entities, providing further diversity to SOILL's donor base and revenue streams. Ultimate goal of achieving \$5.5 million in revenue from the City of Chicago over the length of the strategic plan.

3. Bolster growth in non-special event-centric sources to balance revenue streams.

Provide staff with the support, training, Regional Development Toolkit, and resources, like Salesforce, to increase non-event specific streams of revenue and reduce/eliminate new fundraising events where staff time and focus is not reflected in the revenue raised for that specific event.

Year One

Year one (2020) of the Strategic Plan will include establishing and launching Strategic Priority Task Forces, each lead by two Goal Champions and an Executive Sponsor. However, not all priorities will have a focus in year one, initial groundwork and level setting will be accomplished.

Improving Athlete Experience

Organizational Goal: Offer a component of Healthy Lifestyles at every state championship and at least one major event in each Region by the end of the third quarter. Following events, evaluations are to be conducted with recommendations for improvements, resources needed for replication in other events and expansion across the state. A final recap including results of these evaluations is to be provided to SOILL Leadership and Board of Directors by October 1, 2020.

Strategic Plan Priorities

Healthy Lifestyles



Initial work will begin with the Healthy Lifestyles Task Force to drive completion of the above Organizational Goal. In addition, this group should establish SOILL's baseline for current programming to be used to measure against to demonstrate growth and expansion of Health Programming.

Goal Champions: Carolyn Cronin and Katie Grisham, **Executive Sponsor:** *Dan Conley*

Utilizing Technology



Technology will play an essential role in all of the Strategic Priorities; therefore, this priority will have focus in all years of the Plan. The Utilizing Technology Task Force will be charged with driving efforts towards completion of the key performance indicators included in the plan. Additional efforts and initiatives that relate to technology will be driven and supported by the SOILL Leadership Team and/or their appropriate task force.

Goal Champions: Ed Uphoff and Justin Dunning, **Executive Sponsor:** *Marty Hickman*

Reaching More Athletes

Organizational Goal: Produce a 2% increase in the number of traditional athletes served resulting in 23,800 athletes, with a stretch goal of 2.5% increase, by year's end. Additionally, establish a standard method of counting all program beneficiaries to include traditional athletes, young athletes, peer partners, Unified partners and Unified Champion Schools participants to be reviewed by the SOILL Leadership Team by the end of the second quarter to go into effect in 2021. This will include raising the 23-29 age group from 11.5% (2,697) served to 14% (3,332) served for a net of 635 new athletes.

Strategic Plan Priorities

Diversity and Inclusion



The Diversity and Inclusion priorities are similar to technology as they will be ongoing in effort and focus. The Diversity and Inclusion Task Force will drive progress towards the organizational goal above by identifying more diverse communities for outreach and opening doors to expand our services into these communities.

Goal Champions: Cindy Villafuerte and Dani Chitwood, **Executive Sponsor:** Cindy Villafuerte

Sports for All



The Sports for All Strategic Priority is one that will take several years to see the results of its work, requiring significant evaluation of current sports programming and research into opportunities to address its gaps. This task force will be charged with defining measurable standards by which to monitor progress and ongoing future growth with its initial work determining a baseline for sports programming using participation metrics, gap analysis and evaluation by disability experts.

Goal Champions: Brianna Beers and Jordan Feldman, **Executive Sponsor:** Kim Riddering

Raising More Resources

Organizational Goal: Execute fundraising strategies to elevate the organization's revenue to meet the 2020 budget of \$13,028,750 with a stretch goal to exceed revenues by \$500,000.

Strategic Plan Priorities

Deepening our Partnerships



Significant effort and resources will be applied in year one to this strategic priority through implementation of Salesforce at all levels of the organization. The Deepening our Partnerships Task Force will be charged in year one with supporting the SOILL Leadership Team in user adoption efforts and training.

Goal Champions: Chris Winston and Katie Risley, **Executive Sponsor:** Chris Winston

Diversifying our Revenue



The Diversifying our Revenue Task Force will be charged in year one with evaluating the use and results of the regional development toolkits, updating content and supporting its use across the organization.

Goal Champions: Matt Johnson and Vanessa Duncan, **Executive Sponsor:** Matt Johnson

Year Two

Year Two (2021) will be focused primarily on objectives that can be accomplished with minimal cost, while providing maximum impact. Special priority will be given to virtual programming and fundraising in the first quarter of 2021. All Goal Champions participated in an exercise to rank quantitatively their Task Force objectives according to the following weighted criteria:

- Athlete or Participant Impact
- Positive Impact on Revenue
- Least Impact on Expenses
- Can Utilize Existing Technology
- Least Effort to Accomplish
- Overall External Impact
- Least Staff Time to Accomplish
- Least Risk for the Organization

The results of the Criteria Matrix Exercise were reviewed and approved by their Goal Champions and Executive Sponsors. Task Force Committees then developed their 2021 objectives into S.M.A.R.T. Goals and those are reflected here. Through this and similar exercises, specific objectives were identified as higher priority and elevated to become an Organizational Goal for 2021.

Future Actions:

- We should enlist the participation of an Athlete Leader on each of these Strategic Plan Task Forces to guide these objectives and ultimately these priorities to success.
- Task Force groups should incorporate additional external resources to advise their work whenever appropriate.
- We will need to coordinate and prioritize all of the technology needs within these objectives and execute a plan within available resources and time.

Improving Athlete Experience

Organizational Goals:

Utilizing Technology to Drive Innovation

Develop and initiate an implementation schedule for functions and processes in Salesforce that will advance organizational strategic priorities, specifically addressing data collection, relationship management and constituent stewardship. Complete an analysis of current communication methods and standards to determine a course of action that enriches how we communicate with our constituents and engage with them digitally.

Establish support protocols for SOILL online events and programming to maximize resources and inform an organizational digital strategy.

Lagging Indicators:

- Schedule for implementation of Salesforce functions with overall progress updates quarterly
- Measurements for effectiveness of each function added to be included in the overall schedule. Metrics should identify return on investment, gaps in use/adoption and opportunities for improvement.
- Development of support protocols progress and adoption rates.

Leading Indicators:

- Monthly evaluations of user connectivity and actions to identify trends in use and adoption rates.
- Surveys conducted prior to training, immediately following training, and 3 months after training to gauge user knowledge, comfort in use and effectiveness of training and adoption efforts.

Advancing Online Health and Athlete Leadership Programming

Expand opportunities for athlete online engagement with SOILL through health and fitness programming and athlete leadership training. Opportunities will address the ongoing need to help SOILL athletes become more physically fit through fitness and health education programs and promotion of the athlete leadership training curriculum will provide new athletes the platform to develop their leadership skills while re-engaging current athlete leaders in more advanced training.

Lagging Indicators:

- Measurements of the participation in online health education and fitness programming
- Measurements of the number and frequency of online health and fitness opportunities
- Measurements of the participation in online athlete leadership training

Leading Indicators:

- Monthly evaluations of participation and offerings to identify trends in interest, participation and follow through.
- Surveys conducted prior to training, immediately following training, and 3 months after training to gauge athlete's knowledge, effectiveness of training and impact of programming.

Strategic Plan Priorities

Healthy Lifestyles



Goal Champions: Carolyn Cronin and Cat Woods, **Executive Sponsor:** Dan Conley

Additional Task Force Members: Terry Wheat, Dr. Sandra Block, Mike Rackov, Emily Merkle

Objectives for 2021:

1. Develop Toolkits for Healthy Habits Education Stations to be utilized throughout the state when including these stations at regional and state level events to be completed and distributed to SOILL Team Members by the end of the first quarter of 2021.
2. Develop Toolkits for Healthy Athlete Screenings to be utilized by SOILL Team Members throughout the state when including a screening for one of the official Healthy Athletes Programs at regional and state level events. Current Clinical Directors will be engaged in the compilation and editing of discipline-specific toolkits. One toolkit per Healthy Athlete Discipline will be completed by the end of the first quarter of 2021.
3. Recruitment of Clinical Directors to build available resources to expand the number of Healthy Athlete Screenings and the disciplines offered each year. By the end of Quarter 1 of 2021, develop Healthy Athlete Discipline Specific Presentations for pitch and recruitment and develop a corresponding Healthy Athlete FAQs Document applicable for all Disciplines and interested health professionals.
4. Offer Virtual Health Education to support online and ongoing engagement of athletes through Monday Facebook Live Workouts, a fitness component as part of each month's virtual sports offerings, bi-monthly health/fitness/wellness focused Zoom sessions. In addition, offer one Virtual Health Messenger Training by the end of the first quarter of 2021.

Training and Education



Goal Champions: Debbie Kelly and Katelyn Zandi, **Executive Sponsor:** Bailey Sweeney

Additional Task Force Members: Kathy Schniedwind, Maggie Rutenbeck, Josh Bittner, Nate Henry, Steve Whitlatch, Amanda Nelson

Objectives for 2021:

1. Create a "What to Expect as a SOILL Volunteer" Video. Through this video, demonstrate person-first language and appropriate contact with individuals of diverse abilities. The development of this video should include the help of volunteers, athletes, staff, the marketing and communications department and outside resources. The video is to be completed by the end of 2021 and used at all levels of the organization in 2022.

2. Using data and research from current independent agencies compiled in 2020 create an Independent Agency Resource Guide. During the first quarter of 2021, monitor new agencies that may be created for what specific needs develop. Version 1 of the Guide is to be available for review by region staff and identified representatives of current independent agencies by the end of the third quarter of 2021 and a revised version 2 available for use by the end of the year, 2021.
3. Develop an Internal Mentor Program for Independent Agencies in conjunction with the above resource guide.

Utilizing Technology



Goal Champions: Ed Uphoff and Justin Dunning, **Executive Sponsor:** Katie Grisham

Additional Task Force Members: Annie Riddering, Clarissa Orr, Dylan Eichelberger, Molly Dill

Objectives for 2021:

1. Develop and initiate implementation schedule for functions in Salesforce needed by other Strategic Plan Priorities. *Specifics to be determined, see requests below*
2. Update and redesign e-Resources on the soill.org website to make navigation, search and relevance by constituent/user type.
3. Research and Review options for online scoring and results to be implemented in the latter half of 2021 and into 2022.

Salesforce Requests by other Strategic Plan Priorities:

- **Healthy Lifestyles** - building database of Clinical Directors and Referrals
- **Healthy Lifestyles** - tracking screening/education impressions, referral results
- **Athlete and Family Leadership** - Database of Athlete and Family Leaders with tracking of appearances and requests
- **Athlete and Family Leadership** - Request/booking system for Athlete and Family Leaders
- **Educating Communities/Diversity & Inclusion** - analysis of current gaps in diversity within each of our constituent groups with means to compare and evaluate progress towards D&I Goals moving forward
- **Outreach** - analysis of current constituent groups and system/data points to track growth and progress towards goals for each target audience.
- **Sports for All** - means of tracking participation numbers to be able to analyze current opportunities and trends and track growth.
- **Fiscal Accountability** - group buy opportunities, vendor relationship tracking
- **Deepening our Partnerships** - this group has a ton of items for Salesforce as part of their objective to assist in the implementation and adoption of Salesforce - See their individual project work for details, Andrew is on this committee
- **Diversifying our Revenue** - donor prospecting, tracking by revenue stream

Athlete and Family Leadership



Goal Champions: Karen Milligan and Jillian Hosteny - **Executive Sponsor:** Dan Conley

Additional Task Force Members: Cathy Betar, Katy Gruen, Sherrie Izban, Lisa Noble, Karen Wilson, Emmerson Hjort, Mike McLaughlin, Ruben Gonzalez

Objectives for 2021:

1. By December 2021, develop and finalize an introductory Playbook to be shared with internal and external constituents, highlighting the concept, strategies, and benefits of the programs for Athlete and Family Leaders that will result in increased engagement.
2. In the fall of 2021, host a pilot Leadership Conference led by and for our Athlete, Family, and Youth leaders with support from the SOILL Board of Directors, corporate partners, and staff members, resulting in heightened engagement and innovation, and recognition. Conference should inspire, empower, and educate our program participants and families as well as create a path for continued leadership learning opportunities. This conference should also set the course for program sustainability.
3. By December 2021, a Salesforce work plan to manage Athlete and Family Leader information will be developed, laying the groundwork for a leadership database. A successful work plan will organize and make information more accessible, and better align Leaders with appropriate assignments with more consistent coverage throughout the state. Automation will unburden AL/FL staff from rote administrative functions, refocusing that time on program improvements and expansion. Leaders will enjoy more relevant and frequent assignments, Regions will have better coverage and representation, and all stakeholders will benefit from higher quality activations.

Reaching More Athletes

Organizational Goal:

Organizational Approach to Outreach

Develop and Implement an Organizational Outreach Plan that addresses recovery of previous participants and details a strategy to be enacted at all levels of the organization to increase the number of active participants as well as increase individual participation in programming. Participants is defined as Athletes and Young Athletes (individuals with intellectual disabilities (ID)), as well as Peer Partners and Unified Partners (individuals without ID).

Lagging Indicators:

- Plan is to define metrics for each constituent group establishing a consistent means of measurement.
- Plan will include growth goals with a timeline and benchmarks for achieving each.

Leading Indicators:

- Quarterly evaluations of progress to identify trends and forecast milestones.
- Bi-Annual internal review of the Outreach Plan to evaluate effectiveness of the plan and adjust strategy accordingly as needed.

SOILL Commitment to Diversity, Equity, and Inclusion

Actively growing, developing, and nurturing an inclusive culture, which values, respects, and celebrates the diversity of each human spirit - Both intrinsic and extrinsic capabilities, talents, and traits - including gender, color, spiritual beliefs, sexual orientation, etc. that form diversity of the human spirit. It also includes culture, life experiences, relationships, learning preferences, decision-making tactics, and many other influences that make us who we are.

Lagging Indicators:

- Overhaul of metrics collected organizationally from athletes, donors, volunteers, employees, unified partners, families, coaches, board members and anyone who is involved with SOILL.
- Promote education of Diversity, Equity, and Inclusion within Special Olympics Illinois by providing education to staff, developing internal policies and engagement with leaders in the Special Olympics movement and community across the nation and world.
- Identifying communication released organizationally – through any channel via social media, email, grant applications, constituent engagement, partnerships etc. and standardizing main communication so everyone is provided with the information needed to communicate same message on D, E and I consistently.

Leading Indicators:

- Quarterly evaluation of metrics obtained to identify gaps in underserved communities
- Annual surveys to constituents, including staff, to identify progress and evaluate focus areas
- Quarterly releases of resources, updates, and education opportunities to all staff

Strategic Plan Priorities

Educating Communities



Goal Champions: Alex McMillin and Joanie Keyes, **Executive Sponsor:** Linda Wunder

Additional Task Force Members: Ryan Raleigh, Paulina Wysocka, Chad Rollins, Michelle Mayer, Jaimie Yagunich, Krissy Wollak

Objectives for 2021:

1. Create consistent messaging that will increase awareness about what SOILL is and does as it relates to volunteers, coaches, athletes, unified partners, families & donors. The message will be formatted and easily accessible across multi-media and marketing platforms and will be available in English and Spanish by December 2021. Messaging will be available in a multitude of other languages later.
2. By November of 2021, SOILL will have a baseline assessment of involvement of constituents by race, age and gender including athletes throughout the state, volunteers including coaches, families and unified partners, donors including sponsors, law enforcement agencies and vendors including partnerships. This will be accomplished by adding demographic measurements on the med app, day of volunteer registration information, class A form and fundraising sites, allowing for reporting on these elements. These measurements will allow the creation of a strategy in 2022 to target groups with the largest gap to reach and include underserved communities.
3. Create an Influencer Program that will consist of respected community leaders in a multitude of diverse communities that will deliver the consistent messaging about what SOILL is and does by April 2021. The key leaders involved with the Influencer Program will begin working to deliver the consistent SOILL messaging into their respective communities using a variety of media and marketing platforms that will ultimately result in increasing awareness and education beginning January 2022 with annual review and revisions to the SOILL consistent message and the leaders involved in the Influencer Program. Respective Influencers will provide feedback to the Regional Staff regarding specific needs at an event/fundraiser for the community in which they represent.

Outreach



Goal Champions: Jen Kelso and Mac Dougan, **Executive Sponsor:** Dave Breen

Additional Task Force Members: Kelly Fleming, Trent Geiger, Michelle Mark, Lynde Pavich, Sharon Russell

Objectives for 2021:

1. In conjunction with the Sports for All – Strategic Plan Committee, identify existing gaps in Special Olympics programming by creating an easy use reporting mechanism as a standard of tracking participation. This report will be created by 4/30/2021 and will be conducted monthly.
2. Utilizing the reporting mechanism identify gaps in programming and create a formal Special Olympics Illinois Organizational Outreach Plan to recover and reach more Athletes, Unified Partners, Young Athletes and Peer Partners. This plan will be presented to the Leadership Team for approval by 8/31/2021 and immediate implementation by SOILL staff.

3. Continue to implement eSports programming with the development of an annual timeline that spans 3 years through 2023. This formal eSports implementation strategy will include increasing opportunities for in person and virtual programming options throughout all 12 months of the year with a focus on Unified participation. This detailed strategy / timeline will be formalized in January 2021 for approval and implementation.

Diversity, Equity and Inclusion



Goal Champions: Cindy Villafuerte and Dani Chitwood, **Executive Sponsor:** Cindy Villafuerte

Additional Task Force Members: Pat O'Connor, Gina Fasolo, Jennifer Davis

Objectives for 2021:

1. Create a diversity, equity and inclusion policy for SOILL that will be included in the personnel manual on January 1, 2022. With the use of several resources, we will create a policy to establish workplace diversity that encourages and supports equity and fairness and eliminates all forms of discrimination.
2. By the end of November 2021, create a SharePoint site to share internally that will have D, E & I reference and resources for staff which will include training and education components, including quizzes and certificates for completion.
3. By November of 2021, SOILL will have a baseline assessment of involvement of constituents by race, age and gender including athletes throughout the state, volunteers including coaches, families and unified partners, donors including sponsors, law enforcement agencies and vendors including partnerships. This will be accomplished by adding demographic measurements on the med app, day of volunteer registration information, class A form and fundraising sites, allowing for reporting on these elements. These measurements will allow the creation of a strategy in 2022 to target groups with the largest gap to reach and include underserved communities.

Sports for All



Goal Champions: Brianna Beers and Jordan Feldman, **Executive Sponsor:** Kim Riddering

Additional Task Force Members: Melissa Garritano, Jackie Mendoza, Jackie Flechs

Objectives for 2021:

1. In conjunction with the Outreach – Strategic Plan Committee, identify existing gaps in Special Olympics programming by creating an easy use reporting mechanism as a standard of tracking participation. This report will be created by 4/30/2021.
2. Utilizing the reporting mechanism, identify gaps in programming and create a formal Special Olympics Illinois Organizational Outreach Plan to recover and reach more Athletes, Unified Partners, Young Athletes and Peer Partners. This plan will be presented to the Leadership Team for approval by 8/31/2021 and immediate implementation by SOILL staff.
3. In order to offer the best opportunity to create the optimal sporting event for individuals with autism, offer a 4-hour, interactive staff training within 8 months of all staff return on best practices in providing a sporting event when working with individuals with autism.
4. In order to fully understand the dramatic drop in athlete numbers of ages 50+, create a survey to be sent out by September 1, 2020 to athletes, families, SRA's and Group Homes survey with a goal of a 15% response rate to be received by November 1, 2020.
5. Work with the SOI Sports For Life committee (Janet Capetty and Scott Weaver) on ways to increase participation for athletes 50+ by 3% (approx. 100 athletes) by February 15, 2022Provide a transition seminar to be offered to all constituents to increase the number of YA transition rate into traditional program to 18% by September 2022.
6. In coordination with Marketing and Development Department, increase the number of athletes ages 23 – 29 by creating a sleek and educational resource for schools, parents and athletes indicating ability and age-appropriate post high school sports to be posted on the SOILL website by December 31, 2021.

Raising More Resources

Organizational Goal:

Building Transformational Relationships with our Donors

Transition from a transactional to transformational relationship with our donors through diversifying revenue streams, enhancing non-traditional giving such as individual, major gifts and digital fundraising, maximizing regional and torch run fundraising, and bolstering the efforts of the IL SO Foundation to raise \$11 Million in revenue by the end of 2021.

Strategic Plan Priorities

Fiscal Accountability



Goal Champions: Tracy Hilliard and Aimee Spack, **Executive Sponsor:** Tracy Hilliard

Additional Task Force Members: Brenden Cannon, Jim Fitzpatrick, Chris Steffen, Patty Welsh

Objectives for 2021:

1. To curtail unnecessary expenditures and identify group buy opportunities by year end. Expenditures would include payment of sales tax on purchases, reduction of personal mileage claims, employee credit card charges and car rentals.
2. Develop and implement a clear & concise Financial Training Program for all current & new employees by the end of 2020.
3. Staff will be held accountable for understanding and following financial policies and procedures and maintaining approved budgets. Staff are expected follow financial policies and procedures immediately and all accountability factors will begin January 1, 2021.

Deepening our Partnerships



Goal Champions: Chris Winston and Katie Risley, **Executive Sponsor:** Chris Winston

Additional Task Force Members: Ken Ramaley, Wendy Kelly, Andrew Thompson, Bill Sharp, Bailey Brenner, Kim Talley, Sandy Nash

Objectives for 2021:

1. Conduct six best practice discovery meetings by the end of 2021, each pertaining to a different topic relating to SOILL and deepening our partnerships. Meetings will result in creation of best practices to be shared with all SOILL team members and implemented immediately.

2. Establish protocols for all staff who manage events and/or campaigns and their supervisors to capture relevant data in Salesforce within 30 days of the close of the event and/or campaign once Salesforce is set up to house this data.
3. Event/Campaign managers identify one cross segmentation per event/campaign, either bringing in a new individual or organization or introducing a new event/campaign to an existing individual or organization. Opportunities are to be documented in Salesforce for future use and engagement.

Diversifying our Revenue



Goal Champions: Matt Johnson and Vanessa Duncan, **Executive Sponsor:** Matt Johnson

Additional Task Force Members: Rob Queenan, Alia Abdul-Samad, Jodi Key, Mo Khan, Shelley Chenoweth

Objectives for 2021:

1. By EOY 2021, Capitol Hill Day will take place with support of the SOILL Government team in/around Springfield to kick off the development of local government relationships. Based upon guidelines, relationships will be maintained by regional staff to further the capture of financial resources from State and Federal Funding.
2. Analyze financial growth and available assets in Chicago
3. Utilizing measurable objectives and time specific guidelines, the Chicago and Statewide initiative to create and build an individual donor pipeline will be established and new/previous donor outreach will continue to be maintained under new established guidelines.

Year Three

Year Three (2022) will have a primary focus on Outreach and Rebuilding programming and participation. The decline in active athletes, young athletes, peer partners and Unified partners since the pandemic will challenge the organization to rethink its traditional outreach methods and will need to be strategic in rebuilding not only participant numbers but events and how they are conducted. Never so much are the Big Three (Reach More Athletes, Raise More Resources, and Improve the Athlete Experience) as vital to keeping our efforts focused and driving forward.

Year Three will also be a year to realign development efforts to bolster non-special event driven revenue streams and expand our revenue diversity. The influx of support through the American Rescue Plan Act of 2021 will afford the organization the necessary resources to invest in several significant initiatives within the strategic plan that will pay dividends in the near future. Work will need to be done in year three to build systems and processes to grow revenue to sustain these investments once the ARPA funding ends with 2024.

Future Actions:

- We are continuing to enlist the participation of Athlete Leaders with the Strategic Plan Task Forces to guide these objectives and ultimately bring these priorities to success.
- Task Force groups should incorporate additional external resources to advise their work whenever appropriate.

Improving Athlete Experience

Organizational Goals:

Utilizing Technology to Connect Relationships

Continue to develop and initiate an implementation schedule for functions and processes in Salesforce that will advance organizational adoption of the platform as a single source of truth for relationship management and constituent stewardship.

- Schedule for implementation of Salesforce functions with overall progress updates quarterly
- Measurements for effectiveness of each function added to be included in the overall schedule. Metrics should identify return on investment, gaps in use/adoption and opportunities for improvement.
- Development of support protocols progress and adoption rates.
- Monthly evaluations of user connectivity and actions to identify trends in use and adoption rates.
- Surveys conducted prior to training, immediately following training, and 3 months after training to gauge user knowledge, comfort in use and effectiveness of training and adoption efforts.

Strategic Plan Priorities

Healthy Lifestyles



Goal Champions: Carolyn Cronin and Mike Rackov, **Executive Sponsor:** Dan Conley

Additional Task Force Members: Terry Wheat, Dr. Sandra Block

Objectives for 2022:

1. Recruitment of Clinical Directors to build available resources to expand the number of Healthy Athlete Screenings and the disciplines offered each year. By the end of Quarter 2 of 2022, develop Healthy Athlete Discipline Specific Presentations engaging Health Messengers for pitch and recruitment and develop a corresponding Healthy Athlete FAQs Document applicable for all Disciplines and interested health professionals.
2. Build referral database to be able to provide appropriate referrals for follow up care following health screenings as necessary. By the end of Quarter 2 have identified where this data is housed how it is accessed, shared, and maintained.
3. Return to offering in person Healthy Athlete screenings by the end of the second quarter, if pandemic situations allow.
4. Conduct Health Messenger training in conjunction with Athlete Leadership Training in the first half of the year.
5. Provide Healthy Habits Education Stations at select State Championships with Health Messenger engagement.
6. Finish developing Healthy Habits Toolkits and Healthy Athlete Screening Templates to be shared with tournament directors for implementation at events in 2023.

Progress Report:

Healthy Lifestyles objectives have been mostly on hold as Carolyn Cronin was moved into a Director – State Championships role and the search for a full-time, dedicated health staff member was conducted. The search has been unfruitful to date, and Carolyn has recently adjusted her responsibilities to include oversight of all health initiatives once again. Recruitment of Clinical Directors will be ongoing and the Healthy Habits Toolkits will be in place for when regions are able to incorporate education stations into their local events in 2023.

Training and Education



Goal Champions: Debbie Kelly and Katelin Zandi, **Executive Sponsor:** Linda Wunder

Additional Task Force Members: Kathy Schniedwind, Maggie Rutenbeck, Josh Bittner, Nate Henry, Steve Whitlatch, Amanda Nelson

Objectives for 2022:

- By the end of the 2022, we will have worked with the Outreach Committee, the Marketing Team, and Coaching staff to complete a comprehensive Coaches' Onboarding Training Manual and Video.
- Complete an Independent Agency Resource guide with feedback from the field to be ready to implement in the second half of the year.

Progress Report:

While not included in their original objectives for 2022, we were able to bring in an outside expert in Volunteer Recruitment to conduct a training for all staff members on the 5 keys to successful volunteer recruitment, retention, and engagement. The training was a great success and provided the team a wealth of resources to enhance their volunteer programs. As with most objectives in the Strategic Plan, these two have slowed progress as a focus was needed on returning to in person events and bringing back athletes to competition.

Utilizing Technology



Goal Champions: Ed Uphoff and Justin Dunning, **Executive Sponsor:** Katie Grisham

Additional Task Force Members (Ad hoc): Annie Riddering, Dylan Eichelberger, Molly Dill

Objectives for 2022:

- Develop the project scope for development of an online athlete registration system, hire a project manager, and send out requests for proposal to software developers by year's end.

Progress Report:

Progress has been made towards developing an online athlete registration system, though through partnership with SOI and 9 other US SO Programs rather than on our own. Joining the "Center of Excellence" and collaborating with members of the collective, we should see faster and more effective progress towards meeting this goal. It is expected that we will have a prototype online entry submission process to respond to by the end of the year. Additionally, joining SOI's ADAPT program to look at how we measure, track, and display program metrics will prove wildly beneficial for tracking and reporting on participant metrics as well as participation trends and outcomes.

Athlete and Family Leadership



Goal Champions: Karen Milligan and Jillian Hosteny - **Executive Sponsor:** Dan Conley

Additional Task Force Members: Cathy Betar, Katy Gruen, Sherrie Izban, Lisa Noble, Karen Wilson, Emmerson Hjort, Mike McLaughlin, Ruben Gonzalez

Objectives for 2022:

- By April 1st, 2022, a centralized system will be created within Salesforce to manage family and athlete leaders. This will be done so that every region has access to at least 1 athlete or family leader profile through Salesforce and all staff will have the ability to manage and acknowledge athlete and family leadership engagement. In doing so, more opportunities for leadership roles will be distributed among active athletes and families.
- SOILL will re-engage friends & families to increase awareness & celebrate family involvement with the purpose of enhancing the family experience & recruitment of new family leaders. This will be accomplished through Regional Spring Games activities & will culminate at Summer Games with the addition of a kick-off event.
- SOILL will develop and deliver a Unified Leadership training for SOILL partners -that will foster awareness around diversity, equity and inclusion and foster opportunities for increased engagement and deeper partnerships.

Progress Report:

A significant amount of work has been completed to develop the centralized system of requesting and managing athlete leader requests in Salesforce. Training and implementation have been delayed as Salesforce priorities have shifted to focus on development-centric objectives first. Additional Athlete Leadership Training and Curriculum have been implemented and are seeing great results. We are continuing to offer Unified Leadership Training for team members with sessions conducted during All Team Monthly Calls in the winter and spring, and an expectation to continue in the fall. Athlete Leaders are engaging more at events with the debut of the "Meet the Inspired" podcast LIVE at State Summer Games and the Chicago Ducky Derby.

Reaching More Athletes

Organizational Goal:

Organizational Outreach and Re-Build Plan

Develop and Implement an Organizational Outreach and Re-Build Plan that addresses recovery of previous participants and details a strategy to be enacted at all levels of the organization to increase the number of active participants as well as increase individual participation in programming. Participants is defined as Athletes and Young Athletes (individuals with intellectual disabilities (ID)), as well as Peer Partners and Unified Partners (individuals without ID). Outreach efforts will result in 3% growth over 2021 metrics.

SOILL Commitment to Diversity, Equity, and Inclusion

Develop a 3-year plan to actively grow, develop, and nurture an inclusive culture, which values, respects, and celebrates the diversity of each human spirit - Both intrinsic and extrinsic capabilities, talents, and traits - including gender, color, spiritual beliefs, sexual orientation, etc. that form diversity of the human spirit. It also includes culture, life experiences, relationships, learning preferences, decision-making tactics, and many other

influences that make us who we are. Plan will impact the diversity of our constituents including staff, athletes, volunteers, vendors, and donors. Using 2022 benchmark numbers, plan will show expansion in years 2 and 3 by having an active, productive, and diverse steering committee.

Strategic Plan Priorities

Educating Communities



Goal Champions: Alex McMillin and Joanie Keyes, **Executive Sponsor:** Linda Wunder

Additional Task Force Members: Ryan Raleigh, Paulina Wysocka, Chad Rollins, Michelle Mayer, Jaimie Yagunich, Krissy Wollak

Objectives for 2022:

- By the end of January/first week of February the educational pieces created in 2021 will be finalized and ready to share on the website and with each department for a tool to Educate the Communities in their regions.
- Remain a resource to the Marketing Firm that will be hired to create the “Outreach Resource”.
- Begin working on identifying community leaders in our untapped markets that can help with outreach and will share our resources with both the Outreach Planning Group lead by Kim Riddering and the Outreach Strategic Planning Committee leaders Jen Kelso and Mac Dougan.
- Reach out to the Diversity group, & Families group to share our plan and discuss how we can be of help to their groups and will share what resources we have to assist with their goals.

Progress Report:

Program Educational Collateral pieces have been created and are available for the Team to use when speaking with groups about any number of SOILL Programs. Much of this group’s work relies on the completion of the Outreach Plan, so once that is ready to go, this group will kick into action to provide the support to Outreach as planned.

Outreach



Goal Champions: Jen Kelso and Mac Dougan, **Executive Sponsor:** Kim Riddering

Additional Task Force Members: Kelly Fleming, Trent Geiger, Michelle Mark, Lynde Pavich, Sharon Russell, Lauryn Oleson

Objectives for 2022:

- Focus on organizational outreach plan and what needs to be done to re-engage all athletes
- Develop a comprehensive marketing toolkit for outreach
- Transition e-sports into state tournament planning and determine what that looks like in the future.
- Implement one unified sport in college age offerings to measure growth

Progress Report:

The Outreach Plan is on draft form currently and is in review. It is expected to be available by Year's end to be implemented in 2023 throughout the organization. A major objective for the organization in 2023 will be outreach.

Diversity, Equity, and Inclusion



Goal Champions: Cindy Villafuerte and Jen Davis, **Executive Sponsor:** Cindy Villafuerte

Additional Task Force Members: Pat O'Connor

Objectives for 2022:

- Recruitment of new committee members, both internally and externally.
- Diversity, Equity, and Inclusion landing site on SOILL's website
- By the end of November 2022, create a SharePoint site to share internally that will have D, E & I reference and resources for staff which will include training and education components, including quizzes and certificates for completion.

Progress Report:

This team has focused their efforts on committee recruitment and bringing in outside resources to support. They have been successful in gaining new members and are starting to see some progress, working in tandem with Special Olympics, Inc.'s DEI initiatives with Cindy Villafuerte leading that collaboration.

Sports for All



Goal Champions: Brianna Beers and Jordan Feldman, **Executive Sponsor:** Kim Riddering

Additional Task Force Members: Melissa Garritano, Jackie Mendoza

Objectives for 2022:

- Continue to work with the Outreach group and Kim Riddering on the Organizational Outreach plan for 2022
- Based on survey results, develop infrastructure and rules for sports/Masters divisions to add so that new programming could be launched in 2023.
- Conduct an in-person Autism presentation to educate SOILL staff

Progress Report:

This group has been paused as the Outreach Plan is developed. They are also waiting for the results of work being done in conjunction with SOI in the ADAPT program to assist in analyzing participation metrics and trends. It is expected that both of these challenges will be lifted by the end of the year with the implementation of the Outreach Plan and the release of the ADAPT Dashboards.

Raising More Resources

Organizational Goal:

Building Transformational Relationships with our Donors

Achieve \$14 million in cash funding of which \$11.5 million will be separate of any ARPA funding. Advance a 3-year revenue diversity plan that will by year 3 sustain the current ARPA funding. Plan will show a 10% reduction in special-event revenue stream reliance on the overall budget (excluding ARPA funding), with a focus on foundation, grants, major gifts, planned and estate gifts, as well as annual giving.

Strategic Plan Priorities

Fiscal Accountability



Goal Champions: Tracy Hilliard and Aimee Spack, **Executive Sponsor:** Tracy Hilliard

Additional Task Force Members: Chris Steffen, Patty Welsh

Objectives for 2022:

- Create new staff training, new supervisor training and refresher staff training
- Determine staff accountability for finance policies
- Look at in-kind values and ARPA funding and determine best practices

Progress Report:

Much of this year has been focused on creating necessary reporting as required by the State of Illinois for the ARPA funding. Now that our plan has been approved, we will be looking at refining spending plans for ARPA funding. The finance team was fully staffed for only a short time, so the finance training is still in development and is being focused on new team members and expect to conduct the Supervisor Training Program One this fall which includes finance policies and procedures.

Deepening our Partnerships



Goal Champions: Katie Risley and Bailey Brenner, **Executive Sponsor:** Valerie Day

Additional Task Force Members: Andrew Thompson, Bill Sharp, Kim Talley, Sandy Nash

Objectives for 2022:

- Continue to develop and fine tune a post-event volunteer survey to be utilized organizationally by the end of the first quarter. Establish a timeline for rollout and implementation to have all regions and teams utilizing the survey by the third quarter of the year.
- Work with the Salesforce Steering Committee to support their efforts in Salesforce development and adoption.

Progress Report:

The post-event volunteer survey has been developed and introduced briefly to the staff. More attention will be given to implementing this survey in the latter half of the year to start to produce results. The group has paused work with Salesforce as the Steering Committee was disbanded and the priority for Salesforce shifted to being initially development-centric with other department needs following in the future.

Diversifying our Revenue



Goal Champions: Matt Johnson and Vanessa Duncan, **Executive Sponsor:** Matt Johnson

Additional Task Force Members: Shannon Shane, Rob Queenan, Jodi Key, Mo Khan

Objectives for 2022:

- Maintain resource hub and toolkits
- Work with Urban Strategies team to increase Chicago revenue
- Look at ways region and state can diversify revenue without continuing to add special events
- Better staff adoption of Salesforce

Progress Report:

A tremendous resource hub including toolkits has been maintained with great attention by Vanessa Duncan and continues to be utilized by team members in development roles. Focus has been shifted to get Salesforce to work for those in development roles, so adoption has been narrowed to those individuals.

Year Four

Year Four (2023) will have a continued primary focus on Outreach and Rebuilding programming and participation. The decline in active athletes, young athletes, peer partners and Unified partners since the pandemic has challenged the organization to rethink its traditional outreach methods and will be strategic in rebuilding not only participant numbers but events and how they are conducted. Never so much are the Big Three (Reach More Athletes, Raise More Resources, and Improve the Athlete Experience) as vital to keeping our efforts focused and driving forward.

Year Four will also be a year to realign development efforts to bolster non-special event driven revenue streams and expand our revenue diversity. The influx of support through the American Rescue Plan Act of 2021 will afford the organization the necessary resources to invest in several significant initiatives within the strategic plan that will pay dividends in the near future. Work will need to be done in year three to build systems and processes to grow revenue to sustain these investments once the ARPA funding ends with 2024.

Organizational Goals for 2023

Reach More Athletes

1. Achieve a 5% or greater increase in participation across all programming. Increase can be the result of new participants joining the program and participating in at least one event, current participants adding at least one additional event, and/or adding additional opportunities for participation.
2. Implement a system of discovery and measurement of constituent diversity that informs outreach strategies and goals to help us better recruit athletes, families, coaches, volunteers, and donors. System of discovery of constituent diversity will be defined and integrated into data collection processes by mid-year with statistics available for review by the end of the third quarter to inform strategies for 2024 and further.

Improve Athlete Experience

1. Define and integrate program quality standards across all programming and organizational functions. Quality standards will be developed through evaluation, constituent survey discovery, and strategic long-range planning to be rolled out in July at the annual All-Team meeting. Standards will then be applied to current practices, and through evaluation, lead to establishing growth goals across all departments and functions by year's end.

Raise More Resources

1. Achieve or surpass raising \$2M in revenue through Polar Plunges and meet an expectation of 100% of SOILL Team Members participating in revenue generation, cash or in kind, to meet or exceed a budgeted revenue of \$20.5 million and budgeted expenses reduced to \$20.5 million.

All Strategic Priority's Objectives will be aligned to support one of the above goals to focus the work on growth and sustainability.