

STRATEGIC PLAN - 2009

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ORGANIZATION AND ADMINISTRATION

The goals of Special Olympics Louisiana (SOLA) during the next three years are to strive for excellence in all programs; to expand the outreach efforts to include as many eligible SOLA athletes, their families, and volunteers as possible; to increase participation at the local level; to increase participation in Unified Sports® programs; to maintain compliance with all SOLA By-Laws, SOI General Rules, as well as all federal, state, and local laws; to continue to work with the Paid Area Directors Committee and make recommendations to the Board for implementation; and to coordinate all activities of all SOLA committees.

GOAL	DUE DATE	ASSIGNED TO	STATUS	COMMENTS	DATE COMPLETE
1. To continue to recruit non-Board members to round out standing and ad hoc committees.	Jan.	B			
2. To maintain and update the Board Handbook as necessary.	Dec.	S			
3. To ensure each standing committee has its own workbook geared to its job description, time lines, worksheets, goals, and objective.	Jan.	B/S			
4. To ensure each new standing committee chair will be given an orientation training session by the Board chair and staff liaison no later than six weeks after his/her appointment.	Jan.	B/S			
5. To maintain the SOLA Annual Report.	After audit	S			
6. To review the Personnel Policies Manual on a regular basis and to revise as necessary.	Dec.	B			
7. To review the SOLA By-Laws on a regular basis and to revise as necessary.	Dec.	B.			
8. To hire Area Directors as per the committee's recommendations and as the budget allows.	Jan	CEO			
9. To employ additional budgeted staff as necessary.	Jan	CEO			
10.To conduct at least one Board training session and/or conduct a Board Retreat to include training for all members, using SOI board training module.	July	B			
11.Develop plan to cultivate relationships with key government, business & other officials.	Dec.	B			
12.Conduct staff evaluations & CEO evaluations.	Dec.	BS			
13.Conduct surveys & data collection on athletes, families and coaches.	Dec.	CEO/B			
14.Revise IT plan.	June 30	S			
15.Build area management teams.	March	FS/AD			
16.Apply for Certification to SOI.	Jan	S			
17.Conduct LANO Certification.	Dec.	S			

MEMBERSHIP/NOMINATING COMMITTEE

The goals of Special Olympics Louisiana (SOLA) Membership/Nominating Committee are to maintain a Board of Directors that are actively involved and sensitive to the needs of Special Olympics athletes and Special Olympics Louisiana. This will be accomplished by reviewing the demographic breakdown of the Board members in order to determine appropriate representation from all geographic areas, diversity, and through self-evaluation by all Board members.

GOAL	DUE DATE	ASSIGNED TO	STATUS	COMMENTS	DATE COMPLETE
1. To recruit at least 3-4 nominees to be considered for Board membership, considering minorities and geographic areas maintaining a minimum of 11 people.	July	B			
2. To recruit new nominees in the fields of: (a) family, (b) accounting, (c) government contacts, (d) fund raising, (e) legal, (f) intellectual disabilities, (g) public education, (h) business, and (i) sports, (j) IT	July	B			
3. To monitor all standing committees in their recruitment of non-Board members.	July	B			
4. To have ninety-nine percent (99%) of the Board members participate in at least one local, one area, and one state event	Dec	B			
5. To have ninety percent (90%) of the Board members attend scheduled Board meetings.	Dec	B			
6. To have fifty percent (50%) of the Board standing committees meet at least one time during each quarter.	Dec	B			
7. To have eighty-five percent (85%) of the Board members attend all scheduled committee meetings.	Dec	B			
8. To have one hundred percent (100%) of Board members contribute financially in accordance with their means.	Dec	Chair/B			
9. To have one hundred percent (100%) of all committees submit minutes of meetings in a reasonable amount of time to the Vice-Chair of the Board and to the President /CEO.	Dec	Comm/B/Chair			
10. To have one hundred percent (100%) of all Board members complete the Board Personal Audit form for self-assessment.	Dec	Chair			

FINANCE COMMITTEE

The goal of the Finance Committee of Special Olympics Louisiana for the next three years is to develop, update, and implement such policies and procedures that will assure maximum financial growth of the organization while maintaining the high business integrity necessary to meet the inherent fiscal obligations of the Board of Directors.

GOAL	DUE DATE	ASSIGNED TO	STATUS	COMMENTS	DATE COMPLETE
1. To review and present the Board of Directors for approval, current budget projections based on the recommendations of staff. Functional budgets will also be developed and maintained for each department.	Sept.	S			
2. To review and compare the budget to the monthly financial statements, to assure compliance with set policies and procedures for reviewing expenditures, to assure these expenditures are within the budget, and to submit to the Board of Directors for approval any recommended amendments to the budget as necessary.	Dec.	B/S			
3. To assure all financial records are maintained in such a manner as follows: a. As prescribed by the Board of Directors to facilitate current review of the organization, b. To prepare the annual financial statements in accordance with generally accepted accounting principles, c. To facilitate a timely audit of the financial statements by an independent auditor, and d. To facilitate any necessary changes in future financial statements.	Dec.	S			
4. To review the request for proposals received from independent auditors and make a recommendation to the Board of Directors for approval.	Jan.	B			
5. Form an audit committee made up of different members to act as the audit committee receiving and reviewing any audit findings and recommended improvements to the accounting system.	Jan.	B			
6. Work with staff to develop a model for multi-year projections.	May	B			
7. Develop model for a long term plan.	March	S/B			

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GOAL	DUE DATE	ASSIGNED TO	STATUS	COMMENTS	DATE COMPLETE
8. To meet on a monthly basis to review the goals, objectives, and financial condition of the organization a. Monthly reports will be disseminated in a timely manner so that committee members can review the statements prior to monthly meetings, b. Applicable footnotes will accompany monthly reports to facilitate the review, c. Tele-conference meetings will be held in accordance with a published schedule developed prior to the beginning of the fiscal year, and d. Develop working relation with the development department by requesting a plan detailing month and category of funds they expect to raise and when they will be received. Quarterly updates will be requested to detail projected changes. Updates to be received by the first of the month for the next quarter.	Dec.	B			
9. To recruit non-Board members with expertise in various financial areas.	Jan.	B			
10. To review the current Financial Policies and Procedures Manual to determine if the need exists for changing or updating policies.	Dec.	B			
11. To assure the Area, Parish, and Local programs are encouraged to comply with accounting and reporting requirements by providing technical support as needed.	Dec.	S			
12. To review any finance issues that need to be adjusted to comply with the combined area/state fundraising effort.	Dec.	B/S			
13. Complete 990 timely.	30 days after audit	S			
14. Keep current record of daily cash flow.	Dec.	S			
15. To ensure Blackbaud program is functioning effectively, using components Financial Edge & Raiser's Edge.	Jan.	S			
16. To ensure Finance Department's utilizing Blackbaud to its full potential in order to eliminate manual reports & cut down time requirements of staff by using Blackbaud system reporting.	March	S			
17. To ensure all accounting staff are trained in use of Blackbaud system and uses it effectively. To ensure other staff are trained to look up pertinent data.	Jan.	S			
18. To review accounting procedures to insure we are streamlining procedures to make them easier for volunteer compliance.	March	S/B			

FUND-RAISING COMMITTEE

The fund-raising committee of Special Olympics Louisiana (SOLA) will be made up of members of the Board of Directors, Area Directors, Torch Run, Staff and Non-board Members. Each Board member will work on special projects throughout the year. This committee should work closely with the assigned staff and the President/CEO in order to raise the funds necessary to meet the SOLA budget each year.

GOAL	DUE DATE	ASSIGNED TO	STATUS	COMMENTS	DATE COMPLETE
1. To help raise the budget to meet the needs of SOLA through Special Projects, Grant Application, Torch Run Activities, Public Relations, solicitation of donors (both corporate and individual), Government Funding, direct mail and telemarketing.	Dec.	B/S			
2. To increase In-Kind Donations to reduce the cost of SOLA events.	Dec.	B/S/AD			
3. To ID a minimum of three (3) avenues per year (special projects, corporations, foundations, individuals, businesses, or grant proposals) that can potentially contribute to SOLA's first quarter budget.	Dec.	B/FR Staff			
4. To continue support of the SOLA Board of Directors through fundraising projects during the first, second, third, and fourth quarters of the year.	Dec.	B			
5. To continue to support the IEG Concept by cultivating relationships with assigned sponsors and solicitations of new sponsors, as well as to continue to work with SOLA contracted sponsors.	Dec.	B/S			
6. To develop two (2) new sources of sustainable multi-year funding.	Dec.	B/S			
7. To develop cash revenues of greater than 9 months of the operating budget.	Dec.	B/FR Staff			
8. To retain sponsorship recognition and keep sponsors abreast of SOLA activities and needs through board stewardship.	Dec.	B			
9. To increase revenue by 10% from previous year.	Dec.	B/S/AD			
10. To establish relationships with sponsors that allow free exchange of ideas regarding cross promotions, marketing initiatives and opportunities with other sponsors.	Dec.	S			
11. To facilitate an increase of Law Enforcement Torch Run revenue by 10% from previous year.	Dec.	S			
12. To promote 100% inter-organizational support through monetary donations, volunteer time, in-kind donations, or providing contact with prospective donors.	Dec.	All			
13. Special Projects staff will recruit a minimum of five (5) agencies to participate in the Law Enforcement Torch Run.	Jan	FR Staff			
14. To centralize fundraising endeavors including areas, staff, LETR & all other aspects of fundraising to include concept of all entities raising money for one program.	Jan.	S/AD			

PUBLIC EDUCATION AND MEDIA RELATIONS

The goal of the Public Education Committee is to foster public awareness on the abilities, not the disabilities, of the athletes who participate in Special Olympics Louisiana. Through a multi-media approach (written and spoken word, speaking, engagements to groups and organizations, and distribution of information in a variety of methods), it is projected that over the next three years the goals and aspirations of Special Olympics will be widespread and well-known throughout the state.

GOAL	DUE DATE	ASSIGNED TO	STATUS	COMMENTS	DATE COMPLETE
1. Recruit ad agencies that will provide pro-bono work.	Jan.	S/Comm			
2. Continue to support the public relations efforts of SOLA and SOI	Dec.	S/Comm			
3. Have a Public Relations Area Director in all 13 areas.	March	S/Comm			
4. Continue to recruit a marketing/business/communication graduate student as an intern.	Jan.	S/Comm			
5. Continue to provide tools necessary for volunteers and Board members for the Speakers Bureau.	Feb.	S/Comm			
6. Continue to support the National Campaign.	Dec.	S/Comm			
7. Continue to update, as needed, the Crisis Management Public Relations Plan.	Dec.	S/Comm			
8. Continue General Awareness Campaign	Dec.	S/Comm			
9. Continue LETR Awareness Campaign.	Dec.	S/Comm			
10. Have media at all SOLA events.	Dec.	S/Comm			
11. Use the website to promote events more.	Dec.	S/Comm			
12. Track how many SOLA speeches are given each month.	Dec.	S/Comm			
13. Publish all newsletters on-line and send out via e-mail.	Dec.	S/Comm			
14. Create a program magazine.	Dec.	S/Comm			

SPORTS TRAINING & COMPETITION

The goal of Special Olympics Louisiana Sports Training & Competition is to provide a wide variety of quality sports training and competition on the state and area level, utilizing well-trained personnel, officials, coaches, athletes, and other volunteers.

GOAL	DUE DATE	ASSIGNED TO	STATUS	COMMENTS	DATE COMPLETE
1. Continue to evaluate management teams and strengthen in every area, consisting of Special Projects, Competition, Training and Outreach.	Jan.	FS			
2. Strengthen Unified and Team Sports.	Dec.	S			
3. Continue development of coaches, finding new avenues like businesses, college students, retirees and coaches.	Dec.	S			
4. Continue to motivate coaches to aid our athletes to increase their abilities in their sport, by encouraging our coaches to seek help from athletic programs, such as colleges, high schools, etc	Dec.	S			
5. Strengthen the clinics at our Games, such as Softball Hitting Clinic & Softball Pitching Clinics. This will help athlete progress as well as introduce athletes who are not currently participating in the sport.	Dec.	S			
6. Continue offering one new sport a year in our competitions.	Dec.	S			
7. Continue to strengthen Sports Camps, introducing new sports and giving knowledge in existing sports.	Dec.	S			
8. Establish a progression for our athletes from Parish, Area, State & National.	Dec.	S			

MEDICAL COMMITTEE

The goal of the Medical Committee is to provide a medically safe environment in which athletes may participate in year-round sports training and competition and to ensure that athletes who compete have been given a medical examination determining their physical health ability to do so.

GOAL	DUE DATE	ASSIGNED TO	STATUS	COMMENTS	DATE COMPLETE
1. To ensure records maintenance through (a) review of medical forms as they are submitted, (b) continuing to keep data updated, (c) providing updates to staff supervisors, and (d) providing updates to the Area Medical Committee Directors.	Dec.	S			
2. To address current medical issues by (a) gathering medical issues for discussions at each meeting and (b) getting input from Area Medical Committee Directors.	Dec.	Comm			
3. To serve as a resource to the SOLA state program by (a) reviewing medical guidelines in SOI rules twice each year; (b) ensuring incident report forms are utilized at each state event, compiled into a report, and then sending it to SOLA headquarters after each event; (c) filing all incident reports after each event; (d) updating the Medical Handbook as necessary; (e) reviewing special medical concerns; and (f) tracking all athlete medical and registration forms.	Dec.	Comm			
4. To serve as a resource to Area programs by (a) continuing to conduct area medical in-service with new Area Medical Chairs and updating previous chairs, (b) sending updated computer lists to Area Medical Directors and Area Medical Committees; (c) ensuring that areas have proper forms and information (i.e., incident reports, athlete medical forms, etc.)	Dec.	Comm			
5. To promote outreach by (a) recruiting new medical contacts; (b) maintaining Area Committee Chairs; (c) involving more athletic trainers, (d) presenting a paper at physician conferences, (e) developing outreach information for physicians, (f) mailing outreach information to physicians, (g) compiling educational resources, (h) developing presentations for families, (i) making presentations to families at events and camps, (j) developing a presentation agenda for medical volunteer recruitment, (k) conducting medical volunteer presentations at six hospitals, (l) continuing to tract physicians who serve as a resource to conduct athlete physicals, (m) recruiting new athletes by requesting physicians to serve as a referral of patients who qualify for Special Olympics, and (n) recruiting new athletes by requesting rehab facilities make SOLA/SOI information available to clients.	Dec.	S/Comm			
6. Conduct 3 healthy athlete sessions at 3 events.	Dec.	S/Comm			

OUTREACH/ADVOCACY COMMITTEE

The goal of the Outreach/Advocacy Committee is to increase overall participation of athletes, coaches, families, and volunteers. Through the use of a computer, a better tracking system of athletes can be developed and maintained. An increase in public awareness, as well as participation in various school systems and community service providers for adults will be realized.

GOAL	DUE DATE	ASSIGNED TO	STATUS	COMMENTS	DATE COMPLETE
1. To carry the message of Special Olympics into the classroom of two universities, colleges, community colleges, and high schools.	Dec.	B/S/AD			
2. To contact professional and civic clubs and offer to make presentations on the program at their meetings.	Dec.	S/AD			
3. To maintain the State Outreach Committee with expertise in pertinent areas.	Dec.	S			
4. To assist areas with completion of athlete medicals.	Dec.	S			
5. To increase percentage of participation in local, area, and state games competition.	Dec.	S/AD			
6. To introduce "Special Olympics So Get Into It" program to 10 schools.	Dec.	S			
7. To introduce an organized Unified Sports program on the state level.	Dec.	S			
8. To send out a Public School Survey Form to all area schools/facilities, etc.	Dec.	S			
9. To have each area get an accurate account of their athletes.	Dec.	S/AD			
10. To conduct Global Messenger & Athlete Leadership seminars to train coaches & athletes.	Sept.	S			
11. To have at least 5 new schools in the areas participate in Special Olympics.	Dec.	B/S/AD			
12. To establish a stronger Unified Sports program in area competition events.	Dec.	S			
13. To provide each area with a media list and names of contacts for each.	Jan.	S			
14. Go back and re-enforce all goals that we have not met to satisfaction.	Dec.	B/S/AD			

FAMILY COMMITTEE

The goals of the Family Committee are to create an environment in which families can grow through the experience of having a mentally handicapped family member; to have well-established working family committee in each Area and Parish of the state; to get families involved as coaches and volunteers; to educate the families about the workings of special Olympics Louisiana by keeping them informed; and to reach every handicapped person, regardless of age, to provide him/her with the opportunity to participate in Special Olympics.

GOAL	DUE DATE	ASSIGNED TO	STATUS	COMMENTS	DATE COMPLETE
1. To maintain the State Family Committee with expertise in pertinent areas.	Jan.	B			
2. To have Eight (8) of the Areas with trained and working Family Committees.	March	S			
3. To ensure Area Family Committees continue hosting Family Reception areas at Area competition events and activities, including registration of families, distribution of family ribbons and badges, and to provide refreshments to family members in attendance.	Dec.	S			
4. To promote family activities at all State Games with the exception of State Summer Games.	Dec.	B/S			
5. To encourage as many family members as possible to get certified as Special Olympics coaches, especially in the sports in which their child/children are participating.	Dec.	B/S			
6. Re-evaluate the 3-year-plan. Sign off on the ones accomplished and carry the others over to the next 3-year-plan.	Dec.	B/S			

VOLUNTEER MANAGEMENT COMMITTEE

The goal of the Volunteer Management Committee is to plan for and manage, in a professional, effective and efficient manner, the volunteer program in order to meet the continuing needs of Special Olympics Louisiana.

GOAL	DUE DATE	ASSIGNED TO	STATUS	COMMENTS	DATE COMPLETE
1. To continue maintaining quality leadership on the Volunteer Management Committee.	Dec.	S			
2. To address issues that may arise regarding volunteer training, management, screening, etc.	Dec.	B/S			
3. To continue using the volunteer background form for all new volunteers.	Dec.	S			
4. To implement a system for processing all volunteer forms A & C with: (a) state level volunteers registered using the process, (b) assist areas in implementing the process, (c) getting Database up-to-date, (d) getting more screening done, so not a lot of back log.	Dec.	S			
5. To include the volunteer registration policy in the Torchbearer newsletter at least twice each year.	Dec.	S			
6. To continue communicating with Area Volunteer Directors & have them submit volunteer screening forms on all Class A volunteers.	Dec.	S			
7. To input current volunteer information into the computer, including email addresses and registration sheets (sign-in).	Dec.	S			
8. To develop a method of recruiting volunteers for specific areas of need.	Dec.	S			
9. To continue to operate and update the volunteer training and placement system.	Dec.	S			
10. To review current volunteer handbooks at all events and to ensure areas have copies of information to guide the development of their own materials & volunteer job descriptions.	Dec.	S			
11. To continue utilizing site volunteer coordinators at events.	Dec.	S			
12. To continue to identify corporate volunteer coordinators/contacts.	Dec.	S			
13. To continue improving communication to corporate volunteer coordinators/contacts regarding schedule of Games events (starting/ending times, lunch breaks, etc.)	Dec.	S			

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GOAL	DUE DATE	ASSIGNED TO	STATUS	COMMENTS	DATE COMPLETE
14.To continue developing opportunities for additional corporate involvement beyond Games participation (fund raising, coaching, etc.).	Dec.	S			
15.To review information designed to recognize volunteers for volunteer awards. Chapter and areas should both recognize volunteers.	Dec.	S			
16.Increase 10% growth goal over 2008.	Dec.	S			
17.Create a volunteer registration process with areas	Dec.	S			
18.To increase the number of background checks on volunteers. Plan: a) be consistent in getting information to areas how important this is; b) keeping accurate records & running reports for the areas on what has been screened & the status.	Dec.	S			
19.To increase the number of volunteers: Plan: Recruiting – getting the word out about events, ex: website, email; Track progress by year-to-year comparison using GMS.	Dec.	S			

RISK MANAGEMENT COMMITTEE

The goal of the Risk Management Committee is to provide Special Olympics Louisiana staff and volunteers with the resources to improve performance by acknowledging potential risk, to prevent as many risks as possible, and to take control of the risks that cannot be avoided.

GOAL	DUE DATE	ASSIGNED TO	STATUS	COMMENTS	DATE COMPLETE
1. To continue the Risk Management Committee.	Dec.	S/B			
2. To revise the Risk Management Handbook as needed.	Dec.	S			
3. To develop a Games Risk Team as necessary.	Dec.	S/B			
4. To orient staff and the crisis team as necessary.	Dec.	S			
5. To orient Area Directors and Games Management Teams regarding minimizing risk as necessary.	Dec.	S/B			
6. To implement the procedures to help minimize risk.	Dec.	S			
7. To conduct a Protective Behaviors Workshop for coaches and key volunteers.	Dec.	S			
8. To conduct a Risk Workshop for coaches and volunteers.	Dec.	S			
9. To assist with incidents that need attention.	Dec.	S/B			
10. To review other risk areas that are outside of the competition realm.	Dec.	S/B			
11. To review appeals re: volunteer /coach suspensions.	Dec.	S/B			