



<p>Our Vision</p>	<p>Our VISION is an inclusive world for all, driven by the power of sport, through which people with intellectual disabilities live active, healthy and fulfilling lives.</p>
<p>Our Mission</p>	<p>Our MISSION is to provide year-round sports training and competition. Both children and adults with intellectual disabilities can:</p> <ul style="list-style-type: none"> • improve physical fitness • show courage • experience joy <p>This gives athletes the chance to share their gifts, skills, and friendship with the community.</p>
<p>Diversity and Inclusion</p>	<p>Diversity and Inclusion help us promote unity among all people. Diversity looks different in different places. We will make sure we have diverse leaders, volunteers and staff in all our work. We will promote the Unified Leadership approach to create true inclusion. Unified Leadership teaches people with and without intellectual disabilities to value and learn from each other. It does this by:</p> <ol style="list-style-type: none"> 1. Allowing people with intellectual disabilities to achieve their full potential. They develop leadership skills in sports and beyond. 2. Educating leaders without disabilities to value, include and build the skills and leadership of people with intellectual disabilities.
<p>Who We Serve</p>	<p>We are a trusted organization supporting individuals with intellectual disabilities statewide for more than 50 years. Our work succeeds in changing lives, building advocacy networks, and creating a lasting positive impact. We serve over 12,000 athletes and Unified Partners across the state and engage the families, friends, caretakers, and healthcare professionals involved in Special Olympics Louisiana.</p>
<p>Our Programs and Services</p>	<p>We are a movement that unleashes the human spirit every day through transformative power and joy of sport. Through programming, sports, health, education and community building, we are tackling the inactivity, stigma, isolation and injustice that people with intellectual disabilities face. Our work goes far beyond sports events, driving social change that enables full social participation for people with intellectual disabilities.</p>
<p>Our Goals 2021-2024</p>	<p>There are 4 long-term outcomes that the strategic plan should lead to:</p> <ol style="list-style-type: none"> 1. Athletes will have better physical well-being, skills, fitness and health. 2. Athletes, teammates, families and volunteers will have better social and emotional well-being. 3. People without disabilities will become more inclusive of those with disabilities. 4. Organization will be more inclusive through the work of Special Olympics Louisiana and the influence of athletes.

<p>Changes over the next 4 years</p>	<ol style="list-style-type: none"> 1. We will focus more on sports and fitness at the local level. 2. We will be more inclusive in recruitment of staff, Board members, volunteers and athletes. 3. We will reach out to communities that have less inclusive opportunities. 4. We will use technology to reach more people and create more activities. 5. We will become an athlete-led movement through the Unified Leadership approach. 6. We will provide more training and tools for volunteers and staff. 7. We will focus more on results. We will evaluate and measure the results of our programs to see how we are progressing towards our vision. 8. We will share our stories and show our impact in a way that inspires donors and supports fundraising.
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Analysis of program internal and external factors:

Strengths:

- **Diversity of programming** (sports, health, fitness, etc). athlete leadership, all skill levels
- **Partnerships** – schools, universities, community organizations
- Holistic **life-long program** that supports athletes and families beyond competition
- Committed and dedicated **volunteers**
- Volunteers feel needed and informed via **athlete connections/relationships**
- Organization **name/brand recognition**, brand power and reputation
- **Mission** and belief in mission still relevant 50 years later
- **Worldwide program** – resources with strong leadership at all levels

Weaknesses:

- **Inability to retain and recruit** athletes and **lack of transition** plan for athletes
- **Geographic barriers** to accessing variety of sports and competitions
- Overly **complex and time consuming volunteer experience** in leadership roles with unrealistic expectations
- **Lack of consistency** among local programs / sports / technology / communications at all levels
- **Us vs. Them** attitude; local vs. local, local vs. state, state vs. SOI

Opportunities:

- **Potential athlete growth** – currently only reaching less than 10% of eligible population, Young Athletes, schools
- **Unified Sports** – both community and school based, and with non-SO programs
- **Volunteer resources** – to include recent retirees, millennials, universities, colleges and corporations who are very community-oriented and want the feel-good experience
- **Current fund-raising shift** and potential resulting in **efficiencies of scale**
- **Digital** – social media / technology improvements
- **Openness of entire organization** to self-examine and evolve to a new way to do business at all levels of the organization

Threats:

- Current structure is not **not sustainable**
- **Other agencies** serving people with ID offering sports
- Local programs have high **dependency on volunteers/family members**
- Other non-profits **competing for the same dollar**
- Overall **volatility** of current events in the country (financial, political)

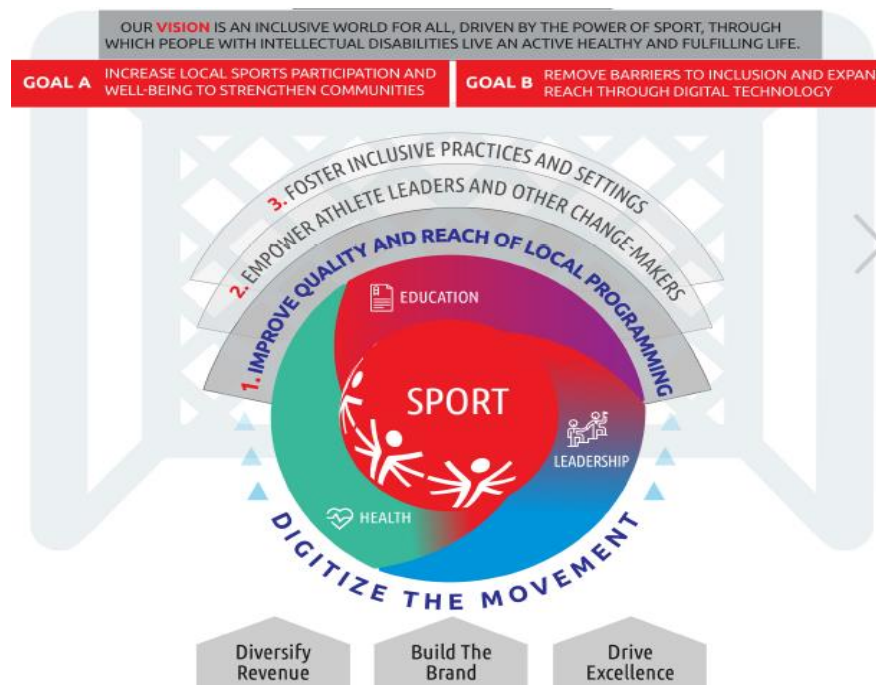
There are 2 goals in our plan:

Goal 1: Increase local sports participation and well-being to strengthen communities.

Goal 2: Remove barriers to inclusion and expand reach through digital technology.

3 strategies will help achieve these goals:
Strategies explain what we need to do to reach our goals.

4 enablers will make all of this possible:
Enablers are the tools we use to do the work explained in our Strategies.



Strategy 1: Improve and expand local program activities.

Special Olympics Louisiana will focus on local activities that benefit everyone in the community. We will create opportunities for athletes to train and compete in their own community. This means expanding activities in every type of community. This encourages athletes to be involved in sports as participants and leaders throughout their lives.

Actions:

1. **Strengthen and grow local operations so that athletes of all ages and abilities are included.**
2. **Increase the amount of year-round sports training and local competitions. This includes Unified Sports, Young Athletes and Motor Activity Training Program**
3. **Increase the knowledge and skills of coaches to improve sports quality and leadership.**
4. **Create and grow local partnerships. We will recruit more experts and resources.**

	Proposed Initiatives	2021 Target	2022-2024 Targets
Local operations, structures and outreach	<i>Develop recruitment and training materials and resources for expansion of Local Training Programs (LTP) to support sports and other activities.</i>	<i>To be completed by Q2</i>	
	<i>Increase the number of Local Training Programs (LTP) by identifying existing programs within current area structure and increasing with new LTPs</i>	<i>30 LTPs will be confirmed</i>	<i>5 additional LTPs will be added annually</i>
	<i>Train and mentor LTP leaders via quarterly webinar sessions discussing management issues</i>	<i>To be initiated in Q1</i>	<i>Continue to host quarterly trainings and implement new trainings as needed</i>
	<i>Train, mentor and develop athlete leaders to become coaches, officials, health messengers and general volunteers at the local level.</i>	<i>15 additional athlete leaders will be identified for leadership roles</i>	<i>By 2024, each LTP in the state will have multiple athlete leader roles</i>
	<i>Organize and streamline athlete database (GMS) and finalize plan for usage of GMS by LTPs and other programs (e.g. schools); update procedures as needed</i>	<i>To be completed by Q2</i>	
Coach education	<i>Target and recruit sport coaches through sport federations, community partners, gyms, recreation centers, SO colleges, associations and foundations</i>	<i>50 new coaches will be recruited via new partnerships</i>	<i>50 new coaches each year from these partnerships</i>
	<i>Train coaches via VMS platform; promote all coach trainings throughout the year</i>	<i>Promote 1 sport training per week throughout the year and ensure coaches have access before seasons begin</i>	<i>Promote 1 sport training per week</i>
	<i>Promote and train coaches on Unified Sports course on NFHS.</i>	<i>Train 10 coaches per month</i>	<i>Train 10 coaches per month</i>
	<i>Develop videos for each VMS course to accompany slide presentations.</i>	<i>Develop 12 videos (1 per sport) by Q4</i>	<i>Update videos as needed</i>
Frequency and quality of sport	<i>Grow Young Athletes Programs</i>	<i>Recruit 4 community-based Young Athletes programs</i>	<i>Have at least 1 community based Young Athletes program available per area.</i>
	<i>Expand fitness programming</i>	<i>Recruit 4 new fitness programs by Q4</i>	<i>Fitness will be incorporated into all sports programs</i>



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	<i>Recruit additional fitness partners</i>	<i>Recruit 3 new local and 3 national-level fitness partners per year</i>	<i>Recruit 3 new local and 3 national-level fitness partners per year</i>
	<i>Form relationships with local mainstream sports organizations to offer demonstrations/clinics, as well as training and competition opportunities for athletes.</i>	<i>2 new relationships 2 new clinics</i>	<i>2 new relationships each year 2 new clinics each year</i>
	<i>Continue to explore lower cost options for state and regional competitions</i>	<i>Implement all 1-day state-level competitions</i>	
Local partnerships	<i>Increase the number of community partners working with SOLA that can move the needle on the priorities of the local programs and the state office, with emphasis on unified programming.</i>	<i>Activate at least 4 new recreation centers/districts to become partners implementing unified programming</i>	<i>Have at least 1 recreation center/district partnership in place in each area implementing unified programming.</i>
	<i>Recruit and develop event and general volunteers, health and education experts</i>	<i>Volunteer recruitment platform developed by Q2</i>	
	<i>Find opportunities for participation in local sports and community gatherings by SO leaders (staff and volunteer) to expand community involvement and gain practical experience (e.g. speaking, establishing new relationships, joining education sessions, etc).</i>		<i>By 2022 Q1, develop platform to link local opportunities to SO leaders in the field</i>
Health and well-being integration	<i>Expand Family Health Forums (FHF)</i>	<i>Host at least 1 FHF per month on a variety of topics of particular interest to athletes and their families</i>	<i>Host in-person FHF twice per year complimented by quarterly virtual FHF sessions</i>
	<i>Host Virtual Healthy Athletes programs</i>	<i>By Q2, host 1-2 virtual programs each month</i>	<i>As in-person activities return, continue to offer virtual opportunities on a quarterly basis for each discipline.</i>
	<i>Implement regional Clinical Director structure for Healthy Athletes</i>	<i>Develop a list of potential partners and conduct outreach, with goal of 1 clinical director per discipline per region (3 for each in the state) by Q4</i>	<i>Add 1 new clinician per discipline per region</i>
	<i>Increase Health Messenger activities locally to inspire participants to take responsibility for personal health, fitness and growth</i>	<i>8 health messengers activated by Q4</i>	<i>50% of all athlete leaders in LTP's will be Health Messengers</i>
	<i>Offer virtual or at-home fitness programming to boost physical activity during the "off days" when not doing in-person sports training</i>	<i>1-2 per month</i>	<i>1-2 per month</i>
	<i>Expand Athlete Performance Stations (virtual and in-person)</i>	<i>1 virtual PS per quarter 2 in-person PS</i>	<i>1 virtual PS per quarter Work with each area (9) to host their own performance station</i>



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Strategy 2: Empower athlete, youth and other leaders to make change.

Special Olympics Louisiana will improve the knowledge and skills of everyone involved in our mission. We will make sure athletes and young people have leadership roles and can educate others. This will give athletes and young leaders a voice and motivate others. These leaders will use inclusive behaviors and influence others to do the same.

Actions:

1. Invest in training and opportunities that teach our audience to improve inclusive health and well-being.
2. Expand Unified Champion Schools.
3. Grow a Unified Generation by building networks of influencers and inclusive thinkers.
4. Increase the numbers of athletes with internal roles and jobs. Leaders without disabilities will adopt the Unified Leadership approach.
5. Use the talents of youth and athletes as teaches of inclusion.

	Proposed Initiatives	2021 Target	2022-2024 Targets
Skills and knowledge	Partner with universities and medical schools to incorporate curriculum changes that address working with individuals with ID	1 new university and 1 new medical school will be recruited	
	Engage athletes as trainers for external groups, sharing their experiences and ideas.	By Q2, AIC will be formed with training opportunities identified	By Q2 2022, AIC will be prepared to deploy trained athletes for external presentations
	Engage athletes in conversation regarding their needs as far as improving performance in sports and in employment	By Q2, this will be accomplished via AIC involvement, both virtually and in-person	Ongoing engagement with athletes via town halls and other forums will be used to assess needs
Unified schools	Grow Unified Champion Schools (UCS)	1 new school district will be recruited	1 new school district each year
	Improve quality of UCS programming	45% of schools implementing 3 components	2022- 55% 2023-60% 2024- 65%
	Develop transition programming for UCS students	Develop transition materials for use at local program level	Connect local LTPs to UCS school liaisons
	Digital elements of school-based programming will be housed locally on laso.org	laso.org will host a dedicated area for digital elements	Digital elements will be updated on a monthly basis or as needed
Internal athlete jobs/roles	Develop Youth Activation Committee (YAC)	At least 3 unified pairs and one college representative will be included	1 additional unified pair will be recruited annually
	Develop Athlete Input Council (AIC) by incorporating athlete leaders, providing ongoing training, and aligning athlete interests and skills with existing initiatives and activities.	Will be implemented by Q2	



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	<i>Identify partners to provide local training/resources in leadership and other skills (Unified Leadership mentors)</i>	<i>Mentor opportunities will be identified along with recruitment process</i>	
	<i>Expand athlete leaders within LTPs</i>	<i>50% of LTPs will have an athlete leader representative</i>	<i>100% of LTPs will have an athlete leaders representative</i>
<i>Athletes and youth teaching inclusion</i>	<i>Host Youth Summits</i>	<i>Coordinate 1 Youth Summit hosted by youth leaders virtually</i>	<i>Engage new youth each year in Youth Summit planning and presentation (in-person with virtual option)</i>
	<i>Host athletes and youth leaders on SOLA podcast</i>	<i>1 athlete leader or youth leader will be featured per month</i>	<i>Same</i>



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Strategy 3: Grown inclusive practices and activities

Special Olympics Louisiana will work with government and other organizations from state to local levels. Together we will fight injustice and inequality. We will create better access and more opportunities for people with intellectual disabilities.

Actions:

1. Influence organizations to create more programs that support people with intellectual disabilities.
2. Create new partnerships and build on existing relationships.
3. Inspire organizations to create inclusive environments through Unified Sports and the Unified Leadership approach.
4. Use State, National, Regional and World Gems to inspire collaboration with organizations that can help with our mission.
5. Promote Unified Leadership as a new understanding of inclusive leadership.

	Proposed Initiatives	2021 Target	2022-2024 Targets
High level systems change	Develop relationships with additional state-level departments (e.g. DHH, DOE) to explore and pursue new funding and sources of collaboration.	Pro bono lobbyist will be identified by Q4; outreach by staff to state departments throughout 2021	Transition current or supplement with additional funding to other state departments better aligned with our mission by 2023
	Expand SOLA involvement in Capital Hill Day	2 athletes and 1 program staff to participate virtually in 2021	Engage an educator and unified pair as well as a HCP to participate in 2022 and beyond
	Develop plan for Louisiana Awareness Day at Capitol		In 2022, host advocacy training for athletes and volunteers; In 2023, host awareness day at state capitol; In 2024, implement recess meetings across the state
	Work with statewide organization (e.g. Louisiana High School Athletic Association) to offer support for more inclusive programming within their system	By Q3, begin discussions with LHSAA about implementation of statewide unified leagues within high schools for 2021-2022 school year and using models from other state SO programs (e.g. Colorado, Kansas, Oklahoma)	



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Inclusive organizations	<i>Expand SOLA involvement with existing organizations such as Governor’s Council on Disabilities</i>	<i>2 additional organizations will be identified and engaged</i>	<i>SOLA will not only share content, but will also lead strategy in one key area</i>
	<i>Identify additional community collaborations that can be pursued for closer working relationships (e.g. ARCs, group homes, other organizations providing similar or complimentary services, etc)</i>	<i>3 complimentary service organizations will be identified and engaged</i>	<i>Statewide strategy for engaging partnerships with complimentary agencies will be developed</i>
External recognition	<i>Develop guidelines and set of inclusive criteria to help guide and recognize organizations that are inclusive of individuals with ID</i>		<i>Criteria will be developed by 2022 Q3</i>
	<i>Provide tools and resources to help external organizations become more inclusive</i>		<i>Resources will be developed by 2023 Q2</i>
	<i>Develop a recognition program to acknowledge organizations that are consistently meeting SOLA’s inclusion criteria</i>	<i>Golisano Awards will be presented locally by Q2</i>	<i>Recognition program will be deployed by 2023 Q4</i>



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Enabler 1: Digitize the Movement

Special Olympics Louisiana will make sure that our organization and people with intellectual disabilities are keeping up with society and technology. Digital solutions can increase the reach and effects of our work. Digital channels will allow us to connect with thousands more athletes, families and coaches.

Actions:

1. **Create new approaches to inclusive activities using digital platforms, content and tools.**
2. **Develop an online environment to provide communication, interaction and learning.**
3. **Directly reach people with intellectual disabilities and their families.**
4. **Create accessible and inclusive formats so that everyone can benefit.**
5. **Make sure people and communities with low technology and Internet access are not left behind.**
6. **Use data to improve local and state-level activities.**

	Proposed Initiatives	2021 Target	2022-2024 Targets
Use of digital tools	Continue to use SOLA Unified Roundtable Podcast to showcase our movement by utilizing more athletes and coaches.	Have 1 athlete or coach on the podcast per month	Continue to have 1 athlete or coach on the podcast per month
	Implement digital tools and resources made available by SOI where possible	Share all relevant content from SOI	Continue sharing content from SOI
Digital content	Work with Program Staff to create content for sports & health	Make sports and health content top of list by following weekly calendar or sports and other program offerings	Same
	Gather content from athletes, coaches, and families to share with others	Determine how to gather info from community by Q4	Gather info monthly to share on social channels by Q2
	Create Digital Packet for LTPs to use when creating content for their social channels	Reach out to other SO programs on what they are using	Create and continuously update.
	Assess current digital content to determine which digital initiatives could be continued and developed further and which ones will cease when activities have returned to normal.	Create list of all digitized content and analyze what will continue by Q4	Update as needed on a quarterly basis
	Implement bi-monthly e-newsletter	To be completed by Q2	Ongoing
	Refine staff and volunteer resources available on laso.org	Gather info from other SO state programs by Q3	Continuously update with new info
Data management	Audit current email marketing platform (Constant Contact) for accuracy and highest level of efficiency	Purge email addresses and update with new ones as we acquire	Ensure CC is the best platform to use or move to another



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Enabler 2: Increase and Expand Revenue

Special Olympics Louisiana will create new ways to raise funds. We will make an effort on both a state-wide and local front to raise additional funds. We will gain new and diverse sources of revenue. We will create sustainable funding that adapts to change.

Actions:

1. **Make investments in focus markets to increase awareness of Special Olympics.**
2. **Expand learning from these focus markets into other program areas.**
3. **Target donor organizations that fit with our focus areas.**
4. **Develop processes for distributing resources in new markets and improving them in existing markets.**
5. **Increase our ability to raise money and manage relationships with donors.**
6. **Develop tools to increase fundraising at the community level.**
7. **Use data on performance from different revenue channels to decide where to invest.**
8. **Diversify resources so we do not rely on any one source.**

	Proposed Initiatives	2021 Target	2022-2024 Targets
Target strategic partners	Increase Revenue by reviewing recent but no longer funded grants to reapply (ex. BCM, GNOF, Capital Area UW, UW of Southeast Louisiana)	\$100,000	15% increase annually
	Increasing revenue by applying to foundations who support specific programs such as sports, health & education (ex. CVS, Cigna, Rite Aid, Academy Sport + Outdoors, Hibbett Sports Walgreens, Dicks Sporting Goods)	\$100,000	
	Redevelop corporate sponsorship packages to reflect new direction of organization with emphasis on impact and mission	To be completed by Q1	
	Increase state government funding	\$150,000	\$250,000 - \$300,000
	Research new grantor prospects and perform aggressive outreach via LOIs and applications	To be completed by Q1	
Invest in fundraising capacity	Focus on priority markets New Orleans and Baton Rouge for funding by deploying development staff in their key markets	Recruit NO-based development staff with experience in consultative sales process by Q1	By 2022, have resources to recruit BR/Laf-based development staff; By 2024, have resources to recruit development staff for N. LA
	Reinvigorate LETR fundraising by recruiting new agencies and engaging them beyond traditional Torch Runs and shirt sale campaigns	\$75,000	25% increase annually
	Recruit key volunteer fundraising roles and ad hoc development committee members or others with strong connections and ability to open doors to fundraising opportunities	Corp chair(s) for Over the Edge will be identified by Q1; chair for 1 corporate	



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		<i>breakfast will be identified by Q2; development committee formed by Q3</i>	
	<i>Promote IDMP (direct mail) program by supporting digitally</i>	<i>\$120,000</i>	
Diversify funding channels	<i>Increase Revenue by applying to new funding sources (ex. CFC, SCCC)</i>	<i>\$400,000</i>	
	<i>Expand retail fundraising campaigns with retailers that have multiple locations and a large customer base.</i>	<i>Develop tools; target 2 retail campaigns \$20,000</i>	
	<i>Expand virtual events which are low cost and have minimal staff impact</i>	<i>Virtual Polar Plunge by Q1; Virtual Walk by Q2 \$50,000</i>	
	<i>Promote online giving (Facebook, Amazon Smile)</i>	<i>Monthly promotional campaigns starting in Q1 via email, social media and website pop-ups \$10,000</i>	
	<i>Promote in-school fundraising opportunities to UCS and other schools that are affiliated with SOLA</i>	<i>Develop materials including determination of revenue share</i>	<i>Promote in-school fundraising as an additional revenue stream (target \$ to be identified) by 2022-2023 school year</i>
	<i>Create campaign for SOLA license plate promotion</i>	<i>Develop and deploy by Q2</i>	
	<i>Pursue additional workplace giving campaigns (payroll deductions, casual days, etc)</i>	<i>Develop campaign materials and target corporations by Q4</i>	
	<i>Capitalize on promotion of USA Games and World Games with targeted fundraising which supports our Louisiana delegation</i>	<i>USA Games will be 100% funded in 2021</i>	<i>USA and World Games will become profit centers for SOLA</i>



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Enabler 3: Build the Brand

Special Olympics Louisiana will increase awareness of the brand through new and existing channels. This will build our influence, attract more people, and create new audiences. This is especially important at the community level.

Actions:

1. **Increase the number of active physical and digital fans.**
2. **Strengthen marketing and communications of sports and inclusion content.**
3. **Use communication of events like State, USA and World Games to gain attention and action.**
4. **Use traditional and digital communication to attract audiences.**
5. **Let athlete leaders communicate the message of inclusion.**
6. **Increase communication at local and state levels.**
7. **Use tolls and training for local leaders, especially through digital channels.**

	Proposed Initiatives	2021 Target	2022-2024 Targets
Brand reach	<i>Engage local media (tv, radio, podcasts) to enhance the brand</i>	<i>Identify local media as partners by Q3</i>	<i>Continue to work with media</i>
	<i>Identify celebrities and online influencers that can amplify the brand.</i>	<i>Find 1 celebrity to work with to amplify brand by Q3</i>	<i>Find one additional celebrity per year to work with to amplify brand</i>
Build on global SO events locally	<i>Continue to amplify the content from SOI/SONA</i>	<i>Share all relevant content from SOI/SONA</i>	<i>Work with SOI/SONA to use SOLA athletes nationally</i>
	<i>Promote USA Games and World Games, highlighting SOLA delegation and funding opportunities</i>	<i>Create 'sizzle' with selection process for coaches and athletes</i>	<i>Intensive promotion of Louisiana delegation involvement</i>
Capacity building and tools	<i>Build and utilize templates for LTPs to use for branding</i>	<i>Gather info for packets by Q3</i>	<i>Distribute packets to LTPs and be ready to revise</i>
	<i>Have an athlete leader trained in marketing/branding – allowing them to share content directly</i>	<i>1-2 athlete leaders will work on branding</i>	<i>1 additional athlete leader per year to work on branding</i>
	<i>Have a pool of athletes, coaches, families ready to be able to speak on our behalf</i>	<i>Identify at least 1 of each and train</i>	<i>Identify at least 2 per year and train</i>
Engage pro bono experts locally	<i>Partner with an ad agency, pro bono, to reach more people digitally, specifically in areas that do not have great participation currently.</i>	<i>Research agencies. Focus on GNO, BR, NW, AC areas for full coverage</i>	<i>Devise and implement plan</i>

Enabler 4: Promote Excellence

Special Olympics Louisiana will acknowledge that empowered people are important to the success of our programs. Empowered people promote excellence in sports, health, youth and leadership work. We will improve how we recruit and work with staff, coaches and volunteers. We will need to make sure they have the right tools and skills so they can achieve excellence.

Actions:

1. **Integrate the Unified Leadership approach.**
2. **Support the growth of leaders at all levels by creating learning opportunities.**
3. **Increase the diversity and effectiveness of the Board of Directors.**
4. **Improve our recruitment.**
5. **Focus on diversity, training and retention for volunteers and staff.**
6. **Set standards of quality in training and support.**
7. **Strengthen research of outcomes and use the results to improve.**
8. **Empower volunteers with tools and practices that adapt to differences.**
9. **Improve internal communications to strengthen collaboration and knowledge sharing.**

	Proposed Initiatives	2021 Target	2022-2024 Targets
Unified Leadership	Implement trainings on Unified Leadership for staff, Board, volunteer leaders, coaches and athletes.	2 trainings will be conducted in 2021	Quarterly trainings will be standard
	Work with athlete leaders to jointly identify and implement ways to make new roles meaningful for athlete leaders; adapt current practices.	Newly developed AIC leaders will be engaged for discussion	
Leadership Development	Promote self-led leadership development opportunities from SOI (e.g. Skillsoft) are made available to leaders in the program.	Skillsoft will be promoted via social media to volunteers	
	Regularly host virtual or in-person learning and development opportunities for leaders. Provide opportunities to put learning into practice and share best practices	SOLA will host quarterly town hall opportunities for athletes, families and volunteers by Q2	
Board of Directors	Governance Committee will put into place a plan for ongoing and annual board governance education and improvement.	To be implemented by Q2 meeting	
	Regularly assess Board composition, succession and recruitment, with diversity as a priority.	To be completed by Q3	
Volunteers and Staff	Develop volunteer database that enables matching of skills and tasks/roles.	To be completed by Q3	
	Update volunteer recruitment plans, including promotional materials that target diverse audiences and highlight the benefits of volunteering	To be completed by Q3	
	Provide virtual and in-person on-boarding and ongoing training of volunteers, including training on ID and working with people with ID	Materials developed and implemented into VMS system by Q4	Ongoing
	Create informational materials that highlight the variety of year-round volunteering opportunities	To be completed by Q3	
	Use a certification program to recognize volunteers for their work.		To be completed by 2022 Q2
	Provide consistent staff orientation and learning experiences, including training on ID and working with people with ID	Training and orientation materials to be revised by Q3; new onboarding process finalized by Q4; training for existing staff bi-annually	Staff will receive ongoing training by external experts at least bi-annually



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	<i>Invest in training opportunities for staff and volunteers (e.g. grant writing, sales training, SOI seminars, etc)</i>	<i>\$3000/staff member grant from LWC will be used by each staff member on professional/personal development courses</i>	
	<i>Encourage career and role growth and create succession plans for key staff and volunteers.</i>	<i>Career pathing will be incorporated into annual performance reviews/goal setting meetings; quarterly performance check-in meetings will take place by Q2</i>	
<i>Evaluation and Data</i>	<i>Regularly use SOI Program Quality Standards (PQS) as an ongoing improvement and self-assessment tool to develop the program and align with global strategic plan.</i>	<i>Staff will assess different areas of the program monthly by Q2; reporting to Board quarterly on progress</i>	<i>Ongoing</i>
	<i>Educate staff and key volunteers on how to use Program Quality Standards (PQS)</i>	<i>Staff will receiving training on PQS by Q1</i>	
	<i>Work with an outside partner to collect and evaluate athlete performance data</i>	<i>Recruit and engage 1 data partner</i>	<i>Have multiple partners in place</i>
<i>Tools and Practices</i>	<i>Assess all materials available from SOLA to ensure that we are using 'easy language' to present information in short, simple way for better understanding by people of all abilities.</i>	<i>Ongoing</i>	
	<i>Engage athlete leaders to support easy read creation, train people to use it.</i>	<i>Ongoing</i>	
<i>Internal Collaboration</i>	<i>Train SOLA staff and key volunteers on communication structures, protocols and resources to improve collaboration within SOLA and local training program teams.</i>	<i>To be incorporated into staff and volunteer training by Q3 and ongoing as structure changes take place</i>	