

Special Olympics



SPECIAL OLYMPICS INTERNATIONAL

2014 Master Plan

December 2013



Introduction

Dear Colleagues:

We have an urgent, compelling and exciting mission, and we are well on the way towards delivering against our strategic plan goals for 2015. With such great need and resources that will never be enough, we have to focus on what will lift our movement the most in the year ahead.

The 2014 Master Plan lays out priorities for the year ahead where we will focus our collective efforts. The priorities are:

- Unified Sports
- LA 2015 World Games
- Youth Activation & Education
- Athlete Leadership
- Global Development & Public Fundraising
- Marketing Campaign

In addition to outlining what we hope to achieve in relation to each priority, the Master Plan sets out important highlights from our Division, Department and Regional plans for next year. The plans contain a lot more detail.

We share this plan so you have a sense as to what we are working to accomplish in the year ahead and can best understand how you can connect what you do each day to what others in our movement will be doing. You will also see opportunities to connect with the world and bring a new audience to the movement, something we simply must do if we are to continue growing.

We all know the need is great and that there are so many ways we can make an impact on that need. We all also know that if we try to do everything, we won't be successful at anything. These priorities will be our focus and our challenge will be to execute well around them.

I know that each of you shares a real sense of urgency around our mission. As you go about your work, I would encourage you to connect across teams and across geographies. We have such a strong team – if we work together and support each other, I truly believe there is no limit to what we can get done.

I am thrilled to have the opportunity to be part of this great movement. I look forward to working with all of you and to another year of revealing the champion in all of us!

Sincerely,

A handwritten signature in black ink that reads "Janet Froetscher".

Janet Froetscher
CEO



Strategic Plan Pillar #1: Advance Quality Sports & Competitions

Priority: Unified Sports

Unified Sports joins people with and without intellectual disabilities on the same team – for training and competition - to promote social inclusion. Building on our new partnership with ESPN we are accelerating the development of a comprehensive Unified Sports marketing plan. In 2014, we will roll out this plan as well as focus on accelerating growth and capacity building in our Programs.

In Africa, the goal is 100% of Programs offering Unified Sports by the end of 2014, and we will introduce Youth Unified football to 10 Programs in our Middle East and North Africa Region. These are just two examples of the steps we will take in 2014 to bring us closer to our 2015 strategic goal of 1 million Unified athletes and Partners and 100% of Programs around the world offering Unified Sports.

Accelerating Growth

- Grow the total number of Unified Sports athletes and partners by 16% globally
- Increase the number of Programs offering Unified Sports by 14 to 189
- Produce a Camp Shriver toolkit

Building Capacity and Leadership

- Offer 3 Unified Sports Operational & Development trainings across the globe
- Increase the number of certified Unified Sports Coaches by 10%

Communications and Marketing

- Develop Unified Sports brand guidelines and rebrand all Unified Sports materials





Strategic Plan Pillar #1: Advance Quality Sports & Competitions (cont.)

Priority: LA 2015 World Games

The 2015 Special Olympics World Summer Games in Los Angeles has the potential to dramatically increase awareness and understanding of Special Olympics on a global scale. During 2014 we will work closely with the Games Organizing Committee (GOC) to help leverage a unique opportunity for exposure via the huge sports, music, film and television industries based in Los Angeles. Operational support for the GOC will center on assistance with the Test Games in June, and appointment of highly experienced volunteers ('technical delegates') to assist with planning of 'functional areas' such as accommodation, ceremonies, fan engagement, volunteers and transportation. SOI-sponsored events, important for engaging global leaders, celebrities and donors, will also be designed in 2014 to build towards maximum impact during Games-time.



Funding & Resources

- Work with the GOC to raise \$75M

Operational Excellence

- Appoint technical delegates to support the GOC in at least 8 functional areas
- Launch delegation registration by March 17th
- Review and feed back on all functional area operating plans
- Finalize SOI-sponsored events and create initial plans by July 31st

Communications and Marketing

- Agree on constituent and fan engagement strategy and start implementation
- Confirm broadcast and media commitments
- Ensure integration of youth marketing campaign into pre- and during-Games activities
- Confirm attendance at Games-time by 6 global leaders

Additional Sports & Competition Highlights

Athlete Development	<ul style="list-style-type: none"> • Continue to roll out the Athlete Development Model, which is the Special Olympics framework of activities, tools and support for lifelong involvement in sports, to all Regions
Coach Development	<ul style="list-style-type: none"> • Continue to roll out the Coach Development Model - pilots in MENA, East Asia and Asia Pacific
Regional Games	<ul style="list-style-type: none"> • 2014 European Games will take place in Antwerp, Belgium - 2000 athletes from all 58 Programs in Europe-Eurasia • 2014 Middle East & North Africa (MENA) Regional Games will be held in Oman • 2014 USA Games will be hosted in New Jersey - 52 Accredited Programs, \$15M budget, 10,000 volunteers, and 3,500 athletes
Other Sport Events	<ul style="list-style-type: none"> • Latin America will capitalize on the 2014 FIFA World Cup through media events, demonstration matches, clinics and exhibitions



Strategic Plan Pillar #2: Build Communities

Priority: Youth Activation & Education

Special Olympics has already emerged as a unique global leader in providing opportunities for young people, with and without intellectual disabilities, to break barriers and create the first 'unified generation'. In 2014 we will expand and organize our efforts to activate youth, including further international expansion of Project UNIFY. Project UNIFY is a set of Special Olympics activation tools (e.g. youth rallies, our education curriculum Get Into It, Unified Sports) that we use to promote youth leadership, advocacy, acceptance and inclusion in schools and youth-based organizations.

We will also focus on more fully integrating young people into our operations - in meaningful roles, accountable for their work – and into our routine programming (e.g. as coaches or volunteers or as leaders with a voice in governance). East Asia region, for example, will train 1,000 University students for new volunteering roles during 2014. Five Programs in Africa will host Youth Forums with at least 150 Youth involved and we will build on the outstanding success of Project UNIFY with a goal of 3,000 US schools involved.



Program Development

- Sustain 5 Project UNIFY pilots: Austria, India, Italy, Romania and Serbia
- Support Project UNIFY expansion in 3 Programs – Australia, Bolivia, and Turkey – to reach 1500 new young people
- Start Project UNIFY in Bangladesh and Indonesia, with a target of reaching 1000 young people

Resource Development

- Collect and analyze data on current youth activation activities world-wide
- Create and share resources to help Programs increase youth activities

Fundraising & Partnerships

- Expand resources beyond DoE and Lane Funding to enable a Unified strategy for engagement of youth under the banner of Project Unify (PU)
- Develop or enhance national and international collaborations with at least 5 organizations that complement Project UNIFY



Strategic Plan Pillar #2: Build Communities (cont.)

Priority: Athlete Leadership

We empower athletes to develop leadership skills and utilize their voices to lead, influence change in the Special Olympics movement, and educate communities around the world. In 2014 we will focus on athlete leadership by promoting the importance of involving athlete leaders in all aspects and at all levels of the movement. In doing so, we will demonstrate the powerful impact our athlete leaders can have as drivers of our growth and quality goals. The shift in emphasis on athlete leadership around the world will be significant – as examples, Accredited Programs in Africa will all have established Athlete Leadership Programs (ALPs) by the end of the year, the number of athletes participating in ALPs will increase by 40% in Latin America, ALPs will be established in Serendib and Samoa and 6 of the Accredited Programs in MENA will have at least one athlete staff member in addition to athletes on Boards.

Promotion & Tracking

- Produce an internal campaign led by athletes to promote volunteerism
- Select and train 12 new Sargent Shriver Global Messengers
- Initiate improved reporting on numbers of athlete leaders in Accredited Programs



Training & Education

- Establish an on-line ALPs programming site to provide athletes with access to training
- Promote new athlete leadership quality standards to encourage leadership activation

Athlete Input Councils

- Establish an International Athlete Input Council comprised of athletes who have attended Global Athlete Congress

Additional Building Communities Highlights

Health	<ul style="list-style-type: none"> • Healthy Communities expansion goals: 3200 family, coach, and athlete leader health advocates, 2500 participants in year-round wellness opportunities, 40% of athletes receive needed care • Pilot and assess 3 modules of new health programming in areas such as malaria, HIV, obesity, fitness, mental health and sexuality
Families	<ul style="list-style-type: none"> • Increase the number of registered Families in the Europe Eurasia Region by 4,000
Young Athletes	<ul style="list-style-type: none"> • 18% growth in athletes 2 – 7 years old (incl. Young Athletes) • Provide digital access to the Young Athletes Program for families and coaches • Support efforts to secure additional funding for the YAP



Strategic Plan Pillar #3: Connect Fans & Funds

Priority: Global Development & Public Fundraising

At this time last year, we created the Global Development and Government Relations Department to enhance Special Olympics' ability to position our people and programming as powerful, impactful catalysts for social change around the world. This positioning with key government and development influencers is ultimately designed to drive awareness, services and resources from public sector sources that benefit our athletes and those with ID.

In 2014, we will continue to build on the successes of the first year, which included staging the Global Development Summit in Korea and participation in key external events such as the Clinton Global Initiative and the UN High Level Meeting on Disability. Specifically, we will continue to engage key stakeholders, expand existing strategic partnerships for impact at Program level, educate Programs in proactive government relations, and leverage relationships to secure public sector resources. Highlights in 2014 include the Africa Leaders Forum being hosted in partnership with Special Olympics by the Republic of Malawi, and a Summit targeting EU-15 Aid Agencies and Governments at the European Games in Belgium.



Funding & Resources

- Maintain U.S. Federal and State Government funding levels from CDC (\$2.5M for Healthy Athletes) and Department of Education (\$7.6M for Project UNIFY)
- Position SOI for funding asks from US Department of Defense and US State Department (target of \$1M submitted funding requests)
- Collaborate with 2015 GOC to secure commitments of Federal agency-level support cash and Value In Kind for the 2015 World Summer Games (\$2.5M+)

Partnership Stewardship and Activation

- Provide enhanced training, materials and technical support to deepen local impact of partnerships with Lions Club International, UNICEF, IFRC, CRS and Peace Corps
- Expand the Lions Club partnership in Brazil, North America and Africa, with 10 new Program level partnerships
- Expand UNICEF new partnerships/direct Program support in 10 locations

Government Affairs

- Secure attendance by 8-10 key African government leaders/development influencers at the Africa Leaders Forum in Malawi
- Secure attendance by 8-10 key European government leaders/aid-agency influencers at the Global Development Summit in Belgium
- Enhance Program-level capacity in government relations with new training materials and programs (e.g. Europe Eurasia will train at least 24 Accredited Programs)
- Ensure 85% of Programs participate in Canadian Parliament and US Hill Days



Strategic Plan Pillar #3: Connect Fans & Funds (cont.)

Priority: Marketing Campaign

In 2014 we will launch a new marketing campaign that encourages people to Play, Speak and Live Unified as part of a new 'unified generation'. The campaign will be a global, fully-integrated awareness and fundraising campaign that will lead communities in conversations and events that transcend politics, geographies and intellectual and physical abilities. At its core, this effort is a campaign about acceptance and a call-to-action for people of all abilities to champion a vision of a unified, vibrant and inclusive society. Leveraging *pro bono* partnerships around the world, the campaign will focus on activation through marketing and programmatic channels at the local level and will encourage involvement in Special Olympics as part of the build-up to our 50th anniversary including all of our flagship events and Games from now until 2018.

Resource Development

- Launch a fundraising strategy that leverages youth with and without ID
- Leverage existing partners to activate around the campaign
- Attract a new corporate partner to activate the campaign and provide additional financial resources



Marketing

- Engage Young & Rubicam (Y&R) in all 7 regions of the world to customize the campaign for each region
- Align campaign goals and call to action with programmatic and strategic plan goals
- Fully integrate the campaign into the 2015 World Games and all other events leading up to our 50th anniversary

Additional Fans & Funds Highlights

Fundraising	<ul style="list-style-type: none"> • Secure \$71.1M in total private sector dollars raised, including multi-year commitments • Secure \$65.1M in private sector revenue payable in 2014 • Secure 4 new corporate partnerships and launch 2 new strategies to drive unrestricted revenue and build collaborative fundraising
Marketing	<ul style="list-style-type: none"> • A one hour National TV Re-Cap Show about the 2014 USA Games will be produced and shown on Fox Sports
AVSC	<ul style="list-style-type: none"> • We will produce a White House concert with a release of a new non-holiday CD for the first time
SO Olympic Champions Corps	<ul style="list-style-type: none"> • A new SO Olympic Champions Corps will be launched, featuring 30 Summer Olympic Athletes and 10 Winter Olympic Champions



Strategic Plan Pillar #4: Develop Movement Leadership

Program Excellence

Our efforts to drive Accredited Program Excellence will continue in 2014 with the roll out of our new Program Quality Standards supported by new and improved training 'building blocks' for Program Leaders. All Regions are committed to introducing the quality standards to their Programs and ensuring they become the foundation for continuous improvement of Program performance. In the Africa Region, for example, 10 Programs will be reviewed using selected standards. As data becomes more important for our fundraising, advocacy and programmatic planning, 2014 will mark a significant step in strengthening data collection from Programs with the development and roll out of a new Annual Census system.

Program Excellence

- Produce and roll out user-friendly Program Quality Standards tools and materials
- Complete 10 training session materials for Program Excellence 'building blocks' and deliver new training sessions in at least 3 Regions
- Launch new Annual Census System for collection of Program data (e.g. number of athletes, youth engagement numbers, revenue breakdown, staffing levels)

Additional Movement Leadership Highlights

Accredited Program Development	Regions will improve our Accredited Programs by focusing on their governance, sustainability and quality. 'Focus Programs' for this work are: MENA: Algeria, Egypt, Iran, Oman (Regional Games), Saudi Arabia, UAE SOA: Côte d'Ivoire, Ghana, Kenya, Malawi (African Leaders Forum), Nigeria, Rwanda, South Africa, Tanzania, Uganda SOAP: Bharat (India), Indonesia, Bangladesh, Serendib (Sri Lanka) SOEA: China, Korea, Mongolia (newly accredited Program), Taiwan SOEE: Great Britain, Russia, France (leadership), Israel, Spain SOLA: Argentina, Brazil, Chile, Colombia, Guatemala, Nicaragua, Uruguay (leadership) SONA: Caribbean (multiple Programs), Mississippi (leadership), Southern California (World Games), New Jersey (2014 USA Games)
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Strategic Plan Pillar #5: Establish Sustainable Capabilities

Sustainable Capabilities Highlights

Our sustainable capabilities pillar focuses on the support systems and infrastructure that will enable achievement of our mission-driving strategic goals. We will continue efforts to drive research activities that highlight our work and inform future interventions. Internal communications will be enhanced to further strengthen our collective ability to execute against plans. Building on important groundwork during 2013, finance systems will be fully implemented and new IT systems will be developed to support athlete development and the improvement of our Games operations.

Research	<ul style="list-style-type: none">• Complete current evaluation projects (e.g. Project UNIFY, Young Athletes)• Initiate 2 new projects (e.g. Unified Sports)• Host a Special Olympics Research Forum in East Asia Region to share research data on Project Unify in Special Olympics China• Collect 100% of Healthy Communities metrics (e.g. # health advocates trained, # wellness opportunities, # partnerships)• Support efforts to secure new funding for research work
Communications	<ul style="list-style-type: none">• Continue to manage and implement the brand roll-out to achieve the Strategic Plan goal of having 75% of Accredited Programs utilizing the brand guidelines• Improve internal communications and information infrastructure to double staff usage of internal communications tools from 30% to 60%
Systems	<ul style="list-style-type: none">• Complete implementation and integration of financial systems• Update/launch a new version of our Games Management System• Create new guest registration system for Games, including online Registration• Launch the Athlete Training Program for 6 sports and in 3 languages

