**One Page Program Planning Advice**

***Background***

Participants from seven United States Programs, including Board members, Program CEOs, and Program COOs, gathered from July 26-27, 2011 in Chicago in order to discuss Program strategic planning. This document attempts to capture their strategic planning recommendations.

***Advice for creating a Program strategic plan***

*Things to consider when designing a Program planning process*

*Engaging the staff and Board*

* Identify a strong leader, usually a CEO or COO, to drive the process and coordinate stakeholders
* Develop and share clearly defined roles and expectations for all planners, including staff
* Define and communicate the role of the Board and identify opportunities for Board engagement

*Engaging key constituents*

* Solicit constituent feedback from key stakeholders, including: coaches, athletes, volunteers, sub-Program representatives, and current and former donors and sponsors. The best feedback solicitation method may vary for each stakeholder group. These could include surveys, town halls, focus groups, or other feedback channels. One approach may not work, so be prepared to try a few
* Educate constituents on the importance, and likely outcomes, of the plan and its implementation

*Process design and execution*

* Map out your planning process by identifying key milestones and deliverables, include a timeline
* Consider organizing staff and other key constituent representatives into Pillar working groups that will work to do a current assessment and understand priorities for each Pillar in the plan
* Agree on a process for determining which priorities should be included in the plan
* Create an implementation calendar which defines which activities will be started in a given year
* Craft a communication strategy tailored to stakeholder groups in advance of the plan’s release
* Consider SOI tools and speak to peer Programs to see how they went about their planning

*Tips for what all Program plans should include*

* Alignment with Movement-wide mission and vision for Special Olympics, terminology that is consistent with the Global Strategic Plan, and compliance with *General Rules*
* The three mission driving Pillars: Advance Sports, Build Communities, and Fans & Funds. Programs can decide whether or not to include aspects of Movement Leadership or Sustainable Capabilities within their plan or to deal with these Pillars separately
* SMART goals (specific, measurable, attainable, relevant, and time bound) and an emphasis on outcomes as opposed to output

*Support to be provided by SOI*

* Toolkit that includes survey tools, planning templates, and example Program plans
* On-the-ground or phone support from Organizational Development staff
* Clarity on regional goals and objectives