MikeF

2011 – 2015 Special Olympics Georgia

Strategic Plan – Executive Summary

2015 SOGA Strategic Plan

TABLE OF CONTENTS:

Executive Summary

SOGA Detail of Strategic Plan Initiatives

ATHLETE OATH: LET ME WIN.

BUT IF I CANNOT WIN.

LET ME BE BRAVE IN THE ATTEMPT.



2011 – 2015 Special Olympics Georgia

Strategic Plan – Executive Summary

The primary objective of this Five Year Strategic Plan is to provide a framework of key deliverables aimed at directing our Special Olympics Georgia organization in achieving measurable goals consistent with the Movement Wide Strategic Plan adopted by Special Olympics International, yet tailored to our unique constituents & state & community program needs.

The most relevant emerging themes & Strategic Goal Pillars identified at the 2010 SOI Global Congress include:

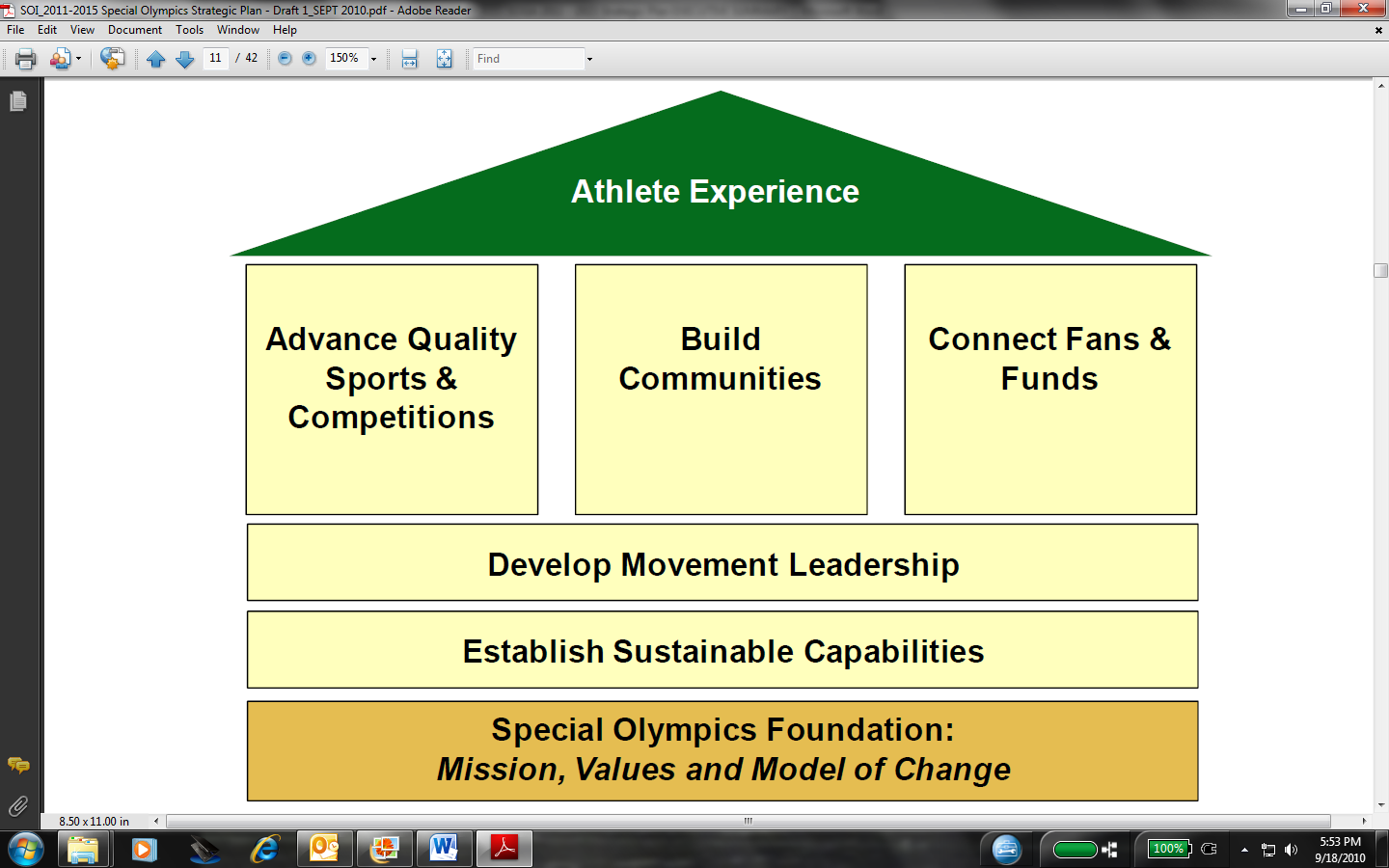
• **People Focused:** Whether athletes, coaches, youth volunteers, or any other group, people remain at the heart of our Movement & our shared strategic objectives.

• **Sustainable Quality Growth:** With limited resources, Boards, staff members, & local Program leaders strive to determine the right mix of growth & quality initiatives.

• **Unity through Diversity:** Our Strategic Plan, while global in its goals, will depend on effective on‐going cooperation from Regions & Programs capable of adapting implementation plans to local considerations.

• **Financial Considerations:** Strategic Plan initiatives themselves require funding & hence fundraising remains a key element of each organizations goals.

• **Strategic Pillars:** In general, we have approached our 2011-2015 Strategic Plan & Initiatives along the three Strategic Pillars agreed upon at the Global Congress.



Below are the key SOGA Strategic Pillars.

• **Advance Quality Sports & Competitions**

• **Build Communities**

• **Connect Fans & Funds**

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2011 – 2015 Special Olympics Georgia

Strategic Plan – Executive Summary

The SOGA Strategic Plan Initiatives are summarized below. A full document of the tactical points to deliver on the strategy is attached to this Executive Summary.

* **Advance Sports & Competitions:** Our Athletes are the center of our work. Special Olympics Georgia should be recognized as a statewide leader in sports, providing excellence in coaching, training, & competition management at all levels, offering each athlete the opportunity to develop to reach their personal best through the activation of sport & athlete development models.
* **Build Communities:** The transformative power of Special Olympics Georgia comes when we build powerful communities of change around our Athletes, creating demonstrable impact at multiple levels of society. Healthy Athletes, Families Program, Athlete Leadership Programs, & schools & youth initiatives continue to position our Movement as being a change agent for whole communities – for all of us – not just as a service delivery Program for a small population.
* **Connect Fans & Funds:** Special Olympics Georgia must become a more effective, sustainable & innovative marketing & fundraising organization. We must facilitate thoughtful, committed & diversified engagements with individuals, corporations, foundations, civic & service organizations, & government agencies while aiming to increase operational funding & support for Special Olympics Georgia. We have an opportunity to translate communications into strategic storytelling, passive spectating into fan engagement, & community support into real collaborative & breakthrough fundraising.

The final steps of the design & deployment of the 2011 – 2015 Special Olympics Georgia Strategic Plan have been completed by Georgia Milton-Sheats & the SOGA staff. Specific, measurable program elements, events & action-steps have been developed & assignments have been made. This has been a well-orchestrated & collaborative effort to keep the focus on the great value delivered in the SOGA strategic initiatives of the past five years & aligning new initiatives to the SOI Movement-Wide goals, objectives & efforts. This is a living document & will require periodic review & revision by the SOGA Staff & Board of Directors.

**2011 – 2015 Special Olympics Georgia Strategic Plan & Initiatives**

**(Bold Initiatives are new in 2011, underlined initiatives are major metrics)**

* **Advance Sports & Competitions:** Our Athletes are the center of our work. Special Olympics Georgia should be recognized as a statewide leader in sports, providing excellence in coaching, training, & competition management at all levels, offering each athlete the opportunity to develop to reach their personal best through the activation of sport & athlete development models.

**Coaches Training**

* **Decrease the number of single sport coaches’ clinics & increase by two multi sport (3 or more sports) clinics in 2011. (All Sports Managers) 13 Mini Sports Camps were held in 2011. 15 are to be held each of the following years 2012-2015. 10 scheduled for 2015, 7 are true mini-camps and 3 are double clinics as of 3/18/15. Have held 6 mini camps with 2 more scheduled as of 6/23/2015.**
* **Incorporate Games Management System (GMS) Trainings at all of the Coaches Clinics. Conduct GMS Trainings over the phone for individuals that are far away. Provide the option for coaches to come to the SOGA office if they need more one on one instruction. GMS training will be incorporated with all coaches’ clinics by 2015. (All Sports Managers) 6 trainings are offered as of 6/23/15.**
* **Implement 8 mini sports camps per year with a minimum of 10 attendees who then become certified coaches. Provide each coach who completes their certification process with a certificate. (All Sports Managers) 13 Mini-Sports Camps were scheduled in 2011. 15 are to be scheduled each year in 2012-2015.**

**4 mini camps have had more than 10 attendees as of 6/23/2015.**

**State Games**

* **Change the State Horse Show to a 1 night, 2 day event by 2012. (Senior Sport & Coach Education Manager, COO, CEO) Exploring the opportunity to find a new venue that is less expensive. Extensive research done regarding stall rental & number of horses used. Being more efficient with stall & reduced expenses, etc. We will be hosting Horse Show at Chickopee Woods in 2015.**
* **Add a new sport & competition to state winter & summer games in 2011. (Program Services Staff) 3 on 3 Basketball was added to the 2011 Indoor Winter Games. Flag Football was added to the 2011 State Summer Games.**

**Volunteer Management**

* + - **Develop a system to screen adult athletes like Class A volunteers are currently being screened. Implement full screening in 2012. (Volunteer & Event Manager, COO) Athletes can be screened without a social security number with LexisNexis so the current athlete participation form will not have to be changed. Only new athletes over the age of 18 will be screened using LexisNexis. We will test run this process with Kay Center athletes over the age of 18 attending the 2012 Winter Games & then we will move into screening all NEW athletes over the age of 18. Currently screening all new athletes & Healthy Athletes volunteers over the age of 18 with LexisNexis. Screenings all now require social security numbers.**
* **Screen Torch Run Class A Volunteers/Officials & ask them to take the protective behaviors test & implement this by year end. Each year add a new list of Class A volunteers to screen. (Volunteer & Event Manager, Torch Run Manager) Completed all LETR committee members’ screenings & protective behaviors in 2011. New volunteers to screen: 2012 – currently screening all new adult athletes & all volunteers in the Healthy Athlete Program starting with Masters Bowling & Fall Games; 2013- new Master’s Bowling GOC; 2014 – new Fall Games GOC; 2015 – Duck Derby or another large special event committee. 169 adult athletes as of 11/1/12 have been screened. Healthy Athlete volunteers at MB 2012 & Fall Games 2012 were screened. Complete Healthy Athlete volunteers at Winter and Summer have been screened. HA volunteers at Masters have been screened on 8/24/2013. HA volunteers at Fall Games and GOC members for Masters Bowling (10/15/13) All Healthy Athlete volunteer at IWG were screened. 2014 New Fall GOC are being screened as of 5/6/14. SOGA uses Intellicorp only in 2014. Currently, all EC members; Duck Derby committee N/A; New Fall Games GOC members have been screened; New Horse Show GOC members have been screened as of 9/4/14. All YLEAD 18 years and older and Medical Volunteers at State Games that spend the night will be screened in 2015. (Volunteer & Event Manager, Torch Run Manager) Medical overnight volunteers for Winter Games and Summer Games have been screened. Screening Healthy Athletes Volunteers at Masters Bowling. Ongoing.**
  + - **Screen an additional 5% of volunteers per year, with the baseline starting at 505 people. (Volunteer & Event Manager) 2011 baseline is 1,102 x 5% = 55. Total needed for 2012 = 1,157. Total screened for 2012 = 950. Total needed for 2013 = 998. Total needed for 2014 = 1,048. Total for 2014 = 1,425. Total needed for 2015 = 1,496. 580 as of 6/23/15.**
    - **List types of volunteer positions with brief descriptions on website & add/update new roles annually. (Volunteer & Event Manager) Complete 3/18/15**
    - Review all volunteer placement numbers per venue at State Games/special events making sure numbers are accurate based on the need of volunteers so that every volunteer is used/actually needed. Include the opinions of the Venue Director & Event Director. (Volunteer & Event Manager, Finance Manager, Director of Development & Major Gifts, Director of Corporate Relations & Events) **Complete for IWG and SG, Taste of Inspiration, Over The Edge and Polar Plunge, Clay Shoot, Duck Pluck Tagging Party. Ongoing 8/11/2015.**
    - Send out evaluations to volunteers over the internet service of survey monkey after all state games to encourage more responses & ideas from their point of view & making sure responses are included in the event’s overall evaluation. (Sports Managers, Volunteer & Event Manager) Winter – Complete, Summer – Complete. Masters Bowling & Other – Ongoing.
    - Increase the number of protective behavior trainings by 3% each year, with the baseline starting at 1,566 (3% of 1,566 = 47 + 1,566 = 1,613). (Volunteer & Event Manager) 2011 baseline is 1,123 x 3% = 34**.** Total needed for 2012 = 1,157.Total for 2012 = 1,909. Total needed for 2013 = 1,966. Total for 2013 = 1,986**.** Total needed for 2014 = 2,046. Total for 2014 = 2,327. Total needed for 2015 = 2,397. 1,273 as of 8/11/15

**Website Resources**

* + - Review & update Sports Manuals annually/Review & evaluate rules & post changes on website quarterly. (All Sports Managers) **Horse Show Manual, Fall Games Manual and all sports rules as of 7/15/16 Ongoing**
    - **Place the Principles of Coaching online training on the SOGA website. (All Sports Managers) Completed 2012**
    - **The link to take the Principles of Coaching Course has been placed on the website. E-mail the link online twice a year (Sports Managers). Included in every enewsletter as of 2/24/15 Complete**
    - **Offer an online re-certification program for coaches. (All Sports Managers) All sports offered by SOGA have been posted on the website with a re-certification test for each and a process to become re-certified.**
    - **Create on-line volunteer registration with Volunteer Systems (software package) program where volunteers can sign up for events & fill out a profile form or State Games application. (Volunteer & Event Manager, Sports Manager) Complete**
    - Update/ create new on line volunteer brochure that is print ready & include office volunteer opportunities. Review yearly. (Volunteer & Event Manager) Ongoing 8/11/15
    - **Put volunteer orientation/training on line for each state game & a general orientation. Send to state game’s volunteers & volunteer coordinators & to local coordinators. (Volunteer & Event Manager). Winter – Complete, Summer Games – Complete, Masters Bowling -- Complete, Other - Ongoing**

* + - **Have links to World Games, National Games, State Games & SE Regional competitions on line – where one can go to see how individuals placed immediately following event & have photos posted at same site. (Regional Manager-Valdosta, Senior Sports Managers , Sports Manager Atlanta) Complete – SE Skiing, Powerlifting, IWG, World Games, Summer Games. Other - Ongoing**
    - Encourage local programs to submit events, stories to post on our website – personal stories of triumph, sentimental interest, etc. Feature a story in each Georgia’s Champions (Regional Managers, Communications and Marketing Manager) **Ongoing**
    - **Move to complete on line evaluation process by 2015, with first phasing out the evaluation boxes in 2011 & just including a paper version in packets with directions on how to go on line & complete the survey. By 2012 have links to the on line survey available on our website & emailed out, with a goal of a 5 percent increase in previous years. (Program Services Staff) 2011** **baseline is** **75 (9 paper & 66 online)** **x 5% = 4. Total needed for 2012 = 79. Total received for 2012 is 91. Total needed for 2013 is 96. Total received for 2013 is 143. Total needed for 2014 = 150. Total received for 2014 is 183. Total needed in 2015 = 192. Winter Games Complete 37, Other ongoing**

**Program Growth**

* + **Increase the number of youth partners (youth 18 & under) involved in unified sports by 3% with the baseline starting at 1,661. (Regional Managers) 2011 baseline is 1,537 x 3% = 46. Total for 2012 = 1,583. 2013 baseline is 1612 x 3% = 1,660. Total for 2013 = 1,716. Total needed for 2014 = 1,767. Total for 2014 = 1,687. Total needed for 2015 = 1,738. 1687 (2014) 1,427 as of 6/23/15. 1,411 as of 7-16-15**
  + Grow athlete participation by 1.5% annually with the baseline starting at 23,078. (1.5% of 23,078 = 346 + 23,078 = 23,424). (Regional Managers, COO, Sports Manager) 2011 baseline is 24,470 x 1.5% = 24,837. Total for 2012 =. 25,878 – Final number for 2012Goal for 2014 is 26,266.Total for 2014 = 26,634.Goal for 2015= 27,034. 23,291 as of 7/16/15 Ongoing.
  + **Annually increase the number for Camp Inspire attendees by 2% with the baseline starting at 95 (2% of 95 = 2 + 95 = 97) attending in 2010. (Sports Manager, Senior Sport & Coach Education Manager) 2011 baseline is 110 x 2% = 2. Total needed for 2012 = 112 total attended 114. Total needed for 2013 116. Total attended 120. Total needed for 2014 = 122. SOGA no longer host Athlete Camp.**
  + Increase the number of newly registered athletes by 1.5% annually with the baseline starting at 3,875. (1.5% of 3,875 = 58 + 3,875 = 3,933) (Regional Managers) Goal for 2011 = 3,933. Total for 2012 =3,991,Goal IS4,050 FOR 2013. Goal for 2014 is 4,110. Total for 2014 = 5,412. Goal for 2015 = 5,493. **2,274 as of 7/16/15**
  + Keep attrition rate below 16% in 2011, below 15% in 2012, below 14% in 2013, below 13% in 2014, & below 12% in 2015. (Attrition rate in 2010 is 17.20%) (Regional Managers)Attrition rate for 2011 is 13.5%. 13.27% for final 2012 number. Final number for 2014 = 15.22%. **15.45% as of 6/23/2015. 12.81 as of 7/16/15.**
  + Maintain or increase the number of active members of each area & local management teams to the required number of 7 out of 10 members. (Regional Managers, COO).  **Ongoing**
  + **Increase the number of new adult agencies participating by one per Regional Manager (max, kelli, kyle, michael, ??, shawn, brady) each year. (Program Services Staff) Ongoing – Jubilee Adult SC (ME),**
* **Seek out Parent Mentors in non participating school systems & form active relationships with 2**  **mentors. (Regional Managers) Ongoing**
  + **Meet with Special Education Directors of non participating counties & find out why they are unable to participate in our program, document information as to why they cannot participate & activate 2 systems into the program. (Regional Managers). Dougherty County Meeting next week, working with Coffee County Schools, working with Banks County Schools as of 4/7/15 Ongoing**
  + Target the Transition Specialist for each school system by creating/updating a list of Transition Specialist. Eliminate current Transition Brochure mailing process by 2012. If brochures are needed Regional Manager will deliver to Local Coordinators/Specialists. An email will go out with a list attached of possible graduating Senoirs to all Local Coordinators & Specialist with attached information to hand out at meetings by April of each year. Updates to the emailed list will be asked for to properly track who is actually graduating. (Program Services Manager) The regional managers should contact agencies to find out who the transition specialist is. If one is not declared, then they are to meet with the local coordinator to determine one. They will reach out to form relationships with them, & add them to the list. The transition specialist will be given a list of athletes SOGA considers appropriate graduating age. From that list the transition specialist will determine who is actually graduating & relay that information to the regional manager. They will be sent a “transition application” via e-mail, if no e-mail is present then the regional manager will deliver a handful of brochures. (Program Services) Complete for 2015
  + **Market to Colleges & Universities by focusing on their Intramural Department’s Flag Football Program & implement two Special Olympics teams to play each other as an exhibition game as part of their intramural league or scrimmage against the existing college’s intramural team. (Regional Managers, Sports Managers) Will approach Valdosta State University and Georgia Southwestern University**
  + Ask College sports teams to include our athletes in demonstrations like Kennesaw, Georgia Tech , University of Georgia , as examples, throw out the 1st pitch, sing the National Anthem, use unified teams so people understand they can participate not just observe Special Olympics, etc. **(Communications and Marketing Manager**) Ga State Softball; asking GT Women’s basketball for exhibition; asking SEC game in December
* Ask more professional sports organizations like Atlanta Dream, Falcons, Braves, & Gwinnett Gladiators to include our athletes in demonstrations during their Games. Implement 2 exhibitions annually. (Communications and Marketing **Manager, Senior Sport & Coach Education Manager- Atlanta**). Savannah Sandgnats will include recognition on Friday, May 29 with Unified Run and possibly an event at Turner Field on June; working with Silverbacks and Greenjackets in hopes of holding 2 summer clinics
* **Build Communities:** The transformative power of Special Olympics Georgia comes when we build powerful communities of change around our Athletes, creating demonstrable impact at multiple levels of society. Healthy Athletes, Families Program, Athlete Leadership Programs, & schools & youth initiatives continue to position our Movement as being a change agent for whole communities – for all of us – not just as a service delivery Program for a small population.

**Community Initiatives**

* + - Build active relationships with 5 new churches, provide those statistics & add to re7 database to receive the e newsletter. (Regional Managers) Southside Baptist Church Warner Robins as of 7/16/15
    - Hold a community meeting through a Chamber of Commerce asking for support to start a new Program in a non participating county, list on the statistics page. (Regional Managers) **David to conduct in Valdosta (tbd) as of 7/16/15**
    - **Reach out to tight-knit groups who are opinion influencers in neighborhoods/communities (Neighborhood Associations, etc) through groups (Leagues, Garden Clubs) & activate 2 new groups annually. (Regional Managers) World Games athletes at Capitol in March; approach Johns Creek Knights of Columbus as of 2/24/15; City of Norcross**
  + Ask the Georgia Chiropractic Association, Georgia Optometry Association & Georgia Dental Association to put a Special Olympics story in their newsletter about an upcoming event or after the event with pictures, a thank you, etc. (**Communications and Marketing Manager, Regional Manager-Atlanta**) **Program book sponsorship for GCA; GDA will run story after Masters Bowling**
* Establish 2 strong & active relationships with statewide associations per year, these will be brand new to the organization. Provide written 2010 list by January 2011 to establish the baseline. (**Communications and Marketing Manager**) PAC at Coca-Cola Company; Ongoing as of 8/11/15
  + Conduct 25 civic presentations annually, list on stats page. (All Staff)  **11 as of 8-11-2015**
  + **Add a drop down in re7 to identify dentists, eye doctors, chiropractors, physical therapists, etc. so we can contact for future healthy athlete events & include on the e newsletter list by 1/15/2011. (Director of Business Administration & HR)** **Completed—Constituent codes entered. All Medical codes begin with Medical Personnel.**
  + Provide a scarf to all athletes at Indoor Winter Games & create a media buzz around this initiative. (Project Manager). **Completed**, not doing.
  + **Engage 3 new city mayors annually with the organization through Law Enforcement Torch Run involvement. (Torch Run Manager)**
  + **Engage 3 city managers annually with the organization through Law Enforcement Kick Offs &/or Events. (Torch Run Manager) BB/RY met with Alan Ours Glynn County Manager 3/10/15.**
  + **Pursue, register & activate 3 new jails each year into the Law Enforcement Torch Run. (Torch Run Manager).**
  + **Discuss a Torch Run Athlete Ambassador Program & determine if it should be implemented in the future at SOGA. (Torch Run Manger, CEO)** **Implemented program in 2008. Elena Weaver served 1st two year term. Paige Copeland replaced Elena on LETR EC in August 2010 to serve a two year term. Michelle Pratt Cobb County was elected in August of 2012. The ambassador selected in August 2014. 8/12/15.**
  + **Increase by 2 planning committee members for boccefest from 4 to 6, Busse Golf from 7 to 10, Art Auction from 5 to 8, Duck Derby from 6 to 9, Sailing from 6 to 9. Increase planning members an additional 1 person in 2013. (Volunteer & Event Manager).**
  + **Have more publicity of Healthy Athletes – add section in the Georgia’s Champions – saying how many went through – new additions like sealants, photos of athletes going through, screening & with their new glasses, new events, etc. (Regional Manager-Valdosta)**
  + **Recognize treasurers & local coordinators with a nice certificate to show appreciation after they have served for 3 years. (Finance Manager)**

**Email, Public Relations & Website Resources**

* + **Collect email addresses & send e newsletter out to volunteers who came to events & parents/athletes/ coaches who came through the healthy athlete Venue. (Regional Manager, Volunteer & Event Manager, Communications and Marketing Manager, Torch Run Manager, Finance Manager, Director of Development & Major Gifts, Director of Corporate Relations & Events, Project Manager) Cox Enterprises Kick Off Breakfast, IWG Souvenir Tables, Polar Plunge Complete for IWG HA; Youth Forum complete; SuperValu Golf Tournament as of 7/16/15**
* Increase email addresses in re7 database by 3% annually, baseline is 17,000. (Communication and Marketing Manager)2011 baseline is 17,936 x 3% = 538. Total needed for 2012 = 18,474.Total for 2012 is 20,936. Total needed for 2013 is 21,564. Total for 2013 is 26,378. Total needed for 2014 = 27,169. Total for 2014 = 32,013. Total needed for 2015 = 32,973. 34,770 as of 7/16/15
* Email out the list of upcoming clinics quarterly starting every January, encouraging more volunteers to sign up to attend & become a coach. (Regional Managers, Sports Mangers) **5 have been sent as of 3/18/15; Ongoing as of 7/16/15**
* Grow the family email list by 5% annually, with the baseline starting at 1,243 by December 15. (5% of 1,243 = 62 + 1,243 = 1,305). (Director of Program Services, COO) 2011 baseline is 1,370 x 5% = 69. Total needed for 2012 = 1,518. Total for 2012 is 1,588. Total needed for 2013 is 1,667. Total for 2013 = 1,736.Total needed for 2014 = 1,823**.** Total for 2014 = 1,878. Total needed for 2015 = 1,972. **Ongoing**
* **Place the e-mail button on every web page. (Communication and Marketing Manager). Complete.**
* **Feature a paragraph inside the e newsletter asking people to forward the e-newsletter & ask friends to give us their email address. (Communication and Marketing Manager)**  **Complete.**
* **Leave an e-mail sign-up sheet at the Torch Run souvenir/volunteer table at State Summer, Winter, VIP LETR Dinner & Fall Games Opening Ceremony. (Torch Run Manager) Completed at Summer Games and IWG; Ongoing as of 8/11/15**
* Collect volunteer contact information for all State Game key sponsor volunteers & add to the e newsletter list. (Communication and Marketing Manager)**. Completed for Summer Games; Knights of Columbus added; Completed for Fall Games and Indoor Winter Games; Completed for Horse Show; Ongoing as of 8/11/15**
* **Add on each staff signature a button so outside volunteers/supports/interested individuals can click & add their name & email to receive the e newsletter. (Director of Business Administration & Human Resources, Communication and Marketing Manager). Completed**
* Ask radio stations SOGA advertises with to include “enter your email address” possibly for awards points or a prize on their site. (Communication and Marketing Manager).
  + **Establish & implement the SOGA “statement” (Be a Fan. Bring out the Champion in Everyone.) that is to be used in all SOGA collateral annually. (COO, CEO, Communication and Marketing Manager). Complete**
  + **Create a document “white paper” (that has the most questions people really want the answers to) that has to be downloaded by entering an email address. On the Web site these would be a paragraph explaining that people will receive the e newsletter after downloading the form. (Communication and Marketing Manager).**
* Create a database of athlete pictures on shared that is updated after each State Games. (Communication and Marketing Manager, Regional Managers)
* Educate our stakeholders, the people we serve & the general public about our mission, athlete participation requirements, & the benefits of athletes participating. (All Staff) Coaches clinics
* Bring Global Messengers to each state games volunteer orientation & have athlete help train/go over orientation. (Volunteer & Event Manager)
* Make 140 Global Messenger presentations annually. (Program Services Manager, All Staff) 55 as of 4/21/15
* **Create & disseminate a list of meaningful, age/skill appropriate, & clearly defined engagement opportunities for young people including athlete’s siblings to volunteer & get involved & add to website. (Regional Managers, COO) Youth forum applications sent; Youth participated in Polar Plunge and some youth are participating in OTE 5/2/15; Ongoing**
* **Briefly describe available volunteer positions on website & update annually. (Volunteer & Event Manager). Ongoing**
  + **Determine the new group of volunteers to be screened for 2011, 2012, 2013, 2014, 2015 & implement per year. (Volunteer Manager, COO) Screened all LETR committee members for 2011. Will screen all new athletes over the age of 18 in 2012. 2013 will screen new Master’s Bowling GOC members. 2014 will screen all new Fall Games GOC members. 2015 will be duck derby or another large special event committee. Summer Games and Fall Games new GOC Members were screened in 2014. (Volunteer & Event Manager, COO) YLEAD 18 and older, Medical GOC that spend the night**
  + Training – Bi annually train SOGA staff on the many uses of Raiser’s Edge including proper ways in maintaining history within the database. (Director of Business Administration & HR). Brady, Kristin, Jennifer, Darrel, Kylie, Matt, Georgia, Jared, Zack, Liz; Staff-wide training 6/23/15; Ongoing
* **Connect Fans & Funds:** Special Olympics Georgia must become a more effective, sustainable & innovative marketing & fundraising organization. We must facilitate thoughtful, committed & diversified engagements with individuals, corporations, foundations, civic & service organizations, & government agencies aiming to increase operational funding & support for Special Olympics Georgia. We have an opportunity to translate communications into strategic storytelling, passive spectating into fan engagement, & community support into real collaborative & breakthrough fundraising.

**Fundraising (Corporate Sponsors, Major Gifts, Telefunding, Special Events, Law Enforcement**

**Run (LETR), etc.)**

* Sell out all state games Sports Venues, Opening Ceremony, Presenting Sponsor, Dance Sponsor & Olympic Town, etc. (Director of Corporate Relations and Events, Director of Development & Major Gifts, Project Manager, Sports Manager (Valdosta).  **Not complete for IWG, not met for Summer Games, Ongoing for Masters Bowling & Fall Games**
* **Approach ALL sponsors 6 months before the Special Event or Games & record on spreadsheet for review. (Torch Run Manager, Finance Manager, Director of Development & Major Gifts, Director of Corporate Relations & Events, Project Manager, Business Administration & Event Manger)**

**Complete for Summer Games, Duck Derby, Horse Show, Masters Bowling, Busse, Polar Plunge, Clay Shoot, World Games, Polar Plunge, Marlows Golf Tournament, Over The Edge; Strike the R-Word in Process as of 7/16/15**

* Meet with sponsors to review current partnership & potential for financial growth & upgrade 2 corporate sponsors annually. (Director of Development & Major Gifts, Project Manager, Director of Corporate Relations & Events, Sports Manager-Valdosta) Honda World Games Sponsor; Met with 92.9; Auto Trader.com; Boeing increase sponsorship for Masters Bowling as of 2/24/15; Marlows increased to Statewide Partnership; Winter Construction increased to Statewide Partnership as of 7/16/15

Establish ongoing touch points with sponsors throughout the year & implement at least twice a

year. (Director of Corporate Relations & Events, Director of Development & Major Gifts) Stewardship

reports, State Games t-shirts, Program Books, Sponsor Awards, Global Messenger Presentations, Involvement at Sponsor Employee Fairs & Events, Thank You email 2 times a year—first email sent in

July 2015 – Ongoing for 2015

* Attend three face to face sponsor meetings, events, etc. with a Global Messenger/Athlete for the sponsors $10,000 & up. (Director of Development & Major Gifts, Director of Corporate Relations and Event, CEO). Honda at World Games Send-Off; Ongoing as of 8/11/15

* + **Identify opportunities for corporate employee involvement beyond the sponsored games & implement 2 entities on to an additional project/group/into a new event annually. (i.e., fundraising committees, coaching, local games) (Director of Corporate Relations and Events, Director of Development & Major Gifts). Gary Ellis joined Honorary Board, Auto Trader volunteered at Decatur Track & Field Event and were presenting sponsor of Over The Edge, Honorary Board members are serving as Capital Campaign committee whom are corporate employees, Post Properties attending Duck Pluck, Honda was Georgia World Delegation sponsor of World Games, Lockheed Martin is sponsoring Clay Shoot and Commercial Property Professionals are sponsoring Clay Shoot, URAA; Ongoing for 2015**
* **All fundraising collateral that is established should send message of who, what, why. Then ask for the donation to support the athletes, etc. (Communications and MarketingManager, Director of Development & Major Gifts, COO, Torch Run Manager, CEO). Complete**
* Take pictures of corporate sponsors with athletes, banners, & venues at 5 State Games & save in the SOGA shared system. (Director Corporate Relations and Events).
* Evaluate the First Giving on line donation software to determine if there are other programs that we could use for the Friends asking Friends method of fundraising that charge less per transaction & are within the budget. (Torch Run Manager, Director of Business Administration & HR**). First giving has now implemented the option for donors to pay the service charge. & FG gives a rebate at the end of the CY based on the amount of dollars processed – in March 2012, we received over $189.49 back & in May 2012, we received a check in the amount of $1,482.28– thus paying for the service charge, etc. for multiple years & not needing to switch vendors. Received a check for $390.85 in August & $176.20 in December for a yearend total of $2,238.82. Using Simply Raise.**
* Develop new/creative ways to sell Statewide Partnerships or other high level sponsorships & begin implementation. (Director of Corporate Relations and Events, Director of Development & Major Gifts**).**
* **Continue to listen to sponsor needs and interests and modify benefits to meet them. (Director of Development & Major Gifts)**
* Coordinate & streamline General Foundation materials for proposals, revise & update on shared directory. (Director of Program Services, Director of Development & Major Gifts) Updated Benefits of Participation, Benefits of Sponsoring, and SOGA flyer; created budgets for all State Games; compiled 2014 State Games And Healthy Athletes Statistics; updated collateral collages. Complete for 2015.
* Determine the feasibility of an integrated donor direct mail & telefunding strategy (based on SOI study) & develop a plan as appropriate by 2012. (Director of Development & Major Gifts, CEO)

Joined IDMP program in 2013.  **Completed with IDMP.**

* Continue & expand programs to enhance contact & interaction with direct mail & telefunding donors by inviting High Dollar Donors to all State Games Opening Ceremony, VIP Reception & special events, have athletes make thank you calls, write letters to High Dollar Donors. (Director of Development & Major Gifts) Thank you calls and letters are completed weekly; 149 invitations sent out for IWG; Ongoing for 2015
* **Extend Change for Champions longer than the 1 week. Make it 2 weeks to 1 month, to meet or exceed revenue goal. (Program Services Manager, COO) Change for Champions was dropped as a SOGA activity at the end of 2013. Complete.**
* **Engage our athletes in building a program in which they can learn & contribute through active fundraising efforts with & without staff. Implement & raise funds. (Director Corporate Relations & Event Manager, COO, Director of Development & Major Gifts, CEO) World Games, YLEAD at Polar Plunge (1), Athletes are selling and buying Ducks and raising money for World Games as well as URAA and attending Vineyard Vines Give Back Day; will work with local athletes to assist fundraising for Titletown**
* Develop & implement a joint fundraising effort with local programs that have athletes selected for National & World Games. (Director of Corporate Relations & Events, Director of Development & Major Gifts, Communications and Marketing Manager)  **Complete**
* Take over selling souvenirs at State Games & on line selling as well by the state office. (COO) **Souvenir sales now falls under the job description of the Program Services Manager & will be sold at all state games for now. Looking to put State Summer Games souvenir shirt online to sell to general public. .**
* Continue to explore cause-related marketing opportunities & implement one new program per year. (Director of Development & Major Gifts) Georgia Renaissance Festival, Gate Fuel, Braves Tickets
* Promote internet giving through the SOI channel & increase by 5%, baseline determined January each year. (Director of Development & Major Gifts) 2010 total $28,549; 2011 total $35,023.00; 2012 total $38,196.2012 baseline is $38,196.00 x 5% = $1,910.00. Goal for 2013 = $40,106 x 5%=$42,111. Goal for 2014 =$42,111 x 5%= $44,216. Goal for 2015 = $43,705.00 x 5% = $45,890.00. $16,873 through May 2015.
* Continue to develop a formal cultivation plan for major gift prospects & current donors & collect $5,500 in gifts annually increasing revenue by $1,000 each year. (Director of Development & Major Gifts**).** Goal for 2014 = $8,500.00. Goal for 2015 = $9,500.00 **2014 high dollar donors were identified and major gifts prospect list was updated; prospects were invited to IWG and Honorary Board Luncheon; dollar amount will be determined at year-end. Prospects were invited to Summer Games in addition.**
* Create event/corporate/foundation grid for annual evaluation. (Director of Development & Major Gifts) Grid created in 2011. **Grid created & will be updated throughout the year.**
* **Identify new revenue streams for State Games sponsorships (i.e., new sports venues, other venues, etc.), implement & add 3 new sponsors annually. (Director of Corporate Relations & Events, Director of Development & Major Gifts, Sports Manager (Valdosta), Project Manager). Nordstrom, Malone Law Office, Comcast, Amerifleet, Alluring Cosmetic Dentistry, Inwood Holdings, Nelson, Mullins, Riley and Scarborough Law Firm, Rural Sourcing, Atlanta Arms, Wells Fargo added as of 4/21/15 Ongoing**
* **Develop a planned giving program & initiate the process. (Director of Development & Major Gifts). Continuing as a part of the SOI Planned Giving Collaborative Program. Included information about Planned Giving in the Annual Report. Received a $10,000 bequest.**
* Discuss developing Duck Derby Sales Days incentive – i.e., 3 ducks for $15 plus a Jr. Duck, or gift card giveaways at select locations, implement as decided by February. (Torch Run Manager, Project Manager, COO, CEO). Reimplementing 3 ducks for 15; ongoing as of 4/21/15

Continue to steward & grow Publix & Proctor & Gamble relationships, increase annual revenues by 5%, baseline is $287,365 raised by Publix in 2010 & $11,359 raised by Proctor & Gamble raised in 2010. (Torch Run Manager) Publix Revenue. Received $276,192.46 in 2011. 2011 baseline is $276,192.00 x 5% = $13,810.00. Goal needed for 2012 = $290,002.00. Received $409,635.89 in f2012. 2013 Goal is $400,000. P&G revenue. $11,632.58. 2011 baseline is $11,632.00 x 5% = $582.00. Goal for P & G for 2012 = $12,214.00. Received $20,651 in 2012. Goal for P & G for 2013 is $12,825. Received $475,000 in 2013**.** Received $524,000.00 in 2014. Goal for 2015 = $550,200.00. 2015 received $607,000.00. Proctor & Gamble is no longer raising money as of 2015.

* Promote & implement the Polar Plunge as a fundraising effort for young people to get involved with. ( Regional Managers, Torch Run Manager, COO) YLEAD participated Complete
* Meet the corporate revenue goal of $10,000 in the Polar Plunge event in 2011 increasing the corporate goal by $1,000 per year. (Torch Run Manager) $8,500 received in 2011.Completed $10,410 in 2012. $12,250 in 2013. Goal in 2014 is 11,000; Goal not met made $10,000 of corporate contributions.Goal in 2015 is $15,000.00. 16,500 to date in 2015 Complete
* Secure “local celebrity” to be the annual Polar Plunge Ambassador starting in 2011. (Torch Run Manager) Southside Steve & WSB News Crew Complete
* **Research, evaluate & design a measureablepilotLETRRegional Director program with an incentive for low to no cost for international conference attendance for qualifying Regional Directors. Evaluate annually to determine the longevity. (Torch Run Manager, CEO)Completed. Created & implemented in August of 2010. Currently have 4 Regional Director’s with the conference incentive program. Re-evaulated at August LETR EC planning retreat & have added a 5th Regional Director. Complete**
* **Work with law enforcement associations for recruitment & advertisement – develop full list of those available in Georgia & approach 10% of that list. (Torch Run Manager). UGA PD, Savannah, Chatham Metro PD, Richmond County Sheriff’s Office and will attend Adjunct General Conference**

**Increase the number of active Law Enforcement Agencies annually by 5%, the baseline is 80. (Torch Run Manager) 158 active agencies 2011. Baseline is 158 x 5% = 8. Total needed for 2012 = 166. 169 active departments in 2012. Total needed for 2013 = 177. Total for 2013 = 178 agencies. Total needed for 2014 = 187. Total in 2014 = 85. Total needed for 2015 = 90. 41 to date as of 5/12/15**

* **Build inclusive collateral & talking points to include LETR in all that we do when educating the general public. (Torch Run Manager)** Complete
* **Invite all special event committee members & SOGA sponsors to the State Games Opening Ceremony. (Director of Development & Major Gifts). Complete for IWG and Summer Games as of 5/12/15**
* **Select more cost effective ways of charging donations as to avoid high bank fees & set the policy by 7/1/2011. (Director of Business Administration & Human Resources, CEO) First Giving has a new feature that allows the donor to pay the bank fees so this is not an issue anymore; we also received about $800 back from First Giving at year-end. We compared Bank of America with Suntrust & there was no savings. Sun Trust lowered their credit card processing fees by 20% after negotiations by TD. This should result in an annual savings of at least $800.00. Completed—changed to Simply Raise May 2013, lowered costs from First Giving and keeps donors engaged by mirroring SOGA’s website.**
* Assign staff each January & write 100% of Wal-Mart grants by February 15 and August 1 each year. (Assigned Staff)  **Complete for February**
* Continue to expand by 3% & and promote Fans in the Stands at Summer & Winter Games by bringing in more volunteers & having activities/opportunities for fans (making posters, having pom poms, having thunder sticks, etc.), baseline for 2010 Winter Games is 96, baseline for 2010 Summer Games is 157. (Volunteer & Event Manager) Winter/Summer Games Fans in the Stands = 368. Baseline is 368 x 3% = 11. Total for 2012 = 379. Total needed for 2013 is 390. Total for 2013 1,591. Total needed for 2014 = 1,639. Total needed for Winter and Summer Games = 93. Complete for IWG’s – 123, Summer Games – 150 Fans in the Stands = 291. Total needed in 2015 = 300**. (Volunteer & Event Manger) Winter Games 175, Summer Games 200 as of 5/12/15**

**Internet/Web Outreach to donors/FANS**

* **Capture Unified Sports Partners emails; add to the e newsletter list, request annual donation. (Regional Managers, Senior Program and Coach Education Manager, COO) Youth Forum added, Ongoing as of 7/16/15**
* **Ask Georgia Dental Association to share their email list for once a year mailing/or ask them to e-mail a SOGA story to their list & ask for a donation. (Regional Manager) List not shared. Ongoing as of 7/16/15**
* **Ask Georgia Optometry Association to share their email list for once a year donation request or ask them to e-mail a SOGA story to their list. (Regional Manager) List not shared. Ongoing as of 7/16/15**
* Research & determine a list of key words to use in press releases, brochures, announcements, flyers, etc. that will trigger Special Olympics Georgia to rise to the top 5 in Google & other searches. Then implement. (Communications and Marketing Manager) **List has been determined and is updated as new words are identified; continually updated and researched Completed**
* Develop more media partnerships in a written plan to include 2010 partners & implement in 2011. Increase & activate annually by one partner. (Communications and Marketing Manager**)** The 2012 list is on the server Pandora, 92.9 The Game as of 8/11/15
* Recruit advertising/marketing agencies that will provide in-kind work/materials & procure agency for 2012. (Communications and Marketing Manager, Torch Run Manager) RR Donnelly as of 8/11/15
* Develop & utilize social media for engaging & recruiting participants, donors & fans. (Finance Manager)

**Flyer given out at Youth Forum and Masters Bowling HOD packets advertising Facebook page; World Games pictures were posted via Facebook, Twitter, Linked-In**

* Develop a Torch Run E Newsletter to include Polar Plunge & email 4 times per year beginning in 2011. (Torch Run Manager).
* Collect emails at all fundraising events – Duck Derby , Bob Busse Golf, Polar Plunge, Dunwoody Country Club Event, Marlow’s Golf Tourney, SUPERVALU Tourney, Over the Edge & all outside events & include them in e newsletter & once a year ask for another donation. (Director of Development & Major Gifts, Director of Corporate Relations & Events, Volunteer & Manager, Torch Run Manager , Project Manager, Business Administration and Event Manager)
* Continue to enhance website to encourage continued support & new donor support. (Director of Development & Major Gifts, Communications and MarketingManager)

Continue to add sponsor testimonials monthly on the website. (12 annually)(Director of Development & Major Gifts (3), Director of Corporate Relations & Events (2), Torch Run Manager(2), Communications and Marketing Manager (1), Volunteer and Event Manager (1), Project Manager (1), Business Administration Manager (1), Sports Manager-Valdosta (1). **Planners and Engineers Collaborative, Resurgens Orthopedics, Walmart, Aetna, Marlows, Georgia Power, Met Life…Ongoing for 2015**

* Learn more about Blackbaud’s Net Solutions & use in lieu of First Giving & for the e newsletter as well as increase use for raising funds for the organization. (Communications and Marketing Manager, Director of Business Administration & HR**) Complete**