

SPECIAL OLYMPICS NEW JERSEY

- STRATEGIC PLAN -

PURSUING A VISION FOR THE FUTURE

2008 - 2014

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**MISSION
Of
SPECIAL OLYMPICS WORLDWIDE**

The mission of Special Olympics is to provide year-round sports training and athletic competition in a variety of Olympic-type sports for children and adults with intellectual disabilities, giving them continuing opportunities to develop physical fitness, demonstrate courage, experience joy and participate in a sharing of gifts, skills and friendship with their families, other Special Olympics athletes and the community.

Introduction

As Special Olympics New Jersey (SONJ) approaches its 40th year, the Board of Directors and staff are looking to the future to sustain and further advance the mission of Special Olympics.

In January 2008, a strategic planning process was initiated, with representatives from key stakeholder groups, including athletes, coaches, directors, volunteers, law enforcement officers, sponsors, and others .

The result of that process is this six-year strategic plan, which is designed to be a living document that is reviewed and revised regularly to reflect the changing environment and evolving opportunities.

The plan reflects SONJ's shared core values (see Appendix A) and consists of:

- A 2014 vision for SONJ
- The five principal objectives essential to making the vision a reality
- Specific goals to achieve each principal objective, including initial action plans
- A process to review, assess progress, and update the plan regularly

Vision and Principal Objectives

VISION 2014

Special Olympics New Jersey will be the premier non-profit sports organization worldwide, known for excellence and innovation in providing opportunities to enrich the lives of all current and potential Special Olympics athletes, their families and society as a whole.

PRINCIPAL OBJECTIVES

Serve more athletes / Heighten quality of programs / Inspire respect and inclusion

Nurture leadership development / Enhance monetary resources

- I. Increase the number of registered athletes who participate in Special Olympics New Jersey programs while maintaining the standard of excellence in execution and outcomes.
- II. Increase the depth and quality of programs available to participants, embracing new, innovative, and unique opportunities.
- III. Educate the broader community about SONJ and its mission, vision, and programs in order to promote acceptance, inclusion, and respect for the human spirit in each and every individual.
- IV. Develop and sustain staff and leadership strengths and skills, ensuring continuity of management effectiveness and integrity of programs over time.
- V. Increase monetary resources in order to sustain and secure long-term viability of programs and further advance the Special Olympics Movement in New Jersey.

Plan to Achieve Principal Objectives

OBJECTIVE I. Increase the number of registered athletes who participate in Special Olympics New Jersey programs while maintaining the standard of excellence in execution and outcomes.

GOALS:

A. Increase the number of athletes served each year, as measured by Special Olympics International, reaching a total of 25,000 athletes served by 2014.

1. Apply for and secure a Walmart Grant and an SOI grant to enhance the Young Athletes Program. **COMPLETED** (See details under Objective II G-2 & 3.)
2. Provide 100 percent of Young Athlete program graduates with competition start-up kits. (See details under Objective II G-1.)
3. Enhance recruitment activities through the Get Into Our Game program, beginning in September 2008. **INITIATED-summer 2008**
4. Enhance outreach to local schools by developing a public relations kit to better inform school personnel, beginning distribution by March 2009.
5. Improve retention by collecting data to determine unmet needs or barriers to continuing participation.

Develop action plan with the 2009 plan update

(See other goals related to Objective I Goal A under Objective II Goals C, D, E, F,.)

B. Develop strategies to reduce vulnerability to increased costs and challenges that result from growing numbers of athletes needing one-to-one supervision, such as young athletes, individuals with autism, or other individuals who require increased supervision for successful participation.

1. Create a statewide task force with leaders in the field of autism and other related areas in Spring 2009 to consider expectations of these athletes and propose means to deal with more severe behaviors. Review data regarding growth in these areas over the past few years and projections of increasing numbers through 2014.
2. Develop family and coaches training plans specifically for Young Athletes' parents. (See details under II A 2.)

C. Increase the number of certified coaches proportionate to the number of participating athletes and in relation to need, based on the type of sport.

1. Increase to 10 percent the number of Young Athlete family participants who become coaches. (See Objective II A for details.)
2. Assess need for coaches for the 2009 program year in fall 2008, identifying areas where there is a shortage. Collect and organize information from area levels and summarize needs.
3. Meet with area level sports directors and existing sports management team members to establish by Summer 2009 a recruitment program and a plan to facilitate the recruitment process and address areas of shortage.

For inclusion in the 2009 plan update:

A plan to better educate stakeholders about distribution of coaches. A means to better retain coaches.

D. Increase the volunteer (non-coach) base to support growing athlete participation.

1. Recruit volunteers at management levels for sports management teams by fall 2009.

OBJECTIVE II. Increase the depth and quality of programs available to participants, embracing new, innovative, and unique opportunities.

GOALS:

A. Increase the number of Young Athlete family participants who become coaches, seeking by 2010 a minimum of 10 percent of the family participants to take on coaching responsibility when the Young Athlete moves to competitive sports.

1. Obtain by Summer 2008 a Commerce Bank grant to support the Young Athlete Family Initiative. **COMPLETED – RECEIVED \$20,000.**
2. Develop by December 2008 a family plan and a coaches training plan specifically designed for Young Athletes' parents.

B. Promote varied and tiered training opportunities to improve services to athletes, reaching to volunteers, coaches, directors, and staff.

1. Develop a training plan by December 2009 to improve services.

C. Grow inclusive sports opportunities, increasing participants by 400 by June 2010.

1. Seek and obtain a Special Olympics International (SOI) grant for \$25,000 in the fall of 2008 to increase participants in the inclusive sports program and implement pursuant to the grant proposal. **NOT ACHIEVED**

D. Expand opportunities for athletes to participate in supportive non-sport programs by December 2009.

1. Increase Global Messenger speaking engagements. (See details under Objective III B-1.)
2. Increase the number of participants in the Athlete University to 30 by December 2009.

3. Increase the frequency of meetings of the Athlete Congress to four times a year by December 2009.

D. (E) Increase the number of competitions at the local, area, and sectional levels. By December 2010, each area will conduct at least 3 skills competitions annually.

1. Complete a plan for increased competition by summer 2009 for inclusion in the 2010 SONJ budget.

E. (F) Design a sports plan to strategically grow at least 2 targeted sports.

1. Proactively grow the golf program to have at least 3 area level competitions by 2011 and at least 5 area level competitions by 2013.
2. Introduce flag football as a new sport by September 2008 through sports clinics and begin on a competitive level in October 2009.

INITIATED - CLINICS SCHEDULED FOR FALL 2008

F. (G) Transition at least 50 percent of registered Young Athletes to participation as competitors in one or more events. – reference I-A

1. Provide 100 percent of Young Athlete program graduates with competition start-up kits, beginning in 2009 program year.
2. Obtain the SOI Grant in summer 2008 to create new dimensions to the program and develop core curriculum content standards in fall 2008 for Young Athletes grades K-2, to include inclusive program opportunities.

PARTIALLY COMPLETED - RECEIVED \$40,000

3. Obtain the Walmart grant in summer 2008 and implement to create a healthy athletes program for Young Athletes. **PARTIALLY COMPLETED - RECEIVED \$100,000**

OBJECTIVE III. Educate the broader community about SONJ and its mission, vision, and programs in order to promote acceptance, inclusion, and respect for the human spirit in each and every individual.

GOALS:

A. Increase the number of local facilities/agencies that provide space to Special Olympic programs after assessing need.

1. Assess the need for space for SONJ programs across the state by January 2009, and identify highest priority need areas for additional space, including types of facilities.
2. Develop a plan to address highest priority needs by June 2009.

B. Increase the number of athlete speaking opportunities annually by at least 10 and the number of staff/board member/other speaking opportunities by at least 5.

1. Increase annual opportunities for Global Messenger speaking engagements by 10 by January 2010. (See related goal D-1 below.)
2. Create by January 2010 at least 10 annual speaking engagements for board members and others to share information more broadly about SONJ; prepare and regularly update outline of key talking points. (See related goal D-1 below.)

C. Increase awareness of inclusive sports opportunities by publicizing existing programs and the SOI grant.

1. Familiarize area and local programs about inclusive sports opportunities and include information about inclusive sports in publications, beginning in fall 2008.
2. Annually identify opportunities for speaking engagements related to inclusive sports, including speakers at American Alliance for Health, Physical Education, Recreation, and Dance (AAHPERD) conferences, beginning in fall 2008. **INITIATED SUMMER 2008**

D. Create and implement a media/communications campaign and execution strategy that will increase outreach efforts by 50 percent.

1. Develop an outreach expansion plan by April 2009, including radio, TV, magazines, standard outreach materials, events, and speaking appearances to better inform New Jersey residents and businesses about SONJ, its purpose, success and ongoing efforts. (See related Goal B above.)
2. Define by fall 2008 standing/recurring school PR activities e.g., fall luncheon each year for area P.E. teachers to reignite interest on annual basis and schedule speaking opportunities. **INITIATED SUMMER 2008 – SCHEDULED FOR FALL 2008 AAHPERD CONFERENCE**

E. Enhance technology and electronic outreach to provide a means to better educate the broader community and to provide data for future planning and decision making.

Develop action plan with the 2009 plan update

OBJECTIVE IV. Develop and sustain staff and leadership strengths and skills, ensuring continuity of management effectiveness and integrity of programs over time.

GOALS:

A. Begin by December 2008 to hire, train, and develop career-oriented staff and simultaneously add depth to staff and programs.

1. Define a grants/development position, including specific responsibilities, and fill that position by December 2008. **COMPLETED**
2. Continually mediate day-to-day operations and promote career growth and retention by moving and training current staff as necessary.

B. Create succession strategies for leadership by September 2009.

1. Identify key areas/positions for succession planning and develop strategies to prepare for future leadership of the organization by September 2009.

OBJECTIVE V. Increase monetary resources in order to sustain and secure long-term viability of programs and further advance the Special Olympics Movement in New Jersey.

GOALS:

A. Create by Fall 2008 funding subdivisions for the specific areas needing support to sustain operations.

1. Identify the three specific areas for support by July 2008. **COMPLETED - AREAS IDENTIFIED INCLUDE A LONG-TERM INVESTMENT FUND, AN ATHLETE LEGACY FUND, AND A BUILDING FUND.**
2. Identify and create the funding subdivisions for each of the specific areas for support by Fall 2008.

B. Raise additional dollars based on specific goals established for each subdivision, achieving goals by specified date for each goal.

1. Set specific goals and dates for each subdivision by June 2009.
2. Enhance existing revenue streams and explore new revenue streams annually to address short- and long-term needs, including the addition or enhancement of three funding initiatives each year.
3. Seek and attain a Walmart grant and two SOI grants in Summer 2008 to grow and improve athlete programs. (See details under Objective II C & G.)
PARTIALLY COMPLETED

C. Develop new investment strategies by December 2008.

1. Review and discuss existing investment strategies and develop a plan for future investments by December 2008.

Process to Review, Assess, and Update the Plan

This plan, *Pursuing a Vision for the Future: 2008 – 2014*, is designed to be a living document that is reviewed and revised regularly to reflect the changing environment and evolving opportunities. It is critical to track related data, monitor progress in implementing the plan, and continually focus on the principal objectives.

A review process has been established to assess progress and update the plan regularly.

- The plan will be an item on all management team agendas.
- One staff person will be assigned to assure general facilitation of the plan, to track progress continually, and to oversee the development of annual updates.
- The management team and appropriate Board of Director Committee Chairpersons will report to the Board at each regularly scheduled Board meeting, and by email where necessary, regarding progress in achieving each of the objectives.
- Annual plan updates, and revisions as necessary, will be completed and endorsed by the Board of Directors and posted on the SONJ website each summer through 2014.

Core Values of SONJ

Innovation

To consistently challenge and advance the Special Olympics Movement in New Jersey by embracing new, innovative and unique opportunities to position the organization to achieve and surpass the VISION of Special Olympics New Jersey.

Excellence

The standard measure for superior execution and outcome of every dimension of activity and service conducted by Special Olympics New Jersey.

Integrity

A commitment to the Mission of Special Olympics and the fair, honest and responsible execution of fundamental rules, operations and core values of Special Olympics New Jersey.

Respect

A commitment to the value of the human spirit in each and every individual, an acknowledgement of human achievement, and a practice of acceptance through changed attitudes, resulting in the enhancement of the lives of Special Olympics athletes, their families, volunteers and the community.



Special Olympics
New Jersey