



The Way Forward

Special Olympics PA
Reorganization Plan

Special Olympics
Pennsylvania



Reorganizational Committee



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Why Consider a Reorganization?



- Listening to our volunteers and our staff
 - Via Town Hall Meetings + Solutions team (HR Solutions) we heard from many that the volunteer experience was no longer fun and had become cumbersome and challenging
- Stagnant/declining athlete numbers
- Declining volunteer numbers (beyond one-day folks who show up for an event)
- Goal: More and Better
 - Serve more athletes
 - Better quality and experiences for all athletes
 - Equity of services for all athletes

Why Consider a Reorganization?



Total Athletes Served as of 2013: 18,346

Total Athletes Served as of 2017: 17,991

Total Certified Coaches as of 2013: 3,418

Total Certified Coaches as of 2017: 1,911

Committee Working Guidelines



- Based on prior analysis, that the “status quo” will not allow SOPA to do more and better for all athletes.
- Therefore, we know we must change.
- But, there is no specific solution or preconceived answer in mind.
- Rather, it is this group’s job to evaluate potential solutions and make recommendations for how we must change to address the opportunities and challenges of the future.

-- Provided by Matt Aaron to the Reorganization Team, Dec. 2017

SWOT Analysis Summary



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
- Large number of committed and **dedicated volunteers** (30,000)
- Volunteers feel needed and involved - via **athlete connection/relationship**
- Organization **name recognition** and brand power and reputation
- Power of our **strong cash position** state-wide
- **Mission** and belief in mission still relevant 50 years later
- **Worldwide Program** - SOI Resources with strong leadership at all levels

SWOT Analysis Summary



Weaknesses:

- Inability to retain and recruit athletes
- Geographic barriers to accessing variety of sports
- Overly complex and time consuming volunteer experience in leadership roles w/unrealistic expectations (succession planning)
- Less than optimal use of financial resources
- Lack of consistency among local programs / sports / technology / communications at all levels
- Us vs. Them attitude: local v. local, local v. state

SWOT Analysis Summary



Opportunities:

- **Potential Athlete Growth** - currently only reaching 5% of eligible population, young athletes
- **Unified Sports** - both community and school base, and with non-SO programs
- **Volunteer resources** to include recent retirees/millennials/universities/colleges who are very community oriented, and want the feel-good experience
- Current fund-raising shift and potential if state and local work together, resulting in **efficiencies of scale**
- 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

SWOT Analysis Summary



Threats:

- Current structure is **not sustainable**
- Other agencies serving ID individuals offering sports (Challenger Leagues, etc.)
- 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)
- Being in the community, but not integrated into the community

Projected Phases of Reorganization



Phase 1 – Reorganization Committee - Aug 2017 to Present

12 months of researching, analyzing and producing a recommendation

Phase 2 – Solving the Nuts and Bolts of Reorganization – Sept – Dec. 2018

Answering Key Questions about: Financial Model, Fundraising Model,
Competition Model, Outreach Model

Phase 3 – Additional Preparation and Planning

Jan. 2019 through June 2019

Phase 4 – Early Implementation of Pilot Program

July 2019

Phase one: Working Towards a Recommendation

Background Research



- In addition to completing the SWOT analysis , a majority of our early work centered around reviewing and analyzing successful structures at other Special Olympic state programs:
 - SO New York
 - SO New Jersey
 - SO Illinois
 - SO Colorado
- We learned from successful elements and missteps each state implemented and began creating our own formula for “A Way Forward” in PA.

Tenets to Guide Regional Structure



- Training sites and competition within reasonable distance for all
- Athletes can participate anywhere
- Regionalization should increase number of opportunities for athletes (scrimmages, etc.)
- Maintain local/site identity within each region.
- Each region should be able to benefit from: Universities, Businesses, Schools, Major Media Markets.
- Region will strive to be financially sustainable.
- Overall funds will support all regions/all athletes.

Proposed Regional Structure



Athlete Potential



Regions	Population with ID	Current Served in PA 4.6% (EOY 2017)	SOPA 2016-20 Strategic Plan Goal	National Penetration Rate 13%
1	18,888	1,188		2,455
2	12,534	959		1,629
3	14,806	823		1,924
4	21,489	633		2,793
5	43,401	3,477		5,642
6	120,928	3,586		15,720
7	54,608	3,191		7,099
8	22,336	1,093		2,903
9	77,345	3,041		10,054
TOTAL:	386,335	17,991	23,000	50,224

Regional Structure Overview

Athlete/Training Sites

Athletes, coaches, volunteers

Sport training, outreach, competition,
health/wellness, fundraisers

Region

Regional Staff and Volunteer
Leadership Teams

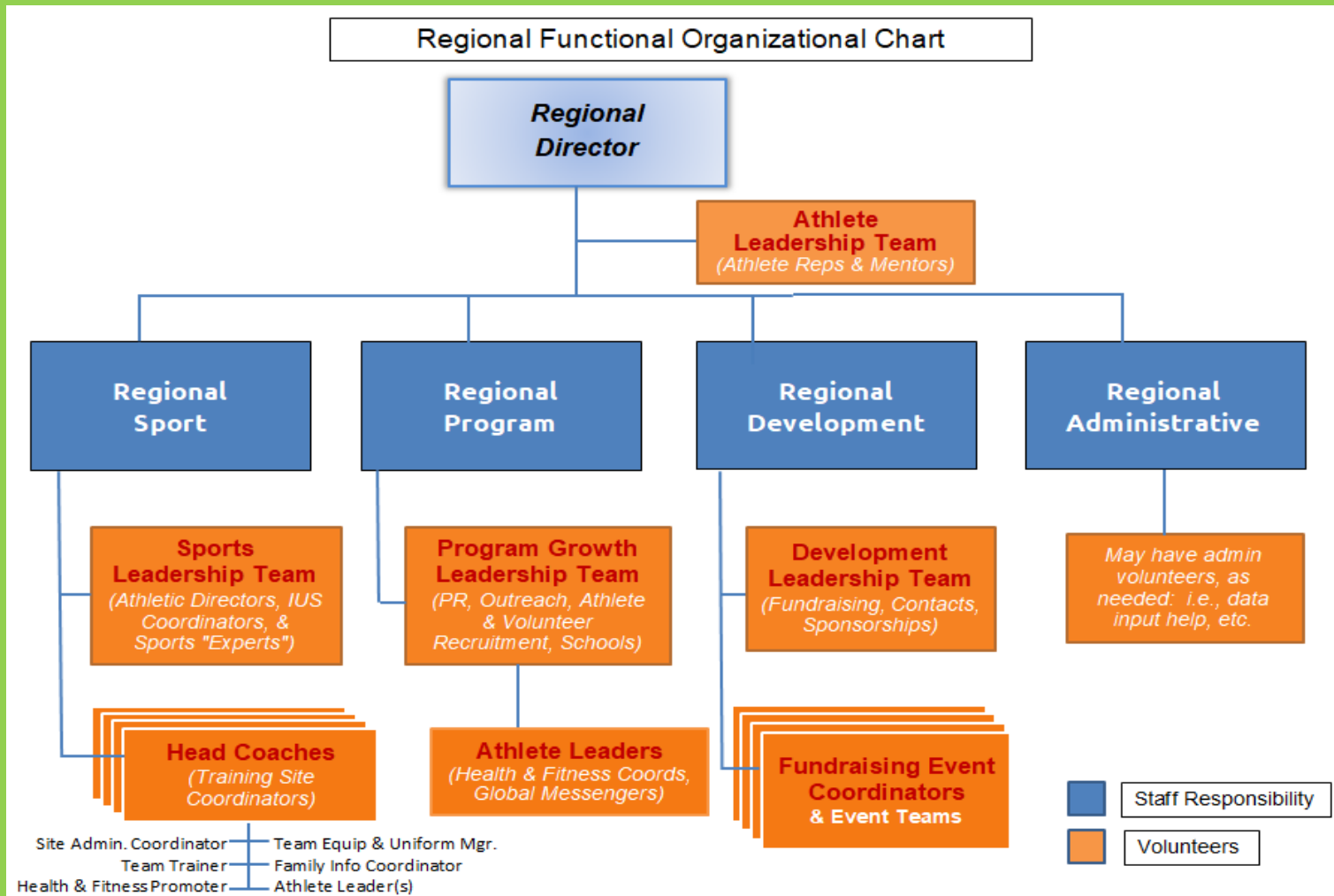
Regional competition/Invitationals,
fundraising, coach training/education
administration

State

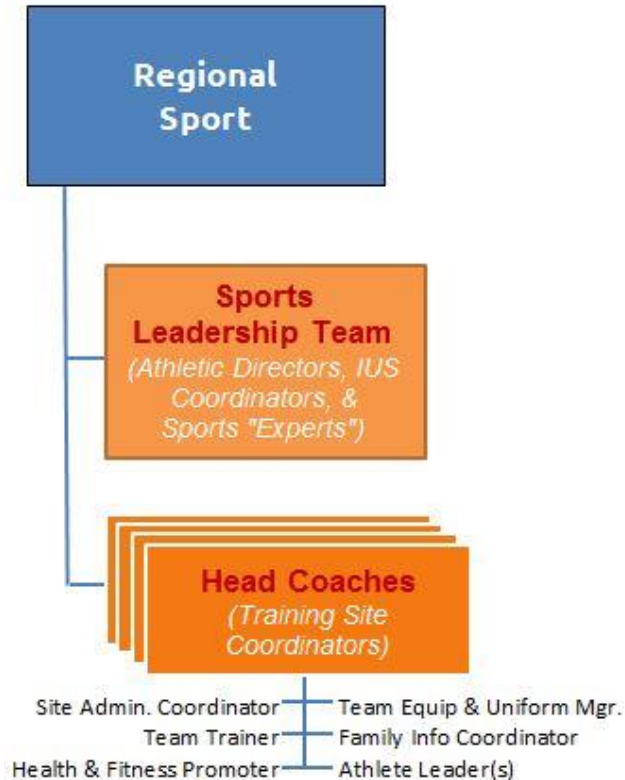
Staff

Strategic Planning and policies, health,
state competition, USA/World Games,
development, finance, training/education

Proposed Regional Function Chart



Regional Volunteer Summary - Sport

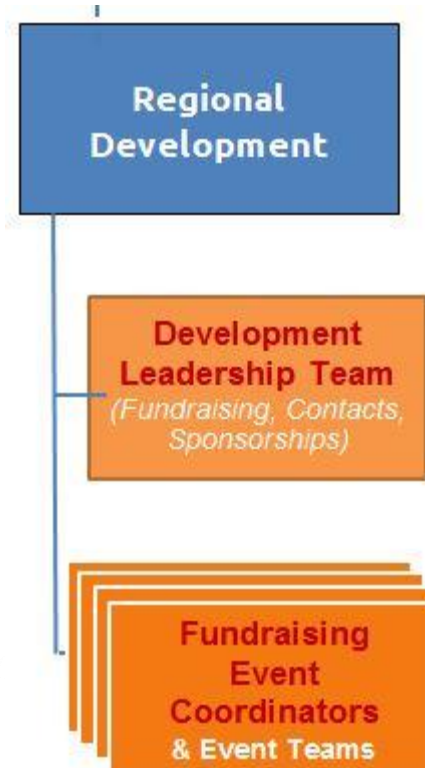


- Head coaches will be responsible for their sport training site (*similar to now*). Head coaches are encouraged to create a team of volunteers to help with training site management.
- Local/Community-based volunteers ("Athletic Directors") will be assigned to support multiple training sites
- Sport Directors/Sport Management Teams will provide additional resources to coaches to help where sport-specific expertise is needed.
- Athletic Directors, Sport Directors will seek input from coaches to implement the sports strategic plans in the region.

Regional Volunteer Summary - Fundraising



- A similar model is used to support regional development.
- Successful fundraising events need to continue. The local event coordinators are critical and their role will not change.
- A Development Leadership team, will pull together volunteers from communities within the region to support the staff in developing and implementing regional plans.
- Regional Staff will help to support all fundraising events.



Regional Volunteer Summary - Program



- Volunteers will be recruited for a Leadership Team focusing on program growth.
- This includes the areas of PR, Outreach -- both athlete and volunteer recruitment, school involvement, etc.
- The size and makeup of these Leadership Teams will be determined by the regional needs.



Regional Volunteer Summary - Administrative



- Managing database for region
- Collection and input of athlete medicals
- Insuring all volunteers have required clearances
- Assisting with competition paperwork and registration



A place for all volunteers



CURRENT Management Team Positions	Suggested Regional Model
Manager, Asst. Manager Treasurer, Secretary	Key advisors to new structure - on Regional Leadership teams for sports, development or to Regional Director depending on expertise and desire.
Training Coordinator & Competition Coordinator	Athletic Directors & members of Regional Sports Leadership team
Fund Raising Coordinator	Fund Raising Committee
Public Relations Coordinator, Volunteer Coordinator, & Outreach Coordinator	Regional Development Leadership Team (includes marketing, outreach for athletes & volunteers)
Family Coordinator	Family Liaisons at Training Sites, or Leadership Teams
Database Coordinator	As-needed, ongoing support
Athlete Representative/Mentor	Athlete Representatives & Mentors

A place for all volunteers



Current Volunteer Positions	Suggested Regional Model
Coaches	Coaches
Competition Event Management Teams	Local, Regional, State, Competition Teams
Global Messengers, Health & Fitness Coordinators, Athlete Leaders	Global Messengers, Health & Fitness Coordinators, Athlete Leaders – all roles are still needed. Athletes will be a part of the Leadership teams as well.
Sport Directors	Sport Directors
Sport Management Team (SMT) Members	SMT members/Regional Sports Leadership Team
Fundraising Event Coordinators	Fundraising Event Coordinators and Development Leadership Team
School/Agency Liaisons	School/Agency Liaisons
Social Media	Social Media



Key questions



If a county currently runs a successful fundraiser, will they be expected to continue to it and who will manage ?



How will it be determined how many paid staff are needed to support a region?



**How will the reorg affect Athlete
Leadership teams?**

Questions and Answers



Will reorg change the way we are training our coaches?

Topics with Questions Still to be Answered in Phase 2



Finance:

- How will finances be handled/managed after reorg?
- Will dollars raised by local program fundraising events remain local?
- Where is the money coming from to fund the reorg?

Sports:

- Will there still be sectionals and what other competition opportunities will be added?

Programming:

- How will programs now identify themselves?
- What name will be on our uniforms?

Organizational Structure:

- What does the “state office” look like?



Benefits for all

Special Olympics
Pennsylvania



Benefits of new organizational structure to:



Athletes:

- Ability to choose from multiple training sites
- More opportunities to compete (scrimmages, regional competitions, more athletes/teams/challenges)
- Equality of sports and programs across the state
- Consistency of opportunities regardless of geography
- A better overall experience from beginning to end

Benefits of new organizational structure to:



Volunteers:

- An improved overall experience
- Manageable roles focused on volunteers strengths and what they like to do
- More opportunities to work with athletes, reduction of administrative duties
- More staff support to volunteers in all areas of the program

Benefits of new organizational structure to:



CEO/BOD/Organization as a whole:

- More efficient and effective strategic plan implementation from top to bottom.
- Resource planning to address most critical priorities, and best return on resource allocation.
- Sustainable structure that can promote program growth, serve more athletes, improve volunteer experience and forge a path to the Next 50 Years

Timeline and Pilot



We are proposing a 4-5 year roll out that would look as follows (getting this right is more important than meeting a timeline).

Now – early 2019 – Continued work on all aspects of Re-org

Mid-2019 (initial/soft launch) – Pilot – 1-2 Regions

Jan. 2020 (launch) – Pilot 1-2 Regions

Jan. 2021 – 2-3 additional Regions

Jan. 2022 – 3 additional Regions

Jan. 2023 – Final Regions on board; Re-Org Transition

Complete

Next Steps



Participate in the Process and Let your voice be heard!

This weekend:

- **“Your thoughts” document – handed out at presentation**
- **Fireside chat (Program Managers – Saturday 4:30-5:45)**
- **Question Boards**
- **Sunday Q&A + Input Session (10:30-11:45)**

Next Steps Cont.



Participate in the Process and Let your voice be heard!

After the weekend:

- **Sign up to Participate on a Re-Org Sub-committee**
- **Participate in Re-org update webinars**
- **Reach out to Committee members to share your thoughts
'one on one' if you are more comfortable in that manner**
- **Other: Tell us how you'd like to be a part of this process**

A photograph of an older man and a younger woman on a golf course. The man, on the left, is wearing a light blue cap, sunglasses, a grey polo shirt with a black vest, and light-colored pants. He is smiling and high-fiving the woman. The woman, on the right, is wearing sunglasses, a grey polo shirt, and pink and black golf gloves. She is also smiling and holding a golf club. The background shows a green golf course with trees and a few other people in the distance.

"Don't be afraid to give up the good for the GREAT!"

--John D. Rockefeller

"If you do what you have always done, you will get what you have always gotten."

-- *attributed to Henry Ford*