Goal
To provide the opportunity for every athlete to achieve his or her potential in every sport by developing and promoting sports excellence and health in staffing, structure, and programming.

Objective 1
Build an infrastructure of understanding, training and commitment to support an increase in athlete training a minimum of 2 x’s a week.

1. **Identifying Coaching Skills:** Interview new coaches and provide information about the role so that new coaches are aware of the time commitment and the expectations. Finding an appropriate role for volunteers and coaches is important for athlete training and development
   a. Sample Interview Questions
      i. What sports have you coached and/or participated in?
      ii. What formal training you have received in coaching or teaching?
      iii. What do you think the key responsibility is for a coach?
      iv. What experience do you have working with individuals with intellectual disabilities?
      v. What, if any, formal training you have received in first aid/CPR.
   b. If someone does not fit the need for a coach, guide them into the direction of being a practice volunteer. There may be opportunities in the future for volunteers to attend training and/or develop their coaching skills.

2. **Defining Commitment:** Provide training, literature, and access to information for potential coaches that define what a coach is and what the role entails.
   a. Slideshow: [What does it mean to be a Special Olympics Coach?](#)
   b. New coaches attend a volunteer orientation to get a clear understanding of the roles, responsibilities, and the commitment of being a Special Olympics coach.
      i. Volunteer orientations are scheduled once a month in all five program areas.

3. **Coach Recruitment:** Special Olympics Delaware staff to work closely with area volunteer managers on new volunteer intake and to keep volunteers engaged.
   a. Area Volunteer Managers work to fill gaps in coaching and volunteer roles by recruiting volunteers and accessing team needs for their area.
   b. Area Volunteer Managers work closely with sport directors and Area Leadership Team members to identify volunteer needs prior to the season start.
   c. Special Olympics Delaware staff shall work with Area Volunteer Managers to expedite new coach and volunteer intake.
      i. Once a new coach or volunteer completes the Class A requirements, staff contacts the Area Volunteer Manager with information about the new volunteer.
• A completed new volunteer contact form is sent to the Area Volunteer Manager with information about the volunteer’s role, experience, contact information, and emergency contact information. This form shall be sent to the Sport Director(s) that the new volunteer will be working with.

ii. The Area Volunteer Manager contacts the new volunteer to welcome them to the area and to help place them on a team.

d. Area Volunteer Managers follow up with all volunteers in their area program prior to a new season to get them involved.

i. Many volunteers are interested in being involved year round but may not reach out directly to sport directors or volunteer managers.

e. Special Olympics Delaware coach recruitment plan

i. Staff to market coaching needs to event volunteers. Many event volunteers may have the experience and want to commit to being a coach, but may be waiting for a specific ask from the Special Olympics Delaware office.

ii. Develop relationships with sport and athletic associations to recruit knowledgeable coaches.

iii. Create a recruitment video that will inspire coaches and volunteers to make the commitment to Special Olympics Delaware.

iv. Utilize print materials, social media, and radio to recruit coaches.

4. **Increase Training and Competitive Opportunities:** Additional training and fitness opportunities for athletes increase skills in sports as well as help athletes adopt a healthier and more active lifestyle.

a. Increase the amount of training to 2x a week offered within the sport

i. Staff shall work with Area Leadership Teams to help support the increase of the number of training opportunities.

   • Area Leadership Teams shall work to facility contacts to secure additional practice space for the added training opportunities.

ii. Educate all constituents on the value and importance of providing the maximum number of training opportunities to the athlete.

   • Additional training opportunities give athletes the chance to increase their skills in their sport, which will result in increased self-image and health.

   • Special Olympics is dedicated to creating opportunities for athletes to be active.

iii. Staff shall work with the Area Leadership Teams to begin adding training opportunities starting with basketball in 2016-17

b. Special Olympics Delaware staff will initiate relationships with athletic training groups to create opportunities for trainers to be on Area Leadership teams.

   i. Trainers will work with teams to provide a fitness day for all athletes in the area.

   ii. Training days will focus on athlete nutrition and the benefits, of being active, on their sport performance.
c. All sports will have at least one mid-season competitive opportunity and/or qualifying event prior to state competition
   i. A mid-season competitive opportunity helps enforce rules of training and competition.
   ii. Qualifying competitive events shall be used for eligibility for state tournament and/or advancement in competition
   iii. Increase the number of competitive opportunities defined in AD handbook.
       • Competitive opportunities must have certified officials, athletes must be in uniform, and opponents shall consist of organized teams.
   iv. Mid-season opportunity will be considered part of the training season
   v. Competitions are of high quality and reinforce training.
       • The purpose of mid-season competition opportunities is to prepare athletes and coaches for state level competition.
       • Mid-season competitions give coaches and athletes an opportunity to experience the competition atmosphere.

d. Coaches will hold the maximum amount of training sessions.
   i. Athletes benefit from increased training opportunities.
   ii. Staff shall work with Area Leadership Team members and coaches to develop alternative options for trainings prior to any weather or facility related cancellations.
   iii. Work with coaches on a plan to incorporate “Rain Dates” into their schedules.

5. **Increase the number of competitive coaches**: Special Olympics Delaware developed a Coaching 101 Clinic for all new and current coaches.
   a. Coaching 101 focuses on highlighting the responsibilities of a coach, what the expectations are for coaches, and emphasizes the importance of safety for athletes and volunteers.
   b. All coaches are required to complete the Coaching 101 clinic in the 2016-2017 program year.
   c. Creates consistency throughout all programs in the state.
      i. The training helps coaches create benchmarks for athlete training during the season.
      ii. Coaches develop training plans for their sports seasons.
Strategic Plan 2016-2020

Target– Success in three years

Year 1

- New coaches training and registration plan
  - Interview process for new volunteers. This can be done in an orientation setting or as a one on one interview.
  - Seamless transition of new volunteers into the Area team by working with the volunteer managers and sport directors.
- Committee of athletic trainers to develop a plan for athlete fitness and nutrition

Year 2

- Coaches Development
- Developing and implementing a marketing plan to recruit new coaches.
- One athletic trainer per Area to work with leadership team on proper training techniques and healthy eating habits.
  - Trainer with attend a minimum of 4 practices per season per sport to work with athletes.

Year 3

- 2 Practices and 1 fitness day per week
  - Athletic trainer will lead a training and fitness day a minimum of one day per week for the training season.
    - Athletes who are training in a sport will be required to attend the training day and athletes who are not in training will be encouraged to attend.
- 1 Head coach and a minimum of 2 assistant coaches for each team
- Adequate number of experienced coaches to provide the maximum number of sports in each area
- 75% of coaches are competitive coaches with a clear understanding of sport and training practices
- Sport Directors knowledgeable in coaching their sport and administratively competent.
- Sufficient number of coaches in each area so we are able to fill in gaps to prevent burnout with coaches that are involved in multiple sports year round.
Goal
To provide the opportunity for every athlete to achieve his or her potential in every sport by developing and promoting sports excellence and health in staffing, structure, and programming.

Objective 2
Provide sports programming that is both meaningful and of high quality to all levels of athletes in all sports.

1. Assess the current landscape and quality of sports programming to determine the future of sports offered in Special Olympics Delaware.
   a. Research current athlete numbers across all levels of competition within each sport.
   b. Look at other states and their relative numbers on participation in sports and what sports are offered.
   c. Determine if current sports offerings are appropriate based on level of athlete interest.

2. Combine with other chapters in the Mid-Atlantic Region to produce quality events for sports.
   a. Determine with MAR Sport Staff which sports would be more beneficial as a regional competition based on the amount of athletes and levels offered.
   b. Increase additional competitive opportunities at existing chapter events throughout the region by inviting programs to send athletes/teams.

3. Assess athletes across all sports to ensure they are training/competing at the level commensurate with their ability.

Target – Success in three years
- Sports offered will ensure athletes are better aligned by their ability.
- Increase in the number of competitive opportunities within the Mid-Atlantic region.
- Sports offered will have enough athletes to ensure a quality competition.
Goal
To provide the opportunity for every athlete to achieve his or her potential in every sport by developing and promoting sports excellence and health in staffing, structure, and programming.

Objective 3
Increase inclusive communities through the development and expansion of Unified Sports and Young Athletes in schools and in the community.

1. Interscholastic Unified Sports in High Schools: Increase Unified Sports opportunities through our partnership with the Delaware Interscholastic Athletic Association (DIAA)
   a. Enhance the athlete and Unified partner experience
      i. Provide trainingclinics for coaches
      ii. Create a document to be distributed that outlines the expectations of all athletes and Unified partners participating in Unified Sports under DIAA & SODE
      iii. Offer a Fall Youth Summit that brings together schools involved in the DIAA and/or SODE
   b. Increase the number of schools and students participating in Unified Flag Football and Unified Track and Field
      i. Unified Flag Football
         • 2015-2016  5 schools
         • 2016-2017  8 schools
      ii. Unified Track and Field
         • 2014-2015  9 schools & 30 students
         • 2015-2016  16 schools & 123 students

Target: Success in 3 years
- Be in the position to add a winter sport in the next three years
  - Swimming or Basketball
- 75% (#26) of eligible schools participating in at least one Interscholastic Unified Sport (currently serve #17 out of #35 eligible schools)
2. **Non-Interscholastic Unified Sports**: Increase Unified Sports opportunities through our School Partnership Program in schools across the state (elementary – college)
   a. Enhance the school experience
      i. Provide annual coaches clinic with a focus on basketball, bowling and soccer
      ii. Create a document to be distributed that outlines the expectations of the school as a whole (coach, athlete and Unified partner)
      iii. Continue to evaluate our current events and make adjustments to create a more meaningful and truly Unified experience
         - 2015-2016 Basketball Skills update
         - 2016-2017 Bowling and Soccer Skills updated
   b. Develop and Implement strategy to increase the number of schools participating in 5v5 Unified Soccer
      i. Identify schools who participate in Unified Skills, but not 5x5 Unified soccer and work with them to overcome obstacles and encourage participation at the team level (if athletes are capable)
      ii. Require any school entering two or more Unified teams to enter at least one in the competitive division
   c. Develop partnership with the National Intramural-Recreational Sports Association (NIRSA)

**Target—Success in 3 years**
- More than 75% of public, non-segregated schools participating in our program will offer Unified sports; to be in #169 out of #225 schools with 125 doing Unified Sports (Currently #97 schools doing Special Olympics sports with #70 doing Unified Sports)
- Create competitive Unified Sports opportunity at the college level through Special Olympics partnership with NIRSA
  - Delaware State University
  - University of Delaware
3. **Community Based Unified Sports**: Increase Unified Sports opportunities through our community based program in all five areas
   a. Assess each areas current level of involvement
      i. # of sports offered
      ii. # of athletes participating
   b. Develop strategy to promote Unified Sports and recruit Unified partners
      i. Benefits of Unified Sports for all involved
      ii. Target day-of volunteers
      iii. Partner private schools with local area program
   c. Offer Unified Sports clinics for area coaches

4. **Young Athletes**: Increase participation in all five areas of our community program so each area has two training sites at different locations and on different nights, that are overseen by qualified coaches
   a. Evaluate benefits/detriments of offering Young Athletes in schools to children under 5 (preschoolers)
      i. Increase effective transition of school-based YAs into community-based programming
      ii. Send home a postcard with each athlete medal after a YA event inviting families to join Special Olympics

**Target—Success in 3 years**
- Each Area will offer at least two training sites at different locations and on different nights, overseen by a qualified head coach and assistant coaches
Goal
To provide the opportunity for every athlete to achieve his or her potential in every sport by developing and promoting sports excellence and health in staffing, structure, and programming.

Objective 4
Grow our health program to support athlete participation in sport and society.

1. **Healthy Athlete Screenings at Competition**
   a. Increase athlete participation in Healthy Athletes screenings at Summer Games
      i. Look at current participation numbers and target growth potential
   b. Look at ways to encourage athlete participation in Healthy Athletes
      i. Consider offering only one souvenir location – in Olympic Village
      ii. Look at Olympic Village and competition schedules to enhance participation in Healthy Athletes
      iii. Sun safety squad will hand out sunscreen at all venues and encourage athletes to attend healthy athletes
   c. Develop strategy for increasing coach buy-in
      i. Reinforce through coach education/clinics/training currently being offered

2. **Healthy Community**
   a. Evaluate current Healthy Athletes programming against criteria for becoming a Healthy Community (health screenings; access to care in the community; year-round health promotion)
      i. Develop a strategy for implementing year-round programming that promotes a healthy lifestyle
      ii. Develop a strategy for promoting ‘Motivate the First State’
      iii. Look at community partners who can enhance/deliver a focus on increasing healthy lifestyle activities
   b. Develop strategy for increasing coach buy-in
      i. Consider pilot program with select teams in each Area
      ii. Develop incentives for athlete/coach participation
   c. Community Program – Trainers
      i. Community team work with athletic trainers to develop fitness and healthy eating plans for athletes.

**Target – Success in 3 years**

- Each Area will have at least 50% of their athletes attending at least one healthy athlete component (At Summer Games 2016, 20% of athletes attended at least one healthy athlete component)
- Special Olympics Delaware will meet all of Special Olympics Inc.’s criteria of being a Healthy Community and continue to evaluate how it can expand health programming beyond the basic requirements.
Strategic Plan 2016-2020

Goal
To introduce the Area Programs to athletes that are involved in school programs as well as create a natural transfer for post-school athletes, that are transitioning out of school programs, to continue as Special Olympics Delaware athletes.

Objective 1
Promote Area Programs to school program athletes and athletes transitioning out of a school setting.

1. **Athlete Transition:**
   a. Special Olympics Delaware staff will attend outreach opportunities at schools to promote the SODE programs to families
      i. PTA meetings
      ii. Open Houses
      iii. Conferences
      iv. Transition Meetings
   b. Special Olympics staff will prepare information for Physicians, OT’s, PT’s Day Facilities, and school leaders that highlight the importance of the SODE programs for people who are still in school as well as potential athletes that are 21+ and no longer in school.
      i. Create a mailing and email list
      ii. Send information packets to those locations
      iii. Follow up with teachers/transition specialists
   c. Contact leaders in charge of transition plans in schools to get SODE added to the information going out to parents.
      i. District Transition Specialists
         1. Request list of graduating/transitioning students to send information about Area programing to.
            a. Mail information to these families with upcoming (and continuing) opportunities with Special Olympics.
      ii. Provide a packet for graduating/transitioning students that include:
         1. Letter
         2. Family Information Packet
         3. Sports Information Packet
   d. After school events-send out information packets for students that include:
      i. Letter
      ii. Family Information Packet
      iii. Sports Information Packet
   e. Plan visits to schools facilities to introduce them to the SODE sports.
   f. Mailings with physical forms and YAP transition letter to families of YA turning 8 years old.
Target: Success in three years

Year 1
- Pilot program in the MOT and Sussex Area programs with schools to create opportunities for athletes in school based programs to join track and field in their area program.
  - Track and field is a sport that is easy for athletes to transition into
  - Athletes of all abilities can participate in track
- 25% of all athletes that participate in school programs will also participate in Area Programs
- 25% of all athletes that transition out of a school setting will continue to participate in a Special Olympics Area Program in at least 1 sport.

Year 2
- 35% of all athletes that participate in school programs will also participate in Area Programs
- 50% of all athletes that transition out of a school setting will continue to participate in a Special Olympics Area Program in at least 1 sport.

Year 3
- 50% of all athletes that participate in school programs will also participate in Area Programs; currently 2,000 athletes participate in schools of which #300 (18%) are also in community.
- 75% of all athletes that transition out of a school setting will continue to participate in a Special Olympics Area Program in at least 1 sport.
Strategic Plan 2016-2020

Goal
Build positive attitudes towards people with intellectual disabilities

Objective 1
Improve external awareness through PR, social media and internal communication tools

1. Improve external awareness among partners: Continue to engage key influencers, supporters, families and community members to challenge and transform people's attitudes.
   a. Use games, competitions and fundraising events as “mission” opportunities to consistently raise public awareness about Special Olympics, while showcasing athlete abilities.
      i. Expand audience to a wider circle beyond our immediate community
         1. (government leaders, potential sponsors, athlete employers, school district personnel, student body, media)
         2. Solicit feedback from internal supporters (families, athletes, schools, etc.) through formal surveys

   b. Promote SODE partnerships with key supporters: training sites, sponsors, schools and DIAA
      i. Develop banners with messaging that can be displayed at:
         1. athlete training locations (fitness centers, sports venues, community centers, colleges)
         2. Unified School partner programs and/or DIAA interscholastic Unified programs.
      ii. Work with key sponsors to cross-promote the Special Olympics Delaware brand through their communication channels (website, print, social media)

   c. Develop generic ads and print resources about Special Olympics Delaware sports offerings for children and adults with intellectual disabilities – plus – tie in volunteer needs, highlight coach recruitment, health and wellness promotion
      i. County program guides (and other free local publications)
      ii. Postcard for families for distribution in school-based events
      iii. Healthy athletes promotion
      iv. Promotional resources that may be used for mobile displays and presentations
2. Use website and social media as a strategic tool for engaging and inspiring an even larger audience to be connected to our movement: coaches, supporters, families

   a. Improve the management of SODE’s social media presence and leverage social media as a marketing tool.
   
   b. Identify a marketing partner(s) to help advance SODE branding and events promotion through focused messaging
   
   c. Carry messaging through all mediums (website, internal and external print resources)
      i. Website enhancements with up-to-date content and improved brand awareness
         1. Establish official SODE brand resources (logos) and usage policies and guidelines (and do the same for the PlungeDE website) for access by users
            a. Re-evaluate website for user-friendly navigation and refreshed content

Target – Success in 3 years

Year 1
- Brand awareness and visual identity is leveraged with partner programs and through social media.
- Feedback process through surveys is established.
- Relationship with marketing professionals is established for guidance and support.
- Timeline of communication goals developed, leading up to the 50th anniversary as a unique PR opportunity.

Year 2
- Effective and consistent brand awareness across the board (printed and online marketing materials support clear messaging) and utilized at all levels of the program to recruit more coaches and secure sponsors, donors, expand athlete and family engagement, etc.
- Feedback evaluation is used as method for continuous program improvement.
- A continuing arrangement is secured with marketing agency.
- Committee is created for the upcoming 50th anniversary in 2020.

Year 3
- Sponsorship arrangement is developed with partner marketing agency.
- Communication strategy for 50th anniversary countdown is launched.
Goal
Build positive attitudes towards people with intellectual disabilities

Objective 2
Re-develop athlete leadership programs

1. Communication: Re-develop Communication class to align with SO impact and function
   a. Athletes learn to deliver a brief off-script “elevator speech” about themselves and their involvement with SO; learn how to properly introduce and present an award; conduct themselves on stage
   b. Athletes learn how their conduct affects the organization; learning how good sportsmanship translates to everyday actions; learn appropriate social media activities and online presence
   c. Identify more athletes and families, within each Area, to tell their stories of the impact of SO to be used for mission tour opportunities

2. Athlete Input Councils
   a. Identify statewide volunteer oversight and athlete leadership pathway
      i. Athletes focus:
         1. Program ambassador – awareness of SODE program and mission
         2. Recruiter and mentor to other athletes – role model and spokesperson to recruit more athletes
         3. Fundraiser and recruiter of fans – active supporter of SODE fundraising initiatives

Target—Success in 3 years

Year 1
• Communication course for athletes is re-established with aligned objectives. Speaking venues are identified, and a pool of new athletes and families are engaged to tell their story for statewide Mission Tour.

Year 2
• Athlete leadership pathway is created and a training plan is developed for all areas.
• Process developed to document athlete and family stories and SO impact

Year 3
• Increased number of athletes serving in a variety of leadership roles across the organization.
• Areas establish and share best practices/success for Athlete leadership program for all areas.
• Athlete and family stories are collected and archived, or polished for public speaking needs.
Goal
Build positive attitudes towards people with intellectual disabilities

Objective 3
Maximize external impact of games and competitions to showcase athletes’ abilities

1. **Broaden “Fans in the Stands”:** Re-introduce to our school youth and engage participation in order to increase the number of fans at Opening Ceremonies
   d. Develop a plan to engage youth participation at all state competitions
      i. Utilize volunteer emails collected at all school based competitions and our Youth Leadership Summit
   e. Identify day-of volunteer roles other than just being “Fans in the Stands” in order to create hands-on engagement
      i. Young Athletes demonstration
      ii. Olympic Village
      iii. Hospitality

Target – Success in 3 years

- At least 4 spectators for every athlete competing
Goal
Build positive attitudes towards people with intellectual disabilities

Objective 4
Continue to grow and enhance our School Partnership Program (elementary-college) with whole school engagement

1. Create a recognition program for schools that fulfill all three components (Unified Sports, Youth Leadership & Whole School Engagement)
   a. Schools must complete and submit their letter of intent at the start of the school year
   b. Staff will monitor and document school’s involvement throughout the entire year
   c. SODE School Partnership banners will be distributed at the start of the following school year to all schools that fulfilled all three components

2. Annual statewide awareness campaign - Spread the Word to End the Word
   a. 2014-2015 82 kits distributed to schools; #8,770 Respect shirts sold
   b. 2015-2016 119 kits distributed to schools; #10,440 Respect shirts sold

3. Cool Schools Challenge at the Polar Bear Plunge
   a. 2014-2015 624 plungers raised $103,702
   b. 2015-2016 700 plungers raised $104,702

4. Re-introduce our annual student leadership conference in partnership with the Delaware Interscholastic Athletic Association (DIAA)

5. Increase engagement at the University of Delaware through the one-credit course - Special Olympics Relationship Experience

Target – Success in 3 years

- 80+ schools with SODE School Partnership Banners after fulfilling all three components on a yearly basis; currently #58 schools offer all three components
- Increase the number of schools engaged in our awareness campaign and fundraisers
- Develop a plan to engage the students as volunteers in our community program upon completion of UD’s Special Olympics Relationship Experience course
Support Goal #1
Build capacity through generating more resources and enhanced participant experience

1. **Review all revenue streams**
   a. Determine % of budget for each stream and if streams are balanced and diverse
      i. Make changes to fundraising priorities as necessary

2. **Maximize Special Events**
   a. Conduct analysis of current fundraisers; measure tangible and intangible ROI
   b. Develop and implement a methodology for evaluating ROI for all fundraisers
      i. Solicit feedback from stakeholders as necessary: SODE Staff, LESO Executive, and Board of Directors
   c. Eliminate fundraisers with both low tangible and intangible ROI
      i. Realign event sponsors & supporters to other SODE events where appropriate
   d. Maximize the ROI for those events with the potential for increased participation

3. **Missionize events so participants understand the value of their contribution**
   a. Develop marketing materials with program impact stories
   b. Ensure athlete visibility at fundraisers
   c. Tie registration fees and donations to tangible SODE expenses
   d. Produce athlete centered ‘thank you’ videos sent post event

4. **Identify and engage marketing expertise**
   a. Collaborate with the Board on identifying and securing potential creative marketing resources
   b. Create event specific marketing plans
   c. Increase use of social media to enhance events where appropriate and gain a wider, more diverse audience of youthful supporters

5. **Increase corporate partnerships**
   a. Assess current partners and levels
      i. Review sponsorship packages for pricing equity
      ii. Create an increase in tiered sponsor opportunities
      iii. Institute multi-year sponsorships when applicable
   b. Identify properties available for sponsorship (i.e. Presenting Plunge sponsor, STWTETW, Unified Sports, Torch Run, Healthy Athletes, Night of Heroes)
   c. Identify and cultivate new sponsors; utilize Board of Directors to provide entré
6. **Increase support from major individual donors**
   a. Build better board and staff alignment to cultivating individual donors.
   b. Utilize SODE Competitions as a tour for potential supporters
   c. Offer Champions Together event in all three counties
   d. Create a model for year-round personal engagement

7. **Utilize LGL donor database to fully understand a donor’s level of engagement**
   a. Ensure database is up-to-date
   b. Develop reports that facilitate our understanding of constituency engagement (i.e. families, athletes, coaches, torch runners, etc)
   c. Develop tools that support personal engagement model

8. **Ensure sustainability of legacy revenue sources** (including in-kind) (i.e. Torch Run, Lions Club, Aramark, etc)
   a. Create successions plans and review annually

9. **Build reserves**
   a. Increase revenue over expenditures with a portion dedicated to reserves.
   b. Review current assets and determine a long-term investment strategy

**Target – Success in 3 years**

- 25% increase in cash and in-kind (budget relieving) revenue ($500,000)
  - Increase Corporate Sponsors-$150,000
  - Increase bears by #500 (4,000 bears) each raising an average of $250 (avg now is $214)-$250,000
  - Maximize OTE (#126 edgers)-$50,000
  - Increase event attendees: Reindeer Run, Benevon, Torch Run, UD Plunge-$50,000
  - Maximize in-kind donations to reduce income/expense ratios per event

- Build reserve to 80% of operating budget (currently 65%)
Support Goal #2

*Build capacity through strengthening leadership*

1. Provide development opportunities for athlete, youth and Program leaders
   a. Conduct leadership training for athletes
   b. Conduct youth leadership conference
   c. Explore leadership training for area leaders
2. Achieve Program Quality Standards each year

**Target - Success in 3 years**

- SODE will continue to be a high quality, professional organization comprised of effective, long-term board, staff, Area Directors and volunteers

Support Goal #3

*Build capacity through improved IT support*

1. Utilize SONA - IT Department to review current state of hardware and software
2. Utilize UD – IT and IT department to address programming issues identified by SONA

**Target - Success in 3 years**

- All staff and Area Directors will have coordinated and timely software and hardware to facilitate delivery of successful programming.

Support Goal #4

*Build a new SODE Program Center that will sustain SODE growth over the next 25 years*

1. Continue to explore UD Star Campus location
2. Assess need for SODE owned training facilities by Area

**Target - Success in 3 years**

- Clear path forward for new Program Center and training facilities fueled by a robust fund raising campaign