



LETR International Executive Council

Strategic Plan

2016 – 2020

"A Clear Vision FORE the Future!"



Special Olympics



This document was created by the LETR International Executive Council's Strategic Plan Committee during 2016 and endorsed by the Council on 17 November 2016.

The Council thanks the members of the Strategic Plan Committee for their outstanding efforts in the production of this document:

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Mission Statement of the Law Enforcement Torch Run

The mission of the Law Enforcement Torch Run for Special Olympics is to increase public awareness and generate resources for the Special Olympics movement worldwide.

Vision of the Law Enforcement Torch Run

“To further the Special Olympics mission, law enforcement will carry the torch, representing the “Flame of Hope,” and dedicate itself to the goals of continually increasing both awareness and generating resources for Special Olympics athletes worldwide.”

Purpose of the Law Enforcement Torch Run International Executive Council

The Law Enforcement Torch Run International Executive Council is authorized by Special Olympics, Inc. (SOI) and is endorsed by our founding law enforcement organization - the International Association of Chiefs of Police (IACP) for the purpose of encouraging, promoting, supporting and providing technical guidance to Special Olympics Programs and Torch Run volunteers in planning and coordinating Torch Run events and activities worldwide, facilitating the expansion of existing Torch Run activities and programs, and planning for the development of new Torch Run initiatives and events.

Special Olympics is a movement that daily reaffirms the belief that with hope, love and dedication, any individual can realize achievement and self-worth and that persons with intellectual disabilities, by their involvement in Special Olympics, show the worldwide community the true meaning of sport and a pure joy towards life.

Strategic Focus FORE the International Executive Council

Fundamentals

The Executive Council shall support the fundamental tenets of the Law Enforcement Torch Run through a focused effort by encouraging, promoting, supporting and providing technical guidance to Special Olympics Programs and Torch Run volunteers in planning and coordinating Torch Run events and activities worldwide, facilitating the expansion of existing Torch Run activities and programs, and planning for the development of new Torch Run initiatives and events.

Outreach

The Executive Council shall create outreach strategies, internally and externally, supported by motivational messaging in various communication formats with primary focus on internal communications to the LETR and to the ranks of law enforcement to grow the brand and scope of the Law Enforcement Torch Run for Special Olympics. These strategies will focus on areas of development, growth, recruitment, and retention, at the international, national and local level.

Resources

The Executive Council shall create strategies and focus on the development of increasing revenue and the acquisition of budget relieving items that can be shared with the programs at the international, national, and local levels to increase the number of athlete's and sports offerings. Additionally, the Executive Council shall actively seek and develop funding and revenue sources for its own operations.

Elevating Leadership

Leadership within the Law Enforcement Torch Run is the very fundamental focus that the Executive Council is responsible. The Executive Council shall provide leadership through a clear, consistent, and organized presence at every level of the Law Enforcement Torch Run in all of its own actions. The Executive Council shall provide mentorship, instruction, and development within the Torch Run Community for growth, recruitment, retention, and succession of its own membership.

Measureable Outcomes

Through the meetings of the Strategic Planning Committee and the Law Enforcement Torch Run International Executive Council, nine strategic outcomes were selected to determine the degree to which the intended results are achieved.

Different strategic plans may call these nine strategic outcomes “goals and objectives” as they provide both direction and guidance for those affected to the desirable end result. While the strategies (methods) that are chosen to achieve the results will certainly change over time, the nine outcomes should not.

The parameters to achieve these outcomes include requirements that they be:

- ***Aligned with the Mission Statement, the Value Statement and the Purpose of the Law Enforcement Torch Run International Executive Council.*** The very point of the outcomes are to define specific, measurable results that achieve the goals that define the mission, values and purpose of the Law Enforcement Torch Run International Executive Council. Therefore, outcomes, that are not aligned with the mission, vision and purpose, do not belong.
- ***Specifically measurable.*** Each strategy should have measurement tools within itself to grade the degree to which the outcome has been achieved. Measurement tools may be by a combination of both qualitative and quantitative results.
- ***Shared in scope.*** Outcomes are not assigned to individuals or committee assignments. These outcomes are the shared results of all of the Law Enforcement Torch Run International Executive Council members that influence and benefit the Law Enforcement Torch Run at the international, national and local levels.
- ***Nine in number.*** The nine strategic outcomes were selected to have a wide assortment of areas that describe provide direction to Law Enforcement Torch Run International Executive Council to fulfill its mission, vision and purpose while being simple enough to maintain focus on the outcomes.

Strategic Outcomes

1. Build existing and find new sources of revenue that benefit the Executive Council and Torch Run programs at every level.
2. Leadership training for, and by, the members of the Executive Council.
3. A coordinated and consistent marketing and development plan of the Law Enforcement Torch Run brand.
4. Internal and external growth, resulting in outreach, recruitment, retention, and succession planning.
5. Focused and improved communication between the Executive Council, Torch Run programs, Special Olympics programs, and the general public worldwide.
6. Provide material resources that support the mission, vision and purpose of the Law Enforcement Torch Run and the Executive Council.
7. Implement, define, and continually evaluate the organizational structure and responsibilities of the Executive Council and the Law Enforcement Torch Run.
8. Execute successful Final Leg events.
9. Host an annual International Law Enforcement Torch Run Conference.

Strategies

Strategy	<i>Find multi-year sponsors or initiatives for the LETR core properties (Final Leg and International Conference).</i>
Outcome #1	Build existing and find new sources of revenue that benefit the Executive Council and Torch Run programs at every level.
Lead Committee	M&D
Support	Final Leg; ICPC; SOI Development; and SOI Communications
Measurement	Increased revenue.

Strategy	<i>Establishment of a Training Committee to provide documents, handbooks, templates, and provide training.</i>
Outcome #2	Leadership training for, and by, the members of the Executive Council.
Lead Committee	Training Committee
Support	ICPC; Regional Coordinators, IACP, Communications
Measurement	Establishment of the Training Committee, handbook, and training needs assessment.

Strategy	<i>Develop a marketing plan.</i>
Outcome #3	A coordinated and consistent marketing and development plan of the Law Enforcement Torch Run brand.
Lead Committee	Communications Committee
Support	M&D
Measurement	Increased LETR Brand recognition, online information and visits to LETR websites.

Strategy	<i>Establishment of a Priority Programs Committee and a targeted development and enhancement of new and existing programs.</i>
Outcome #4	Internal and external growth, resulting in outreach, recruitment, retention, and succession planning.
Lead Committee	Priority Programs Committee
Support	SOI Regional Managers; Regional Coordinator Committee
Measurement	Continued growth and change of leadership

Strategy	<i>Annual comprehensive communications plan</i>
Outcome #5	Focused and improved communication between the Executive Council, Torch Run programs and Special Olympics programs worldwide.
Lead Committee	Communications Committee
Support	Regional Coordinators; Executive Council; SOI
Measurement	Positive feedback surveys, data collection and visits on web resources.

Strategy	<i>Development of toolboxes, templates, and an LETR video.</i>
Outcome #6	Provide material resources that support the mission, vision and purpose of the Law Enforcement Torch Run and the Executive Council.
Lead Committee	Training and Communications Committee
Support	Regional Coordinator Committee; SOI
Measurement	Utilization, increased resources, and visits on web resources.

Strategy	<i>Develop an Executive Council organization structure with clearly defined responsibilities.</i>
Outcome #7	Implement, define, and continually evaluate the organizational structure and responsibilities of the Executive Council and the Law Enforcement Torch Run.
Lead Committee	Executive Council Chair and Vice-Chair
Support	Policies and Procedures and Regional Coordinators Committee
Measurement	Updates to Policies and Procedures, internal audits and an organization chart.

Strategy	<i>Plan, produce, and execute the International Final Leg and provide guidance and support for National Final Leg events.</i>
Outcome #8	Execute successful Final Leg events.
Lead Committee	Final Leg Committee
Support	M&D; Local Programs; and the Games Organizing Committee
Measurement	Execution of the Final Legacy, a legacy to the host program, and a cost review of the event.

Strategy	<i>Annually plan, produce, and execute the International Law Enforcement Torch Run Conference.</i>
Outcome #9	Successful International Law Enforcement Torch Run Conference
Lead Committee	International Conference Planning Committee
Support	Executive Council
Measurement	Increased attendance and revenue, number of new attendees and international attendees.

Strategic Plan Action Items

1. The establishment of a Strategic Plan Sub-Committee (within the Policies and Procedures Committee).
2. A semi-annual evaluation of the Strategic Plan at the Spring and Fall meetings of the Executive Council to ensure that they effectively support the nine outcomes?
3. Providing written feedback and documentation to the Executive Council. This information should be used to review achieved measurements, strategy evaluation and if appropriate make adjustments.
4. The establishment of the Training Committee.