



February 18, 2012

To: Special Olympics International
Special Olympic Programs

From: Mike Peretti
Chair, LETR Executive Council

Re: New LETR Strategic Plan

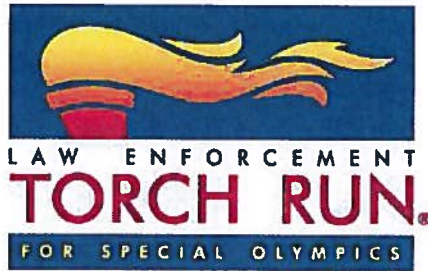
Ladies and Gentlemen,

It gives me great pleasure to announce the release of the new Law Enforcement Torch Run, Executive Council Strategic Plan. More than one year ago, the LETR Executive Council embarked on a mission to develop a strategic plan focused on the growth and sustainability of our movement. With the assistance and input from many representatives within the Torch Run, SOI and the International Association of Chief's of Police, this plan aligns itself with the strategic plan of SOI, and many of the priorities embodied in all programs.

Built upon five pillars of Fundraising, Awareness, Program Development, International Expansion and Leadership, the LETR Executive Council is now ready to implement a vision we are confident will achieve our goals and reach new heights throughout our global efforts. With this Strategic Plan, the Law Enforcement Torch Run Executive Council stands ready to provide continued leadership and support to Special Olympic Programs throughout the world.

I would like to thank all of you for your continued support of our efforts and look forward to a bright future for the Law Enforcement Torch Run.

Mike Peretti
Chair, LETR Executive Council



International Law Enforcement Torch Run Executive Council

Strategic Plan, 2012-2015

PREAMBLE

The mission of the Law Enforcement Torch Run (LETR) for Special Olympics is to raise funds for and awareness of the Special Olympics movement worldwide. The purpose of the Law Enforcement Torch Run Executive Council is to encourage, promote, support and provide technical guidance to LETR Programs to benefit Special Olympics worldwide. This strategic plan provides a forward-looking plan of action for the LETR and establishes goals and strategies for planning and coordinating future LETR fundraising and awareness activities as well as outlining LETR expansion and program development initiatives. This plan also serves as an implementation guide for use by all Council members and Council committees to develop detailed goals and action plans.

MISSION STATEMENT

The mission of the Law Enforcement Torch Run (LETR) Executive Council is to provide leadership, guidance and vision to facilitate the growth and expansion of LETR programs worldwide. The LETR Executive Council will work collectively and collaboratively with all LETR programs and partner with Special Olympics, Inc. and Accredited Special Olympics programs to raise funds and awareness for the Special Olympics movement.

This strategic plan is divided into five sections:

- I. Fundraising
- II. Awareness
- III. Program Development
- IV. International Expansion and Development
- V. Leadership

I. FUNDRAISING

Strategic Initiative: Grow our Current Sources of Income

The Law Enforcement Torch Run raised over \$42.6 million dollars throughout the movement during 2011 (the 30th Anniversary of the LETR).

Target

To expand the fundraising capacity of the LETR Executive Council to fund Council operations and to assist all LETR Programs with their fundraising efforts in order to achieve the fundraising goals as outlined in SOI's Strategic Plan of a 45% increase in revenue from the 2010 total of \$38.2 million by 2015 (goal of \$55.2 million).

Actions

1. Grow Existing Sources of Revenue

- To work collaboratively with the appropriate SOI Development Staff assigned to work with the Marketing and Development Committee in solicitation of LETR Council corporate support.
- Revenue diversification from LETR. Executive Council and appropriate assigned SOI Development Staff to evaluate existing revenue streams and maximize efforts to increase.
- To meet or exceed International LETR Executive Council annual expenditure budget.
- Maximize International Conference and Final Leg sponsorship solicitation.
- Develop and implement Program LETR Survey standards.

2. Build New Sources of Revenue

- Continue to drive out national/global LETR fundraising initiatives that directly benefit Special Olympics Programs.
- Work with SOI to develop an LETR merchandise program that will minimize costs and provide new sources of revenue.
- To identify and create a new International LETR Executive Council potential funding source to attain a minimum 5% of the annual Council budget.
- To create a cause-marketing promotion for selling/donation purposes globally.
- Utilize the position of the International LETR Executive Director to create a strategy to engage national and international law enforcement organizations for mutually beneficial development opportunities.
- To leverage the 2015 World Summer Games Final Leg

3. Build a Stronger Global Brand

- Branding sub-committee will work with appropriate SOI personnel in evaluation and creation of the LETR logo/brand.

- To seek input on current state of LETR and proposed new logo from LETR Directors and Liaisons.
- To develop a marketing/awareness strategy to market the LETR globally in the attempt to increase participation and revenues.

4. Create a Stronger Community of Support

- Maximize technology to benefit LETR and to establish an independent website for the LETR.
 - Incorporate social media in communication and fundraising for LETR
 - Incorporate athletes and families in fundraising efforts with LETR

II. AWARENESS

1. Increase marketing efforts to promote the message of the LETR to the public.

- Communicate the mission of the LETR in the daily activities of the LETR programs.
- Market the LETR as a year-round activity by developing ways to increase the connection of law enforcement and Special Olympics.
- Provide a greater variety of public awareness materials at the LETR conference and to local LETR programs for use in their kick-off conferences and events.
- Provide more in-depth articles in The Guardian, including Special Olympics initiatives that affect the athletes directly, i.e., Healthy Athletes, Athlete Congress, etc. which can be sent to the general media for dissemination.
- Develop a strategy to unify the benefits to LETR sponsors on the national and international level.

2. Develop a LETR model that stresses awareness of what direct effects the LETR has on individual athletes.

- Encourage local Special Olympics programs to provide information to the LETR officers on the positive effect Special Olympics participation has on the athletes.
- Document LETR officer and athlete personal relationships at every opportunity.
- Ask the local Special Olympics programs to share with their LETR officers data concerning the number of athletes served, local athlete development programs, proactive health care programs, the type and dates of competitions, etc.
- Encourage the use of social media to publicly share examples of LETR officers and athlete interaction.
- Develop a monthly one-page memo highlighting S.O. and LETR initiatives.

3. Identify opportunities to increase the involvement in the LETR for members of law enforcement

- Develop a document stating the guiding principles of the LETR.
- Develop a strategy to recruit young law enforcement officers to the LETR.
- Develop a basic LETR training handbook.
- Find ways to increase participation of agency heads in the LETR.
- Find ways to stress the positive benefits of involvement in the LETR for the law enforcement profession and for the individual law enforcement agency.
- Use first hand experiences of LETR officers to recruit new officers to the LETR.
- Encourage the use of recruiting programs such as “Just One More”.

4. Create a stronger connection between Special Olympics and law enforcement

- Recruit additional known spokespersons for the LETR.
- Develop media opportunities and up-to-date media release templates for use by law enforcement at the local level.
- Develop ways to enhance the visibility of the LETR/Special Olympics relationship.
- Develop better use of links between law enforcement and Special Olympics websites including the use of social media.
- Encourage more affirmative public statements of participation in the LETR by law enforcement associations.
- Encourage Special Olympics Inc. to actively promote the LETR.

III. PROGRAM DEVELOPMENT

This section of the Strategic Plan addresses continuing support and development of existing LETR Programs through the following initiatives:

1. LETR Website

- Develop a website that is a true resource point for all LETR participants to include basic information, best practices, case studies, committee and council structure, standard presentation packages, and other LETR information.
- Serve as a clearinghouse of information provided by LETR experts from all of the regions on the “how to” of LETR
- Location where informational and inspirational videos could be housed and downloaded for instant use in the field
- Share strategies such as “Just One More”; include plans for engaging, retaining and sustaining growth.
- Important for marketing and branding.

2. Networking

- Regional Coordinator involvement and communication with programs within their region. Attend events/kick-offs when possible.
- Regional Coordinators collaborating together to share ideas, concepts, and strategies that could be applied in other areas
- Using personal and professional connections to communicate ideas and goals as well as garner support for the LETR.
- Communicating and working with Program CEO's and Regional Special Olympics Staff to share ideas, plan a course of action, and best utilize shared services and resources to grow the LETR.
- Encouraging Regional Coordinators to collaborate with the SO Regional Coordinators and the local Special Olympics program LETR Liaisons.

3. Strategic Plans

- Develop a template for a boilerplate Strategic Plan/Goals and Objectives that are specific, measurable, attainable, realistic and timely. Assist programs in developing these plans through the Regional Coordinators.

4. Train the Trainer

- Increased information and training relating to Special Olympics, Special Olympics athletes, and Special Olympics programming for LETR participants for an improved and deeper understanding of the SO movement
- Provide increased training opportunities for officers to be better versed at providing talks and speeches to articulate the positives of Special Olympics and why individuals and corporations should support Special Olympics and law enforcement.
- Provide information and training to equip officers to enhance their abilities to fundraise and obtain sponsorships
- Develop regional and program level training to assist with volunteer recruitment, retention, and succession planning

5. LETR advertisement in police related publications

- IACP magazine, IACLEA and other affiliate publications to further validate the LETR
- Increased opportunities to inform law enforcement officials and raise awareness with other advertising partners that could translate into new sponsors

IV. INTERNATIONAL EXPANSION AND DEVELOPMENT

The strategic plan for International Expansion is broken down into five main areas for the Council to concentrate on. The sixth area should be considered a general statement as opportunities come available in the future.

- 1) Strengthen the Latin American Region through training and support of the new Regional Director.
- 2) Increase relationships between LETR & Special Olympics Programs
- 3) Develop a plan for working with and training the law enforcement community in South Korea on conducting successful LETR runs in support of the 2013 World Games.
- 4) Develop a plan for renewing efforts in Africa to strengthen existing LETR Programs and expand into countries that have strong Special Olympics Programs and have expressed an interest in participating in the LETR.
- 5) Conduct research into working with Special Olympic Programs and identify specific Programs where a LETR Program may be successful.
- 6) The Executive Council must be open to any opportunity throughout the world where a LETR may be an asset to an existing strong Special Olympics Program.

1. Strengthen the Latin American Region through training and support of the new Regional Director

At present, El Salvador, Peru, Ecuador, Venezuela, Panama, Costa Rica, Puerto Rico, Brazil, Mexico, Dominican Republic and Paraguay have conducted successful LETR events. Certain Programs have not been successful in conducting LETR runs. These are Uruguay, Bolivia, Argentina, Chile and Guatemala.

- A LETR Director should be identified and trained to carry out the LETR in Guatemala, Argentina and Chile.
- The Uruguay representative should be contacted and asked what can be done to make the LETR successful. This may be accomplished by identifying a person in the upper echelon of the Police Agency who would have the power to insure this success and empower our trained representative to go forward.
- There have been successful Torch Runs in Brazil, however a LETR Director in this country has not been identified. This must be done.
- Additional emphasis must be placed on the countries of Latin America to not only continue LETR runs, but to place additional emphasis on the fundraising aspect of the LETR.
- We need to work out a better means of communication between the Regional Director of Latin America and the Executive Council. This needs to include a translation process from English to Spanish and Spanish to English.

2. Increase relationships between LETR and Special Olympics

Request assistance from the Regional Managing Directors of Special Olympics to collaborate in information sharing regarding Special Olympics events where LETR may be able to assist in programs that they represent.

3. Develop a plan for working with and training the law enforcement community in South Korea on conducting successful LETR runs in support of the 2013 World Games

- Identify the top law enforcement official who is in a position to make decisions on the training of a cadre of police officers to be the core element of the LETR and identify the person who will have the overall responsibility of conducting Torch Runs within the country prior to the World Games. This person would also serve as the Korean Director of the LETR for the World Games.
- Provide the training as described above.
- Assist these trained individuals in conducting LETR runs at various Korean Special Olympics events prior to the World Games.

4. Develop a plan for renewing efforts in Africa to strengthen existing LETR Programs and expand into countries that have strong Special Olympics Programs and have expressed an interest in participating in the LETR

At present Uganda, Namibia, Kenya, Botswana, South Africa, Zimbabwe, Seychelles, Togo, Lesotho, and Swaziland have conducted LETR's for their National Games. Special Olympics Nigeria and Tanzania have shown some interest in participating.

- There are currently regular LETR's in Uganda and Namibia. The Executive Council must maintain contact with the LETR Directors in Uganda and Namibia and ensure them that they have not been forgotten and offer them any assistance that we may have available. This should include attendance at the International Conferences and participation in the Final Legs at Special Olympics World Games. Identify a source of funds to bring attendees from expansion countries to International Conferences.
- At the direction of SOI and Dr. Dow, additional LETR training should be considered for specific countries that have shown an interest in participating in the LETR.

5. Conduct research into working with Special Olympic Programs and identify specific Programs where a LETR may be successful

- The Executive Council, through the International Expansion Committee and in collaboration with SOI, should be exploring opportunities to expand the LETR into countries that have strong Special Olympics Programs. Continuous follow-up by the International Expansion Committee is

necessary to maintain efforts as well as increase the potential for area growth.

- The Law Enforcement Torch Run Executive Director must be relied upon to determine if a legitimate opportunity exists and report this to the Executive Council as soon as possible.

6. The Executive Council must be open to any opportunity throughout the world where LETR may be an asset to an existing Special Olympics Program

V. LEADERSHIP

The LETR Executive Council has a responsibility to the current generation of LETR members, and the next generation that will take leadership roles in their agencies, communities, and the LETR movement. The LETR will continue to explore ways to better serve the newest generation of leaders. The LETR will train current executives to develop leadership mentoring programs for those who will rise to leadership positions in LETR programs.

The LETR Executive Council will:

1. Promote professional and ethical leadership performance
2. Train and develop future law enforcement leaders for the LETR, provide opportunities for development, growth and mentorship
3. Increase regional and international training opportunities
4. Prepare the LETR community for succession planning

There are significant differences in the levels of expertise, experience, and skills needed for persons in leadership roles throughout the LETR community.

Members of the Executive Council may set global strategic direction, oversee and initiate global activities, marketing and expansion. At the regional level there is significant involvement in recruitment of agencies, planning, and participation in regional events. Local LETR activities may involve recruitment of their own agency and others, the recruitment of participants in LETR activities, and the scheduling and planning of events.

While the responsibilities of all those entrusted with leadership roles is very diverse and understanding that there may be significant differences from region to region, there are common characteristics which are held by all those in leadership roles. A leader must be able to clearly understand the goal or mission of the LETR community. They must be able to understand and clearly articulate those goals so others will be able to comprehend what is expected of them and how they are moving forward in attaining that goal. The leader must be out front and show the way to the goal. They must exhibit and practice the desire to help people and pursue excellence. They must have the ability to inspire people to achieve their full potential. Finally but most importantly, the leader must have the ability to convince people to follow as an act of their free choice.

The diversity in leadership roles creates a focus on skills required for specific positions held in the LETR community. Examples of roles:

- Executive Council Positions
 - Executive Leadership role
 - Committee: chairmanship or membership
 - Areas of specific responsibility

- State, Province, National or Regional LETR Committee
 - Director
 - Committee: chairmanship or membership
 - Representation of area

- Leg or Regional within a State, Province, or Country
 - Committee: chairmanship or membership

- Agency
 - Coordinator/Representative
 - Committee Member
 - Supporter

Although this listing is not complete, it provides a general description and a view of the diversity in leadership roles.

Listed below are several implementation ideas and objectives:

1. Executive Council Committees

- 1/3 to 1/2 of each committee membership consists of non-Council members
- Committee meetings held the day before Council's Summer Business Meeting and the Annual Conference
- Council bears the costs of the meetings if possible

2. Promote Training of Special Olympics Coaches and Officers to Become Coaches

- Train on common skill sets such as organization, planning, supervision, public speaking, etc.

3. Council Sponsored Training

- Promote and deliver to Directors at Regional meetings
- Input from Directors and Liaisons as to what training is needed and wanted
- Program level development of leaders and assistance with strategic planning