



RAISING THE BAR IN ADAPTIVE SPORTS

2025-2028

STRATEGIC PLAN

OUR ROAD MAP TO BRINGING EQUITABLE ACCESS TO ADAPTIVE SPORTS TO AS MANY INDIVIDUALS WITH PHYSICAL DISABILITIES AS POSSIBLE. WE WILL DO SO BY INCREASING AWARENESS, SUPPORT, AND ATTENDANCE AT ANGEL CITY SPORTS PROGRAMS AND THE LA28 PARALYMPICS.



Mission

The mission of Angel City Sports is to empower youth, adults, and veterans with physical disabilities or visual impairments by providing free access to year-round adaptive sport opportunities. We strive to foster physical, mental, and emotional health and wellness, while building a community focused on belonging and connection. Our goal is to help athletes of all ages, and all skill levels unlock their full potential.

Vision

Every child and adult in the United States with a physical disability is living a healthy, active, and optimized life, inspired by sport.

Values

Accountability: We will own the decisions we make and their outcomes, while learning from them to drive positive outcomes.

Adaptability: We will strive to be proactive and resourceful in new and different environments with the capacity to adapt to shifting circumstances and to bounce back from setbacks.

Belonging: An abiding sense of belonging is a necessary catalyst for us to strive towards our fullest potential. We will guide our community to appreciate differences, to recognize and challenge biases, stereotypes and prejudices, and to act in strengthening our connected community.

Compassion: We actively understand and empathize with the experiences of others, without judgement or assumptions through active listening, offering support when needed, and celebrating successes together.

Courage: We take risks to stand up for a principle or cause and engage in tough conversations.

Integrity: We will act ethically and transparently in the delivery of our mission, prioritizing doing the right thing for our community, and following through on our commitments.

Respect: We will treat our community with dignity and worth – no matter their background, position, or opinions. It is acknowledging the unique contributions everyone makes in furthering the goals of the organization.

15%

of the U.S. Population lives with a **physical disability**

according to the CDC



THE NEED

- **50M people with disability live in the U.S. 3.5M in Southern California.**
- Most of **this community is completely inactive (47%)** or not meeting federal guidelines for physical activity (20%).
- **This inactivity leads to major health issues and other challenges. This community is:**
 - **3x more likely to live in extreme poverty**
 - **3x more likely to face major health challenges (depression, obesity, diabetes, heart disease)**
 - **5x more likely to be in mental distress**
 - **2x the unemployment rate compared to the general population**
- The disabled community is not aware of or engaged in adaptive sports. **We estimate 1 in 400 in Southern California are active.**
- Despite the above, **traditional sport providers do not provide adaptive sports**, leaving programming to the nonprofit sector.
- Due to **inequities in access to sport, adaptive athletes are forced to be creative and/or travel far distances for sport.**



Photo Credit: Michel Lim



WHY ANGEL CITY SPORTS MATTERS

Over the last 10 years, Angel City Sports has grown into a leader in the adaptive sports movement, providing over 28,000 empowering sports experiences for youth, adults, and veterans with physical disabilities. During this time:

- We've built an important foundation by **offering adaptive sports programs and clinics for athletes of all ages and abilities**, creating a strong sense of connection and a safe space to try a new sport, developing both skills within sport and skills for life. **Long lasting benefits include belonging, confidence, pride, resilience, teamwork, and the ability to envision a bold future.**
- We've built a **diverse and inclusive community by uniting athletes, families, volunteers, and stakeholders** in a welcoming and supportive environment that fosters growth and agency to create lasting change in access, inclusion, and equity, within sport and beyond.
- We've **raised awareness and created opportunities for adaptive athletes, while advocating for equity and representation in sports and society.**
- Our **impact has reached thousands of athletes, families, and volunteers, helping individuals discover their potential through the power of sport.**
- We've **developed strong media partners helping to tell athlete stories and amplify the adaptive sports movement not just locally, but nationally.**

However, we believe we can and must do more to achieve equity, inclusion, and accessibility in sport, using the momentum leading into the 2028 Summer Paralympic and Olympic Games in Los Angeles.



Photo Credit: Detrick Tuscan



Photo Credit: Derrick Tuscan

WHERE WE WANT TO GO



Over the next 4 years, Angel City Sports aims to **RAISE THE BAR** in adaptive sports by setting high quality programmatic standards, expanding our programs, and elevating our impact.

We will facilitate participation in adaptive sports for athletes with physical disabilities and visual impairments, while increasing awareness, support, and attendance at Angel City Sports programs and the LA28 Paralympics.

- Our primary focus will be on those living with a physical disability in Southern California.
- As we expand our geographic footprint outside of 1) Los Angeles, we will target 2) San Diego, 3) Orange County, and 4) Riverside and San Bernardino.
- By 2028, we will deliver our programs annually through:
 - 4 Premier Events (Youth Weekend, Angel City Games, Jr Adaptive Sports Camp & Courage Weekend)
 - 2-10 year-round/seasonal sport programs by region, and
 - 12-14 regional multi-sport days

GOALS

**Expand Access ✨ Build Awareness ✨ Boost Participation ✨ Enhance Quality of Life
Enhance our Impact as a Leader in Adaptive Sports ✨ Build a Sustainable Future
Drive Systemic Change**

Together, through outreach to athletes, volunteers, and community organizations, our work will be funded by committed annual donors, sponsors, and synergistic partners. Angel City Sports is dedicated to not only maintaining, but amplifying our impact—paving the way for a future where adaptive sports are accessible to ALL, and athletes of all ages and abilities can reach their full potential.

THE ANGEL CITY SPORTS 2025-2028 STRATEGIC PLAN IS FOCUSED ON FIVE STRATEGIC IMPERATIVES:

PILLAR 1: Access to Opportunities

Grow access to adaptive sports opportunities, expand Southern California regional footprint, and improve facility access and stability

PILLAR 2: Awareness

Raise the Angel City Sports and adaptive sports profile to achieve increased national awareness, continued growth, and change global perceptions around disability

PILLAR 3: Outreach

Grow Angel City Sports' athlete, volunteer, and community partnerships

PILLAR 4: Fundraising

Increase annual fundraising by leveraging Angel City Sports' assets

PILLAR 5: Operational Excellence

Establish a culture of operational excellence and organizational efficiency



“ Sport has the power to change the world. It has the power to inspire. It has the power to unite people in a way that little else does. It speaks to youth in a language they understand.

Sport can create hope where once there was only despair. It is more powerful than government in breaking down racial barriers.

Nelson Mandela



Photo Credit: Brody Hannon



PILLAR 2: Awareness

RAISE THE ANGEL CITY SPORTS AND ADAPTIVE SPORTS PROFILE TO ACHIEVE INCREASED NATIONAL AWARENESS, CONTINUED GROWTH, AND CHANGE GLOBAL PERCEPTIONS AROUND DISABILITY

We will elevate the visibility and brand of Angel City Sports by harnessing the power of authentic storytelling, high-impact media content, and a vibrant online community, ultimately expanding our reach, inspiring action, and growing support for adaptive sports across Southern California and beyond.

KEY OUTCOME

Increase pipeline of new athletes, volunteers, donors, and adaptive sport fans generated through increased awareness, athlete stories, and better systems to build database of individuals with disabilities, volunteers, partners, and donors while tracking impact.

HOW WE'LL GET THERE

- Better understand adaptive sports landscape to provide quality, innovation, community engagement, and build effective partnerships
- Create year-round compelling storytelling that attracts and retains athletes, volunteers, community partners, and donors
- Increase the impact of our communications by developing strategic outreach plans targeted to key audience segments
- Build an online community and brand identity that is clear, accessible, and relevant
- Elevate community awareness by bringing adaptive sports experiences to others (schools, students, companies)
- Enhance partnerships with groups and organizations aligned with our mission.



Photo Credit: Tiffany J Photography

PILLAR 1: Access to Opportunities

GROW ACCESS TO ADAPTIVE SPORTS OPPORTUNITIES, EXPAND SOUTHERN CALIFORNIA REGIONAL FOOTPRINT, AND IMPROVE FACILITY ACCESS AND STABILITY

We will make it possible for more individuals with physical disabilities to experience adaptive sports through programmatic and regional geographical growth. We will continue to invest in improving existing sports, programs, and premier events to ensure inclusion, accessibility, and equity for long-term impact.

KEY OUTCOME

Meet sport, Southern California geographical expansion, and facility access goals by establishing lifelong relationships with more athletes and community partners, while reducing barriers, and improving facility partner relationships that will ultimately strengthen affinity, commitment, and belonging.

HOW WE'LL GET THERE

- Increase awareness of and access to our Paralympic style Premier events.
- Provide high-quality & sustainable year-round/seasonal adaptive sports programming to build access and reduce barriers.
- Develop Multi-Sport Showcase Days to build a pipeline of new participants across Southern California.
- Strengthen and improve access to adaptive sports equipment through our equipment loaner program.
- Grow staff for programming, showcase days, and equipment loaner program.
- Build long-term and sustainable relationships with facility partners.





PILLAR 3: Outreach

ENRICH THE ATHLETE, VOLUNTEER, AND COMMUNITY PARTNER EXPERIENCE TO EXPAND BASE AND INCREASE RETENTION

Grow Angel City Sports' athlete, volunteer, and community partner base by implementing targeted outreach efforts, building inclusive pathways to participation, breaking down systemic barriers, and fostering strong, lasting relationships with diverse communities through appreciation and recognition.

KEY OUTCOME

We will meet and exceed participation goals by generating new athlete and volunteer registrations while reducing barriers to participation through community partnerships. Our work will become a pipeline for LA28 Paralympic hopefuls, educated volunteers in adaptive and Paralympic sport, and a dedicated fan base to fill LA28 venues and champion Paralympic sports in the U.S.

HOW WE'LL GET THERE

- Expand staffing for Community Outreach
- Create Volunteer Coordinator role
- Grow athlete community by creating athlete journeys/personas and develop travel fund to reduce barriers to participation
- Grow volunteer community by creating volunteer journeys/personas
- Grow community/outreach partners with focus on youth, adults, veterans, and first responders, alongside top disabilities served
- Serve more individuals with physical disabilities nationally and globally through an online community





Photo Credit: Aaron Smith

PILLAR 4: Fundraising

INCREASE ANNUAL FUNDRAISING BY LEVERAGING ANGEL CITY SPORTS' ASSETS

Create a robust, diversified, and scalable fundraising model that secures the financial future of Angel City Sports. This will enable us to expand programs, increase impact, serve more adaptive athletes at all levels, and advance the adaptive and Paralympic sports movement in Southern California and beyond, leading into LA28.

OBJECTIVE

Generate increased year-over-year revenue through diversified channels that leverage current assets, enabling Angel City Sports to grow athletes, volunteers, and Southern California regional footprint. Build an engaged ecosystem of corporate partners, individuals, independent foundations, and organizations, capitalizing on leading practices and innovative fundraising models.

HOW WE'LL GET THERE

- Capitalize on Paris & LA28 Paralympics and the value of investing in adaptive sports
- Strengthen fundraising best practices to build foundation forward
- Drive innovative strategies to inspire, grow, and mobilize a community of committed stakeholders at all levels of giving
- Increase current donor retention and grow donor pipeline





PILLAR 5: Operational Excellence

ESTABLISH A CULTURE OF OPERATIONAL EXCELLENCE AND EFFICIENCY

It's dedicated individuals and intentional structure that makes it possible to operate and grow our adaptive sports programming. Building a culture of operational excellence at Angel City Sports, optimizing processes, resources, and systems to ensure safety, efficiency, scalability, and maximum impact in delivering high-quality adaptive sports programs, ensures we can bring our best every day for individuals with physical disabilities.

KEY OUTCOME

Establish Angel City Sports as a respected leader in high quality multi-sport adaptive programming through increased investment in leadership, staff, adaptive sports coaching, and strong policies and procedures.

HOW WE'LL GET THERE

- Transform leadership with intentionality to bolster next phase of growth for ACS
- Reinvigorate Mission, Vision, Values, and Diversity, Equity, Inclusion & Belonging Statement
- Recruit and retain a high performing team making ACS an employer of choice
- A long term fundraising and spending plan that supports growth and strategic plan goals
- Create systems and make use of CRMs and technology to build and develop data to inform decision making and measure metrics for growth and accountability.
- Create a foundation for operational excellence including succession plans for the Board and key staff, a clear process for salary increases and performance reviews, benefits, and policies and procedures.



**PREMIER EVENT
ATTENDANCE GOAL:
GROW PARTICIPATION
BY 40% AT OUR
PREMIER EVENTS BY
2028.**



PREMIER EVENT ATTENDANCE	YOUTH WKD (SPRING)	ANGEL CITY GAMES (SUMMER)	JUNIOR ADAPTIVE SPORTS CAMP (SUMMER)	COURAGE WKD (FALL)	TOTAL ATHLETES SERVED
2024	50	300	50	40	440
2025	70	325	60	60	515
2026	100	350	70	80	600
2027	125	375	80	100	680
2028	150	400	90	120	760

**SPORTS PROGRAMS
OFFERED GOAL:
OFFER 21 SPORTS
PROGRAMS BY 2028**



SPORT PROGRAMS OFFERED	REGION 1: LOS ANGELES	REGION 2: SAN DIEGO	REGION 3: SOUTH LA & ORANGE COUNTY	REGION 4: INLAND EMPIRE	TOTAL SPORT PROGRAMS OFFERED
2024	6				6
2025	8				8
2026	10	1	1		13
2027	11	2	2	1	17
2028	12	3	3	2	21

**MULTI-SPORT
SHOWCASE DAYS
GOAL:
OFFER 16 MULTI-SPORT
SHOWCASE DAYS BY
2028**



MULTI-SPORT SHOWCASE DAYS	REGION 1: LOS ANGELES	REGION 2: SAN DIEGO	REGION 3: SOUTH LA & ORANGE COUNTY	REGION 4: INLAND EMPIRE	TOTAL SHOWCASE DAYS OFFERED
2024	3				3
2025	4	1	1		6
2026	5	2	1	1	9
2027	6	3	2	1	12
2028	7	4	3	2	16

“

As a dad, I care about one thing only:
That I give my kid the joy and opportunities I had growing up.

Sports provide the building blocks for success: confidence, humility, resilience, and camaraderie. Without Angel City Sports that simply would not have been possible for my son, Roman. Period.

We all deserve to be active, play, partake in the joys of life - and just because you have a disability, a difference - you shouldn't be robbed of that. We are forever grateful and indebted to Angel City Sports for all it has given our family.

-Greg Samarge, Roman's Dad ”



For more information about how Angel City Sports is preparing for our second decade of impact, contact alexise@angelcitysports.org.

ANGEL CITY
SPORTS

www.angelcitysports.org