



2026 - 2028 Strategic Plan: 2026 Priorities

Enhance Quality, Reach, and Equity of Programming

Goal Sponsor: Melissa Erdmann

Outcomes

1. Create more community Local Programs and Unified Champion Schools that reach new athletes, Unified partners, and communities, including those we underserve. Ensure existing Local Programs are sustainable.
2. Evaluate current sports offered and seasons to ensure that athletes and Unified Partners of all ages, abilities, and genders have access to increased year-round sports training and competition opportunities.
3. Offer a comprehensive Coaches Education Plan that is accessible to all communities and meets the coaches' needs.
4. Provide more opportunities for Athletes and Unified partners to participate in Healthy Athletes and other health initiatives to help meet unmet health needs.

2026 Priorities

- Launch new Local Program guidelines and accreditation to support growth and sustainability.
- Finalize and plan for a new comprehensive Sports Plan & Season Structure.
- Identify and train more Sports Clinicians to support coach recruitment and development efforts.
- Recruit and train more Clinical Directors and Clinical Volunteers to support regional access to Healthy Athletes screenings.
- Implement SOSC event quality standards across all competitions.

Nurture a Culture of Growth, Collaboration, and Inclusion

Goal Sponsor: Crystal Pauley-Jenkins

Outcomes

1. Create and implement a plan to become a leader in diversity, equity, and inclusion.
2. Set SOSC staff and Board up for success and provide continuous opportunities for growth.
3. Create a “one team” growth mindset and establish streamlined channels for collaboration.

2026 Priorities

- SOSC DEIA Advisory Council will work with each department to advise and influence communication and outreach strategies.
- Roll out a comprehensive, variable pay plan that aligns compensation with organization-wide objectives and departmental/regional performance goals.
- Deliver training on Delegation and Feedback to a cohort of staff to strengthen their leadership and management skills.
- Establish comprehensive professional development standards and pathways for staff.
- Develop/formalize a Staff Appreciation Plan.



Grow & Diversify Revenue

Goal Sponsor: Brandon Tanner

Outcomes

1. Build new revenue streams.
2. Partner with the Law Enforcement Torch Run to support their strategic pillars and generate maximum financial resources to support athletes and programs.
3. Build a plan to leverage professional sports teams and organizations within the sports industry.
4. Ensure donors and sponsors are acknowledged and engaged in a timely and meaningful way.

2026 Priorities

- Drive cause campaigns to raise over \$2 million in 2026 and enhance engagement and stewardship to retain each campaign year-over-year.
- Leverage professional sports teams and organizations, global events coming to Los Angeles, and local celebrity ambassadors to expand visibility and generate new funding opportunities.
- Unite the Development team around shared priorities, equip staff with consistent tools, enhance accountability in financial systems, and ensure accurate donor data that drives strategic growth.
- Align volunteer recruitment and engagement strategies to directly support revenue generation and fundraising initiatives.
- Expand law enforcement participation in the Torch Run through enhanced incentives, expanded recognition, and leveraging the 40th anniversary celebration.

Advance Technology

Goal Sponsor: Janet Rose

Outcomes

1. Create easy-to-use online registration systems for athletes, coaches, and volunteers.
2. Develop a research and development plan to maintain and improve SOSC's technology systems and processes.
3. Utilize analytics to maximize how we best serve the athletes, coaches, volunteers, and donors.

2026 Priorities

- Implement the transition plan to one CRM, which includes data transfer, modular build out and staff training for donors, volunteers, athletes, and all other stakeholders.
- Identify and evaluate existing software being used within each department to determine the best fit for the organization.
- Provide guidelines, best practices, and training plans for staff to optimize the use of Microsoft Teams.



Generate Greater Brand Awareness and Engagement

Goal Sponsor: Donna Queza

Outcomes

1. Build a Brand Ambassador Program to spread the message of inclusion in Southern California.
2. Select markets, including those we underserve, will receive targeted communications that expand SOSC's reach for recruitment and retention.
3. More people in Southern California will know about the full scope of SOSC's programming and impact, and how to get involved.
4. Improve internal communications that will align staff with organizational priorities and create a process for staff feedback.

2026 Priorities

- Develop a coach and athlete recruitment campaign.
- Launch a new website and P2P fundraising software.
- Define and implement a translation services process for SOSC-wide use.
- Develop and implement a new social media strategy to increase followers and engagement to all SOSC accounts.
- Utilize Microsoft software to create a digital space for staff to collaborate, share ideas, and learn from successes and failures.

Empower Athletes, Unified Partners, and Volunteers

Goal Sponsor: Brian Richter

Outcomes

1. People with intellectual disabilities will work side-by-side with Unified partners, staff, and volunteers; take on leadership roles; and have a voice at SOSC.
2. More athletes and Unified partners will have access to and participate in high-caliber leadership training.
3. Volunteers will receive first-rate experiences with SOSC.
4. Recruit and retain more volunteer leaders throughout Southern California.

2026 Priorities

- Create standard guidelines and expectations for Athlete Leadership Council operations, and provide training to support council participants' success.
- Create resources, guides, and toolkits to support volunteers in their roles and ensure an outstanding volunteer experience.
- Implement training plans for staff and volunteers to encourage a volunteer-driven environment that focuses on leadership recruitment and long-term volunteer retention.
- Educate and enforce code of conduct policies to ensure a supportive and communicative environment among all SOSC stakeholders.