

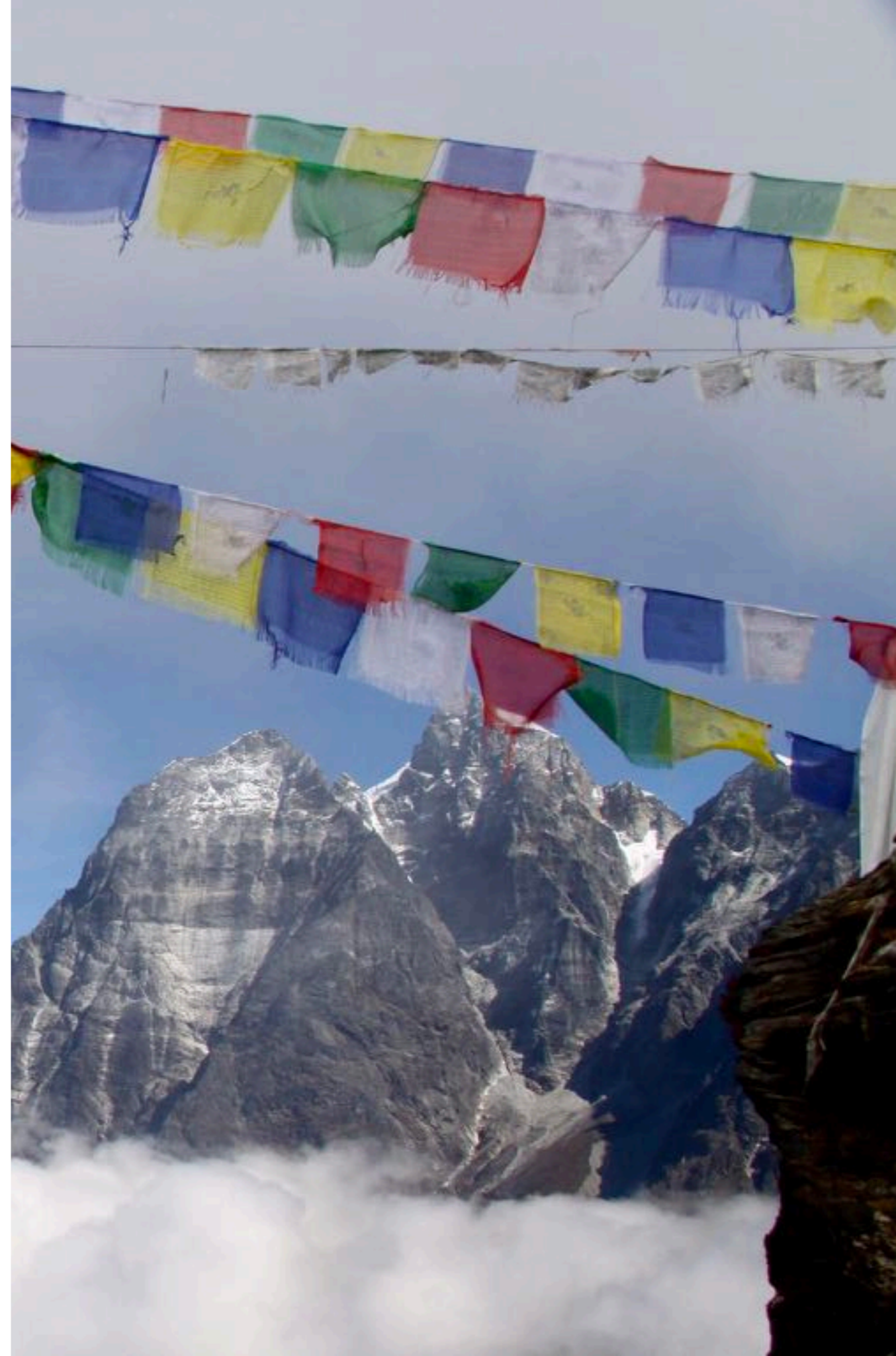


# STRATEGIC PLAN 2020-2022



## Table of Contents

- Mission.....3
- Vision/Values.....5
- The Problem.....6
- Goals.....7
- Decision-Making Criteria.....13
- Implementation & Evaluation.....14





## Mission

Paradox Sports transforms lives and communities through adaptive climbing opportunities that defy convention.



"A community of people committed to transcending our real and perceived limitations...In the process, we share our life experiences to connect with one another and learn that we are not alone with our doubts and fears, that others share them too, and that we are able to support one another in moving through our challenges and celebrating our successes."-Ouray Ice Participant

A person with a prosthetic leg is standing on a blue mat in a climbing gym. The person is wearing yellow pants and a blue and orange climbing shoe. In the background, several other people are visible, some standing and some climbing on a large, multi-colored climbing wall. The scene is brightly lit and appears to be an active indoor climbing facility.

## Vision

Paradox Sports envisions a world with access to adaptive climbing opportunities, which empowers individuals, builds communities, and honors the fact that ability does not stop opportunity.

## Values

Paradox Sports recognizes the power of community engagement, personal growth, compassion, dignity, having fun, and irreverence.

# The Problem

Those who climb understand the transformational power of exploring wild places, pushing yourself, connecting with friends, and ultimately the personal growth that occurs. Not everyone has equal access to climbing. We aim to make climbing accessible to everyone.



## Goals 2020-2022

- Strengthen our position as the nationally recognized leader in adaptive climbing and wounded veteran communities
- Diversify and expand corporate partners, sponsors, and donors
- Create a lifecycle approach to better serve our participants and volunteers
- Increase the capabilities of staff, leadership, and board of directors in order to reach our potential





## Goal: Strengthen our position as the nationally recognized leader in adaptive climbing and wounded veteran communities

### Strategy

- Lead, support, and/or advise the adaptive community to ensure they have the capacity to build accessible climbing programs
- Enhance our position as the national leader by connecting practitioners to each other and providing most relevant resources for adaptive climbing
- Capitalize on our community, staff, and ambassadors as a organizational asset and platform for facilitating the national conversation on adaptive climbing
- Stabilize and maintain the capacity of climbing and educational opportunities while enhancing program quality and safety
- Support and directly participate in efforts to create unified national standards for adaptive climbing

### Objectives

- Be the thought leader in adaptive climbing by developing relevant curriculum and training opportunities
- Develop advanced curriculum for custom programming
- Obtain AMGA accreditation by 2022
- Develop a program plan which capitalizes on our ability to deliver more training and trips nationally
- Identify and pursue opportunities to work with community organizations locally and nationally to expand adaptive climbing opportunities
- Develop a marketing strategy which includes social media, conferences, visual storytelling, branded donation platforms, e-communications, redeveloped website, special events, and point of entry opportunities



## Goal: Diversify and expand corporate partners, sponsors, and donors

### Strategy

- Engage in targeted outreach to individuals, partners, and donors to grow funding for adaptive climbing initiatives
- Capitalize on our community, staff, board, and ambassadors as advocates in the fundraising process
- Strengthen and utilize our capacity for storytelling on multiple platforms
- Be committed to developing authentic relationships with all stakeholders

### Objectives

- Create a tiered sponsorship program for funding
- Recruit twenty diverse sponsors to include outdoor industry, government, technology & finance
- Secure title sponsors for all Legacy trips
- Deliver twenty Paradox Mile fundraising events
- Develop an effective one summary & pitch book to sync all organizational communication
- Develop a robust donor management system



## Goal: Create a lifecycle approach to better serve our participants and volunteers

### Strategy

- Engage key stakeholders in conversations to identify the needs of the adaptive community
- Identify and pursue best organizational practices as it relates to volunteer management
- Host community social events to support existing community members and to invite and engage our broader community
- Focus on developing strong local programs and community connections in order to demonstrate the value nationally
- Support and expand historical programs to create equitable and inclusive experiences for everyone

### Objectives

- Create a lifecycle journey map
- Customize CRM to track lifecycle journey
- Create new opportunities for participants, & volunteers centered on local trips, national trips and educational opportunities
- Develop a program plan which focuses on building sustainable local adaptive climbing programs in ten communities by 2022
- Participate in Diversify Outdoors campaign



## Goal: Increase the capabilities of staff, leadership, and board of directors in order to reach our potential

### Strategy

- Engage key stakeholders in leadership and team development
- Identify and pursue best organizational practices
- Engage all staff in the professional development process
- Create a culture of servant leadership & teamwork
- Engage larger community of experts in advisory conversations and recommendations

### Objectives

- Deliver annual performance and professional development plans for all employees
- Enhance communication with board of directors in order to provide timely updates
- The executive director and board chair engage in a executive leadership program annually
- Expand board of directors to twelve active members by 2020
- Develop board of advisors in areas of development, finance, risk management and programming



# Decision-Making Criteria

In order to remain responsive and focused on the strategies in this plan, Paradox Sports has created the following criteria as a basis to consider when making decisions regarding new programs or evaluating existing programs:

- Does the new program or initiative ultimately support an increase in mission impact?
- Will it make a significant impact toward meeting our strategic goals?
- Does the new program/initiative fit within the current area of expertise, or is it an opportunity to grow expertise?
- Is there a need clearly identified that Paradox Sports can fill? Is there a problem to solve?
- Are there other organizations working on the same issue? Is there room to collaborate?
- Do we have the resources needed to achieve success?
- Does the outcome support the resources expended?
- Will the program be implemented with a high level of safety and quality?



# Implementation & Evaluation

Paradox Sports has established a comprehensive annual action planning and evaluation process to ensure success in achieving the intended impacts of this plan. Periodic reports on overall progress are reviewed by the Board of Directors for alignment with the organization's mission, vision, values, and stated goals.





Dave Elmore | Executive Director | [dave@paradoxsports.org](mailto:dave@paradoxsports.org)

Paradox Sports / PO Box 273 / Eldorado Springs, CO / 80025 / [www.paradoxsport.org](http://www.paradoxsport.org)