Dear Friend of Adaptive Sports USA,

In October 2017, I met many of you at the National Delegate Assembly in Phoenix and facilitated a discussion with a small group of you on the Sunday following that assembly. The document you have in front of you is the result of a year-long process that began during those meetings. For those who were present, you may remember my suggestion that Adaptive Sports USA would struggle to move forward and to grow as an organization without first taking time to make a distinction between the important work of organizational governance and oversight, and operational management.

Since that weekend, I have worked independently, in collaboration with Susan and Shelli, and with various Board Members and others within the organization to review the Primavera document and survey results and to explore and compare the Bylaws and operational practices of other national organizations of similar scope and size.

Our efforts were designed to review and revise the bylaws of Adaptive Sports USA to ensure that the voice of every member can be heard with regards to the mission, operational policy and procedure, and programs of the organization while providing the Board of Directors with the latitude needed to manage the high-level legal and financial obligations of the organization.

Throughout this process efforts were made to engage delegates in the process by sharing document drafts and requesting information via a survey to better inform the leadership in the strategic planning process.

The important next step is to convene at the Assembly on November 10 to review the bylaws changes, to discuss the strategic goals and to enlist the engagement of members to help support the goals and move Adaptive Sports USA to the next level of excellence.

I look forward to facilitating the meeting at the Assembly.

Please let me know if you have any questions or concerns before the Assembly. I may be reached at janet@jcobbconsulting.com.

Thank you.

Janet Collie
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ORGANIZATIONAL CHART

BOARD OF DIRECTORS
(meets quarterly)

Executive Committee
- Chair
- Vice Chair
- Treasurer
- Secretary

Members-at-Large
- One
- Two
- Three or more

Representative Members
- Athlete Rep
- Chapter Rep

Emeritus Board Members

Governance & Oversight Committees
- Budget & Oversight
- Fund Development
- Information Technology
- Legal & Risk Management
- Long Range Strategy
- Marketing & Outreach
- Nominating Committee

Executive Director
(meets quarterly)

Program Advisory Committees
- Membership
- Training & Education
- Competition
  - Junior
  - International
  - Sanctioning
- Sport: Archery
  - Powerlifting
  - Shooting
  - Table Tennis
  - Track & Field (NGB)
  - Swimming
  - Classification

Staff Members
- Independent Contractors
BYLAWS
BYLAWS

ARTICLE I – NAME AND PURPOSE

Section 1.1 Name.
The name of this organization shall be “Adaptive Sports USA, Inc.,” hereinafter referred to as the Corporation.

Section 1.2. Purpose.
Adaptive Sports USA empowers individuals with a disability through access to competitive sport(s) opportunities.

Section 1.3. Authority.
The Corporation shall have authority to:

(A) Represent all member organizations of the Corporation at the U.S. Olympic Committee, International Wheelchair and Amputee Sports Federation (IWAS), and with other multi-sport national and international corporations;

(B) Organize, finance and control the representation of the Corporation in any international competition involving two or more sports governed by member organizations; except Paralympic Games;

(C) Approve the hosting of IWAS Championships or other international competitions involving two or more sports governed by member organizations;

(D) Recognize eligible chapter member organizations;

(E) Serve as the coordinating body for national competitions involving two or more member organizations.

ARTICLE II – MEMBERSHIP

Section 2.1 Eligibility of Membership.
The membership of the Corporation shall be open to organizations and individuals interested in the promotion and advancement of adaptive sports as hereinafter provided.

Section 2.1.1 Chapter Organization Membership
Organizations eligible for chapter membership shall be those which take an active part in the administration of one or more sport or competitions as described in the Policy and Procedure Manual of the Corporation and such other organizations as are engaged in efforts to promote the participation in or preparation for appropriate amateur athletic competition for athletes with a disability.
Section 2.1.2. Individual Membership

The Corporation shall recognize the following types of individuals as non-voting members: Alumni, Athletes, Classifiers, Coaches, Committee Members, Officials, Supporters, Volunteers and/or others as identified in the Policy and Procedure Manual.

Section 2.2 Dues.

All Chapter and Individual Members of the Corporation shall pay annual dues as specified by the Board of Directors.

ARTICLE III – MEETINGS OF MEMBERS - NATIONAL MEMBER ASSEMBLY

Section 3.1. Purpose and Responsibility.

The National Member Assembly shall have the authority to:

(A) Provide a venue for discussion and feedback amongst members and the Board of Directors;
(B) Receive report(s) of the organization;
(C) Discuss strategic goals and objectives of the organization;
(D) Elect the member representatives of the organization as such vacancies occur.

Section 3.2. Annual Meetings.

The National Member Assembly shall meet once annually, between the months of October – November, at a time and place as determined by the Board of Directors to review reports on the activities of the Corporation and determine the direction of the programs for the coming year.

Section 3.3. Notice of Meetings.

Printed notice of each meeting shall be given to each voting member, by electronic or postal mail, not less than two months prior to the meeting.

Section 3.4. Quorum.

The members present, physically or virtually, at any properly announced meeting shall constitute a quorum.

Section 3.5. Voting

All issues to be voted on shall be decided by a simple majority of those present at the meeting, physically or virtually, in which the vote takes place.
ARTICLE IV – BOARD OF DIRECTORS

Section 4.1. Board Elections.
Directors will be confirmed by a simple majority of the current Board of Directors.

Section 4.1.1. Election Procedures.
Election procedures: A Board Nominating Committee is responsible for nominating a slate of prospective board members representing the Corporation’s diverse constituency. In addition, any member may recommend a candidate to the Nominating Committee of the Board.

Section 4.1.2. Representative Members.

(A) Two (2) additional representative seats are available for member representation as voted upon by the respective represented body.
   a. One (1) Athlete Representative age 18 years or older elected by the current athlete membership age 16 and older.
   b. One (1) Chapter Member, nominated by chapter members and voted on by those present at the annual National Member Assembly.

(B) Representative Members of the Board are expected to meet all the criteria of Board Membership, and therefore, have full voting rights and fundraising responsibilities.

(C) Representative Members of the chapters are expected to act as the liaison to individuals in their respective bodies by disseminating information and gathering input from their members.

(D) If no member of these groups accepts nomination, the Board of Directors will still be considered complete and all majority votes will be considered valid.

(E) The availability of these representative seats does not restrict, in any way, other individuals who belong to these groups to be nominated as Members-at-Large.
Section 4.2. Board General Powers and Duties.

The affairs of the Corporation shall be managed by its Board of Directors, and all of the rights, powers, duties and responsibilities relative to the management and control of the Corporation's property and affairs are vested with the Board of Directors. These powers exist in the Directors meeting as a group and not in the individual directors except as membered by the Board. The Directors have a duty to exercise care and prudence in the administration of the affairs of the Corporation and are responsible to disburse funds or property received by the Corporation only for the purposes for which it was received. The Corporation shall provide Directors and Officers Insurance for all Board members.

The Board shall:

(A) Elect members of the Board, following receipt of the recommendations of the Nominating Committee, and elect the Officers of the Board;
(B) Require a regular accounting of all funds disbursed by the Corporation;
(C) Transact the business and administer the affairs of the Corporation in accordance with the policies of the Corporation;
(D) Require all income from activities of the Corporation and all income from other sources, except as may be provided in the Bylaws, and Policy and Procedure Manual to be deposited in the general fund;
(E) Solicit, collect, receive, and administer the expenditure of funds to support the participation of the Corporation’s athletes in approved international multi-sport competition;
(F) Adopt a budget for the ensuing fiscal year prior to the end of any current fiscal year;
(G) Adopt regulations providing for the expenditure of Corporation funds, the conduct of all Corporation-sanctioned events and activities, and the distribution of the income of the Corporation;
(H) Arrange for the background check of the Board of Directors of the Corporation.
(I) Provide for the various accounts and arrange for the accounting of them;
(J) Designate the individual who shall represent the Corporation in any national or international corporation with which it affiliates;
(K) Sanction the participation of any national team or individual to represent the United States of America in IWAS multi-sport international competition.
(L) Hire, fire, train, evaluate and set the compensation for the Executive Director.
(M) Set the strategic plan
(N) Conduct an annual review of the organization’s performance and effectiveness and determine future actions required to achieve the organization’s mission.
Section 4.3. Size.

The Board of Directors shall consist of an odd number of members with at least seven (7) active Members (four officers and three at-large) nominated by the Nomination Committee, elected by the Board of Directors.

Section 4.4. Term Limits.

The term limit for a member of the Board shall not exceed eight consecutive years, consisting of an initial period of four (4) years and a subsequent period of four (4) years that is subject to a vote of retention by the Board of Directors.

(A) An individual having served his or her term limit of eight consecutive years may run for the Board again if one term, four (4) years, or more has passed since the individual last served.

(B) Each year, approximately 1/3 of the Board shall be replaced with new members.

(C) If at any time, due to resignation or term limits, the Board of Directors numbers would fall below the 7-member minimum, a term extension of any member can be approved by a simple majority vote of the Board of Directors.

(D) When an individual is elected to fill a vacancy because of the resignation, removal, incapacity, or death of a representative Board Member,

   a. if the remaining term is for less than two (2) years, then the individual's service during such shortened term shall not count towards the eight-year limitation described above; and

   b. if the remaining term is for between two (2) and four (4) years, then the individual's service during such shortened term shall count as four-years towards the eight-year limitation described above.

Section 4.4.1 Emeritus Board

The Emeritus Board advises and informs the Board of Directors, may be present at Board Meetings and the National Member Assembly. Members of the Emeritus Board may not vote in any Board of Director vote.

When a Board Member completes the full term of service, the Board of Directors may request that the Member remain as an advisor to the Corporation and Board of Directors through membership on the Emeritus Board.

Section 4.5. Meetings and Notice.

The Board of Directors shall meet at minimum quarterly throughout the year on a regularly scheduled basis, in-person at the National Member Assembly.

Section 4.5.1. Tele-Conference Meetings.

Any director or committee member may be permitted by the Board of Directors to participate in a regular or special meeting with any means of communication by which all directors or committee members participating in the meeting can hear one
another. Any director or committee member participating in this manner is deemed to be present at the meeting and the Board of Directors can exercise full voting rights.

Section 4.5.2. Electronic Voting.

Electronic voting is authorized when voting on matters pertaining to the Corporation. The BOD may use electronic voting in to conduct business where an agreement of the directors is necessary. The Secretary will initiate and collect the votes via e-mail.

Section 4.5.2.1. Action Without a Meeting.

Any action that would be permitted at a meeting of the Board of Directors or any committee thereof may be taken without a meeting if written notice is transmitted to each member of the Board of Directors or committee, and each such director or committee member, by the time stated in the notice:

(A) Votes in writing for such action
(B) Votes in writing against such action
(C) Abstains in writing from voting
(D) Fails to respond
(E) Fails to demand that action not be taken without a meeting

Section 4.5.2.2. Notification of Action Without a Meeting.

Notification must state the action to be taken, the time by which a director or committee member must respond, and that failure to respond by the designated time will have the same effect as abstaining in writing by the time stated in the notice and failing to demand in writing by the time stated in the notice that action not be taken without a meeting. Unless such notice states a different effective date, action.

Section 4.5.2.3. Recordkeeping.

All such actions taken in writing shall be stored with, and in the same manner, as the minutes of the meetings of the Board of Directors. If votes are submitted electronically, all votes shall be printed out as “hard copies” and shall be included with the paper records of the minutes of the meetings of the Board of Directors as long as such minutes are kept by the Corporation in physical form.

Section 4.6. Quorum, Proxy and Manner of Acting.

For the transaction of business, a quorum shall consist of a majority of the Directors. The act of a majority of the Directors present at a meeting at which a quorum is present shall be the act of the Board of Directors, unless the act of a greater number is required by law or elsewhere in these Bylaws. Voting by proxy shall not be allowed in any meeting of the Board of Directors.
Section 4.7. Officers and Duties.

The officers of the Board shall consist of a Chairperson, Vice Chairperson, Secretary, and Treasurer. The officers of the Board shall be selected from within the Board of Directors by the Board of Directors. The officers of the Board shall also serve as the officers of the Corporation.

(A) The Chairperson shall convene and preside at regularly scheduled meetings of the Board.

(B) The Vice-Chairperson shall preside at all meetings in the absence of the Chairperson, and shall carry out all duties and responsibilities assigned to him or her by the Chairperson.

(C) The Secretary shall be responsible for keeping all corporate records and records of board business and oversee the taking of the minutes of the meetings of the Board and National Member Assembly, sending out meeting announcements, agendas, and minutes.

(D) The Treasurer shall oversee all financial procedures of the Corporation and shall submit, a report at each board meeting and at the annual meeting, a detailed report of all receipts and disbursements during the preceding fiscal year.

Section 4.8. Vacancies.

Vacancies on the Board or in Officer positions which occur prior to the end of the normal term of office for the subject member, shall be filled by a majority vote of the Board of Directors. The newly elected member shall serve the unexpired portion of the term of the original member.

Section 4.9. Resignation, Termination, and Absences.

Resignation from the Board must be in writing and received by the Secretary. A Board member shall be terminated from the Board due to excess absences, more than two unexcused absences from Board meetings in a year. A Board member may be removed for other reasons by a three-fourths vote of the remaining directors.

Section 4.10. Special meetings.

Special meetings of the Board shall be called upon the request of the Chairperson, or one-third of the Board. Notices of special meetings shall be sent out by the Secretary to each Board member at least two weeks in advance.
ARTICLE V – COMMITTEES

Section 5.1. Committee Structure.

The Bylaws shall provide for an Executive Committee and other committees as needed, which may include but will not be limited to the Nomination Committee, the Budget & Finance Committee, and the Legal/Risk Management Committee.

Section 5.2. Executive Committee.

The Executive Committee shall consist of the Officers of the Corporation and the athlete representative member of the Board of Directors. The Executive Committee shall function between meetings of the Board of Directors to act on those emergency matters which are ordinarily within the purview of the Board of Directors and which require resolution prior to the next regularly scheduled Board of Directors meeting. The Chairperson of the Board of Directors shall act as Chairperson of the Executive Committee, and other Officers shall act in their respective capacities.

Section 5.2.1. Duties.

In addition to such matters, the Executive Committee shall be authorized to:

(A) Approve variations in expenditures within the annual budget;
(B) Approve expenditure of budgeted contingency funds;
(C) Approve personnel policies and procedures;
(D) Recruit, hire, train, supervise, and evaluate the Executive Director;
(E) Approve contracts, submission of grant applications and other solicitation of funds;
(F) Approve the agenda for all meetings of the National Member Assembly and Board of Directors; notwithstanding provisions of the Corporation’s Bylaws and Policy and Procedure Manual;
(G) Perform other duties as may be assigned by the Corporation’s Bylaws or by the Board of Directors.

Section 5.2.2. Review by Board of Directors.

The Board of Directors shall review actions of the Executive Committee at a regular meeting. The Board of Directors may amend any decision of the Executive Committee.

Section 5.2.3. Meetings.

The Executive Committee shall meet at a time and place as determined by the Chairperson, with the approval of a simple majority of the members of the Executive Committee. The Executive Committee may meet via teleconference.
Section 5.3. Composition of Governance and Oversight Committees.

(A) The Board Chairperson shall nominate Committee Chairpersons with Board approval.
(B) The Board Chairperson may recommend removal of Committee Chairpersons with valid due cause.
(C) The Board Chairperson shall be an ex-officio member of all standing committees.
(D) Term limits will be established by the Board of Directors for Committee Chairpersons.

ARTICLE VI – DIRECTOR AND STAFF

Section 6.1. Executive Director.

The Executive Director is hired by the Board of Directors. The Executive Director has day-to-day responsibilities for the Corporation, including carrying out the Corporation's goals and policies and overseeing the Program Advisory Committees, including nominating the Committee Chairperson of each. The Executive Director will attend all board meetings, report on the progress of the Corporation, answer questions of the Board members and carry out the duties described in the job description. The Board can designate other duties as necessary. The Executive Director is responsible for the hiring, management, and evaluation of all other employees.

ARTICLE VII — AMENDMENTS

Section 7.1. Amending the Bylaws

These bylaws will be reviewed periodically, on recommendation of Board Members or members of the Corporation or at least every five (5) years and may be amended by majority vote of the Board of Directors.
ARTICLE VIII – INDEMNIFICATION

Section 8.1. Action not by or in the Right of the Corporation.

The Corporation shall indemnify any person who was or is a party, or is threatened to be made a party to any threatened, pending or completed action, suit or proceeding, whether civil, criminal, administrative or investigative (other than an action by or in the right of the Corporation) by reason of the fact that he or she is or was a Director or officer of the Corporation, or is or was serving at the request of the Corporation as a director or officer of another corporation, partnership, joint venture, trust or other enterprise, against expenses (including attorney’s fees), judgments, fines and amounts paid in settlement actually and reasonably incurred by him/her in connection with such action, suit or proceeding if he or she acted in good faith and in a manner he or she reasonably believed to be in or not opposed to the best interests of the Corporation, and, with respect to any criminal action or proceeding, had no reasonable cause to believe his or her conduct was unlawful. The termination of any action, suit or proceeding by judgment, settlement or conviction or upon a plea of nolo contendere or its equivalent, shall not, of itself, create a presumption that the person did not act in good faith and in a manner which he or she reasonably believed to be in or not opposed to the best interests of the Corporation, or, with respect to any criminal action or proceeding, had reasonable cause to believe that his or her conduct was unlawful.

Section 8.2. Expenses if Successful.

To the extent that the Director or officer has been successful on the merits or otherwise in defense of any action, suit or proceeding referred to in Sections 1 and 2 of this article, or in defense of any claim, issue or matter therein, he or she shall be indemnified against expenses (including attorney’s fee) actually and reasonable incurred by him-her in connection therewith. The Corporation shall provide notice to the Members prior to such indemnification.

Section 8.3. Authorization.

An indemnification under Sections 1 and 2 of this Article (unless ordered by a court) shall be made by the Corporation only as authorized in the specific case upon a determination that indemnification of the Director, officer, employee or agent is proper in the circumstances because he or she has met the applicable standards of conduct set forth in Sections 1 and 2 of this Article. Such determination shall be made: (a) by the Board of Directors by a majority vote of a quorum consisting of Directors who were not parties to such action, suit or proceeding; (b) if such a quorum is not obtainable, or even if obtainable, a quorum of disinterested Directors so directs, by independent legal counsel in a written opinion; or (c) by the Members.
Section 8.4. Advance Payment.

Expenses incurred in defending a civil or criminal action, suit or proceeding may be paid by the Corporation in advance of the final disposition of such action, suit or proceeding, as authorized by the Board of Directors in the specific case, upon receipt of an undertaking by or on behalf of the Director, officer, employee or agent to repay such amount, unless it shall ultimately be determined that he or she is entitled to be indemnified by the Corporation as authorized in this Article. The Corporation shall provide notice to the Members prior to any such advances.

Section 8.5. Non-Exclusivity.

The indemnification provided by this Article should not be deemed exclusive of any other rights to which those indemnified may be entitled under any contract, agreement, vote of the Members or disinterested Directors or otherwise, both as to action in his or her official capacity and as to action in another capacity while holding such office, and shall continue as a person who has ceased to be Director, officer, employee or agent and shall inure to the benefit of the heirs, executors and administrators of such a person.

Section 8.6. Insurance.

By action of the Board of Directors, notwithstanding any interest of the Directors in such action, the Corporation may purchase and maintain insurance, in such amounts as the Board of Directors may from time to time deem appropriate, on behalf of any person who is or was Director or officer of the Corporation, or is or was serving at the request of the Corporation as a director, trustee or officer of another corporation, partnership, joint venture, trust or other enterprises in which the Corporation directly or indirectly has an interest, against any liability incurred by him/her in any such capacity, or arising out of his/her status as such, whether or not the Corporation would have the power to indemnify him/her against such liability.
Please note: The Policy and Procedure Manual is a working document maintained by the national office with input from the Board of Directors and Governance and Oversight and Program Advisory Committees for applicable areas. Important programmatic items were removed from the bylaws in 2018 to be inserted into this document. This will allow the bylaws to focus on the legal and governance aspects of the organization. Below is a start to the Table of Contents for the document to be created/revised in 2019.

Office Operations and Fiscal Management
- Budget Process
- Financial Reports
- Cash Receipts and Deposits
- Cash Disbursements
- Credit and Debit Cards
- Cash Advances
- Payments to the Board of Directors
- Purchase Order Procedures
- Authorizations
- Grants
- Audits / 990s

Travel and Expense Reimbursement
- Staff
- Program Support Team

Program Operations
- Membership
  - Types of membership
  - Cost of membership
  - Eligibility and requirements of membership
  - General membership procedures
  - Benefits of membership
    - Athlete Development Fund policies
    - Insurance policies
- Junior Nationals
- The bid process

Sanctioning
- Eligibility
- The process
- Benefits

International Events
- Withdrawal policy

National Conference
Sport
- Our stance on what the focus sports are and why
- Classification

Human Resources
Committees
- Descriptions
- Criteria
- Duties and Authorities
- Application Form
- Commitment Form
- Conflict of interest

Staff
- Job Descriptions
- Hiring procedures and orientation
- Compensation plans and benefits
- Performance reviews and promotions
- Reporting structure
- Work hours and schedule
- Overtime
- Payday
- Use of computers and/or other electronic equipment
- Conflict of Interest

Risk Management
- Background checks
- SafeSport training and stance
- Concussion protocol
- Incident / accident reports
- Insurance
- Use of waivers
- Code of Conduct
- Medical forms

General policies
- Website and social media
- Style guide with elevator speech (mission, vision, history, logo use, common language)
- Equipment
- Relationship with Adaptive Track and Field USA
- Awards & Recognition
- Document destruction
- Annual reporting
- Election procedures for the independent representatives
- Appeals & arbitration
Who Votes on What:

Examples

Board of Directors
Board nominations & elections
Bylaws
Budget
Fee changes (insurance, ADF, membership)
Governance and Oversight Committee Chairs
Staff hiring, firing and salary

Committee Chairs
Site locations of events
Sport rules and qualifying standards
Programmatic policies and procedures
Membership benefits & requirements
Sanctioning approval
STRATEGIC PLAN
GOVERNANCE

Adaptive Sports USA strategically governs with transparency and accountability to fulfill its mission.

➢ To reconstitute a well-managed and functioning Board of Directors

1. Hold regular Board meetings, at minimum quarterly each year
2. Formalize and execute the Board commitment package
3. Convene the Nominating Committee to identify and elect at minimum 5 new engaged members to the Board
4. Create a pipeline of 7-10 new members-at-large and a mentoring process for key Executive Committee roles such as Chairman and Treasurer to be in place when terms expire

➢ To develop open communications between the Board and Membership at all levels

1. Board Members will be present and engaged at Junior Nationals and the National Member Assembly

➢ To create a system for transparency and accountability

1. Create a process document for each program area

➢ To build our operational infrastructure to handle the current and future demands of membership

1. Create a plan to increase the capacity of the national office
   a. Expanded professional staff
   b. Information technology strategy plan to streamline all processes, the website and a member/volunteer/donor/outreach database.
2. Review and revise systems to manage the membership program.
   a. Define clear eligibility and vetting process
   b. Develop realistic report of who is served and what they need

➢ To financially impact the organization positively via direct support
BRAND AWARENESS

Adaptive Sports USA is the nationally recognized organization for expertise in and execution of sports competition for individuals with a disability.

- **Lead the development of education/school-based competitive sports opportunities (middle & high school/college)**
  1. We will achieve this through partnerships within the adaptive sports community (AAASP, U.S. Paralympics, Athletics for All Task Force) and via our chapter members who are engaged at the school level. Adaptive Sports USA will create & distribute best practices for competitions and create a system for middle/high schools to submit results that can qualify athletes for Junior Nationals.

- **Raise awareness for and increase participation in the Adaptive Sports USA Series of Sanctioned Events.**
  1. This will be accomplished by expanding our marketing, public relations and social media efforts; in addition, we will explore creating scholarship programs for athletes and administrators, so they can reduce travel expenses necessary to attend multiple events within the sanctioned event series and/or mentor and offer support to neighboring events.

- **Raise awareness for and increase participation in the Junior National Championships**
  1. As above, this will be supported by an increase in marketing, public relations and social media activity. In addition, once a location has been identified we can work with the LOC to increase outreach in the local disability community.

- **Raise awareness for and increase participation in the National Conference**
  1. Marketing support is crucial to growing the number of attendees at the National Conference. Partnerships within the PT/OT and Rec Therapy communities will allow Adaptive Sports USA access to a broader audience who has an interest in this community.

- **Be a primary resource for media inquiries related to adaptive sports competitions & programming**
  1. This requires significant media relations outreach, which would include building a database of disability related media and sports media outlets who have covered adaptive sports.

- **Be a primary resource for athletes looking to connect to adaptive sport programming**
  1. More of a broader, overarching goal, this would require Adaptive Sports USA to be highly visible throughout the broader disability community. Outreach across a wide range of disability service organizations, therapeutic rehab facilities/practitioners, product/service providers, would be required which encompasses all marketing channels as well as a grassroots presence in the disability community.
MEMBERSHIP BENEFITS

Adaptive Sports USA offers a wide range of resources, with exclusive benefits available to members.

➢ Develop a comprehensive library of educational resources for members - sport-specific for athlete, parent, coach - Inclusion in college
  1. Identify existing resources and plan of action to make this information easily accessible to all members.
  2. Identify subject matter experts to develop resources in all of our focus sports.

➢ Develop a scholarship program for members
  1. Identify funding sources through Grants and/or donations to financially support Chapter and Individual Scholarship and Pass Through grant opportunities.
  2. Application and Award process
    a. Identify online tools to efficiently manage the application and award process
    b. Create a process of selecting scholarship and/or pass through grant recipients
    c. Identify and implement process

➢ Facilitate educational webinars based on member interests and needs
  1. Survey members to determine topic interests for webinars
  2. Identify professional, cost effective, platform for producing webinars and source for funding this platform.
  3. Identify subject experts to present topics

➢ Offer a mentor program to new member organizations
  1. Develop mentor support program between new and experienced organizations and events.

➢ Facilitate ease of donations to ADF accounts
  1. Identify resources to assist in streamlining and managing ADF donations and accounts.

➢ Increase recognition of athletes competing at the elite level (ex. records)
  1. Expand recognition of Adaptive Sports USA record holders by publishing in newsletter and on website.
  2. Identify a resource for sending personal emails of recognition and congratulations to record holders.

➢ Develop discounts available through Adaptive Sports USA sponsors and partners:
  1. Contact all existing sponsors and partners to determine if they would be interested in offering discounts to our existing members.
  2. Identify and contact potential new sponsors and partners that might be interested in offering discounts to our members.
FISCAL VIABILITY

Adaptive Sports USA is fiscally responsible in support of a comprehensive operational and programmatic infrastructure.

- **Diversify funding streams with a complete revenue generation plan**
  1. Develop Board with funding responsibility
     - At least 7 individuals each at $5K
     - Fundraising remains consistent priority
  2. Develop Corporate Sponsors
     - Research possibilities for Platinum Sponsors with a focus on discretionary funds (50K)
  3. Develop Grant-writing Calendar
     - Research foundation funding sources
       - Analyze potential foundation sources which support Para athletes both youth and adults.
       - Develop list of 20 foundations/donors who fund sports for the disabled
  4. Develop individual donor giving program
     - User-friendly donor donation process and donor retention system
       - Create /renew donor database
       - Online giving
       - Direct mail
     - Create a donor cultivation and stewardship program
  5. Explore creation of endowment
     - Get 5 new sources to fund the endowment

- **Understand the true costs of services of the organization with a detailed budget analysis**
  1. Conduct a complete budget analysis of each program area to include cost of direct services
     - Analysis of each program’s real costs and cost per athlete
     - In-kind, $ spent, volunteer hours
     - all existing programs by 2020
  2. Put in place Volunteer Hour Recording
     - Establish an online Volunteer hour retention process

- **Create streamlined policies and procedures around accounting**
  1. Streamline budget codes, processes with QuickBooks online/desktop and automate communication between Office Manager and Treasurer
  2. Engage potential CPA’s in the pipeline to shadow current Treasurer for when Board seat is open