

BORP Strategic Plan (2025-2027)

Mission

BORP empowers youth and adults with mobility and vision disabilities through sports, fitness, and recreational programs that foster independence, health, community, and belonging.

Vision

To be a leading force in the Bay Area in providing and sustaining innovative community-led adaptive athletics, fitness, and recreation programs that transform lives.

Values

Welcoming: We nurture a culture of warmth and respect. We want everyone to have a place where they feel at home.

Fun: We create vibrant, playful spaces to explore new activities and new adventures, recognizing that it's not always about how far or how fast we go, but about the joy of the journey.

Resourceful: To maximize the comfort and independence of our participants, we get creative. We thrive on finding inventive solutions and fostering partnerships that uplift the entire community.

Tenacious: We relentlessly push back against physical, attitudinal, and societal barriers. Show us a challenge: we will make it an opportunity.

Connecting: We believe in the transformative power of community to combat isolation and help people with disabilities thrive. At BORP our community is in the driver's seat. We help enable people to realize they can do more than they ever thought possible. We foster spaces where participants and all involved can form deep bonds and lasting friendships.

Strategic Goals

Goal #1 (Evaluation and Programmatic)

Assess the diverse needs of our community across age, geography, gender, race, socioeconomic status, and disability to better provide programs that meet these needs.

Goal #2 (Infrastructure)

Build out our infrastructure and strengthen our administrative processes and internal systems to support the sustainable expansion and impact of our programs.

Goal #3 (Financial Stability)

Stabilize and strengthen the financial health of BORP by implementing effective strategies and practices to eliminate structural budget deficit and ensure long-term sustainability.

Goal #1 (Evaluation and Programmatic)*

Assess the diverse needs of our community, across age, geography, race, gender, socioeconomic status, and type of disability, to lay the groundwork for providing additional programs that meet these needs.

This is a short-term, one-year goal

Tactics:

1) Conduct a Comprehensive Program Evaluation

Actions

- Q1-Q2 2025: Develop and implement a structured evaluation framework to measure program outcomes, participant satisfaction, and operational costs.
- Q3-4 2025: Collect and analyze data to determine program effectiveness, overall and by demographic, as well as areas for improvement.
- Q1 and 2 2026: Set annual metrics for program participation growth, retention, and satisfaction rates to measure progress over time.

Owner: Executive Director (program analysis), Cycle/Kayak Program Director and Development Director (participant satisfaction analysis, with support from Listen4Good)

2) Conduct a Community Needs Assessment to Help Determine Priorities for Additional/Altered Programming

Actions

- Q2-Q4 2025: Implement targeted focus groups, interviews, and surveys to gather qualitative and quantitative data from diverse community segments, especially those underrepresented in current programming.
- Q1 2026: Prioritize and align new or modified programs based on assessment findings, considering demand, alignment with BORP's mission, and resource availability.

Owner: Program Manager Team with Listen4Good support

3) Benchmark Peer Organizations

Actions

- Q2 2025: Identify and evaluate peer adaptive sports and recreation organizations with similar missions and service populations.

- Q3 2025: Benchmark program offerings, and community engagement strategies, and participant impact metrics to understand best practices and gaps in BORP's approach.

Owner: Executive Director with support from Board Members.

4) Educate Board and Staff on all BORP Programs

Actions

- Q2 2025 and annually as needed thereafter: Develop and share in-depth presentation on BORP's program goals, participant impact, and future initiatives.
- Encourage board and staff members to attend BORP events or programs regularly annually.

Owner: Executive Director, Cycle/Kayak Program Director, Kayak Program Manager

5) Develop Methodology and Plan for Continuing Community and Programmatic Surveys to Ensure Ongoing Evaluation and Continuous Improvement

Actions

- Q4 2025 and annually thereafter: Set and communicate metrics for continuous improvement, participant satisfaction, and diversity of participants.

Owner: Program Manager Team with Listen4Good guidance

6) Use Evaluation Results to Enhance Current Programming and Develop New Programs

Actions

- Q1 2026: Create committee to analyze findings, identify gaps in existing programs, and prioritize areas for program improvement.
- Q2 2027: Develop and pilot new programs based on identified needs.
- Q2 2027: Work to secure funding dedicated to program enhancements and new initiatives.
- Q2 2027: Partner with community organizations and other groups to build joint programming and expand access.
- Q2 2027: Conduct targeted outreach to increase participation for underrepresented groups identified in evaluation.

Owner: Executive Director and Board to set program priorities; Development Director to secure funding; Program Director and Managers to develop and improve programs

Goal #2 (Infrastructure)

Build out our infrastructure, add staff support, and strengthen our administrative processes and internal systems to support the sustainable expansion and impact of our programs.

Tactics

1. Develop a Comprehensive Communication Strategy to Enhance Engagement

Actions

- Q2 2025: Revamp BORP's website to be more navigable, compelling, and current.
- Q4 2025: Develop strategy and channels for better telling the story of BORP through participant testimonials.
- Q3 2026: Develop and refine social media strategy to appeal to younger generations.
- Q3 2026: Develop partnerships with community members, volunteers, and other organizations to partner on communications and outreach.

Owner: Development Director, Fitness Program Manager, Executive Director

2. Develop an Outreach Plan and Increase Outreach Staffing Capacity to Strengthen BORP's Community Reach

Actions

- 2026-2027: Build and strengthen partnerships with local schools, community groups, disability organizations, and healthcare providers
- Q3 2025: Design engaging and accessible outreach materials that appeal to diverse audiences
- Q3 2025: Create BORP merchandise and mechanisms for purchase, including exclusive merchandise for BORP members
- Q2 2026: Develop and implement plan to leverage volunteers to support outreach efforts
- Q1 2026: Hire staff member who dedicates portion of time weekly to outreach

Owner: Development Director, Fitness Program Manager, Executive Director, Kayak Program Manager

3. Identify and Address Key Unmet Administrative and Programmatic Needs to Increase Organizational Capacity

Actions

- Q2 2025: Create a list of tasks that BORP staff are responsible for, with time estimates.
- Q2 2025: Create a list of tasks that are either partly or fully neglected.
- Q3 and Q4 2025: Reallocate tasks as necessary for efficiency and staff satisfaction.

- 2026-2027: Cross-train staff to cover critical unmet needs and provide coverage when others are unavailable.
- 2026-2027: Evaluate the feasibility of outsourcing certain administrative or programmatic tasks to free up internal capacity.

Owner: Executive Director, Administrative Director, Program Director and Managers

4. *Conduct audit of BORP's internal systems, identifying areas for improvement and opportunities for automation.*

Actions

- Q2-Q3 2025: Identify and prioritize outdated and/or inefficient systems that need improvement or replacement.
- Q2-Q3 2025: Gather feedback from staff on pain points and efficiencies in current systems
- Q4 2025: Research and propose new technology or automation tools to enhance workflow.
- 2026-2027 Develop and deploy an implementation timeline for system upgrades or replacements.
- 2026-2027 Allocate time and resources for staff training on new systems and tools.
- Q4 2025: Transition accounting systems from Fast Fund to QuickBooks

Owner: Executive Director, Administrative Director, Board Members

5. *Develop and Implement a Staff Evaluation and Professional Development Plan*

Actions

- Q1 2026: Design performance evaluation template.
- Q2-3 2026, and annually thereafter: Conduct annual meetings with direct reports for goal setting and performance review.

Owner: Executive Director, Administrative Director, all Supervisors

Goal #3 (Immediate: Financial Stability)

Stabilize and strengthen the financial health of BORP by implementing effective strategies and practices to eliminate structural budget deficit and ensure long-term sustainability.

Key Tactics

- 1) *Revitalize the Revolution Ride to Attract a New Contingent of Riders and Achieve 50% Revenue Growth within the next Three Years:*
 - Q4 2025: Elevate the event experience through enhanced food and drink, entertainment, and rest stops as well as a longer ride option.

- Q3 2025: Encourage team fundraising by conducting outreach to groups and creating tools for team captains to help them build and support team camaraderie.
- Q3-Q4 2025: Engage participants from all BORP programs through better outreach and the addition of 1-2 non-cycling focused BORP activities as part of the Rev.
- Q3-Q4 2025: Conduct additional and targeted outreach to attract a broader and more diverse group of riders: cycling clubs, high school and college groups, community groups, etc.
- Q3-Q4 2025: Use the Rev as an opportunity to engage and retain new donors through a more engaging introduction to BORP during and after event: impact stories, visual displays, more compelling speakers who focus on sharing BORP's mission to a newer audience, and targeted follow-up to new riders to share more about BORP.
- Q3-Q4 2025: Build partnerships with Mill Valley and other Bay Area businesses to help sponsor and promote event.

Owner: Development Director with support from all BORP staff.

2) *Assess effectiveness of existing events (Rev, Expo, House Parties, Poker Slam, etc.) to determine need/likelihood of success/capacity for additional events*

Actions

- Q4 2025: Hold additional house party.
- Q1 2026-Q2 2027: Plan and execute a successful 50th-anniversary celebration with a focus on community engagement and fundraising.
- Evaluate current budget and event strategy to determine if additional event is needed and feasible given capacity,

Owner: Development Director, Executive Director, Board of Directors

3) *Develop a grant-writing strategy for private foundation grants to increase success % rate and build relationships with at least three new foundations:*

Actions

- Q1 2026: Develop criteria for pursuing or rejecting grants, focusing on ROI and mission alignment.
- 2026-27 Build relationships with 1-2 new foundations to increase long-term, stable grant funding.
- 2026: Explore hiring a freelance grant writer to enhance application capacity.
- Q3 2025: Create a centralized tracking system for grant deadlines, submissions, and follow-ups.

Owner: Development Director, Executive Director

4) *Develop a Corporate Sponsorships campaign with a goal of new Presenting Sponsors for both REV and Expo in FY 2025-2026.*

Actions:

- Q3 2025: Identify who we already have targeted, and efficacy of relationship thus far.
- Q3-Q4 2025: Assign Board members as “relationship managers” if willing.
- Q3 and Q4 2025: Develop timeline and approach for cultivating these relationships.

Owner: Development Director, Executive Director

5) Expand individual giving to comprise 30% of BORP's budget, up from 18%

Actions:

- Q3 2025-2027: Recruit 10+ individuals for the Friends of BORP (FOB) program with a \$10K give/get commitment.
- Q3 2025: Implement NEON’s “moves management” tools to strengthen donor cultivation and retention.
- Q2 2026: Develop and roll out targeted campaigns to engage BORP alumni as donors.
- 2026 Highlight individual donor impact stories in BORP communications.

Timeline:

Owner: Development Director, Executive Director, Tim Orr and other members of Board

6) Assess Peer/Competitor Landscape and Approach

Actions:

- 2025-2026: Identify and matrix peer organizations’ funding strategies, event models, and donor engagement practices.
- 2025-2026: Create a Matrix Map to help evaluate and balance our programs based on mission impact and financial sustainability, guiding resource allocation and decision-making.
- 2026: Develop a comparative analysis to understand BORP’s unique position and opportunities.
- 2026-2027: Apply best practices from peers to refine BORP’s fundraising and communication strategies.
- 2026-2027: Incorporate findings into the planning for the 50th-anniversary celebration and other initiatives.
- 2026-2027: Share insights with staff and board to inform strategic decision-making

Owner: Development Director, Executive Director, Board of Directors, Fundraising Consultant