This report represents NO BARRIERS USA's responses to Charting Impact, a joint project of BBB Wise Giving Alliance, GuideStar USA Inc, and Independent Sector. Charting Impact uses five simple yet powerful questions to encourage strategic thinking and help organizations share concise information about their plans and progress toward impact.

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**Mission:**
Our mission is to unleash the potential of the human spirit. Through transformative experiences, tools and inspiration, we help people embark on a quest to contribute their absolute best to the world. In the process, we foster a community of curious, brave and collaborative explorers who are determined to live the No Barriers Life.

The content of this Charting Impact Report is the sole product and responsibility of NO BARRIERS USA. This report does not in any way represent an endorsement from Independent Sector, BBB Wise Giving Alliance, or GuideStar, nor does it represent fulfillment of the BBB Wise Giving Alliance’s *Standards for Charity Accountability*. For more information on Charting Impact, visit [www.guidestar.org/chartingimpact](http://www.guidestar.org/chartingimpact)
1. What are we aiming to accomplish?

BHAG: What we dream to accomplish by 2020 One million people pledge to live a No Barriers Life. Transform 10,000 lives through our work About the Annual "Trail Map" Process: No Barriers develops its annual Trail Map using a variety of tools including the Hoshin Kanri Method, SWOT Analysis and the Lean Start Up Model. The strategy stems from the mission, vision and values. It begins with the development of 3-5 core Hoshins, or strategies, for the coming year. A Hoshin is a breakthrough objective the organization will accomplish over the next 12 months that will help it accomplish its vision. Hoshins have the following characteristics: 1) They may require a fundamental shift in systems of the organization. 2) They will require the involvement of the entire organization to achieve. 3) They will bring the organization to its next level of performance. 2014 Goals: 1. Develop program/s or tool/s that help amplify listenership, building capacity to achieve 1 million BHAG. 2. Lay the groundwork for exponentially increasing our potential to raise funds. 3. Scale up the impact of our life-changing programs, building capacity to achieve 5 yr/10,000 BHAG. 4. Develop excellence in curriculum and instruction across all platforms. 5. Develop staff to be “multipliers”, relationship builders and exceptional project managers.

2. What are our strategies for making this happen?

Tactics below correlate to goals above: 1.1 Develop iteration 2.0 of our brand and integrate across all platforms 1.2 Using Lean Start-up as a guide, develop and pilot online learning cmyt 1.3 Pilot No Barriers Awards in communities 1.4 Develop and expand No Barriers Ambassadors program 1.5 Develop institutional board of directors 1.6 Explore and pilot chapter-based approach to No Barriers 1.7 Improve our storytelling capabilities so that we consistently curate and create stories that captivate a broad audience Tactics 2.1 Develop institutional board of directors 2.2 Build a strong development department that can support the fundraising growth of the organization 2.3 Pilot initiatives and test tools to mobilize volunteers to raise NB funds 2.4 Improve donor management system efficiencies by integrating all CRM into Salesforce 2.5 Develop a signature replicable annual fundraising event that has the potential to raise millions of dollars 3.1 S2S expands one, three day and capstone programming to reach additional participants 3.2 GEx expand retreat and capstone programming to reach additional participants 3.3 Pilot One day Base Camps 3.4 Move to Annual Summit with increased attendance per event 4.1 Develop strong external measurement tool that evaluates success of reaching our curricular objectives 4.2 Develop the NB Learning Framework to guide excellence in C&I across all platforms 4.3 Based on the NB Framework, determine what needs to happen in existing programs, and decide what new platforms are worth exploring and testing. Set quantity and audience goals based on this. 4.4 Train staff in “Design Thinking” and Mindset to impact curriculum development so that it is a creative and innovative process, and lead staff to develop high-quality curricula based on the framework 4.5 Train staff and expedition leaders in Mindset and relevant, research-based best instructional practices that fit the various learning platforms 5.1 Personal professional development plan in place for each staff member that works on these three core areas with managers aligned on goals 5.2 Learning community with quarterly training in these core skills areas

3. What are our organization's capabilities for doing this?

Below are the strengths identified from our annual SWOT analysis: • Existing programs change lives • High standard of program excellence • Promising financial resources • Talented, passionate and committed staff • Board is active and engaged • Donors/Volunteers/Participants are compelled by our message and want to be involved • High customer loyalty, relationships and satisfaction • Ability to serve diverse populations • Strong and authentic internal culture • Mindset and Mission is contemporary and likely to have staying power • Flexible and nimble • Above average marketing capabilities for our size • Efficiently able to capitalize on opportunities for our size
4. How will we know if we're making progress?

Below are the indicators we measure, correlated to the five goals identified above and the strategies listed above:

1.1 Survey of NBUSA network on iteration 2.0
1.2 “Funnel” Measures:
   * website traffic/views
   * size of social following
   * # of pledges to NB life
   * size of board
   * # of ambassadors
   * # engaged via awards

2.1 Size/composition of board
2.2 *Size of team
   * Money raised
   * # volunteer fundraisers
2.3 *Money raised
2.4 *integration completed
2.5 *Event hosted
2.6 *Funds raised
   * # of participants
   * # of base camps
   * # of participants

3.1 # of participants
3.2 # of participants
3.3 # of base camps
3.4 # of participants
3.5 # of participants
3.6 # of participants
3.7 # of participants

4.1 *External evaluation tool exists
4.2 *Framework
4.3 *Written plan
4.4 *Existence of learning community
4.5 *Staff training evaluation
4.6 *Program evaluation
4.7 *Development plans exist and align to annual review

5. What have and haven't we accomplished so far?

Trail Map Calendar: 2014: This progress is mapped based on indicators and strategies identified above:

1.1 Brand 2.0: Integration completed
1.2 Online community launched in beta form
1.3 NB Ambassadors launched in beta form
1.4 NB Awards have been pitched but there is no solid plan as of yet.
1.5 Institutional board in development with new strategic members added throughout the year
1.6 Researching No Barriers chapters for pilot in 2015
1.7 Storytelling has been integrated throughout the organization including the hiring of a storytelling coordinator in communications.

2.1 Institutional board has been continuing
2.2 Development department created with three employees
2.3 Volunteer plan still in development
2.4 Donor management systems integrated into Salesforce successfully
2.5 Events have been broadened and are piloting in 2014 and 15
2.6 Expanded Soldiers programming to include retreats
2.7 Expanded Youth programming to include retreats
2.8 Base camps are in development for pilot in 2015
2.9 Moved to annual summit
2.10 External tool adapted and in use
2.11 NB Mindset tool developed and in use
2.12 Mindset still being integrated across programs
2.13 Staff learning community launched in September
2.14 Staff/Leader training expanded and improved
2.15 Staff each have development plans to review with supervisors
2.16 Learning community launched in September