



# PARADIGM ADVISORS, LLC

8111 Preston Road, Suite 575  
Dallas, Texas 75225  
214.756.6066

310 West Dickson, Suite 220  
Fayetteville, Arkansas 72701  
479.777.2727

## Firm Brochure – Form ADV Part 2A

This Brochure provides information about the qualifications and business practices of Paradigm Advisors, LLC (“Paradigm”). If you have any questions about the contents of this Brochure, please contact us at (214) 756-6066 or email at [pallc@paradv.com](mailto:pallc@paradv.com). The information in this Brochure has not been approved or verified by the United States Securities and Exchange Commission or by any state securities authority.

Paradigm Advisors, LLC is registered as an Investment Adviser with Texas State Securities Board (“TSSB”). Registration of an Investment Adviser does not imply any level of skill or training.

Additional information about Paradigm is available on the SEC’s website at [www.adviserinfo.sec.gov](http://www.adviserinfo.sec.gov) which can be found using the firm’s identification number.

Version Date: March 13, 2023

## Item 2: Material Changes

---

This section describes the material changes since the last filing to Paradigm Advisors, LLC Form ADV Part 2A.

Since our last amendment on March 10, 2022, Paradigm Advisors, LLC has no material changes

# Item 3: Table of Contents

---

## Contents

Item 1: Cover Page .....	1
Item 2: Material Changes .....	2
Item 3: Table of Contents.....	3
Item 4: Advisory Business.....	5
Item 5: Fees and Compensation .....	9
Item 6: Performance-Based Fees and Side-By-Side Management .....	12
Item 7: Types of Clients.....	12
Item 8: Methods of Analysis, Investment Strategies and Risk of Loss .....	12
Item 9: Disciplinary Information .....	16
Item 10: Other Financial Industry Activities and Affiliations .....	16
Item 11: Code of Ethics, Participation or Interest in Client Transactions and Personal Trading .	17
Item 12: Brokerage Practices .....	18
Item 13: Review of Accounts .....	19
Item 14: Client Referrals and Other Compensation .....	20
Item 15: Custody .....	20
Item 16: Investment Discretion .....	20
Item 17: Voting Client Securities .....	20
Item 18: Financial Information .....	21
Item 19: Requirements for State-Registered Advisers .....	21
Form ADV Part 2B – Brochure Supplement .....	23
Item 2: Educational Background and Business Experience .....	24
Item 3: Disciplinary Information .....	25
Item 4: Other Business Activities .....	25
Item 5: Additional Compensation .....	25
Item 6: Supervision .....	25
Item 7: Requirements for State-Registered Advisers .....	25

Form ADV Part 2B – Brochure Supplement .....	26
Item 2: Educational Background and Business Experience .....	27
Item 3: Disciplinary Information .....	27
Item 4: Other Business Activities .....	27
Item 5: Additional Compensation .....	27
Item 6: Supervision .....	27
Item 7: Requirements for State-Registered Advisers .....	28
Form ADV Part 2B – Brochure Supplement .....	29
Item 2: Educational Background and Business Experience .....	30
Item 3: Disciplinary Information .....	31
Item 4: Other Business Activities .....	31
Item 5: Additional Compensation .....	31
Item 6: Supervision .....	31
Item 7: Requirements for State-Registered Advisers .....	31

# Item 4: Advisory Business

---

## Description of Advisory Firm

Paradigm Advisors, LLC (“Paradigm”) is a Texas limited liability company that was formed in December 1995. Michelle Underwood Gass and William Kirk Dunk control Paradigm.

As of December 31, 2022, Paradigm currently reports \$63,866,220.00 in discretionary Assets Under Management and \$2,372,809.00 in non-discretionary Assets.

## Types of Advisory Services

### Investment Management Services

We are in the business of managing individually tailored investment portfolios. Our firm provides continuous advice to each client regarding the investment of client funds based on the individual needs of the client. Through personal discussions in which goals and objectives based on a client's particular circumstances are established, we develop a client's personal investment policy or an investment plan with an asset allocation target and create and manage a portfolio based on that policy and allocation target. During our data-gathering process, we determine the client's individual objectives, time horizons, risk tolerance and liquidity needs. We may also review and discuss a client's prior investment history, as well as family composition and background.

Account supervision is guided by the stated objectives of the client (i.e., maximum capital appreciation, growth, income, or growth and income), as well as tax considerations. Clients may impose reasonable restrictions on investing in certain securities, types of securities, or industry sectors. Fees pertaining to this service are outlined in Item 5 of this brochure.

### Comprehensive Financial Planning

This service involves working one-on-one with a planner over an extended period of time. By paying a monthly/quarterly retainer, clients get continuous access to a planner who will work with them to design their plan. The planner will monitor the plan, recommend any changes and ensure the plan is up to date.

Upon desiring a comprehensive plan, a client will be taken through establishing their goals and values around money. They will be required to provide information to help complete the

following areas of analysis: net worth, cash flow, insurance, credit scores/reports, employee benefits, retirement planning, insurance, investments, college planning and estate planning. Once the client's information is reviewed, their plan will be built and analyzed, and then the findings, analysis and potential changes to their current situation will be reviewed with the client. Clients subscribing to this service will receive a written or an electronic report, providing the client with a detailed comprehensive financial plan designed to achieve his or her stated financial goals and objectives. If a follow-up meeting is required, we will meet at the client's convenience. The plan and the client's financial situation and goals will be monitored throughout the year and follow-up phone calls and emails will be made to the client to confirm that any agreed-upon action steps have been carried out. On an annual basis there will be a full review of this plan to ensure its accuracy and ongoing appropriateness. Any needed updates will be implemented at that time.

### **Financial Planning**

We provide financial planning services on topics such as retirement planning, risk management, college savings, cash flow, debt management, work benefits and estate and incapacity planning.

Financial planning is a comprehensive evaluation of a client's current and future financial state by using currently known variables to predict future cash flows, asset values and withdrawal plans. The key defining aspect of financial planning is that through the financial planning process, all questions, information and analysis will be considered as they impact and are impacted by the entire financial and life situation of the client. Clients purchasing this service will receive a written or an electronic report, providing the client with a detailed financial plan designed to achieve his or her stated financial goals and objectives.

In general, the financial plan will address any or all of the following areas of concern. The client and advisor will work together to select the specific areas to cover. These areas may include, but are not limited to, the following:

- **Business Planning:** We provide consulting services for clients who currently operate their own business, are considering starting a business, or are planning for an exit from their current business. Under this type of engagement, we work with you to assess your current situation, identify your objectives and develop a plan aimed at achieving your goals.
- **Cash Flow and Debt Management:** We will conduct a review of your income and expenses to determine your current surplus or deficit along with advice on prioritizing how any surplus should be used or how to reduce expenses if they exceed your income. Advice may also be provided on which debts to pay off first based on factors such as the

interest rate of the debt and any income tax ramifications. We may also recommend what we believe to be an appropriate cash reserve that should be considered for emergencies and other financial goals, along with a review of accounts (such as money market funds) for such reserves, plus strategies to save desired amounts.

- **College Savings:** Includes projecting the amount that will be needed to achieve college or other post-secondary education funding goals, along with advice on ways for you to save the desired amount. Recommendations as to savings strategies are included, and, if needed, we will review your financial picture as it relates to eligibility for financial aid or the best way to contribute to grandchildren (if appropriate).
- **Employee Benefits Optimization:** We will provide review and analysis as to whether you, as an employee, are taking the maximum advantage possible of your employee benefits. If you are a business owner, we will consider and/or recommend the various benefit programs that can be structured to meet both business and personal retirement goals.
- **Estate Planning:** This usually includes an analysis of your exposure to estate taxes and your current estate plan, which may include whether you have a will, powers of attorney, trusts and other related documents. Our advice also typically includes ways for you to minimize or avoid future estate taxes by implementing appropriate estate planning strategies such as the use of applicable trusts.

We always recommend that you consult with a qualified attorney when you initiate, update or complete estate planning activities. We may provide you with contact information for attorneys who specialize in estate planning when you wish to hire an attorney for such purposes. From time to time, we will participate in meetings or phone calls between you and your attorney with your approval or request.

- **Financial Goals:** We will help clients identify financial goals and develop a plan to reach them. We will identify what you plan to accomplish, what resources you will need to make it happen, how much time you will need to reach the goal and how much you should budget for your goal.
- **Insurance:** We will review existing policies to ensure proper coverage for life, health, disability, long-term care, liability, home and automobile.

- **Investment Analysis:** This may involve developing an asset allocation strategy to meet clients' financial goals and risk tolerance, providing information on investment vehicles and strategies, reviewing employee stock options, as well as assisting you in establishing your own investment account at a selected broker-dealer or custodian. The strategies and types of investments we may recommend are further discussed in Item 8 of this brochure.
- **Retirement Planning:** Our retirement planning services typically include projections of your likelihood of achieving your financial goals, typically focusing on financial independence as the primary objective. For situations where projections show less than the desired results, we may make recommendations, including those that may impact the original projections by adjusting certain variables (i.e., working longer, saving more, spending less, taking more risk with investments).

If you are near retirement or already retired, advice may be given on appropriate distribution strategies to minimize the likelihood of running out of money or having to adversely alter spending during your retirement years.

- **Risk Management:** A risk management review includes an analysis of your exposure to major risks that could have a significant adverse impact on your financial picture, such as premature death, disability, property and casualty losses, or the need for long-term care planning. Advice may be provided on ways to minimize such risks and about weighing the costs of purchasing insurance versus the benefits of doing so and, likewise, the potential cost of not purchasing insurance ("self-insuring").
- **Tax Planning Strategies:** Advice may include ways to minimize current and future income taxes as a part of your overall financial planning picture. For example, we may make recommendations on which type of account(s) or specific investments should be owned based in part on their "tax efficiency," with consideration that there is always a possibility of future changes to federal, state or local tax laws and rates that may impact your situation.

We recommend that you consult with a qualified tax professional before initiating any tax planning strategy, and we may provide you with contact information for accountants or attorneys who specialize in this area if you wish to hire someone for such purposes. We will participate in meetings or phone calls between you and your tax professional with your approval.



## **Personal Tax Return Preparation**

We provide tax preparation services for our clients to assist with the filing of federal and state tax returns for individuals and businesses. We may ask for an explanation or clarification of some items, but we will not audit or otherwise verify client data. The client is responsible for the completeness and accuracy of information used to prepare the returns. Our responsibility is to prepare the returns in accordance with applicable tax laws. We will utilize the services of a third-party accounting, bookkeeping, and tax preparation firm to facilitate the preparation and filing of your tax return and we will work with you and the third party in order to gather the necessary information as part of this service.

We may observe opportunities for tax savings that require planning or changes in the way the client handles some transactions. While an engagement for tax return preparation does not include significant tax planning services, we will share any ideas we have with you and discuss terms for any additional work that may be required to implement those ideas.

## **Client-Tailored Services and Client-Imposed Restrictions**

We offer the same suite of services to all of our clients. However, specific client financial plans and their implementation are dependent upon the client Investment Policy Statement which outlines each client's current situation (income, tax levels and risk tolerance levels) and is used to construct a client-specific plan to aid in the selection of a portfolio that matches restrictions, needs and targets. Clients may place restrictions on investing in certain securities.

## **Wrap Fee Programs**

We do not participate in wrap fee programs.

# **Item 5: Fees and Compensation**

---

Please note, unless a client has received the firm's disclosure brochure at least 48 hours prior to signing the investment advisory contract, the investment advisory contract may be terminated by the client within five (5) business days of signing the contract without incurring any advisory fees. How we are paid depends on the type of advisory service we are performing. Please review the fee and compensation information below.

## Investment Management Services

Our standard advisory fee is based on the market value of the assets under management and is calculated as follows:

Account Value	Annual Advisory Fee
<b>\$1 - \$500,000</b>	0.75%
<b>Next \$1,000,000</b>	0.60%
<b>Next \$1,500,000</b>	0.50%
<b>\$3,000,000 and Above</b>	0.40%

The annual fees are negotiable and are prorated and paid quarterly, in arrears, based on the account's average daily balance for the prior quarter. The advisory fee is a blended fee and is calculated by assessing the percentage rates using the predefined levels of assets as shown in the above chart, resulting in a combined weighted fee. For example, an account valued at \$2,000,000 would pay an effective fee of 0.6125%. This is determined by the following calculation:  $(\$500,000 \times 75\%) + (\$1,000,000 \times 0.60\%) + (\$500,000 \times 0.50) = \$12,250.00$ . No increase in the annual fee shall be effective without agreement from the client by signing a new agreement or amendment to their current advisory agreement. Our minimum account fee is \$250, and our minimum account size is \$10,000. Therefore, a client could pay a rate of as much as 2.5% on a \$10,000 account.

Advisory fees are directly debited from client accounts, or the client may choose to pay by check. Accounts initiated or terminated during a calendar quarter will be charged a prorated fee based on the amount of time remaining in the billing period. An account may be terminated with written notice at least 30 calendar days in advance. Upon termination of the account, any unearned fee will be refunded to the client and any earned, unpaid fees will be due and payable up to and including the effective date of termination. Paradigm will not bill an amount above \$500.00 more than 6 months in advance.

## Comprehensive Financial Planning

Comprehensive Financial Planning consists of an initial fee ranging from \$2,500 to \$35,000 for the first year and an ongoing fee in subsequent years at the rate ranging from \$200 to \$2,500 per month. Fees are based upon the complexity of the situation and the needs of the client and are payable monthly or quarterly, in advance. Fees may be negotiable in certain cases. This

service may be terminated with 30 days' notice. Upon termination of any account, the fee will be prorated, and any unearned fee will be refunded to the client.

## **Financial Planning**

Financial Planning will generally be offered on a fixed-fee basis. In special circumstances it may be offered on an hourly basis at a rate of \$150 to \$400 per hour, depending on the nature of the specified services. Fixed fees will be determined on a case- by- case basis with the fee based on the complexity of the situation and the needs of the client. The fixed fee will be agreed upon before the start of any work. The fixed fee can range between \$750 and \$8,000. The fee is negotiable. If a fixed-fee program is chosen, half of the fee is due at the beginning of the process and the remainder is due at completion of work; however, Paradigm will not bill an amount above \$500.00 more than 6 months in advance.

## **Personal Tax Return Preparation**

The fees for Personal Tax Return Preparation will be determined based on the complexity of the return and quality of recordkeeping. The fees may be negotiable in certain cases, will be agreed upon at the start of the engagement, and are due at the completion of the engagement. Clients are not required to utilize any third-party products or services that we may recommend, and they can receive similar services from other professionals at a similar or lower cost.

## **Other Types of Fees and Expenses**

Our fees are exclusive of brokerage commissions, transaction fees and other related costs and expenses which may be incurred by the client. Clients may incur certain charges imposed by custodians, brokers and other third parties such as custodial fees, deferred sales charges, odd-lot differentials, transfer taxes, wire transfer and electronic fund fees and other fees and taxes on brokerage accounts and securities transactions. Mutual fund and exchange traded funds also charge internal management fees, which are disclosed in a fund's prospectus. Such charges, fees and commissions are exclusive of and in addition to our fee, and we shall not receive any portion of these commissions, fees and costs.

Item 12 further describes the factors that we consider in selecting or recommending broker-dealers for client's transactions and determining the reasonableness of their compensation (e.g., commissions).

We do not accept compensation for the sale of securities or other investment products including asset-based sales charges or service fees from the sale of mutual funds.

## Item 6: Performance-Based Fees and Side-By-Side Management

---

We do not charge performance-based fees to any accounts.

## Item 7: Types of Clients

---

We provide financial planning and portfolio management services to individuals, high net worth individuals, pension and profit sharing plans, charitable organizations, corporations or other businesses.

Our minimum account size requirement is \$10,000.

## Item 8: Methods of Analysis, Investment Strategies and Risk of Loss

---

When clients have us complete an Investment Analysis (described in Item 4 of this brochure) as part of their financial plan, we employ a strategic asset allocation strategy. After the strategy has been developed, presented to and agreed upon by the client, we implement the desired asset allocation almost exclusively via passive investment management products.

### **Passive Investment Management**

We primarily practice passive investment management. Passive investing involves building portfolios that are comprised of various distinct asset classes. The asset classes are weighted in a manner to achieve a desired relationship between correlation, risk and return. Funds that passively capture the returns of the desired asset classes are placed in the portfolio. The funds that are used to build passive portfolios are typically index mutual funds or exchange traded funds.

Passive investment management is characterized by low portfolio expenses (i.e., the funds inside the portfolio have low internal costs), minimal trading costs (due to infrequent trading activity) and relative tax efficiency (because the funds inside the portfolio are tax efficient and turnover inside the portfolio is minimal).

In contrast, active management involves a single manager or managers who employ some method, strategy or technique to construct a portfolio that is intended to generate returns that

are greater than the broader market or a designated benchmark. Academic research indicates most active managers underperform the market.

**Fundamental analysis** involves analyzing individual companies and their industry groups, such as a company's financial statements, details regarding the company's product line, the experience and expertise of the company's management and the outlook for the company's industry. The resulting data is used to measure the true value of the company's stock compared to the current market value. The risk of fundamental analysis is that information obtained may be incorrect and the analysis may not provide an accurate estimate of earnings, which may be the basis for a stock's value. If securities prices adjust rapidly to new information, utilizing fundamental analysis may not result in favorable performance.

**Technical analysis** involves using chart patterns, momentum, volume and relative strength in an effort to pick sectors that may outperform market indices. However, there is no assurance of accurate forecasts or that trends will develop in the markets we follow. In the past, there have been periods without discernible trends and similar periods will presumably occur in the future. Even where major trends develop, outside factors like government intervention could potentially shorten them.

Furthermore, one limitation of technical analysis is that it requires price movement data, which can translate into price trends sufficient to dictate a market entry or exit decision. In a trendless or erratic market, a technical method may fail to identify trends requiring action. In addition, technical methods may overreact to minor price movements, establishing positions contrary to overall price trends, which may result in losses. Finally, a technical trading method may underperform other trading methods when fundamental factors dominate price moves within a given market.

**Cyclical analysis** is a type of technical analysis that involves evaluating recurring price patterns and trends based upon business cycles. Economic/business cycles may not be predictable and may have many fluctuations between long-term expansions and contractions. The lengths of economic cycles may be difficult to predict with accuracy and therefore the risk of cyclical analysis is the difficulty in predicting economic trends and consequently the changing value of securities that would be affected by these changing trends.

**Charting analysis** involves the gathering and processing of price and volume information for a particular security. This price and volume information is analyzed using mathematical equations. The resulting data is then applied to graphing charts, which is used to predict future price movements based on price patterns and trends. Charts may not accurately predict future price movements. Current prices of securities may not reflect all information about the security and day-to-day changes in market prices of securities may follow random patterns and may not be predictable with any reliable degree of accuracy.

## Material Risks Involved

**All investing strategies we offer involve risk and may result in a loss of your original investment which you should be prepared to bear.** Many of these risks apply equally to stocks, bonds, commodities and any other investment or security. Material risks associated with our investment strategies are listed below.

**Market Risk:** Market risk involves the possibility that an investment's current market value will fall because of a general market decline, reducing the value of the investment regardless of the operational success of the issuer's operations or its financial condition.

**Strategy Risk:** Paradigm's investment strategies and/or investment techniques may not work as intended.

**Small and Medium Cap Company Risk:** Securities of companies with small and medium market capitalizations are often more volatile and less liquid than investments in larger companies. Small and medium cap companies may face a greater risk of business failure, which could increase the volatility of the client's portfolio.

**Turnover Risk:** At times, the strategy may have a portfolio turnover rate that is higher than other strategies. A high portfolio turnover would result in correspondingly greater brokerage commission expenses and may result in the distribution of additional capital gains for tax purposes. These factors may negatively affect the account's performance.

**Limited markets:** Certain securities may be less liquid (harder to sell or buy) and their prices may at times be more volatile than at other times. Under certain market conditions we may be unable to sell or liquidate investments at prices we consider reasonable or favorable or find buyers at any price.

**Concentration Risk:** Certain investment strategies focus on particular asset-classes, industries, sectors or types of investment. From time to time these strategies may be subject to greater risks of adverse developments in such areas of focus than a strategy that is more broadly diversified across a wider variety of investments.

**Interest Rate Risk:** Bond (fixed income) prices generally fall when interest rates rise, and the value may fall below par value or the principal investment. The opposite is also generally true: bond prices generally rise when interest rates fall. In general, fixed income securities with longer maturities are more sensitive to these price changes. Most other investments are also sensitive to the level and direction of interest rates.

**Legal or Legislative Risk:** Legislative changes or Court rulings may impact the value of investments or the securities' claim on the issuer's assets and finances.

**Inflation:** Inflation may erode the buying-power of your investment portfolio, even if the dollar value of your investments remains the same.

## **Risks Associated with Securities**

Apart from the general risks outlined above which apply to all types of investments, specific securities may have other risks.

**Commercial Paper** is, in most cases, an unsecured promissory note that is issued with a maturity of 270 days or less. Being unsecured, the risk to the investor is that the issuer may default.

**Common stocks** may go up and down in price quite dramatically and, in the event of an issuer's bankruptcy or restructuring, could lose all value. A slower-growth or recessionary economic environment could have an adverse effect on the price of all stocks.

**Corporate Bonds** are debt securities to borrow money. Generally, issuers pay investors periodic interest and repay the amount borrowed either periodically during the life of the security and/or at maturity. Alternatively, investors can purchase other debt securities, such as zero-coupon bonds, which do not pay current interest, but rather are priced at a discount from their face values and their values accrete over time to face value at maturity. The market prices of debt securities fluctuate depending on such factors as interest rates, credit quality and maturity. In general, market prices of debt securities decline when interest rates rise and increase when interest rates fall. The longer the time to a bond's maturity, the greater its interest rate risk.

**Bank Obligations** including bonds and certificates of deposit may be vulnerable to setbacks or panics in the banking industry. Banks and other financial institutions are greatly affected by interest rates and may be adversely affected by downturns in the U.S. and foreign economies or changes in banking regulations.

**Municipal Bonds** are debt obligations generally issued to obtain funds for various public purposes, including the construction of public facilities. Municipal bonds pay a lower rate of return than most other types of bonds. However, because of a municipal bond's tax-favored status, investors should compare the relative after-tax return to the after-tax return of other bonds, depending on the investor's tax bracket. Investing in municipal bonds carries the same general risks as investing in bonds in general. Those risks include interest rate risk, reinvestment risk, inflation risk, market risk, call or redemption risk, credit risk and liquidity and valuation risk.

**Options and other derivatives** carry many unique risks, including time-sensitivity, and can result in the complete loss of principal. While covered call writing does provide a partial hedge to the stock against which the call is written, the hedge is limited to the amount of cash flow

received when writing the option. When selling covered calls, there is a risk the underlying position may be called away at a price lower than the current market price.

**Exchange Traded Funds** prices may vary significantly from the Net Asset Value due to market conditions. Certain Exchange Traded Funds may not track underlying benchmarks as expected.

**Investment Companies Risk.** When a client invests in open end mutual funds or ETFs, the client indirectly bears its proportionate share of any fees and expenses payable directly by those funds. Therefore, the client will incur higher expenses, many of which may be duplicative. In addition, the client's overall portfolio may be affected by losses of an underlying fund and the level of risk arising from the investment practices of an underlying fund (such as the use of derivatives). ETFs are also subject to the following risks: (i) an ETF's shares may trade at a market price that is above or below their net asset value; (ii) the ETF may employ an investment strategy that utilizes high leverage ratios or (iii) trading of an ETF's shares may be halted if the listing exchange's officials deem such action appropriate, the shares are de-listed from the exchange or the activation of market-wide "circuit breakers" (which are tied to large decreases in stock prices) halts stock trading generally. Paradigm has no control over the risks taken by the underlying funds in which clients invest.

## Item 9: Disciplinary Information

---

Registered investment advisers are required to disclose all material facts regarding any legal or disciplinary events that would be material to your evaluation of Paradigm or the integrity of our management. We have no information applicable to this Item.

## Item 10: Other Financial Industry Activities and Affiliations

---

Paradigm does not have any related parties. As a result, we do not have a relationship with any related parties.

No management persons are registered, or have an application pending to register, as a broker-dealer or a registered representative of a broker-dealer.

No management persons are registered, or have an application pending to register, as a futures commission merchant, commodity pool operator, a commodity trading advisor or an associated person of the foregoing entities.



Paradigm does not recommend or select other investment advisers for its client accounts.

Paradigm only receives compensation directly from clients. We do not receive compensation from any outside source. We do not have any conflicts of interest with any outside party.

## Item 11: Code of Ethics, Participation or Interest in Client Transactions and Personal Trading

---

As a fiduciary, our firm and its associates have a duty of utmost good faith to act solely in the best interests of each client. Our clients entrust us with their funds and personal information, which in turn places a high standard on our conduct and integrity. Our fiduciary duty is a core aspect of our Code of Ethics and represents the expected basis of all of our dealings. The firm also adheres to the Code of Ethics and Professional Responsibility adopted by the CFP® Board of Standards Inc., and accepts the obligation not only to comply with the mandates and requirements of all applicable laws and regulations but also to take responsibility to act in an ethical and professionally responsible manner in all professional services and activities.

This code does not attempt to identify all possible conflicts of interest, and literal compliance with each of its specific provisions will not shield associated persons from liability for personal trading or other conduct that violates a fiduciary duty to advisory clients. A summary of the Code of Ethics' Principles is outlined below.

- Integrity - Associated persons shall offer and provide professional services with integrity.
- Objectivity - Associated persons shall be objective in providing professional services to clients.
- Competence - Associated persons shall provide services to clients competently and maintain the necessary knowledge and skill to continue to do so in those areas in which they are engaged.
- Fairness - Associated persons shall perform professional services in a manner that is fair and reasonable to clients, principals, partners and employers, and shall disclose conflict(s) of interest in providing such services.
- Confidentiality - Associated persons shall not disclose confidential client information without the specific consent of the client unless in response to proper legal process, or as required by law.

- Professionalism - Associated persons' conduct in all matters shall reflect credit of the profession.
- Diligence - Associated persons shall act diligently in providing professional services.

We will, upon request, promptly provide a complete code of ethics.

Our firm and its "related persons" (associates, their immediate family members, etc.) may buy or sell securities the same as, similar to or different from those we recommend to clients for their accounts. A recommendation made to one client may be different in nature or in timing from a recommendation made to a different client. Clients often have different objectives and risk tolerances. At no time, however, will our firm or any related person receive preferential treatment over our clients.

In an effort to reduce or eliminate certain conflicts of interest involving the firm or personal trading, our policy may require that we restrict or prohibit associates' transactions in specific securities transactions. Any exceptions or trading pre-clearance must be approved by our Chief Compliance Officer in advance of the transaction in an account, and we maintain the required personal securities transaction records per regulation.

Additionally, Paradigm requires adherence to its Insider Trading Policy and the CFA Institute's Asset Manager Code of Professional Conduct and Code of Ethics and Standards of Professional Conduct.

## Item 12: Brokerage Practices

---

### **Factors Used to Select Custodians and/or Broker-Dealers**

Paradigm does not have any affiliation with broker-dealers. Specific custodian recommendations are made to clients based on their need for such services. We recommend custodians based on the reputation and services provided by the firm.

#### **1. Research and Other Soft-Dollar Benefits**

We currently have no formal soft-dollar arrangements, where specific products or services are paid for with soft dollars generated for the firm by individual trades, we place in client accounts. However, the custodian provides us with certain brokerage and research products and services that qualify as "brokerage or research services" under Section 28(e) of the Securities Exchange Act of 1934 ("Exchange Act").

## **2. Brokerage for Client Referrals**

We receive no referrals from a broker-dealer or third party in exchange for using that broker-dealer or third party.

## **3. Clients Directing Which Broker/Dealer/Custodian to Use**

We do recommend a specific custodian for clients to use; however, clients may custody their assets at a custodian of their choice under certain circumstances. Clients may also direct us to use a specific broker-dealer to execute transactions. By allowing clients to choose a specific custodian, we may be unable to achieve best execution for transactions. Clients may end up paying more than if using a lower-cost custodian.

## **Aggregating (Block) Trading for Multiple Client Accounts**

Generally, we combine multiple orders for shares of the same securities purchased for advisory accounts we manage (this practice is commonly referred to as “block trading”). We will then distribute a portion of the shares to participating accounts in a fair and equitable manner. The distribution of the shares purchased is typically proportionate to the size of the account, but it is not based on account performance or the amount or structure of management fees. Subject to our discretion, regarding particular circumstances and market conditions, when we combine orders, each participating account pays an average price per share for all transactions and pays a proportionate share of all transaction costs. Accounts owned by our firm or persons associated with our firm may participate in block trading with your accounts; however, they will not be given preferential treatment.

# **Item 13: Review of Accounts**

---

Client accounts with the Investment Management Service will be reviewed regularly on a quarterly basis by William Kirk Dunk, Principal. During the regular review, the account's performance is compared against like-managed accounts to identify any unacceptable performance deviation. Additionally, reasonable client-imposed restrictions will be reviewed to confirm that they are being enforced. Events that may trigger a special review would be unusual performance, addition or deletions of client-imposed restrictions, excessive draw-down, volatility in performance or buy and sell decisions from the firm or per client's needs.

Clients will receive trade confirmations from the broker(s) for each transaction in their accounts as well as monthly or quarterly written statements and annual tax reporting statements from their custodian showing all activity in the accounts, such as receipt of dividends and interest.

Paradigm will not provide regular written reports to Investment Management clients.

## Item 14: Client Referrals and Other Compensation

---

We do not receive any economic benefit, directly or indirectly, from any third party for advice rendered to our clients. Nor do we directly or indirectly compensate any person who is not advisory personnel for client referrals.

## Item 15: Custody

---

The withdrawal of management fees from a client's custodial account is Paradigm's only form of custody. Clients will receive at least quarterly statements from the broker-dealer, bank or other qualified custodian that holds and maintains clients' investment assets. These statements will show the deduction of the management fees. We urge you to carefully review such statements and compare such official custodial records to the account statements or reports that we may provide to you. Our statements or reports may vary from custodial statements based on accounting procedures, reporting dates or valuation methodologies of certain securities.

## Item 16: Investment Discretion

---

For those client accounts where we provide investment management services, we maintain discretion over client accounts with respect to securities to be bought and sold and the amount of securities to be bought and sold. Investment discretion is explained to clients in detail when an advisory relationship has commenced. At the start of the advisory relationship, the client will execute a Limited Power of Attorney which will grant our firm discretion over the account. Additionally, the discretionary relationship will be outlined in the advisory contract and signed by the client. Clients may place restrictions on investing in certain securities.

## Item 17: Voting Client Securities

---

We do not vote client proxies. Therefore, clients maintain exclusive responsibility for: (1) voting proxies and (2) acting on corporate actions pertaining to the client's investment assets. The client shall instruct the client's qualified custodian to forward to the client copies of all proxies

and shareholder communications relating to the client's investment assets. If the client would like our opinion on a particular proxy vote, they may contact us at the number listed on the cover of this brochure.

In most cases, you will receive proxy materials directly from the account custodian. However, in the event we were to receive any written or electronic proxy materials, we would forward them directly to you by mail, unless you have authorized our firm to contact you by electronic mail, in which case, we would forward you any electronic solicitation to vote proxies.

## Item 18: Financial Information

---

Registered investment advisers are required in this Item to provide you with certain financial information or disclosures about our financial condition. We have no financial commitment that impairs our ability to meet contractual and fiduciary commitments to clients, and we have not been the subject of a bankruptcy proceeding.

We do not have custody of client funds or securities or require or solicit prepayment of more than \$500 in fees per client six months in advance.

## Item 19: Requirements for State-Registered Advisers

---

- A. Identify each of your principal executive officers and management persons and describe their formal education and business background. If you have supplied this information elsewhere in your Form ADV, you do not need to repeat it in response to this Item.

*Please refer to Brochure Supplement ADV Part 2B Item 2 – Educational Background and Business Experience.*

- B. Describe any business in which you are actively engaged (other than giving investment advice) and the approximate amount of time spent on that business. If you have supplied this information elsewhere in your Form ADV, you do not need to repeat it in response to this Item.

*Please refer to Brochure Supplement ADV Part 2B Item 4 – Other Business Activities.*

- C. In addition to the description of your fees in response to Item 5 of Part 2A, if you or a supervised person are compensated for advisory services with performance-based fees, explain how these fees will be calculated. Disclose specifically that performance-based

compensation may create an incentive for the adviser to recommend an investment that may carry a higher degree of risk to the client.

*Please refer to Brochure Supplement ADV Part 2B Item 5 – Additional Compensation.*

- D. If you or a management person has been involved in one of the events listed below, disclose all material facts regarding the event.
1. An award or otherwise being found liable in an arbitration claim alleging damages in excess of \$2,500, involving any of the following:
    - (a) an investment or an investment-related business or activity;
    - (b) fraud, false statement(s), or omissions;
    - (c) theft, embezzlement, or other wrongful taking of property;
    - (d) bribery, forgery, counterfeiting, or extortion; or
    - (e) dishonest, unfair, or unethical practices.
  2. An award or otherwise being found liable in a civil, self-regulatory organization, or administrative proceeding involving any of the following:
    - (a) an investment or an investment-related business or activity;
    - (b) fraud, false statement(s), or omissions;
    - (c) theft, embezzlement, or other wrongful taking of property;
    - (d) bribery, forgery, counterfeiting, or extortion; or
    - (e) dishonest, unfair, or unethical practices.

*Please refer to Brochure Supplement ADV Part 2B Item 3 – Disciplinary Information.*

- E. In addition to any relationship or arrangement described in response to Item 10.C. of Part 2A, describe any relationship or arrangement that you or any of your management persons have with any issuer of securities that is not listed in Item 10.C. of Part 2A.

*Neither Paradigm nor any of its employees have any relationship or arrangement with any issuers of securities.*



# PARADIGM ADVISORS, LLC

8111 Preston Road, Suite 575  
Dallas, Texas 75225  
214.756.6066

310 West Dickson, Suite 220  
Fayetteville, Arkansas 72701  
479.777.2727

Form ADV Part 2B – Brochure Supplement

Dated: March 13, 2023

*For*

**Michelle Underwood Gass – Individual CRD #4455851**

Principal

This brochure supplement provides information about Michelle Underwood Gass that supplements the Paradigm Advisors, LLC (“Paradigm”) brochure. A copy of that brochure precedes this supplement. Please contact Michelle Underwood Gass if the Paradigm brochure is not included with this supplement or if you have any questions about the contents of this supplement.

Additional information about Michelle Underwood Gass is available on the SEC’s website at [www.adviserinfo.sec.gov](http://www.adviserinfo.sec.gov).

## Item 2: Educational Background and Business Experience

---

**Michelle Underwood Gass, CPA, CFP®, RLP®**

Born: 1959

### **Educational Background**

- 2016 – Certificate in Financial Planning, Southern Methodist University
- 1982 – Masters of Accountancy, University of Tennessee in Knoxville
- 1991 – Bachelor of Science, University of Tennessee in Knoxville

### **Business Experience**

- 12/1995 – Present, Paradigm Advisors, LLC, Principal
- 8/2001 – 6/2008, Perennial Advisors, LLC, Owner/Manager
- 8/1992 – 12/1995, Paradigm ADV, Inc., President

### **Professional Designations, Licensing & Exams**

#### **FINRA Series 65: Uniform Investment Adviser Law Examination**

**Certified Financial Planner® Certification:** The CFP® certification is a voluntary certification; no federal or state law or regulation requires financial planners to hold CFP® certification. It is recognized in the United States and a number of other countries for its (1) high standard of professional education, (2) stringent code of conduct and standards of practice and (3) ethical requirements that govern professional engagements with clients.

To attain the right to use the CFP® marks, an individual must satisfactorily fulfill the following requirements:

- Education – Complete an advanced college-level course of study addressing the financial planning subject areas that CFP Board's studies have determined as necessary.
- Examination – Pass the comprehensive CFP® Certification Examination, a 10-hour exam.
- Experience – Complete at least three years of full-time financial planning-related experience (or the equivalent, measured as 2,000 hours per year).
- Ethics – Agree to be bound by CFP Board's *Standards of Professional Conduct*, a set of documents outlining the ethical and practice standards for CFP® professionals.

Individuals who become certified must complete the following ongoing education and ethics requirements in order to maintain the right to continue to use the CFP® marks:

- Continuing Education – Complete 30 hours of continuing education hours every two years.
- Ethics – Renew an agreement to be bound by the *Standards of Professional Conduct*.



CFP® professionals who fail to comply with the above standards and requirements may be subject to CFP Board's enforcement process, which could result in suspension or permanent revocation of their CFP® certification.

### Item 3: Disciplinary Information

---

Michelle Underwood Gass has no disciplinary or legal events to disclose.

### Item 4: Other Business Activities

---

Michelle Underwood Gass has no outside business activities which generate revenue to disclose.

### Item 5: Additional Compensation

---

Michelle Underwood Gass receives no compensation beyond that received from Paradigm.

### Item 6: Supervision

---

William Kirk Dunk is a Principal and Chief Compliance Officer of Paradigm is responsible for supervising the investment advisory activities of Paradigm's investment adviser representatives. William Kirk Dunk monitors and reviews all forms of written communications that are provided to clients. He may be contacted at the phone number on this brochure supplement.

### Item 7: Requirements for State-Registered Advisers

---

Michelle Underwood Gass has not been found liable in an arbitration claim, nor has she been found liable in a civil, self-regulatory organization, or administrative proceeding.

Michelle Underwood Gass has not been the subject of a bankruptcy petition.



# PARADIGM ADVISORS, LLC

8111 Preston Road, Suite 575  
Dallas, Texas 75225  
214.756.6066

Form ADV Part 2B – Brochure Supplement

Dated: March 13, 2023

*For*

**William Kirk Dunk – Individual CRD # 4455858**

Principal

This brochure supplement provides information about Michelle Underwood Gass that supplements the Paradigm Advisors, LLC (“Paradigm”) brochure. A copy of that brochure precedes this supplement. Please contact Michelle Underwood Gass if the Paradigm brochure is not included with this supplement or if you have any questions about the contents of this supplement.

Additional information about Michelle Underwood Gass is available on the SEC’s website at [www.adviserinfo.sec.gov](http://www.adviserinfo.sec.gov).

## Item 2: Educational Background and Business Experience

---

### **William Kirk Dunk, CFA**

Born: 1968

#### **Educational Background**

- 1991 – Bachelor of Business Administration, Southern Methodist University

#### **Business Experience**

- 12/1995 – Present, Paradigm Advisors, LLC, Principal and CCO
- 8/2001 – 6/2008, Perennial Advisors LLC, Owner/Manager
- 1/1994 – 12/1995, Paradigm ADV, Inc., Analyst
- 1/1992 – 12/1993, Discovery Management, Inc., Associate

#### **Professional Designations, Licensing & Exams**

**Chartered Financial Analyst (CFA):** The CFA Program is a graduate-level self-study program that combines a broad-based curriculum of investment principles with professional conduct requirements. It is designed to prepare charter holders for a wide range of investment specialties that apply in every market all over the world. To earn a CFA charter, applicants study for three exams (Levels I, II, III) using an assigned curriculum. Upon passing all three exams and meeting the professional and ethical requirements, they are awarded a charter.

## Item 3: Disciplinary Information

---

William Kirk Dunk has no disciplinary or legal events to disclose.

## Item 4: Other Business Activities

---

William Kirk Dunk has no outside business activities which generate revenue to disclose.

## Item 5: Additional Compensation

---

William Kirk Dunk receives no compensation beyond that received from Paradigm.

## Item 6: Supervision

---

William Kirk Dunk is a Principal and Chief Compliance Officer of Paradigm is responsible for supervising the investment advisory activities of Paradigm's investment adviser representatives. William Kirk Dunk monitors and reviews all forms of written communications

that are provided to clients. He may be contacted at the phone number on this brochure supplement.

## Item 7: Requirements for State-Registered Advisers

---

William Kirk Dunk has not been found liable in an arbitration claim, nor has he been found liable in a civil, self-regulatory organization, or administrative proceeding.

William Kirk Dunk has not been the subject of a bankruptcy petition.



# PARADIGM ADVISORS, LLC

8111 Preston Road, Suite 575  
Dallas, Texas 75225  
214.756.6066

Form ADV Part 2B – Brochure Supplement  
Dated: March 13, 2023

*For*

**Spenser Lee Liszt - Individual CRD #7134111**

Investment Adviser Representative

This brochure supplement provides information about Michelle Underwood Gass that supplements the Paradigm Advisors, LLC ("Paradigm") brochure. A copy of that brochure precedes this supplement. Please contact Michelle Underwood Gass if the Paradigm brochure is not included with this supplement or if you have any questions about the contents of this supplement.

Additional information about Michelle Underwood Gass is available on the SEC's website at [www.adviserinfo.sec.gov](http://www.adviserinfo.sec.gov).

## Item 2: Educational Background and Business Experience

---

### Spenser Lee Liszt, CFP®, CCFC

Born: 1987

#### Educational Background

- 2019 – Certificate in Financial Planning, Southern Methodist University
- 2013 – Master of Music, University of North Texas
- 2011 – Bachelor of Music, University of North Texas

#### Business Experience

- 06/2019 – Present, Paradigm Advisors, LLC, Investment Adviser Representative
- 03/2019 – Present, Paradigm Advisors, LLC, Associate Financial Planner
- 01/2018– 04/2020, Thriving Musician, LLC, Founder
- 01/2009– 02/2020, Self Employed, Freelance Musician
- 01/2016– 06/2019, Lone Star Wind Orchestra, Marketing Coordinator

#### Professional Designations, Licensing & Exams

##### FINRA Series 65: Uniform Investment Adviser Law Examination

**Certified Financial Planner® Certification:** The CFP® certification is a voluntary certification; no federal or state law or regulation requires financial planners to hold CFP® certification. It is recognized in the United States and a number of other countries for its (1) high standard of professional education, (2) stringent code of conduct and standards of practice and (3) ethical requirements that govern professional engagements with clients.

To attain the right to use the CFP® marks, an individual must satisfactorily fulfill the following requirements:

- Education – Complete an advanced college-level course of study addressing the financial planning subject areas that CFP Board’s studies have determined as necessary.
- Examination – Pass the comprehensive CFP® Certification Examination, a 10-hour exam.
- Experience – Complete at least three years of full-time financial planning-related experience (or the equivalent, measured as 2,000 hours per year).
- Ethics – Agree to be bound by CFP Board’s *Standards of Professional Conduct*, a set of documents outlining the ethical and practice standards for CFP® professionals.

Individuals who become certified must complete the following ongoing education and ethics requirements in order to maintain the right to continue to use the CFP® marks:

- Continuing Education – Complete 30 hours of continuing education hours every two years.
- Ethics – Renew an agreement to be bound by the *Standards of Professional Conduct*.

CFP® professionals who fail to comply with the above standards and requirements may be subject to CFP Board's enforcement process, which could result in suspension or permanent revocation of their CFP® certification.

Certified College Financial Consultant (CCFC) American Institute of Certified College Financial Consultants

### Item 3: Disciplinary Information

---

Spenser Lee Liszt has no disciplinary or legal events to disclose.

### Item 4: Other Business Activities

---

Spenser Lee Liszt has no outside business activities which generate revenue to disclose.

### Item 5: Additional Compensation

---

Spenser Lee Liszt receives no compensation beyond that received from Paradigm.

### Item 6: Supervision

---

William Kirk Dunk is a Principal and Chief Compliance Officer of Paradigm is responsible for supervising the investment advisory activities of Paradigm's investment adviser representatives. William Kirk Dunk monitors and reviews all forms of written communications that are provided to clients. He may be contacted at the phone number on this brochure supplement.

### Item 7: Requirements for State-Registered Advisers

---

Spenser Lee Liszt has not been found liable in an arbitration claim, nor has he been found liable in a civil, self-regulatory organization, or administrative proceeding.

Spenser Lee Liszt has not been the subject of a bankruptcy petition.

