

2021

# STRATEGIC PLAN



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# EXECUTIVE STATEMENT

June 23, 2021

On behalf of the Board of Directors and staff of Las Trampas, it is my honor to introduce this strategic plan to guide the direction of the organization over the next several years.

This plan is a culmination of intense work by the Board of Directors, staff, and volunteers. It is a crucial time for Las Trampas with our main campus renewal project coming to a close that will result in a state-of-the-art facility designed to meet the special needs of the people we serve. This major achievement paired with the impacts of a global pandemic set the ground for a new outlook for how services are to be provided. Our committee members, volunteers, staff, participants, members of the Board and everyone who participated in the strategic planning process are proud to present this plan as a roadmap to Las Trampas' future.

The planning process has been a great learning experience through examination of the organization's strengths and vulnerabilities as well as industry trends and legislation that may have an effect on the services provided. As a result, it will be our responsibility to ensure success in the following areas: ensuring quality programs and services for the people served by Las Trampas, increasing donations to support programs and services, increasing awareness about Las Trampas and increasing interactions with members of the community, ensuring fiscal sustainability, and maintaining strong organizational leadership.

We recognize that in order to achieve these goals, we must seek out resources, increase public awareness and advocate for the needs of people with intellectual and developmental disabilities, develop community partnerships and collaborations, and invest in all aspects of the agency including infrastructure, staff, the Board of Directors, and especially the people we serve.

This plan is firmly rooted in our values and commitment to provide the highest quality services resulting in optimum outcomes for the people served by the organization, their families, and the community at large.

We thank you greatly for your interest in Las Trampas.

Sincerely,



Michael Collier

President, Las Trampas Board of Directors

## MISSION

Las Trampas supports adults with developmental disabilities to discover their capabilities and to lead full lives in their homes, at work, and in the community.

## HISTORICAL BACKGROUND

Founded in 1958 by parents of children with developmental disabilities, Las Trampas served as a school for children with developmental disabilities in Lafayette, CA. The organization provided on-site housing as well as day program services including skills instruction. Finding that the buildings on the property no longer met the needs of the individuals served, in 1967 the old buildings on the property were demolished and new facilities were built to accommodate the housing, educational, and training needs of the individuals served by the school.

In the late 1960s, the Lanterman Developmental Disabilities Act was passed as law in California. The act ensured services to people with developmental disabilities and detailed the rights of these individuals including the right to live within the community. Thus, in the 1970s, Las Trampas opened its first residential facility to assist individuals to integrate into their community and offer an alternative living situation outside of the school. In the early 1990's, Las Trampas was chosen to participate in a State pilot project to show that adults with developmental disabilities could live in their own homes or apartments with staff support. This program became the Supported Living Services program. In 1994, the last person moved out of the on-campus dorms.

Over the years, the Board of Directors consisted primarily of parents of individuals served by the organization until more recently where the Board consists primarily of local community members who have no other connection other than their passion for improving the lives of people with developmental disabilities.

While Las Trampas has had both financially secure and lean times, during the years of financial security, Las Trampas set aside portions of its excess revenue as a reserve. While this strategy has helped secure continued services through the tough times, few resources were reinvested into infrastructure and programs. Portions of the reserve funds have been supporting operations during financial shortfalls have started being utilized to reinvest in infrastructure and program implementation. The strategic plan established in 2012 set forth strong initiatives to reverse some of these negative trends through the implementation of strategies in significant infrastructure investment, increased fund development, program development, and fiscal sustainability. These efforts have produced a fiscal turnaround for the organization.

In 2016, Las Trampas embarked on a capital campaign to secure funding to replace the outdated and deteriorating main campus located in Lafayette. Through careful planning and community support, Las Trampas was able to secure funding to launch the project. A temporary location was identified to house administration and the Adult Development Day Program and in January of 2020, limited demolition of the campus began. Day program participants continued services on campus while the temporary site was under development. It was only shortly thereafter that the COVID-19 global pandemic hit radically changing how services would be provided. This pivot included incorporating strict health and safety standards for residential and community living programs. However, in-person day program services were discontinued and replaced with remote service offerings including online classes and self-guided materials.

Las Trampas has been fortunate that while COVID did impact some staff and participants, no casualties were incurred. With vaccinations and safety protocols in place, Las Trampas resumed limited in-person day services on June 14, 2021.

The last year has been truly transformative for Las Trampas, its staff, and its participants and has offered plenty of opportunity for reflection on how we will move forward. So many aspects of the organization have been thoroughly analyzed to develop our plan moving forward. It is with excitement and great optimism that we establish this strategic plan to secure bright futures for all current and future participants of Las Trampas' services.

# STRATEGIC PLAN

This strategic plan includes five core initiatives with each outlining metrics that will be used to measure outcomes, specific goals, and long-term objectives for each goal. The five core initiatives as determined by the strategic planning process in order of priority are:

- Programs and Services
- Fund Development
- Media, Marketing, and Communications
- Fiscal Sustainability
- Governance

## INITIATIVE 1 - PROGRAMS AND SERVICES

**METRICS** - Participant and Employee Satisfaction Surveys, Internal Quality Assurance Assessments, Community Care Licensing Reviews, Regional Center of the East Bay Reviews, Participant Progress Data, Person-Centered Plans, Employee Turnover and Retention Rates.

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**GOAL: ENSURE QUALITY PROGRAMS AND SERVICES TO MEET OR EXCEED THE NEEDS OF PROGRAM PARTICIPANTS.**

***Long-Term Objectives:***

1. Ensure quality programs and services while transition from pandemic response to the “new normal.”
2. Develop and establish quality assurance procedures to ensure the ongoing quality of programs and services.
3. Increase community-based programming options and opportunities for participants.
4. Research and implement current and relevant curriculums.
5. Ensure participant-driven outcomes through person-centered planning.

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**GOAL: ENSURE A WELL-TRAINED, QUALITY WORKFORCE.**

***Long-Term Objectives:***

1. Increase employee recruitment and retention efforts and activities.
  - a. Identify direct service candidate characteristics and develop a target profile
  - b. Invest in HR Assistant position and temporary staff supports.
  - c. Utilize vocational-related digital media/websites and develop content.
  - d. Build network of recruitment channels and conduct recruiting presentations.
    - i. Job boards
    - ii. Local organizations, colleges, trade schools, etc.
  - e. Develop/update recruitment collateral.
2. Ensure training for all program staff in Person-Centered Thinking practices.
3. Continue to provide high-quality training programs for staff.

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**GOAL: ENSURE AND MAINTAIN INFRASTRUCTURE TO CARRY OUT QUALITY PROGRAMS.**

***Long-Term Objectives:***

1. Develop five-year capital expenditure plan.
2. Ensure adequate maintenance to prevent deterioration of facilities, vehicles, information technology equipment, etc.

## **INITIATIVE 2 - FUND DEVELOPMENT**

**METRICS** - Total Number of Donors and Donations, Total Unrestricted Funds Raised, Total Restricted Funds Raised, Total Dollar Amount of Grants Awarded, Donor Retention Rates, Donor Renewal Rates, Year-to-Year Comparison Reports.

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**GOAL: EXPAND DONOR POOL WITH A DIVERSE GROUP OF DONORS WHO ARE LOYAL TO LAS TRAMPAS AND ITS MISSION.**

***Long-Term Objectives:***

1. Establish recurring giving program to build a consistent source of revenue to sustain programs and services.
2. Expand donor retention.
3. Increase donor acquisition.
4. Research and invest in Customer Relationship Management (CRM) system that meets the needs of donors and the staff utilizing the software.
  - a. Utilize CRM data to report on pertinent metrics
  - b. Modify plans and strategies based on data and best practices

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**GOAL: UTILIZE EVENTS TO INCREASE FUNDRAISING AND COMMUNITY VISIBILITY.**

***Long-Term Objectives:***

1. Conduct annual signature event.
2. Conduct special events throughout the year.
  - a. Annual donor recognition
  - b. Annual participant recognition event
  - c. House parties

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**GOAL: ENSURE EFFECTIVE DONOR APPEAL CAMPAIGNS UTILIZING BEST PRACTICES AND VARIOUS MODES OF SOLICITATION.**

***Long-Term Objectives***

1. Maintain a calendar of ongoing, annual campaigns with increased fundraising goals for each campaign year over year.
  - a. Spring Appeal
  - b. Day of Caring/Giving
  - c. Year-end Appeal
  - d. Renewal Campaign
  - e. Monthly Giving Appeal

2. Identify donor-preferred modes of communication and target appeals based on preferences.
  - a. Letter/
  - b. Email
  - c. Newsletter
  - d. Annual Report
  - e. Social Media/Website

## INITIATIVE 3 - MEDIA, MARKETING, AND COMMUNICATIONS

**METRICS** - Number of Features in Publications, Social Media Click and Open Rates, Response Rates, Number of Inquiries, Stakeholder Feedback, Number of “Touches”

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**GOAL:** DEVELOP ROBUST, MULTI-CHANNEL COMMUNICATIONS PLAN TO ENSURE CONSISTENT AND EFFECTIVE DONOR AND STAKEHOLDER STEWARDSHIP.

***Long-Term Objectives:***

1. Update and revise print and online collateral.
2. Develop and publish Annual Report on a yearly basis.
3. Develop and implement social media plan.
4. Increase exposure through public media sources (news, magazines, radio, etc.).
5. Identify stakeholder communication preferences and segment CRM data.

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**GOAL:** UTILIZE COMMUNICATIONS TO ADVOCATE FOR THE PEOPLE SERVED BY LAS TRAMPAS.

***Long-Term Objectives:***

1. Maintain awareness of key issues affecting people with intellectual and developmental disabilities.
2. Include persons served by the organization and their family members in the development of key advocacy messaging.
3. Build a pool of loyal advocates.

## INITIATIVE 4 - FISCAL SUSTAINABILITY

**METRICS** - Program Enrollments, Financial Statements/Reports, Fiscal Audits, Annual Tax Returns

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**GOAL:** DEVELOP STRATEGIES TO ENSURE ONGOING FISCAL SUSTAINABILITY.

***Long-Term Objectives:***

1. Optimize program enrollment to maximize impact and ensure fiscal sustainability.
2. Research, review, and consider program expansion including new programs, services, and/or acquisitions.
3. Develop board-oriented committee priorities, policies, and interface.

Develop and implement a five-year financial plan to invest in programs and maintain infrastructure.



## INITIATIVE 5 - GOVERNANCE

METRICS - Governance Documents, Board Self-Evaluations, Board/Committee Reports

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**GOAL: ENSURE STRONG ORGANIZATIONAL STRUCTURE AND LEADERSHIP**

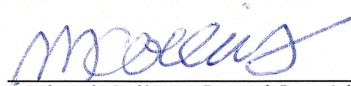
*Long-Term Objectives:*

1. Review the leadership needs of the organization on a regular basis and consider changes to the leadership composition, if needed.
2. Ensure representation of needed skill-sets at the leadership and Board level.
3. Update bylaws to align with existing practices.
4. Review and update the organization's articles of incorporation.
5. Update governance/organizational policies and procedures and ensure compliance thereof.
6. Review and organize committee structure.
7. Establish committee roles and responsibilities.
8. Establish and implement committee reporting guidelines and metrics.

# STATEMENT OF ADOPTION

This plan is designed as a guide for the implementation of actions to be taken by key staff, directors, and the Board of Directors and shall be reviewed minimally on an annual basis. The document is not meant to be all-inclusive and details of action-oriented items are maintained by key staff, committee chairs, and the Board of Directors. Modifications may be made based on the changing needs of the organization.

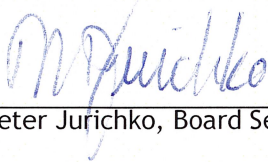
This document has been reviewed and ratified by the Board of Directors on the twenty-third day of June 2021.



Michael Collier, Board President



Date



Peter Jurichko, Board Secretary



Date