



STRATEGIC PLAN 2020 - 2030

Adopted by the Board of Directors on July 29, 2020 (FY 23/24 Update)

Throughout Santa Barbara County, Alpha Resource Center empowers individuals with intellectual and developmental disabilities by supporting families, creating opportunities, and fostering belonging.

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“From the beginning, the purpose of Alpha Resource Center, starting with our founding mothers, has been to open every opportunity to individuals with intellectual and developmental disabilities. It began with education. It has grown to include fine arts, music, theater, culinary, employment, and dreams yet to be dreamed. That is why we will continue to listen to the voices of each generation and innovate into the years ahead.”

***Joshua Weitzman
Executive Director***

LETTER FROM THE BOARD PRESIDENT & EXECUTIVE DIRECTOR



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Dear Friends and Colleagues,

In September 2010, the Alpha Board of Directors adopted an ambitious ten-year strategic plan. The plan targeted objectives that would address critical issues identified by our participants, families, funding agencies, community members, and staff.

In 2017 we began planning for the next decade by evaluating the critical issues facing the organization, external threats to services, and public policy issues that had the potential to impact the lives of individuals with intellectual and developmental disabilities and their families.

The result of that planning is this 2020-2030 strategic plan. At the heart of the plan is the commitment of the organization to ensure high quality services and supports are available for children and adults with intellectual and developmental disabilities and their families, now and for generations to come.

This commitment includes building the financial stability of the organization, ensuring we are able to meet emerging needs in our community, and creating new and innovative programming throughout Santa Barbara County.

Those who have gone before us built a strong foundation. There is still much to accomplish if we are to reach financial sustainability; reduce the number of people in need of services; provide ongoing, high quality, individualized support; ensure every family has access to resources and supports when raising a child with special needs; and offer a safety net for continued quality of life as our participants age.

We celebrate the accomplishment of our previous strategic plan and look forward with enthusiasm to the next decade of achievement.

Chris Harris
President, Board of Directors

Joshua Weitzman
Executive Director



MISSION AND VISION

ALPHA RESOURCE CENTER MISSION STATEMENT

Throughout Santa Barbara County, Alpha Resource Center empowers individuals with intellectual and developmental disabilities by supporting families, creating opportunities, and fostering belonging.

ALPHA RESOURCE CENTER 2030 VISION STATEMENT

As 9:00 a.m. rolls around, the buses and taxis are already dropping off participants at Alpha Resource Center campuses all over Santa Barbara. The excitement can be felt as artists, cooks, actors, musicians, and other participants arrive eager to start their day.

Each individual has played the leading role in creating their schedule for the week. For some, this means a single focus in art, culinary training, life skills, or supported employment. For others, the week will entail starting or finishing each day at a different Alpha campus, spending time in a variety of activities.

On the main campus on Cathedral Oaks, Alpha vans quickly fill up with participants. Those who use a wheelchair head out two by two, with a friend by their side and two support staff to join them on their adventure. Multiple vans have volunteer opportunities on the agenda. Three or four more head out to go swimming, horseback riding, or a mix of social and recreational activities.

Behind the scenes, highly trained staff ensure every participant goal will be met by intentionally planning the details of each activity. Staff skilled in particular trades partner with staff skilled in direct support, the later moving from campus to campus as needed to ensure adequate support for every participant. No matter the trade, each participant finds belonging in being recognized for their contribution.

Going over the details of which job locations they will visit and the unique support each participant needs, the supported employment team ensures opportunities are available for dozens of participants who desire employment. Their territory covers the entire county, with participants employed from Carpinteria to Santa Maria and all parts in between.

In yet another staff gathering, the Lifespan Support Services team discuss the needs of families who have requested help related to education, public benefits, healthcare, etc., with each inter-department (Help Me Grow, Family Resource Center, and Family Empowerment Center) reaching out based on their particular expertise. They, like the supported employment team, have staff spending time throughout the county, ensuring families speaking any language and at any economic level are receiving the services they need.

The Alpha Board of Directors and executive team are confident that each program has top-tier staffing and ample resources to support the participants and families. Development income has grown six-fold, bringing in as much from donors each year as the entire program budget only a decade prior. On top of that, the Alpha Thrift Stores supply over one million dollars to the program budget each year. Even with the number of programs and staff at Alpha, government funding is used to cover nothing more than continued innovation.

The entire Santa Barbara community knows the work of Alpha Resource Center. No longer are the thrift stores better known than the services of the resource center. Now Alpha Resource Center is an integral part of the community, with participants contributing their ability every day in a variety of setting throughout Santa Barbara County.

STRATEGIC PLAN OBJECTIVES

Over the next 10 years Alpha Resource Center intends to:

1. Put in place the financial components needed to sustain and develop our programs and supporting activities, such as
 - a. Diversifying funding sources by growing our private-donor base to offset state-funding reliance, increasing thrift store income year-over-year, and creating additional program-related earned income streams;
 - b. Building and maintaining a board-designated reserve fund capable of covering a minimum of three months of program operations toward a 10-year goal of 1 year worth of reserves;
 - c. Improving recruitment and retention of talented staff by providing staff at every level of the organization with a living wage, competitive benefits, personal and professional development, and career-advancement opportunities;
 - d. Maintaining and remodeling existing facilities with an understanding of the vital role property, plant, and equipment play in program success, and;
 - e. Entering into sustainable lease and rental agreements when expanding program space needs into the Santa Barbara community, utilizing community partnerships when possible.
2. Provide every family in Santa Barbara County who has a prenatal diagnosis or a child with special needs, in partnership with the Regional Center and other community-based referrals, the knowledge, experience, information, resources, and parent-to-parent support they need and desire.
3. Serve adults with intellectual and developmental disabilities in Alpha's programs as they seek to lead lives of meaning when away from home by supporting them in competitive employment; community-based opportunities; health and wellness practices; and a diversity of social, recreational, and cultural experiences.
4. By way of the above goals, be recognized as a leader in the field of service and support providers for children and adults with intellectual and developmental disabilities and their families.



FISCAL YEAR 22/23 PRIORITIES AND FUNDING OPPORTUNITIES

A 10-year strategic plan allows us to look well into the future. It gives us audacious targets to aim for as we consider the changing needs of our participants and families as well as the community we serve.

However, 10 years is not a period of time that is immediately manageable. If we are to successfully reach our long-term goals, we need to break down our overall vision into smaller parts.

Below is a list of priorities for this fiscal year. These are the objectives of immediate importance in the larger strategic plan. In choosing these objectives as our focus, we are not devaluing other objectives in the strategic plan.

Instead, we are ordering our steps, identifying the small successes that will ready us for the next steps. Together, these smaller steps will allow us to create an Alpha Resource Center that includes everything we have set out to accomplish by 2030.

PRIORITIZED OBJECTIVES FOR FISCAL YEAR 23/24 FROM ALL AREAS

PROGRAMS

- ⇒ **Expand and vendor Culinary Arts program.**
- ⇒ **Hire a Director of Programs to provide continuity to increasing interest-based program offerings.**
- ⇒ **Introduce structured onboarding/training for new staff to enhance participant outcomes success.**
- ⇒ **Develop a new digital database and formalized processes to maintain an accessible catalogue of artwork to support curation, promotion, and sales (including eCommerce); and invest in equipment, software, and physical storage to support these practices.**

STORES

- ⇒ **Optimize the internal supply chain to increase cohesion between production, retail, and disposal by tracking daily metrics from drop off to sale/disposal with KPIs that inform business decisions.**

ADMINISTRATION

- ⇒ **Expand planned giving (Legacy Society) and multi-year pledge opportunities (Circle of Life Society) by creating a robust donor track considering the individual capacity of each donor.**
- ⇒ **Build out the existing base-level benefits package to include current trends and employee needs.**
- ⇒ **Adjust facilities budget to prioritize preventative maintenance and safety as program costs.**
- ⇒ **Create a multi-location maintenance plan and increase staffing to meet requirements.**

NOTE: On the following pages you'll find more detail about the cost, timing, and progress of individual objectives noted in brackets. For example [cost, timing, progress] or [\$105k, 2022-2024, in process].



Joshua Weitzman

Executive Director

The programs offered by Alpha Resource Center are our product. As with any organization, the product, whether that be goods or services, must remain relevant to the consumer base, who for us are the participants and families we support. The needs we meet span a lifetime, meaning there is great diversity. While continuing to run our current programs with excellence, we have to listen to the dreams and desires of the next generations if we are to stay relevant.

CRITICAL ISSUES

Creating new programs takes time, money, and expertise. It also forces us to think beyond the way things have always been done to how they must change and evolve. Innovation is key. As such, we must consider how we will

- Raise start-up funding in advance of receiving state payment for services;
- Attract discipline-specific staff to positions in the I/DD community; and
- Balance the needs of aging participants with those leaving the school system.

OBJECTIVES

- ⇒ **Restructure the current staffing model to include direct support and discipline-specific roles and positions for interest-based programs.**
[TBD, 2022-2024, in process]
- ⇒ **Increase interest-based, vendorized program offerings to allow for more participant opportunities.**
 - **Expand and vendor performing arts program.** [TBD, 2023-2026, upcoming]
 - **Expand and vendor culinary program.** [\$105k, 2022-2024, in process]
- ⇒ **Complete vendorization for Supported Employment and reclassify current work opportunities.**
[COMPLETED 2023]
- ⇒ **Hire a Director of Programs to provide continuity to increasing interest-based program offerings.**
[\$95k-110K, 2024-2025, in process]
- ⇒ **Start at least one adult day program and/or interest-based program in the North County.**
[\$250k-500k, 2026-2029, upcoming]





Gina Stabile
Director of Programs

From prenatal diagnosis through adulthood, we provide the support needed to ensure no person or family is ever alone. Parent support groups, children’s playgroups with child development experts, educational forums, and future planning are just some of the many ways our Lifespan Support Services team partners with families throughout Santa Barbara County, giving them the confidence needed to help their child of any age with an intellectual or developmental disability succeed.

If and when the need arises, Alpha Resource Center also helps families and individuals navigate available services provided by Social Security, Medi-Cal, school districts, and many other agencies.

CRITICAL ISSUES

Demand for support increases every year as more families receive a diagnosis and services and systems become ever more complex. As a result, we are faced with many challenges, including

- Cases continue to get more complex and require expanding expertise;
- Language and immigration fears creating barriers to meeting the needs of families;
- Assisting with complex medical needs in addition to developmental delays;
- Inadequate web-based resources to assist families looking for immediate answers.

OBJECTIVES

- ⇒ **Build and maintain a web-based resource and education platform to equip and strengthen families.**
[2023-2025, in process]
- ⇒ **Increase support capacity by implementing a training plan for volunteers/parents and expanding staff.**
[2022-2024, in process]
- ⇒ **Expand children’s playgroups to include activities relevant to elementary school age children.**
[2023-2026, upcoming]
- ⇒ **Formally document knowledge base and internal processes and procedures.**
[2023-2026, upcoming]
- ⇒ **Hire and/or train new Family Resource Center and Advocacy leadership to ensure continuity and growth beyond upcoming, planned leadership transitions.**
[COMPLETED 2021]





Patty Moore
Help Me Grow Director

Help Me Grow Santa Barbara County is a partnership with First 5 Santa Barbara County intended to improve both the consistency of yearly developmental screenings for all children ages 0-5 in Santa Barbara County and the referral process when a developmental delay is present. The Help Me Grow model is a national model designed for customized implementation that meets the needs of a specific community.

While initial funding is provided by a grant from First 5 Santa Barbara, projected community need for Help Me Grow support and resources may exceed grant funding in the later years of the grant depending on the breadth and depth of needed community support.

The four key components of the Help Me Grow model are (1) child health provider outreach, (2) family and community outreach, (3) a centralized access point, and (4) data collection and analysis.

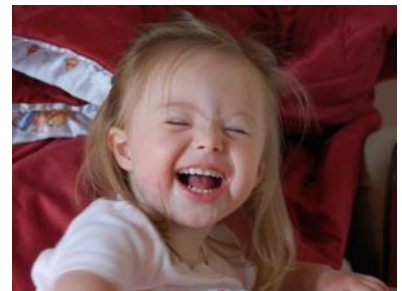
CRITICAL ISSUES

Early diagnosis of and supports for children with developmental delays greatly increases future success in educational, social, and life skills success. As a result, we recognize the need for

- Building and maintaining relationships with county health care providers;
- Prioritizing family and community outreach to ensure children receive screenings;
- Knowledgeable and experienced staff to run the Centralized Access Point;
- Quality tools to capture and use data to create continuous improvement and success.

OBJECTIVES

- ⇒ **Create and implement the Help Me Grow Centralized Access Point call center.**
[COMPLETED 2023]
- ⇒ **Design and launch the Help Me Grow Santa Barbara County website.**
[COMPLETED 2023]
- ⇒ **Establish Closed Loop Referral Process.**
[grant funded, 2023-2025, in process]
- ⇒ **Secure funding beyond the initial grant phase.**
[\$75k+ per year, 2024-2026, upcoming]



CatOaks

alpha DAY PROGRAM

Gina Stabile
Director of Programs

Alpha Resource Center works with participants to explore interests, establish goals, and expand skills. Every plan and activity prioritizes the aspirations of the people we support. Social, recreational, and wellness activities take place on campus and in the community. It is the participants' dreams and desires that are the starting point for service plans.

CRITICAL ISSUES

The field of direct support needs to be professionalized, providing staff with appropriate recognition for their expertise, equitable pay, ongoing training, and career advancement opportunities. Furthermore, the quality, type, and availability of services needs to expand to meet the expressed desires of future generations ready to leave the school system. As such, we must address

- Increased desire for interest-based programs and the hiring of discipline-specific staff;
- Opportunities for staff to enhance skills and develop a career;
- Insufficient program spaces available overall to meet community need; and
- Diversity of participant needs within programs.

OBJECTIVES

- ⇒ **Establish a sub-program to increase skill enhancing and interest-based activity options for participants that are non-ambulatory and/or have high care needs.**
[TBD, 2023-2025, upcoming]
- ⇒ **Introduce structured onboarding/training for new staff to enhance participant outcomes success.**
[TBD, 2023-2025, in process]
- ⇒ **Create new roles to meet expanding program needs, specifically**
 - **Nurse**
 - **Intake/Billing Coordinator**[125k+ combined, 2025-2028, upcoming]
- ⇒ **Introduce a fit-based admissions process that encompasses all Alpha adult day programs.**
[COMPLETED 2022]





Gina Stabile
Director of Programs

Jessica Schlobohm
Gallery Director

Slingshot / Alpha Art Studio is a progressive arts studio that supports the creative practice and professional visibility of artists with intellectual and developmental disabilities (I/DD) in Santa Barbara County. Slingshot provides a dedicated space for studio art practice to cultivate independence, professional opportunity, and community through creative exercise.

CRITICAL ISSUES

Slingshot is committed to building an equitable platform for inclusion in the world of Contemporary Art and the broader commercial economy. To do this, we will need to:

- Hire and retain skilled, educated Teaching Artists with expertise in specific media;
- Improve access to a population of artists with broader needs;
- Ensure staff is trained to support all artists regardless of support needs;
- Expand artists representation and curatorial activities through external galleries, projects, fairs, and collaborative endeavors that increase visibility and legitimacy for individual artists and expand access to new patrons and/or markets;
- Enhance Slingshot's recognition throughout the local and broader art community.

STUDIO OBJECTIVES

- ⇒ **Expand accessibility and adaptive practices to provide meaningful engagement and services to current and prospective artists with greater disabilities.**
[TBD, 2023-2026, upcoming]
- ⇒ **Create a Lead Teaching Artist position support artist facilitation and studio culture.**
[COMPLETED 2022]
- ⇒ **Expand studio hours to provide more access to artists who work or are engaged in multiple activities.**
[TBD, 2021-2025, in process]

GALLERY OBJECTIVES

- ⇒ **Create and implement a marketing plan that elevates the narrative and context of the artists' work.**
[COMPLETED 2023]
- ⇒ **Initiate a new model of product development based around 'limited-run' merchandise created in-house and with external partners to generate new revenue streams from the artists' creative content.**
[\$15K, 2022-2024, in process]
- ⇒ **Develop a new digital database and formalized processes to maintain an accessible catalogue of artwork to support curation, promotion, and sales (including eCommerce); and invest in equipment, software, and physical storage to support these practices.**
[\$10k-\$25K, 2021-2024, in process]



Gina Stabile
Director of Programs

Teen EXTREME and EXPO provide social and recreational opportunities for youth and young adults with intellectual and developmental disabilities. Currently both programs are donor-funded services provided by Alpha Resource Center. Teen EXTREME operates thanks in part to funding provided by Katie’s FUNd. Teen EXTREME provides activities for youth ages 13-21 at no cost to participants. EXPO is a social and recreation program for Teen EXTREME alumni funded in part by fees for services.

CRITICAL ISSUES

Social and recreational services are desired by many individuals, but current funding levels limit our ability to make the program available to all who express interest. Specific challenges include

- Limited funding sources for social and recreational activities and programs;
- A lack of available adult social and recreations services compared to youth services;
- Access to state social and recreational funding is difficult to navigate and secure; and
- Expanding beyond the South County to serve the whole county.

OBJECTIVES

- ⇒ **Secure a steady endowment-style revenue stream to allow Katie’s FUNd to cover yearly and ongoing Teen EXTREME program costs.**
[\$500k-750k goal, 2027-2030, in conjunction with larger capital campaign]
- ⇒ **Create a scholarship program for participants unable to pay for services.**
[\$500 per year, 2024-2027, upcoming]
- ⇒ **Expand social and recreational program opportunities for adults in all regions of Santa Barbara County by securing state and other funding sources specifically for adult participants.**
[\$100k per year, 2025-2028, upcoming]
- ⇒ **Develop and implement an outreach and education plan to provide families and individuals seeking social and recreational opportunities access to programs.**
[TBD, 2024-2027, upcoming]





Cory Sherman
Director of Finance

Alpha Thrift Stores provide funding that makes the mission of Alpha Resource Center possible. Started in the mid-1960s as the need for services began to outpace state funding, the stores have provided stability to the organization for many decades. The continued growth of revenue from the stores is key to growing new programs and sustaining current programs.

CRITICAL ISSUES

While affordable rent for the current stores is made possible through leases from the Hutton Parker Foundation, daily operations and building maintenance do present room for growth, specifically

- Hiring and retaining staff committed to the mission of Alpha Resource Center;
- Building e-commerce capacity to increase profits;
- Addressing increasing trash and recycling costs;
- Balancing capital needs with net income budgeted for program funding.

OBJECTIVES

- ⇒ **Upgrade production vehicle fleet to address inter-store and community accessibility needs.**
[COMPLETED 2022—New 20' box truck purchased with Ann Jackson Foundation grant.]
- ⇒ **Create and grow e-commerce sales for high-value items, collectables, etc.**
[\$15k-\$75k, 2026-2029, upcoming]
- ⇒ **Secure permanent Donation Center and production location with storage and sorting areas.**
[COMPLETED 2022—6-year lease through 2028]
- ⇒ **Implement a detailed inventory tracking system through every part of the production/sales cycle.**
[COMPLETED 2022]
- ⇒ **Optimize the internal supply chain to increase cohesion between production, retail, and disposal by tracking daily metrics from drop off to sale/disposal with KPIs that inform business decisions.**
[TBD, 2023-2024, in process]





Jeff Henson
Director of Development

Financial sustainability achieved through diverse revenue streams is necessary for Alpha to continue adapting current programs and building the new programs required to meet the needs of current and future generations of individuals with intellectual and developmental disabilities. Private donor and community support are the foundations upon which this stability must be attained.

CRITICAL ISSUES

Overreliance on state-based funding leaves Alpha Resource Center vulnerable to changing political climates and economic downturns. The increasing cost-of-living in Santa Barbara County also continues to outpace adjustments to this revenue stream. We need to consider the following as we build our development capacity over the decade ahead:

- Creating new programs require startup capital;
- Earned-income ventures require financial investment up front;
- Wage growth in other industries is creating more workforce competition;
- The average age of the current donor base is increasing.

OBJECTIVES

- ⇒ **Expand planned giving (Legacy Society) and multi-year pledge opportunities (Circle of Life Society) by creating a robust donor track considering the individual capacity of each donor.**
[\$5k/yr, 2020-2024, in process]
- ⇒ **Increase gross development revenue by 15-20% year over year for 3 years in a row.**
[TBD, 2022-2025, in process]
- ⇒ **Fund a capital campaign to renovate the Cathedral Oaks campus.**
[\$3-7 million, 2025-2030, upcoming]
- ⇒ **Create entry points for new donors based on giving trends attractive to younger generations.**
[COMPLETED 2022]
- ⇒ **Add a marketing/communications position to streamline community outreach and branding.**
[\$60-85k, 2024-2027, upcoming]





Carley Russell
Director of Human Resources

At the foundation of any strategic plan are the people who carry it out. Human Resources is a critical partner to every Alpha department. Its role goes beyond the legal and administrative tasks of keeping Alpha free from violations. The substance of Human Resource is found in the strategy for implementing and furthering a strategic approach to attracting and hiring top talent to the organization, retaining critical employees in key positions, training staff at all levels of the organization as a means of improving mission effectiveness, initiating wage structures and benefits packages improvements and adjustments that consider employee needs and current trends, and ensuring the mission of the organization can be carried out by the Alpha team on a daily basis.

CRITICAL ISSUES

Competition from other sectors (retail, government, etc.) present a challenge to hiring the best talent. Past wage structures have not served to value the work being provided nor compensate staff at a livable wage. As a result, many staff work more than one job, sacrificing the energy they would otherwise bring to their work. We must consider:

- Local living wages and cost-of-living wage increases as a minimum;
- Effective ways to offer career paths for entry-level employees; and
- Programs and incentives to increase staff skills and opportunities.

OBJECTIVES

- ⇒ **Initiate a development-based career advancement plan and wage structure for staff at all levels.**
[COMPLETED 2021]
- ⇒ **Build out the existing base-level benefits package to include current trends and employee needs.**
[TBD, 2021-2024, in process—Added retirement matching in 2022.]
- ⇒ **Plan for HR leadership succession as an executive-level position critical to strategic success.**
[COMPLETED 2022]
- ⇒ **Introduce HR strategy at the board level through a Compensation and Staffing Committee.**
[COMPLETED 2023]





Francisco Javier Gomez
Facilities Manager

Alpha Resource Center moved to its current location on Cathedral Oaks in the early 1960s. It leases the property from the County of Santa Barbara at no cost. The buildings onsite are owned by Alpha. In 2018 a Capital Reserve Study was completed revealing extensive deferred maintenance that is needed. Alpha also occupies multiple leased buildings that are used for programs and thrift stores. These locations are commercial leases with significant tenant maintenance requirements.

CRITICAL ISSUES

While the current lease arrangement with the county keeps property costs low, deferred maintenance on Alpha-owned buildings, an increasing number of tenant-maintained rental properties that Alpha occupies, and much needed renovations to current facilities that go beyond the scope of regular maintenance put programs at risk when facility care is not properly prioritized. This leads to

- Unsafe environments for staff and participants;
- Basic building features that no longer function to serve their intended purpose;
- Increased work for staff who must deal with regular facilities-related issues;
- A non-inviting setting in which participants are supported; and
- Limited access to needed facilities when repairs are needed on a regular basis.

OBJECTIVES

- ⇒ **Create a multi-location maintenance plan and increase staffing to meet requirements.**
[\$15-35k, 2020-2024, in process]
- ⇒ **Adjust facilities budget to prioritize preventative maintenance and safety as program costs.**
[\$25k+ per year, 2023-2025, upcoming]
- ⇒ **Renovate all buildings on the Cathedral Oaks campus, addressing current and future use plans.**
[\$3-7 million, 2025-2030, in conjunction with larger capital campaign]
- ⇒ **Create a plan for procuring additional/new program and retail locations within the Santa Barbara community that includes both lease and purchase options.**
[TBD, 2026-2028, upcoming]





Chris Harris

President, Board of Directors

The Alpha Board of Directors provides organizational governance and financial oversight. Composed of parents whose children have an intellectual or developmental disability (I/DD), program participants, and community members, the board's diversity represent all those touched by the world of disability.

CRITICAL ISSUES

For any nonprofit organization, the board must serve both oversight and representational roles. Not only should Directors be diverse in experience, they must also be diverse in the skills they bring to the organization. This requires

- Board recruitment that insures Directors represent a diversity of background, experience, skills, interests, and community contacts to grow and sustain the organization;
- Roles are broad enough to involve Directors in fundraising and committee participation based on their individual skills and interests; and
- Leadership development opportunities are sufficient to prepare Directors to effectively carry out the responsibilities outlined in the Alpha Board Member Job Description.

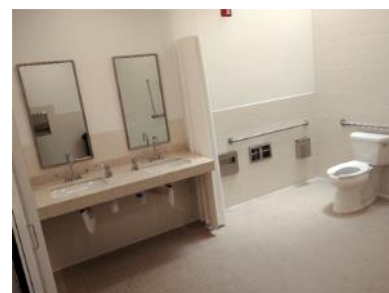
OBJECTIVES

- ⇒ **As part of continuous board succession planning, create and implement a recruiting process for potential board members to introduce them to the organization and explore unique contributions they could provide to the Board of Directors.**
- ⇒ **Develop and utilize a board self-assessment tool to gauge training practices, communication with the general membership, and development of governing capacity.**
- ⇒ **Establish a schedule and implement a process for regularly updating board policies and procedure as well as organizational by-laws and articles of incorporation.**
- ⇒ **Increase board participation in all development activities, writing and implementing a policy on board giving expectations.**
- ⇒ **Represent the organization's position on public policy issues impacting individuals with developmental disabilities and their families through intentional relationship building with elected officials on a local, state and national level.**
- ⇒ **Create/reinvigorate an Alpha Advisory Committee that includes former board members and is actively called upon to educate and advise board and management on matters related to members' background, interests, and expertise.**
- ⇒ **Develop an annual calendar of events and activities necessary to insure that the directors and organization are meeting the highest standards of board governance.**

ACHIEVEMENTS FROM THE PREVIOUS 10-YEAR STRATEGIC PLAN

In 2010, Alpha Resource Center's Board of Directors wrote and adopted the organization's first 10-year strategic plan. It provided guidance to financial and programmatic decision over the decade that followed. Among the accomplishments spearheaded by the 2010-2020 Strategic Plan are the following:

- Opened an Alpha Thrift Store on Milpas to expand into new customer territory.
- Opened SlingShot Art Studio & Gallery.
- Built Imagine Park, a multi-use amphitheater on the Cathedral Oaks Campus.
- Transformed Serenity Garden from an undeveloped, unused greenhouse to a premier event venue.
- Made advancements in entry level wages and career opportunities for all Alpha staff.
- Developed, adopted, and implemented a Succession Plan for the Executive Director position.
- Established a fee-for-service Adult Recreation Program for graduates of Katie's FUNd.
- Addressed health and safety staffing needs in the Cathedral Oaks Adult Day Program.
- Established the Legacy Society to acknowledge donors whose planned giving includes Alpha.
- Developed strategic plan goals specific to the work of the Board of Directors.
- Utilized our 60th and 65th Anniversary celebrations as unique fundraising opportunities.
- Completed a reserve study on the Cathedral Oaks campus.
- Renovated the lobby restrooms, updating the layout to address staff and participant needs.
- Secured a new, larger location for the SlingShot Art Studio & Gallery.
- Raised \$1,900,000 in donor support over the course of the 2010-2020 Strategic Plan.



ORGANIZATIONAL STRUCTURE

Founded in the early 1950s, by three mothers of children with developmental disabilities, Alpha Resource Center of Santa Barbara is a 501(c)(3) non-profit corporation structured as a membership organization and governed by a 17-seat, member-elected Board of Directors.

Board Officers are selected yearly by the membership from among current Directors. Directors are elected on a rotating basis to 3-year terms with a three-term limit. Membership is open to all adults, with the exception of paid staff.

To help influence and advocate for local, state, and federal legislation and public policy favorable to individuals with intellectual and developmental disabilities, Alpha Resource Center affiliates with The Arc of California and The Arc of the United States.

The Executive Director is employed at the will of the Board of Directors.

KEY PERSONNEL POSITIONS

Joshua Weitzman, *Executive Director*

Cory Sherman, *Director of Finance*

Jeff Henson, *Director of Development*

Gina Stabile, *Director of Programs*

Carley Russell, *Director of Human Resources*



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