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# Louisiana Assistive Technology Access Network



**G.R.E.A.T**  
POSSIBILITIES

## **2006-2009** **Strategic Plan**



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Prepared by  
The LATAN Board of Directors and Staff  
May 2002-May 2003  
Revised November 30, 2004  
Revised February 21, 2006

## Louisiana Assistive Technology Access Network (LATAN) 2006-2009 Strategic Plan

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### **Attachment**

- Operational Plans
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## Acknowledgement from the Board Chair

On behalf of the board, staff, and volunteers of the Louisiana Assistive Technology Access Network (LATAN), it is my honor to introduce the strategic planning document, which is enclosed in the following pages.

This plan is the culmination of intensive work by staff, Board members, and volunteers. We have conducted focus groups, one-on-one interviews, held governance and staff meetings and retreats, made numerous presentations to our Board of Directors, and poured over research and statistical data. Our discussions have been at times serious, comical, frustrating, contentious, and engaging, but have always centered upon one critical focus: how best to increase assistive technology access and use in the state.

We have evaluated our strengths and learned from our experience. As a result, over the next three years we have decided to focus our efforts on fund development, an enhanced public awareness of AT and LATAN, and direct services to individuals of all ages with disabilities. We will work with other service providers and support our customers in finding and taking advantage of services offered by other agencies.

We remain committed to a vision of individuals who use assistive technology being independent, satisfied with their lives, and having access to their communities.

Thank you for your interest in LATAN.

Sincerely,

James W. Parks II  
Chair of the Board, LATAN

## Acknowledgement from the President and CEO

As leader of the staff Team and Chief Executive Officer of the Board, I am pleased to offer this strategic plan in partnership with LATAN's Chair of the Board. The planning process has been a partnership throughout, and there will be partnership in the implementation of the plan. Governance, management, and program areas have all been identified as important parts of the process and are addressed in the plan.

The commitment of the Board of Directors to sustain the present and provide for the future of the organization can be plainly seen in this plan. The members have given many hours to develop the plan, and are committing many more to its achievement. The organization is dependent on the Board's commitment and follow through, and Board members have individually and collectively pledged to do so. This dedication has and will continue to be a source of strength for the staff. The Board's development of its own Governance *Ends* and *Means* has been singularly the most tangible evidence of the level of Board commitment.

The staff operates as a Team, and truly believes that "Together Everyone Achieves More". We have worked diligently to carry out the wishes of the Board, while developing and implementing our own management and program *Ends* and *Means*. We support each other, constantly keep an ear open to the needs of the people they serve, and are passionate about LATAN's mission to "assist individuals with disabilities to achieve a higher quality of life and greater independence through increased access to assistive technology as part of their daily lives."

Developing this plan has enabled us to set priorities and determine a focus for the organization's future. As we decrease our dependence on the federal grant that has sustained us financially thus far and create a diverse, stable funding base, we are able to provide services that are needed outside of the purview of that grant. We see opportunities, and we are committed to taking advantage of them so that we can serve assistive technology users of all ages better in a diversity of venues, and become the premier organization in the state recognized for assistive technology information, advocacy, and services.

We invite you to work with us to achieve our mission. Our Advisory Councils, focus groups, and other volunteers and donors are extremely important to this endeavor. Thank you for your support of LATAN.

Sincerely,

Julie M. Nesbit, ATP  
President & CEO, LATAN

## Introduction

In 2002, the Louisiana Assistive Technology Access Network (LATAN) Board of Directors and staff embarked on a strategic planning process that would position the organization as the premier provider of services for individuals with functional limitations and disabilities in Louisiana who use assistive technology. The process resulted in the LATAN 2003-2005 Strategic Plan. In October and November of 2004, and in January and February of 2005 the Board and staff revised the plan, and the results are encompassed herein. Requirements of the new Assistive Technology Act of 2004 as well as other internal and external changes were the catalysts for these changes.

The first step of the planning process was to conduct a market assessment, program evaluation and environmental scan to provide management and the Board with base-line data to be factored into the strategic planning process. Staff facilitated focus groups with LATAN stakeholders including consumers, family members, service providers and advocates across the state.

Following the focus groups, the LATAN staff team met for a visioning and planning retreat to identify critical issues to be addressed by management to ensure that the organization is meeting its mission effectively and efficiently. The team retreat included mission review and visioning, reflection and analysis of focus group results, an internal and external assessment and identification and prioritization of critical issues that led to the development of management and program *Ends* and *Means*. Stakeholder and team findings were brought to the Advisory Council that was formed in 2005, who made recommendations to the Board of Directors for approval for program areas.

The LATAN Board of Directors convened for a two-day retreat to develop governance *Ends* and a governance structure that would be accountable for governance *Means* development and action planning. The retreat opened with an overview of Board member roles and responsibilities and information on effective committee structure, board recruitment and retention, and effective fund development. Staff representatives presented program *Ends*, draft *Means*, and recommendations for Board involvement. The Board factored the staff report into their planning which included internal and external assessments, mission and vision crafting, identification and prioritization of critical issues, Governance *Ends* development and the formation of a Board committee structure and initial action steps.

Task forces and staff developed *Means* statements for each *End* that will shape annual operational plans, budgets and outcome measurements.

## Original Strategic Planning Participants

### LATAN Board of Directors

- Louis Prejean, Board Chair
- Ron Blereau, Vice-Chair
- Neil Ferrari
- Margaret Jackson

- Meher Banajee, Secretary
- Armando Corripio
- Sonny Cranch
- Eric Dagley
- Jim Parks
- Craig Wadsworth
- Jackie Simonds

#### LATAN Staff

- Julie Nesbit, President & CEO
- Clara Pourciau, Administrative Assistant
- Johniece Whitehead, Program Developer
- Henry Bateman, Program Developer
- Kenneth Brunet, Loan Program Director
- Suzi Bagot, Policy Director
- Rebecca Spence, Secretary/Webmaster
- Cyndi Mabry, Doors to Inclusion Conference Director

## **Participants in 1<sup>st</sup> Plan Revision**

#### LATAN Board of Directors

- Ron Blereau, Board Chair
- Jackie Simonds, Vice-Chair
- Craig Wadsworth, Secretary
- Meher Banajee
- Diane Bannister
- Armando Corripio
- Marilyn Crain
- Sonny Cranch
- Neil Ferrari
- Margaret Jackson
- Louis Prejean
- Alma Stewart

#### LATAN Staff

- Julie Nesbit, President & CEO
- Clara Pourciau, Assistant Director
- Henry Bateman, Program Developer
- Cyndi Mabry, Public Information Officer
- Kenneth Brunet, Loan Program Director
- Suzi Bagot, Policy Director
- Rebecca Spence, Secretary/Webmaster

## **Participants in 2<sup>nd</sup> Plan Revision**

#### LATAN Board of Directors

- Jim Parks, Board Chair
- Alma Stewart, Vice-Chair
- Armando Corripio, Secretary
- Meher Banajee
- Ron Blereau
- Jan Bowman
- Brantley Cagle
- Becky Chenevert
- Jan Faulkner
- Michael Harrell
- Lydia Martin
- Roy Martin
- Louis Prejean
- Frank Puckett
- Jonathan Shaw

### LATAN Staff

- Julie Nesbit, President & CEO
- Clara Pourciau, Assistant Director
- Henry Bateman, Program Developer
- Cyndi Mabry, Public Information Officer
- Kurt Hellmann, Loan Program Director
- Jamie Karam, Program Director
- Quiana Gage, Loan Program Secretary

### LATAN Advisory Council

- Mitch Iddins, Chair
- John Schweitzer, Vice-Chair
- Janice Fruge'
- James Phillips
- Mary Tonore
- David Bowman
- Mattie Wilson
- Rick DeJean
- June Street
- Esther McGee
- Stacey Burke
- Rosa Black
- Lisa Robinson
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## **Organizational Profile**

The Louisiana Assistive Technology Access Network (LATAN) is a statewide nonprofit organization dedicated to meeting the assistive technology needs of individuals with disabilities, their families, and their service providers. In October 2004, LATAN was awarded the Louisiana Association of Nonprofit Organization's (LANO) Seal of Excellence for successfully completing the Louisiana Standards for Excellence Voluntary Certification Program. LATAN voluntarily opened itself up to scrutiny by a "jury of peers". A peer review team examined LATAN for compliance with the Louisiana Standards for Excellence and an independent Standards Compliance Committee approved LATAN to receive the Seal of Excellence, one of the 22 first awarded in the state of Louisiana.

The Louisiana Standards for Excellence are based on fundamental values such as honesty, integrity, fairness, respect, trust, responsibility and accountability. LATAN's programs and services, management, fundraising and financial practices were examined in-depth before certification was awarded. The Standards program promotes widespread application of a comprehensive system of self-regulation in the nonprofit sector and seeks to strengthen nonprofit governance and management, while also enhancing the public's trust in the nonprofit sector.

"Receiving the LANO Seal of Excellence is the culmination of many months of intensely scrutinizing all of LATAN's policies and procedures, and maintaining a system of governing and managing with integrity and accountability. Though a rigorous process, we feel it was well worth the time and effort because it enables us to present ourselves to the community as an ethical, accountable organization with an impact on the lives of the people we serve," Julie Nesbit, LATAN's President and CEO stated.

LATAN began in 1992 as a project of the Louisiana Developmental Disabilities Council funded by the Technology-Related Assistance for Individuals Act of 1988. LATAN the nonprofit itself was founded November 14, 1994 by four Board members who were former Advisory Council members of the project, moving out of state government. In 1996 LATAN adopted John Carver's Policy Governance Model with LATAN's Principles of Governance, which continue to be the organization's guiding principles.

LATAN launched its services in an effort to increase assistive technology access for individuals of all ages with disabilities, as we say, from "birth to earth." This assistive technology (adaptive aids for daily living, such as Velcro, jar openers, large handled utensils, pill minders, canes, scooters, walkers, wheelchairs, communication devices, adapted computers, visual or hearing aids) has been shown to increase the independence of individuals, increase access to employment, increase school success, promote an interest and access to community activities and environments, and enable individuals to remain in their own homes. AT also includes services to identify what specific device would work best for an individual, funding of the device, and training on the device.

LATAN's initial activities included the policy and advocacy work and training activities required by the Assistive Technology Act. The organization, in addition to the above, now provides an equipment distribution program which began in response to the hurricane disasters, information and referral, technical assistance, equipment demonstrations, an assistive technology camp for preschoolers, a computer recycling program, an equipment exchange program, and an assistive technology loan program, which is a partnership between LATAN, the state of Louisiana, and a bank.

LATAN has emerged as an organization that coordinates assistive technology information in the state, and collaborates and partners well with other disability and advocacy organizations for advocacy and policy work. LATAN is seen as *the* organization in the state to approach for anything related to assistive technology. The organization has a track record for addressing consumer-identified needs, and for involving consumers in the governing, needs assessment, planning, implementation, and evaluation of LATAN activities.

In the future the organization would like to provide more of the direct services identified as needed by consumers. LATAN has developed and is seeking funding and volunteers for a equipment lending library, demonstrations centers, and an assessment project which assesses an individuals need for AT in their own environments. Also in the works is an assistive technology training program focused on the special needs of older persons, their caregivers, and their service providers.

Descriptions of some of the programs mentioned above follow:

#### **Assistive Technology Loan Program Partnership**

An affordable alternative in assistive technology financing. LATAN and Regions Bank are making reduced-interest, extended-term loans available to qualified borrowers to purchase the vital assistive technology that can improve their independence and productivity. This program is funded through a federal grant with a state match provided by the Louisiana Department of

Health and Hospitals. Types of equipment loans have been for vehicles with modifications, wheelchair lifts, power wheelchairs, home modifications, video magnifier, and computers with adaptations.

### **Hurricane Equipment Distribution Program**

Two days after Hurricane Katrina came ashore and left displaced Louisiana citizens without the necessary assistive equipment to live independently, LATAN began to collaborate with Assistive Technology Act programs in other states, Southwest Louisiana Independence Center, New Horizons Independent Living Center, and individuals to help evacuees access assistive devices. Types of devices distributed include manual wheelchairs, power wheelchairs, scooters, bath chair, tub transfer benches, bedside commodes, hospital beds, canes, walkers, crutches, nebulizers, air purifiers, and others. AT Act programs generously conducted equipment drives, got equipment from their inventories ready for shipping and solicited donations to pay for shipping costs so that Louisiana citizens with disabilities would have the devices they need to start the recovery process. Since September 1, 2006, LATAN has been in the trenches assessing the need for assistive technology and gathering equipment, designing an Equipment Distribution response and making referrals for equipment LATAN did not have available. LATAN has filled new staff positions, leased a warehouse and is still accepting equipment donations. We have provided assessments for wheelchairs and augmentative communication devices and have delivered equipment across the state. People who were evacuated due to Katrina or Rita may call LATAN for equipment needs. We launched a public awareness plan for the program in January 2006 to ensure that people who are settling into more permanent housing are aware that the program is still operating.

### **Computer ReBoot Program**

Through cooperative agreements with Georgia Tools For Life and the Capital Area Corporate Recycling Council, LATAN is able to connect Louisiana consumers who have a disability with used, rebuilt computers through its Computer ReBoot Program. These computers are available at a low cost and are delivered to the consumer's door. Occasionally, LATAN receives computer and other device donations from the National Cristina Foundation, from consumers, and from other entities, and these are made available at no cost to consumers who can pick up the "as is" equipment. These free computers will become available as part of The AT Marketplace, a new program described below. LATAN provides referrals to computer training programs across the state.

### **The AT Marketplace: Louisiana's Assistive Technology Classifieds**

The primary objective of The AT Marketplace is to increase consumer awareness of and access to previously owned and used AT equipment and devices such as mobility aids (wheelchairs, walkers, etc.), listening devices, adaptive computers, adapted toys and recreational equipment, among other items. This is especially important for rural areas of the state where suppliers and providers are scarce. Agencies, organizations, schools, and other groups are contacted to determine who has what equipment, and the conditions under which it can be loaned out. All of this information is put in a database that will be accessible from LATAN's website, and from the website of all groups who want to participate, as well as by phone.

### **Assistive Technology for Aging in Place**

A handbook and a training module were developed to empower older persons to be independent, to live where they want to live, and to participate in activities they choose, with the help of assistive technology. The handbook and training is available to the older individuals themselves, to their family members and caregivers, to case managers and social workers, and to all those who work with older persons.

### **Assistive Technology Assessment Demonstration Project**

LATAN is partnering with the Department of Education Louisiana Assistive Technology Initiative regional centers to provide demonstrations of various types of assistive technology to students, and adults of all ages.

### **Short-Term Equipment Lending Library: *Under Development***

Assistive technology equipment is often expensive and difficult to obtain for trial use, evaluation, and training. This project will provide the equipment that individuals, school districts, or other agencies need to provide or take advantage of these services. It will build on The AT Marketplace, opening up the library to anyone who needs equipment. The idea is to work in partnership with other groups identified in the database, and extend services, not duplicate. Some of the agencies have very stringent requirements as to who can borrow their equipment. This project will fill in that gap, in addition to expanding the number and types of equipment available for loan.

## **Mission and Vision**

### Vision Statement

Individuals who use assistive technology are independent, satisfied with their lives and have access to their communities.

### Mission Statement

LATAN assists individuals with disabilities to achieve a higher quality of life and greater independence through increased access to assistive technology as part of their daily lives.

## **External Assessment**

### Desired Results

- To increase awareness of stakeholder needs.
- To identify gaps in services to AT consumers.
- To identify opportunities and issues external to LATAN that may impact its service delivery.
- To measure stakeholder satisfaction with current programming.

### Original Focus Group Structure

In an effort to get a statewide perspective, individuals from across the region were invited to participate in the focus groups. Three focus groups were conducted with a total of 27

participants. Each focus group meeting was four hours and included group discussion and individual and small group activities.

<b>Location</b>	<b># of Participants</b>	<b>Session Date</b>
Lafayette	6	August 13, 2002
Gonzales	9	August 19, 2002
Ruston	12	August 23, 2002

The focus group participants represented the following stakeholder categories: consumers, family members, service providers and advocates. Several of the participants represented more than one of the stakeholder categories. To manage the data collection and analysis each participant was asked to select their primary stakeholder category and answer the questions from that perspective.

▪ Consumers---3	▪ Service Providers---14
▪ Family Members---6	▪ Advocates---4

LATAN team members received training and coaching on the focus group process and managing a focused discussion. At least two team members participated in each of the focus groups. A script, questions and worksheets were provided.

Focus group findings validated staff observations regarding critical issues facing Assistive Technology (AT) and LATAN. The lack of funding for AT devices and support services was identified as the most critical issue. The funding gap is complicated by other issues such as high expense of AT, working within the parameters of Medicaid and insurance, rapid advances in the field leading to quick depreciation of equipment, and lack of assessment. These issues complicate the process of successful acquisition of AT. A loan or trial use program, AT assessments prior to purchase, and training and education were strategies identified to address these barriers.

Many professionals, vendors and educators who serve individuals with functional limitations lack AT awareness and education. The lack of understanding and expertise is a significant barrier that can be addressed through outreach, education and training.

The general public including politicians, educators, and business leaders lack understanding of AT and its potential impact on individuals and the community. Continued work in public policy and advocacy are strong vehicles to promote advances in the field of AT for funding, education and training. External trends that will impact AT and LATAN's future programming include an increase in the elderly population, decreases in governmental funding for health care, and advances in the field of AT.

Increasing community awareness of LATAN and AT is an opportunity for LATAN. Focus group participants recognized staff for their community outreach efforts, availability, and expertise. Services such as information and referral, the website, newsletter, training, and advocacy were all noted as valuable, but did not reach a wide diverse audience. Partnering and networking with service providers emerged as areas for improvement and an opportunity to

increase participation in LATAN's activities. Although LATAN participates in many interagency partnerships there appears to be a disconnect between LATAN and some providers.

### Current Focus Group and Advisory Council Structure

In developing the three-year state plan required by the new Assistive Technology Act of 1998, as amended in 2004, and in an effort to get a statewide perspective, individuals from across the state were invited to participate in focus groups. Six focus groups representing the southeast, south center, southeast, central, northeast, and northwest areas of the state were convened and continue to meet quarterly with a total of 36 participants. Each focus group meeting is from two to four hours and includes group discussion and activities. The LATAN Advisory Council that also meets quarterly is composed of six agency representatives and seven focus group representatives that are AT users or family members of AT users. Focus group findings are brought to the Advisory Council for their deliberations and subsequent recommendations to the Board.

The focus group participants represented the following stakeholder categories: AT users, family members, service providers and advocates. Several of the participants represent more than one of the stakeholder categories, and the majority of each focus group are AT users.

Focus group findings validated staff observations regarding critical issues facing Assistive Technology (AT) and LATAN. The lack of funding for AT devices and support services was identified as the most critical issue. Another issue is that AT users do not have access to device demonstrations and device loans.

## **Internal Assessment**

### Weaknesses and Threats

Like most nonprofit organizations LATAN is threatened by lack of funds for operational expenses and program enhancements and development. Since its inception, LATAN has operated under the auspices of Title I funding awarded through the Technology-Related Assistance for Individuals with Disabilities Act of 1988, and the subsequent Assistive Technology Act of 1998. This funding has strict criteria that has influenced LATAN's programming, outcome measurement, and record keeping. This has limited LATAN's focus on meeting local needs and creating local funding partnerships.

The passage of the Assistive Technology Act of 2004 assures LATAN of grant funding for required core activities. It is critical that LATAN construct strategies to build diverse funding relationships and strategies that will sustain current programming, support future efforts and build an operational reserve. The Board and staff recognize that fund development for operational expenses can be challenging. The current market for grants is competitive, focuses on outcome measures, has a preference for investing in direct services rather than administration, and tends to award grants with a localized focus. This presents a challenge for LATAN, which operates statewide programming. Most community foundations see statewide service as outside their geographic service area.

The staff has demonstrated the ability to manage multiple priorities with a commitment to excellence. Despite this valued staff characteristic, the Board has identified that LATAN is vulnerable to the potential burn-out or loss of staff. The current staffing pattern does not have a staff member completely dedicated to managing fund development or public relations. A small percentage of staff time is being funded through program fees and donations to support Board fund development activities. The staff is concerned that a small team coupled with a statewide service area and diverse client-base (all ages, all disabilities, individuals, families and service providers) is a threat to delivering quality services.

It is critical that the Board makes public relations and marketing one of its priorities, and the board recently adopted plans to do so. AT is a relatively new concept that needs translation and tangible measures. LATAN's community awareness is limited, impacting the use of services and LATAN's positioning. Increasing community awareness is a strategy that can build the client-base, credibility, relationships and opportunities that position LATAN for partnerships and funding.

The LATAN Board has been challenged by time constraints. It is a reality for all nonprofit organizations that Board members are busy and juggle their volunteer commitments along with their jobs and families. The lack of Board involvement has stalled LATAN's progress and threatens the relationship between governance and management, though Board involvement is improving.

The current Board composition is beginning to reflect that LATAN is a statewide organization. Lack of statewide representatives on the Board has been a threat to funding and program development in unrepresented areas. A statewide Board is a challenge to manage due to geographic barriers, limited time for travel, and expense.

### Strengths and Opportunities

LATAN's greatest strength is the Board of Directors and staff. More than 50% of the Board and staff are comprised of consumers that bring the client perspective to the table. The President and CEO and key administrative staff have been with the organization for more than 13 years. The program developer has been with the organization for more than 5 years. The reflection, insights and relationships that they bring to LATAN are invaluable. New members of the staff team have embraced LATAN's mission by bringing diverse skills and fresh perspectives that ensure a self-renewing approach to service delivery. The staff is team-oriented and approaches its work with a holistic process that allows for synergy and efficient use of time and resources. LATAN has been successful in embracing technology as a tool to effectively and efficiently deliver its programming. Financial and grant management, reporting and evaluation, community outreach, Board and staff communication are managed with technology.

The Board is committed to the mission and ensuring that LATAN has the resources it needs to effectively achieve its mission. Board members share values and a common vision. The Board also benefits from tenured and new directors. The Board recognizes and values the staff for their efforts and is determined to assist management achieve its goals with support from the Board.

There is an evident need for AT services. The increase in the elderly population and the long-term care revolution will create a greater need for direct services for the acquisition of AT and support services. LATAN is building a track record and experience in providing direct service through the Loan Program. LATAN has developed direct service programs plans to address the needs of AT consumers and service providers that will achieve the LATAN mission and vision. The Board will assist management prioritize the roll-out of services and develop a fund development plan to achieve new program budgets. In-direct services such as information, advocacy and education will be assessed for enhancements.

LATAN values partnerships, collaboration and coordination. LATAN has had success building relationships and networks. There is an opportunity to enhance the process by which LATAN partners and outreaches to the public in an effort to increase awareness of AT and advance LATAN's image as a premier provider of services for individuals with functional limitations, AT vendors, health care professionals and educators. The partnership between LATAN, the state of Louisiana, and a corporation is a model for future collaborations. The Board's influence and skills will be an asset to developing the future of LATAN's public relations and partnership strategies.

A diverse funding pattern with foundation, corporate, individual and income-generating programming will assist LATAN achieve its fund development goals. LATAN's mission is an innovative approach to independence and increased quality of life that impacts individuals, families, institutions and communities. Demonstration of LATAN's impact through tangible measures, anecdotes, and connections to economic development and community advancements, such as increased employability and tolerance of disabilities, is needed to attract a diverse funding base and inform future programming.

An improved governance structure that includes a standing Governance Committee that ensures Board accountability coupled with ad hoc Task Forces will assist Board members focus on a specific purpose and tasks. LATAN is dedicated to having a statewide presence and believes by recruiting board members, developing partnerships, and engaging consumers, vendors, and professionals in areas of the state which are currently not represented LATAN will be better positioned to meet its Ends. The increased activity from the Board and the regional presence will set the culture for future governance practices and protocol.

## **Critical Issues**

During the Strategic Planning process, the LATAN Board of Directors and staff identified the following critical issues.

### LATAN Critical Issues

- Developing a diverse funding portfolio to sustain current programming and new initiatives.
- Developing and implementing direct service programs.
- Increasing awareness of AT and LATAN.

- Developing partnerships and collaborations that advance LATAN's efforts.
- Developing a statewide presence.
- Sustaining Board member and staff commitment.

## **Strategic Plan: ENDS**

The LATAN 2006-2009 Strategic Plan is comprised of Governance, Management and Program *Ends* and *Means* developed in response to the critical issues and the preferred future identified during the planning process.

### Governance Ends

- End G1      An active governing body, representative of Louisiana's diversity and committed to achieving LATAN's Mission and Ends
- End G2      Diversified resources essential to achieving LATAN's mission and Ends
- End G3      Enhanced public awareness of LATAN and its Mission throughout Louisiana

### Management Ends

- End M1      Sufficient resources to support continued growth, development, and motivation of LATAN's human resources
- End M2      Organizational sustainability through financial resources
- End M3      An accountable, viable, and stable nonprofit organization through effective administration and support

### Program Ends

- End P1      Individuals with disabilities, family members, service providers, and businesses will be able to access assistive technology devices to make informed choices.
- End P2      Individuals with disabilities of all ages will have more purchasing, lease and loan options for the acquisition of assistive technology devices and services.
- End P3      Individuals with disabilities of all ages, providers, other stakeholders and the public will be aware of the benefits of AT, will be provided with skills training, and will benefit from collaboration and coordination activities.

## Strategic Plan Monitoring

The Governance Committee is accountable for insuring the monitoring of the Strategic Plan. Task Force Chairs present reports at Board meetings on recent activities in relationship to the strategic plan timeline. Any adjustments to the plan including timelines are reported, maintained in meeting minutes, and recorded in the master copy of the plan held at the LATAN office. Board training and in-services are included in the Board meeting agenda. Annually, the Board and staff update, enhance the strategic plan, and develop operational plans and budgets that achieve the *Means* in the Strategic Plan.

## Recommendations: Planning Enhancements

It is recommended that LATAN engage in Fund Development planning. It would be important for the Board and Fund Development Task Force to reach the following benchmarks before engaging in a Long-Term Fund Development planning project.

1. Board Recruitment and Development
  - ✓ Expand the Board by size, region, skills, diversity
2. Fund Development Successes
  - ✓ 100% of LATAN Board members are contributors
  - ✓ The development of the Friends of LATAN individual donor program
  - ✓ Achievement of a financial goal

