



Board of Directors Strategic Planning Retreat
October 28, 2017

The board's discussion of the proposed direction and goals resulted in a unanimous vote to accept the goals as finalized below:

STRATEGIC GOAL 1

Ensure that Miami Lighthouse has the financial capacity to sustainably meet the increasing demand for services.

Related strategic issues

- Demographic trends and other factors are increasing demand for services.
- Miami Lighthouse is extremely dependent on grants and government contracts (approximately 65% of revenue).
- Government funding currently does not cover the full costs of contracted services, and we anticipate it will decrease as percentage of program costs.
- There is an increasingly competitive environment for charitable funds and government contracts.

Performance targets

2020 total revenue: \$7,969,000

- Government funding: 37%
- Non-government grants: 41%
- Contributions: 11%
- Other revenue from operations: 4%
- Aids and Appliances: 4%
- Investment Income: 3%

Key strategies

- Continue to diversify revenue streams.
- Increase earned income (such as fee for service) through the Heiken Children's Vision Program, Senior Group Health and Activities Program, low vision services, and other opportunities.
- Leverage the new \$2 million Challenge with support from Mrs. Sash A. Spencer.
- Increase planned giving (i.e., bequests).
- Increase individual giving and corporate support through empowering and further supporting board engagement in resource development.
- Continue to cultivate relationships with funders and other key supporters.

Action steps within the next six months

- To be determined after the retreat.

STRATEGIC GOAL 2

Increase Miami Lighthouse's presence and reputation for quality and innovation at the local, state, and national levels.

Related strategic issues

- There is an increasingly competitive business environment.
- Increasing presence and reputation can create new opportunities for support, collaboration, and earned income.

Performance targets

- Maintain accreditation through the Association for Education and Rehabilitation of the Blind and Visually Impaired (AER), which assumed the accreditation program previously managed by the National Accreditation Council for Blind and Low Vision Services (NAC) through which we have been accredited continuously since 1978.
- Obtain Accredited Professional Preschool Learning Environment (APPLE) accreditation.
- Participate in Quality Counts.
- Increase in the number of awards and recognition received.

Key strategies

- Undertake above accreditation processes.
- Brand Miami Lighthouse as a nationally accredited comprehensive institution providing vision rehabilitation, education, and eye health services.
- Maintain continuous quality improvement efforts for all Miami Lighthouse programs and services.
- Expand key collaborative partnerships.
- Enhance Miami Lighthouse marketing and communications efforts with the aim to more broadly tell the story of Miami Lighthouse results and to increase opportunities for support and earned income.

Action steps within the next six months

- Initiate accreditation processes.
- Revitalize Miami Lighthouse external relations committee.
- Develop and launch an updated marketing and communication plan.
- Optimize Miami Lighthouse website for search engines (SEO).

Items raised during the retreat that require follow-up include:

- Explore CEO Virginia Jacko presenting a Ted Talk (assigned to Vice President for External Relations Cameron Sisser).
- Provide additional finance information to the board including revenue history by business line, revenue sources by total dollars in addition to by percentage, net assets by allocation, and balance sheet (assigned to Chief Financial Officer Richard Fernandez).
- Conduct a conversation regarding staffing with the operations committee (assigned to CEO Virginia Jacko).
- Provide information of the potential untapped market for Heiken (assigned to CFO Richard Fernandez).
- Provide data on growth of the senior population in Miami-Dade (assigned to Chief Program Officer Carol Brady-Simmons).
- Review referral, recruitment, and marketing processes for Miami Lighthouse programs and services to examine how to increase participation with a focus on earned income programs and services. (Assigned to External Relations Committee).