



A non-profit 501 (c) (3) charitable organization

## Strategic Plan

Fiscal Year 2016 – 2017

Revision Date: September, 2016

Board of Directors Approval Date: October 4, 2016

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**Our Mission:** To provide assistance to under-served children from low-income families for academic, cultural, and personal enrichment so that *every child's light will shine*.

**Purpose/Vision:** The Shining Light Foundation is a Lafayette, Louisiana based philanthropic organization that provides financial assistance to individual children for academic, cultural, and personal enrichment.

**History:** Since 1996, the foundation has made 1369 grants that total \$60,000 to children for activities such as field trips and summer enrichment programs as well as supplying musical instruments to young students to allow their participation in school band/orchestra.

#### **The Shining Light Foundation Officers:**

Carolyn French, Ph.D.	<i>President</i>
Cynthia Dauphin	<i>Vice President</i>
Mildred Baker	<i>Secretary</i>
Bruce Snow	<i>Treasurer</i>
Perry Scotola	<i>Parliamentarian</i>
Lana Swanwick	<i>Hospitality</i>

#### **The Shining Light Foundation Board of Directors:**

John Broussard	Cheryl Evans
Joseph Cilano	Mike Huber
Tanya Cormier	Michelle Izzo-Voss
Kerry Douglas	Troy Kahler
Julie Eaton	Hayley LeJeune
Dr. Don Ennis	Sandra Wilcox

#### **Advisory Members:**

Misty Carrier	Shauna LeBlanc
Cynthia Comeaux	Tony Moore
Heather Fuller	Maria Placer
Dr. Ron Hardey	Dee Stanley
Ted Hoyt	

On June 25, 2016, the Shining Light Foundation Board of Directors met to begin formulating this strategic plan. The intention is to provide direction for the organization's future in serving Lafayette Parish School System students and explore the possibility of reaching more children in other areas of Acadiana. The plan entails fundamental actions that shape and guide what our organization is about, who we serve, what we do, and why we do it with a focus on future growth.

This strategic plan articulates what actions are needed for us to make progress and affords us three established goals to determine success. Thus, measurable action rubrics are included in this document. It communicates organizational objectives and strategies needed to achieve these formulated goals and other elements developed during the planning exercise.

The Shining Light Board of Directors focused on three key concepts during the planning process:

- Program & Capacity Development
- Sustainability
- Succession Planning & Continuity

The goals, objectives and strategies developed by the Board of Directors are intended to move these three important key concepts forward. This plan, while providing a framework for growth, will not incorporate a traditional strategic planning scorecard at this time (generally reserved for organizational alignment initiatives tied with staff performance plans and reviews). Rather, it uses measurable action rubrics to track growth progress for accomplishing set goals. The desired outcome of this strategic plan is to strengthen our organization, expand our programs and services into other areas, and ensure its sustainability and continuity for future generations.

The Board of Directors understands that this strategic plan will be an on-going process throughout the fiscal year, adapting to emerging trends such as this area's recent economic downturn in the energy industry or the August 2016 flooding. A quarterly report will be reviewed with the Board of Directors to track progress and accomplishments while making adjustments when necessary.

This plan may be shared with our donors and partners, upon request, as our organization has an appreciation on the importance of transparency and community relevancy.

With the assistance of the standing committees, the Executive Director will update this strategic plan throughout the fiscal year. Additionally, the Executive Director will be responsible for reporting progress to the Board of Directors. There are four (4) committees approved by the Board of Directors at its September 7, 2016 meeting. The committees will work in conjunction with the Executive Director to ensure the established goals are accomplished. A description of each committee is described as follows:

#### **EXECUTIVE COMMITTEE**

Consists of the Officers and the Executive Director (if salaried, in an ex-officio capacity) that, in the absence of a Board of Directors meeting, conducts business when necessary

prior to a board meeting. Addresses governance concerns, board development, board member nominations, organizational budgets / budget concerns, etc.

### **FINANCIAL DEVELOPMENT COMMITTEE**

Ensures the foundation has the financial resources necessary to deliver programs and services in the community. Creates and executes a Financial Development Plan, with the assistance of the Board of Directors, seeks funds through various means (grants, memberships, corporate gifts, planned giving, etc.), and in conjunction with the Community Relations Committee, acknowledges and recognizes donors, and cultivates relationships. A Sub-Committee (ad hoc) can be established as needed for Special Events, such as the Zydeco BASH.

### **PROGRAMS AND SERVICES COMMITTEE**

This committee is responsible for the programs and services offered by the Shining Light Foundation to include, but not limited to, Extra-curricular Activities (Field Trips), Music Instruments, Special Projects, etc. Reports monthly on applications received, advocates for students, manages the Program Expense Budget, etc. and provides service delivery updates to the Board of Directors.

### **COMMUNITY RELATIONS COMMITTEE**

Establishes relationships with the school system (LPSS Counselors, Teachers, Principals, etc.) and other community partners, e.g., Professor Erny, music stores, ULL, Hilliard Museum, Acadiana Symphony Orchestra, etc. Works in conjunction with the Financial Development Committee on Donor Recognition Events. Sends out press releases to the media and cultivates relationships with media sources. Makes appearances on television and/or radio. Manages social media postings and works on brochures, newsletters, etc. for distribution.

A **SWOT Analysis** of our organization, program and services was conducted to understand the Shining Light Foundation's strengths, Weaknesses, Opportunities and Threats. The outcome of that exercise is described below:

<p style="text-align: center;"><b>Strengths (Helpful / Internal)</b></p> <ul style="list-style-type: none"> <li>• Solid Board with longevity, high participation.</li> <li>• Good cash flow – endowment.</li> <li>• Grants committee proactively pursues new opportunities.</li> <li>• Flexibility in considering special projects.</li> <li>• Diversity in Board members / expertise.</li> <li>• Website – and Board access to archives.</li> <li>• Success in the BASH.</li> <li>• Solid grants: Pugh Family Foundation; Jr. League of Lafayette; Corporate Match, e.g., UBS and Chevron; Gannett.</li> <li>• Individual donors – George and Janice Roane; Carolyn French and Mike Huber.</li> <li>• Facebook – Social media to advertise the BASH and SLF.</li> </ul>	<p style="text-align: center;"><b>Weaknesses (Harmful / Internal)</b></p> <ul style="list-style-type: none"> <li>• Communication.</li> <li>• Lack of support of those who support us (musicians, Vermilionville, etc.).</li> <li>• Lack of consistent participation.</li> <li>• Role of Board members.</li> </ul>
<p style="text-align: center;"><b>Opportunities (Helpful / External)</b></p> <ul style="list-style-type: none"> <li>• Adding personnel with more talents and opportunities.</li> <li>• Expanding program into St. Landry and Vermilion Parishes.</li> <li>• Pursuing grant opportunities adding more financial strength.</li> <li>• Expand into more grades / clientele base (students).</li> <li>• Expand special projects.</li> </ul>	<p style="text-align: center;"><b>Threats (Harmful / External)</b></p> <ul style="list-style-type: none"> <li>• Funding down.</li> <li>• Economy</li> <li>• Uncertainty with Professor Erny's Music.</li> <li>• Down with applications - Possible down interest Possible down need Possible down awareness of organization's existence Possible alternate source Issues with school environment of teachers/counselors (priority)</li> <li>• Is our process simple enough?</li> <li>• Lack of education for teachers / counselors</li> <li>• Funding drive up</li> </ul>

Based on the need to capitalize on our strengths and opportunities while overcoming weaknesses and threats, the Shining Light Foundation Board of Directors developed the following goals, objectives and strategies to enhance our organization and ensure the three key concepts described earlier are met.

**Shining Light Strategic Plan**

Plan Date: DRAFT 2 - September 2016

**Goal 1: BOARD DEVELOPMENT, RETENTION AND SUCCESSION PLANNING.**

	<b>Responsibility</b>	<b>Funding Source</b>	<b>Accomplish Date</b>	<b>Progress-to-Date</b>
<b>Objective 1:</b> (Determine the appropriate) <i>Number of Board Members.</i>				
<b>Strategy A:</b> Confirm the number of Board of Director members and Advisory Board members.	Executive Committee	N/A	Oct-16	Board members including officers present and Executive Director determined that the numbers were: 6 officers; 12 board members; and 10 advisory members. This was accomplished on July 30, 2016.
<b>Strategy B:</b> Determine the criteria to remain on the Board of Directors (e.g., attendance at meetings; project participation / ongoing and selective).	Executive Committee	N/A	Dec-16	
<b>Strategy C:</b> Determine the criteria to remain on the Advisory Board.	Executive Committee	N/A	Dec-16	
<b>Objective 2:</b> <i>Screen Board members for talents, personality, contacts, etc.</i>				
<b>Strategy A:</b> Determine what special talents candidates bring to Shining Light.	Executive Committee	N/A	Dec-16	
<b>Strategy B:</b> Determine compatibility of candidates (e.g., have candidates attend Shining Light Board meetings; before nomination, have Board of Directors provide feedback).	Board of Directors / Executive Director	N/A	Mar-17	
<b>Objective 3:</b> <i>Develop a succession plan.</i>				
<b>Strategy A:</b> Identify backup board members for Secretary; Treasurer; Webmaster; Grants Committee; Social Media; Vice-President; President.	Board of Directors / Executive Director	N/A	Mar-17	

## Shining Light Strategic Plan

Plan Date: DRAFT 2 - September 2016

**Goal 2:** ENSURE OUR PROGRAM AND SERVICES ARE RELEVANT TO MEETING THE NEEDS OF OUR COMMUNITY.

	<b>Responsibility</b>	<b>Funding Source</b>	<b>Accomplish Date</b>	<b>Progress-to-Date</b>
<b>Objective 1:</b> <i>Improve and expand our services.</i>				
<b>Strategy A:</b> Meet with LPSS teachers and administrators before the start of each school year.	Programs and Services Committee / Executive Director	Printing - budget	Aug-16	Dauphin and Kahler attended a LPSS meeting with administrators and the superintendent and assistant superintendent. They made a 15 minute presentation on SL's programs and services - 48 SL brochures were distributed.
<b>Strategy B:</b> Attend School Board meetings to educate school board members about our programs and services.	Board President / Executive Director	N/A	TBD	
<b>Objective 2:</b> <i>Review and improve our application forms and processes.</i>				
<b>Strategy A:</b> Ensure the extra-curricular and music instrument applications are revised prior to the start of each school year.	Program and Services Committee / Executive Director	N/A	Aug-16	Cilano and Kahler revised the both applications to make each user friendly. Draft was presented at July 30, 2016 strategic planning group. Recommendations were made and final document has been produced. Webmaster to post on website.
<b>Objective 3:</b> <i>Educate school counselors on our program and services while seeking their advice.</i>				
<b>Strategy A:</b> Meet with LPSS counselors before the start of each school year.	Program and Services Committee / Executive Director	Printing - Budget	Aug-16	Dauphin, Cilano, Kahler and Swanwick attended the August 5, 2016 LPSS Counselor meeting in Lafayette. Dauphin gave a 10 minute presentation on Shining Light program and services. Seventy-eight (78) S/L brochures were distributed at this meeting.
<b>Strategy B:</b> Continuous evaluations - add teacher and student name to form to increase chance of completed forms.	Executive Director	Printing - Budget	Aug-16	
<b>Strategy C:</b> Compile and tabulate responses from scholarship review forms. (Continue to send out with all checks.)	Executive Director	N/A	Each month during school year	
<b>Strategy D:</b> Add evaluation form to website.	Webmaster	N/A	Aug-16	

**Shining Light Strategic Plan**

Plan Date: DRAFT 2 - September 2016

**Goal 3: OUR FINANCIAL RESOURCES MATCH THE NEEDS OF OUR PROGRAMS & SERVICES.**

	<b>Responsibility</b>	<b>Funding Source</b>	<b>Accomplish Date</b>	<b>Progress-to-Date</b>
<b>Objective 1:</b> <i>Secure a consultant / Executive Director to write grants and implement planned giving.</i>				
<b>Strategy A:</b> Identify an Executive Director to administer Shining Light Foundation duties and write grants.	Board of Directors	Contracted Services - Budget	Aug-16	Board member, Joe Cilano, was named Executive Director at May 2016 Board of Directors meeting. Consulting group secured to write grants for Shining Light Foundation at July 2016 Board of Directors meeting.
<b>Strategy B:</b> Make aware, that we have under PayPal, a monthly payment program for donations.	Financial Development Committee / Webmaster	N/A	Dec-16	
<b>Strategy C:</b> Develop a brochure for planned giving.	Financial Development Committee / Executive Director	Printing - Budget	TBD	
<b>Strategy D:</b> Develop a financial development plan for giving or a donor program.	Financial Development Committee	N/A	TBD	
<b>Objective 2:</b> <i>Explore expanding additional programs to better service students (arts, sports, health, and summer activities).</i>				
<b>Strategy A:</b> Develop a partnership with area museums where students can attend educational field trips.	Board President / Executive Director	Program Expenses - Budget	Dec-16	Executive Director and Board Member, Troy Kahler, met with Louanne Greenwald and Olivia Morgan with the Hilliard Museum on August 26, 2016 to establish partnership with Shining Light Foundation.
<b>Strategy B:</b> Partner with the Acadiana Symphony Orchestra.	Board President / Executive Director	Program Expenses - Budget	TBD	
<b>Strategy C:</b> Partner with ULL on programs that would benefit school students.	Board President / Executive Director	Program Expenses - Budget	Jan-17	
<b>Objective 3:</b> <i>Implement the recommendations of ULL student's website evaluation.</i>				



<p><b>Strategy A:</b> Updated website to target teachers and administrators, i.e., build traffic for teachers to get information from SL website.</p>	<p>Program &amp; Services Committee / Webmaster</p>	<p>Computer / I.T. Expenses - Budget</p>	<p>Jan-17</p>	
<p><b>Strategy B:</b> Develop a FAQ and post on website.</p>	<p>Executive Director / Webmaster</p>	<p>N/A</p>	<p>Dec-16</p>	
<p><b>Strategy C:</b> Improve the search engine / keywords used to make Shining Light Foundation more visible.</p>	<p>Webmaster</p>	<p>Computer / I.T. Expenses - Budget</p>	<p>Jul-17</p>	
<p><b>Strategy D:</b> Make a "visual" update to the website by securing a graphic artist to provide a more modern look and make "teacher friendly."</p>	<p>Webmaster</p>	<p>Computer / I.T. Expenses - Budget</p>	<p>Jul-17</p>	
<p><b>Strategy E:</b> Make improvements to the website that would help make it easier to navigate.</p>	<p>Webmaster</p>	<p>Computer / I.T. Expenses - Budget</p>	<p>Jul-17</p>	