2021 Strategic Planning Meeting Summary

December 9, 2020

In attendance:
John Bowers
Suzanne Cross
Claude Dorais
Gisela Voss
Dawn Mitcham
Megan Birney

Vision
There was a general consensus from the Board that Unite to Light should focus short term on doing More + Better.

- Doing **More** of what we are doing -- bringing light and energy to people living without electricity
- Doing this **Better** -- increasing organizational efficiencies

While there was interest in **Amplifying** the organization, specifically around partnering to put solar arrays paired with battery back up on schools, that did not rise to the forefront as something that should be focused on immediately. Instead staff should remain open to opportunities of this nature, but not make it a priority for 2021.

Goals

1. Increase Inventory & Shipping Efficiencies

   **Metric: Team spends less time on tracking orders, inventory, shipments and distributions**
   - Objective: Inventory, & Shipments are automated to the maximum extent possible
     - Tactic: Optimize ShipStation for Inventory Tracking
   - Objective: Global Distribution is streamlined
     - Tactic: Create better project level tracking for lights owed
     - Tactic: Create tracking system for where lights/chargers end up
     - Tactic: Create task system for follow up with partners
2. Increase Light Sales

*Metric: Sell 30,000 units in 2021*

- **Objective:** Establish a process for creating carbon credits through the sale of Luke Lights
  - **Tactic:** Transition to a 7 year crediting period using the University of California as a model project
  - **Tactic:** Identify groups that have an interest in selling the Luke Lights as a Carbon Offset
  - **Tactic:** Recruit one more buyer of Carbon Credits.
- **Objective:** Recruit two buyers for 2,000-5000 Luke Lights
  - **Tactic:** Identify other NGO private-label buyers for custom Luke Lights: ChildFund, Plan International, Oxfam, Red Cross, Peace Corps, Doctors w/o Borders
  - **Tactic:** Engage the emergency response community by attending courses, events and meetings where these types of organizations have a presence.
  - **Tactic:** Identify non-NGO potential buyers for custom Luke Lights…. University gifts, major firms, corporate giving (Packed with Purpose)
- **Objective:** Recruit two buyers for 250+ Solar Chargers
  - **Tactic:** Targeting organizations serving people who are homeless
  - **Tactic:** PG&E and SCE will buy lights for their power outages and/or PR campaign
  - **Tactic:** Engage with Gifts for Good to see what we need to do to continue to grow that relationship
- **Objective:** Build awareness of our partnership opportunities & direct purchase options.
  - **Tactic:** Create a grant funding opportunity to apply for lights/chargers
  - **Tactic:** Recruiting 12 Organizers to do a week of BOGO
  - **Tactic:** Recruit 4 Organizations to utilize crowdfunding to buy lights/chargers

3. Increase Donations

*Metric: Increase overall donations to $200,000 (both Donated Light Income and Unrestricted Donations)*

- **Objective:** Identify three corporate partners to sponsor projects
  - **Tactic:** Find 50 orgs that have Corporate Social Responsibility Goals that overlap with our goals
  - **Tactic:** Promote our participation in 1% For the Planet
  - **Tactic:** Update Corporate Pitch Deck for 2021
- **Objective:** Increase number of individual donors by 25% (from 568 to 710)
  - **Tactic:** Push Shining Light Circle for Feb Event & Nov.
  - **Tactic:** Promote Fundraisers -
    1. Facebook birthdays
2. Flipcause
3. Sweat For Good
   ■ Tactic: Coordinate with Purpose Collective to promote
   ○ Objective: Increase Events income to $100,000
     ■ Tactic: February Virtual Travel Auction
     ■ Tactic: Identify more opportunities for corporate sponsors at events
     ■ Tactic: 5k Virtual Event
   1. Tactic: Partner with Sweat for Good
     ■ Tactic: Potential Fall In-Person Event
   ○ Objective: Create a legacy/estate gift program
     ■ Tactic: Dawn & Claude to help :)

4. Enhance our Presence & Brand
   Metric: 50% increase in annual website users from 40,000 to 60,000
   Metric: 50% increase in annual website pageviews from 100,000 to 150,000
   Metric: Increase presence outside CA to 75% of audience with at least one state (other than CA) reaching 10%.
   Metric: Increase followers across all platforms by 10% (from 3,175 to 3,493)
   Metric: Double website traffic from social media from 1.4% to 3%
   ○ Objective: Expand multi-media outreach
     ■ Tactic: Post 1 YouTube Video a Month
     ■ Tactic: Get Featured in 3 Gifts that Give Back Holiday Gift Guides
     ■ Tactic: All Board members are asked to invite 100 of their Linked In contacts to follow UtL
   ○ Objective: Create more opportunities for Earned Media
     ■ Tactic: 1 Posts per month
     ■ Tactic: 1 Press Release per quarter
     ■ Tactic: Gather more metrics in Haiti (Luke Lights) and Myanmar (Chargers)
     ■ Tactic: Finalize Lighting Global Certification for Luke Light
     ■ Tactic: Find a PR Firm that works with nonprofits & a Board Member who specializes in PR.