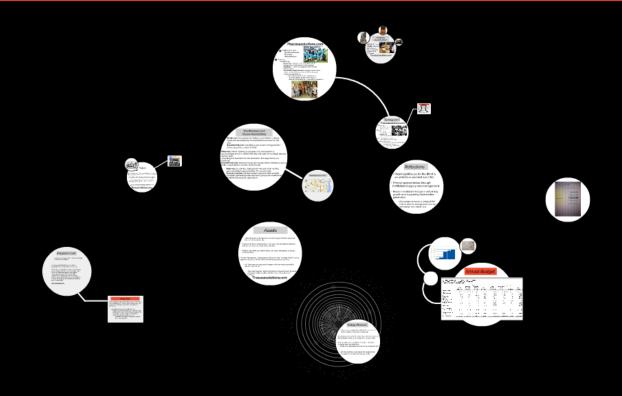
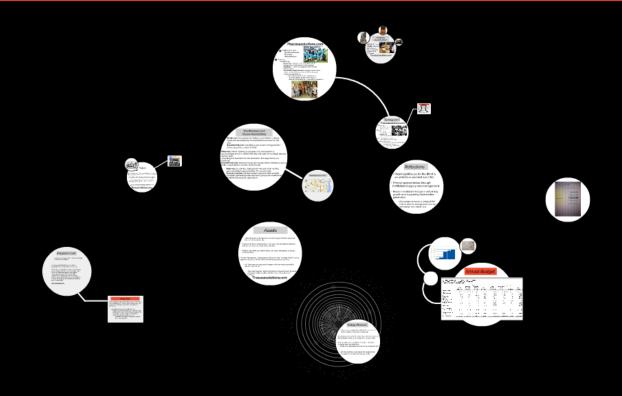
# To Understand a Growing Organization: Greater Miami Neighborhoods



# To Understand a Growing Organization: Greater Miami Neighborhoods





# History

- Miami Lighthouse for the Blind and Visually Impaired started in 1931 in a 900 square-foot bungalow house in Little Havana. The facility has been in the same location since opening.
  - with the help of Helen Keller, the Lions Club, and Miami Rotary Club, this became Florida's oldest private social service agency.
    - In the 1950s, Bascom Palmer, on the Board of MLB and UM, arranged a \$500,000 fund and land grant to establish the Bascom Palmer Eye Institute.
      - In the 1970s, MLB transitioned from sheltered workshops toward vision rehabilitation and full social integration.



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Field(s) of service:
Physical disabilityblindness
(Rehabilitation)



#### Functions:

- Ameliorative:
  - -Social Care = provide classes to aid clients in independence and assistance if necessary.
  - -Adaptation = Clients are taught important skills, such as Braille.
  - -Community Empowerment = Engage community in festivals and events, as well as volunteering and internship opportunities.
    - --(Beep Baseball at Marlins Park; Publix chooses Miami Lighthouse for "Day of Service"; 2014 Delta Gamma Sorority Volunteers)





# Typology Con't

- **★** Transformation:
  - There is less emphasis on transformative care for blindness in general.
- \* Process:
  - · Service delivery:
    - Transportation provided
    - · Private bus fleet
  - · Capacity building:
    - Fourth floor expansion plans for youth services
  - ★ Levels of intervention: Individual
    - Family (Parents, siblings, Guardian).
    - ★ Populations Served:
      - All ages (elderly, youth, and special populations).
        - ★ Constituent Engagement:
          - Provide volunteers, internships, and professional classes.

# Mintzberg Model

### Strategic Apex

- · President & Chief executive Officer
- · Chief Program officer
- · Board of Trustees

#### **Technostructure**

- Development Data base
- Quality assurance officer
- · Audit committee
- logistics, scheduling, & Data entry specialist
- Facilities Coordinator
- external relations
- job readiness specialist
- Children's specialist
- orientation and mobility specialist

#### Middle Line

- Executive Assistant
- Human Resource Manager
- special project managers
- case managers
- computer technology services manager
- · Managers of vision

#### **Operating Core**

- Facilities and transportation
- license dispensing opticians (contractors)
- Optometric Technicians
- teachers/instructors
- social workers
- · job coaches

#### **Support Staff**

- client & guest coordinator
- Resource Development
- Registrar
- secretary
- Treasurer
- Accountant
- receptionist
- drivers
- housekeeping





## Volunteer Opportunities

Children's Programs
Publications, Publicity, & Events
Fundraising
Health Fairs & Speakers Bureau
Arts & Crafts
Administrative Support
Housekeeping & Gardening
Solutions (Low Vision Store)
Lunch Time Monitoring
Field Trips
Vision Screenings







### **Assets**

- Instructors work with clients to use technology and social services in their own lives and on-site.
- Programs for the completely blind: Computer and smartphone-assisted software for emails and daily online activities.
- Mobility: Cane skills, personal mobility, and public transportation access (metro rail, bus).
- Personal Management: safely prepare their own meals, manage/identify money, hygiene, keeping up with the time, and handling personal business.
  - Job Readiness and placement program: after learning successfully completing a course.
    - The music program: lessons and state-of-the-art recording studio promotes readiness skills, self efficiency, and positive peer relations.