

Annual Report

photo caption: Sirkin Center Building

www.lighthouse-sf.org

Our Mission

Founded in 1902, LightHouse for the Blind and Visually Impaired promotes the independence, equality and self-reliance of people who are blind or have low vision.

Our Vision

Founded in 1902, LightHouse for the Blind and Visually Impaired promotes the independence, equality and self-reliance. We offer blindness skills training and relevant services such as access to employment, education, technology, information, recreation, transportation and the environment. We also pursue the development of new technology, encourage innovation, and amplify the voices of blind individuals around the world.

Our Values

innovation

independence

education

advocacy

equality

employment

community

literacy

collaboration

Photo Caption: graphic with words representing LightHouse values: innovation, independence, advocacy, equality, education, community, literacy, collaboration, and employment.

Board of Directors

- Sharon Z. Sacks, Ph.D. Chair California School for the Blind, Superintendent (retired)
- Chris Downey, 1st Vice Chair Architecture for the Blind, Architect
- Luciana Profaca, 2nd Vice Chair California Dept of Rehabilitation, Chief Deputy (retired)
- Joseph Chan Treasurer
 Association of Bay Area Governments,
 Chief Financial Officer (retired)
- Geoffrey Murry Secretary
 Ad Astra Law Firm, Attorney
- Laura Allen
 Google, Accessibility Program Manager
- Jennison Asuncion
 LinkedIn, Digital Accessibility Manager
- Janette Barrios
 Apple, Accessibility Marketing and Community Manager
- Johnny Dadlani
 Growing IQ, Managing Director
- Michael Dellar
 Lark Creek Restaurant Group,
 Co-Founder, President & CEO
- Chancey Fleet
 New York Public Library, Assistive
 Technology Coordinator

- Dana Hooper
 Life Services Alternatives, Executive
 Director
- Eric Mah
 Financial Professional
- Michael Nuñez,
 Esq. Rosen Bien Galvan & Grunfeld,
 LLP, Attorney
- Dr. Julius Oatts
 UCSF Med Center, Pediatric
 Ophthalmologist, Assistant Professor of
 Ophthalmology
- Yue-Ting Siu, TVI, Ph.D.
 San Francisco State University, Professor
- Kathryn Webster
 Harvard University's MBA Diversity,
 Equity, and Inclusion Summit, Chair



Photo Caption: pool in front of new pool bath house, prior to landscaping of space.

Audit Committee

Geoffrey Murray, Chair Laura Allen Kathryn Webster

Finance Committee

Dana Hooper, Chair Joseph Chan Johnny Dadlani Eric Mah Sharon Sacks

Nominations Committee

Jennison Asuncion, Chair Janette Barrios Michael Nunez Julius Oates Sharon Sacks

Capital Campaign Cabinet

Jennifer Bunt
Michael Dellar
Chris Downey
David Harrison
Lori Learner
Abbas Maloo
Mike May
Chris McNair
Sharon Sacks
Ken Bunt
Chris Downey
Chris McNair
Hoby Wedler

Governance Committee

Mike Nunez, Chair Joseph Chan Sharon Sacks Geoffrey Murry



Board Adjacent Committees

photo caption: LightHouse staff standing on the steps of San Francisco City Hall holding a white banner with the LightHouse logo

Board Adjacent Committees

Corpus Draw Committee

Chris Downey, Chair Joseph Chan Eric Mah Sharon Sacks

Development & Gala Committee

Laura Allen, Chair Michael Dellar Julius Oatts Sharon Sacks

Programs Committee

Sharon Sacks, Chair Scott Blanks
Jan Cohen Chancey Fleet
Jerry Kuns Ting Siu

Enchanted Hills Visioning Committee

Gena Harper, Co-Chair
Luciana Profaca, Co-Chair
Julie Cabrera Jan Cohen
Michael Dellar Tony Fletcher
Jerry Kuns Sharon Sacks

Investment Committee

Joseph Chan, Chair Doug Bergman
Johnny Dadlani Gena Harper
Dana Hooper Eric Mah
Sharon Sacks Ryan Sullivan
Kathryn Webster

YES Academy is about leadership



Students who attend the Youth Employment
Services (YES) Academy focus on employment readiness and steps toward achieving professional and personal goals. These students will become our future business

Photo Caption: Three young men stand on a boat in the San Francisco Bay. Two carry a white cane.

Headquarters

1155 Market Street, 10th Floor San Francisco, CA 94103



Photo Caption: Photo Caption: woman with white cane walks under the white and orange LightHouse sign toward the front entrance of 1155 Market Street.

Sirkin Center

2175 North Loop Rd Alameda, CA 94502



Photo Caption: the Sirkin Center is a two story modern manufacturing center with simple landscaping.

Enchanted Hills Camp for the Blind

3410 Mt. Veeder Road Napa, CA 94558



Photo Caption: EHC Dining Hall surrounded by a canopy of tall redwoods which reflect in the in the EHC pond

Ed Roberts Campus - East Bay

3075 Adeline, Suite 110 Berkeley, CA 94703



Photo Caption: people walk in front of the Ed Roberts two story glass entrance.

LightHouse North Coast

317 Third Street #7 Eureka, CA 95501



Photo Caption: Two cars are parked on the street in front of a build with one green canvas awning and multiple pop-out bay windows

Our Board Chair, Sharon Sacks, PhD

Dear LightHouse Community,

As Board Chair of the LightHouse for the Blind and Visually Impaired, I'm honored to introduce key themes from this year's Annual Report. It has been a year of exciting change, productivity, and some challenges. Despite the potential obstacles the global COVID 19 pandemic continued to bring, the Lighthouse staff met this challenge with grace and creativity. Care Calls continued to ensure that Lighthouse student needs were being met. Knowing that the blind and low vision community face inaccessible systems of support, Lighthouse launched vaccine pop-up clinics, provided assistance with online COVID testing, and helped individuals navigate health systems when needed.

While we hoped that 2020 would be the only year in which distance programming occurred, the pandemic extended into 2021. As a result, many of our program offerings occurred online. Our staff and students became more adept at using online technology like Zoom to access classes. When individuals were

unable to access computer technology, the staff creatively provided alternative means of instruction like using conference calls. Our adult and senior class participation increased, and our youth program participation increase from 3,221 to 5,576 hours (a 73% increase).

One of the most popular online offerings throughout this past year was the Lighthouse's "Tech Together" program in which weekly seminars on the use of access technology were offered in English and in Spanish. Orientation and Mobility instruction and Activities of Daily Living instruction moved from online to face-to face instruction as health restrictions were lifted.



Photo Caption: Sharon Sacks

Letter from Board Chair

In December 2021, the Lighthouse launched a new program, LightHouse Little Learners, which serves infants and toddlers who are blind or have low vision and their families. This innovative program is staffed by highly qualified professionals who have expertise in early childhood and blindness. The goal of the program is to encourage independence and engagement with the world for our youngest community members. Later in the annual report, you'll learn more about the program.

The Lighthouse Board continues to play an active role in our Building Blind Ambition capital campaign for rebuilding EHC and the

camp rebuild. During this past year, all permits to rebuild Enchanted Hills Lower Camp, which was most affected by the 2017 wild-fires, were approved, and construction is underway. All foundations for lower camp's buildings were finished, and approximately 10 others framed. We saw the completion of the pool bathhouse with wood siding that was milled from Enchanted Hills' redwoods that had been damaged in the wildfire.

When we began these rebuild efforts, we promised to complete the work in the most sustainable way possible with the least disruption to the surroundings and our students. As a result, several vibrant sessions are underway





Photo Caption: EHC logo under the LightHouse logo. EHC logo includes a redwood tree, a painted ½ circle to the right, and Est 1950 in braille.

- Tech & STEM Center
- Training Kitchen
- Indoor/Outdoor Dining Hall
- New Pool Bath House
- Tactile Arts Center
- More accessible hiking trails
- New Enchanted Hills Farm
- Cabins & bunkhouse for year-around use
- Net-zero energy footprint

Letter from Board Chair



Photo Caption: Sirkin Center campus in Alameda

as I write this letter, including family camps, adult session, adults with developmental disabilities. While many businesses reduced operations during the pandemic, Sirkin Center employees never stopped working. Adding to the challenges of 2021, the Sirkin Center moved from its warehouse in San Leandro to a newly built facility in Alameda in February. The new 46,583 square foot facility was designed to create an optimally functional space for sighted and for blind employees to work side-by-side. The space is amazing and we look forward to its formal grand opening in October 2022.

The number of blind and low vision residents in the 9-county Bay Area is approximately 40,000 folks

Photo Caption: Man and woman walk across the manufacturing floor of the Sirkin Center. Both carry white canes and wear masks



Photo Caption: Woman in a mask works on the cleaning product assembly line wearing a mask.



Letter from Board Chair

Celebrating its fifth year, the Holman Prize jury selected three incredibly talented, ambitious recipients. These three individuals, Robert Malunda, Maud Rowell, and Aaron Cannon, designed projects that elevate awareness and enhance education for people who are blind.

Once again, the Holman Prize winners represent the blind and low vision community from all over the world, from the United States, the UK, and Zimbabwe. We look forward to seeing their projects in action, and hope their efforts inspire others.

Over the past year, I've had the opportunity to engage with Lighthouse staff. They have endured a pandemic with grace and professionalism. They are dedicated to ensuring that people who are blind and have low vision of all ages receive quality services.

Also, the board is beginning its work to design and implement a new strategic plan that will guide the organization as it reaches new heights, and continues to emerge as an innovative, forward-thinking organization.

It is my great honor to serve as Lighthouse's Board Chair, and to promote the agency's mission of empowering and enhancing the lives of people who are blind.

Sincerely,

Sharon Z. Sacks, PhD Board Chair, LightHouse for the Blind and Visually Impaired



Photo Caption: 2021 Holman Prize Winners
(Maud Rowell)



Photo Caption: 2021 Holman Prize Winners (Robert Malunda)



Photo Caption: 2021 Holman Prize Winners

(Aaron Cannon)

ACCESS TECHNOLOGY

The Access Technology Department facilitates the use of accessible technology among people of all ages and levels of expertise. It also works with companies on design consulting, functional accessibility review and user testing sessions.

BLIND AND LOW VISION SKILLS

Training in low vision and blindness skills, including Orientation and Mobility, Braille, pre-guide dog skills in partnership with Guide Dogs for the Blind, and independent living skills curriculum, such as Changing Vision, Changing Lives.

COMMUNITY SERVICES

Blind adults come together in-person and virtually for social events, professional mentoring, accessible movie nights, museum tours, crafting, cooking and fitness programs.

COUNSELING SERVICES

Available in individual, couples and group settings, LightHouse counseling services support a student's overall well-being.

DEAF-BLIND SERVICES

The FCC-funded Deaf-Blind Telecommunications program is a \$1 million program for which Lighthouse serves the entire State of California.

EMPLOYMENT IMMERSION

Blind and low vision jobseekers receive personalized training. During which they learn how to identify job openings, network, interview and secure competitive employment.

• ENCHANTED HILLS CAMP AND RETREAT

The oldest camp for the blind in the American West, hosting campers since 1950. We've served 30,000 campers over the years and a in 2021 embarked on an ambitious capital campaign to transform our property into a year-round campus.

JOSEPH CHAN LOW VISION OP-TOMETRY CLINIC

In partnership with the UC Berkeley School of Optometry and located within LightHouse Headquarters, this is a low vision and primary care eye clinic.

LITTLE LEARNERS

LightHouse Little Learners provides early intervention vision and support services for infants and toddlers who are blind or have low vision and their families in Northern and Central California.

VOLUNTEER SERVICES

Volunteers support the LightHouse mission by meeting one-on one with Light-House students and blind community members, volunteering at Enchanted Hills, and supporting LightHouse programs and administrative duties. These contributions did not pause during the COVID-19 pandemic.

YOUTH PROGRAMS

LightHouse offers activities for blind and low vision youth, including STEM education, outdoor adventures and a monthly YES Academy, a mentor led employment series that encourages blind teens to prepare for professional success.



Photo Caption: a woman's hand rests on her knee; the photo was taken to not include the woman's face.

I lost my vision at a quite advanced stage at the age of 84. I am 91 now. I did not think I would be able to learn anything because of my age. When I had sight growing up in school, I was never taught computers or typing or anything like that. Honestly, the first time I had a lesson with Kacie I thought to myself, I will never get this, but Kacie was so patient and persistent. It was amazing. I so value my independence.

Eva, age 91, LightHouse Student

Programs by the Numbers

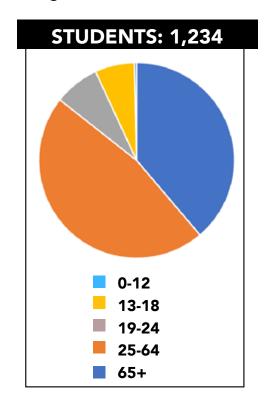


Photo Caption: Group of EHC Camp Counselors stand and sit together. All counselors wear the same green t-shirt.

During 2021, Covid affected our ability to work directly with students. This is evident by the decrease in the number of students served when compared to the previous year. Despite this, overall program hours increased by 14% due to our dedicated staff who developed new and creative programming.

PROGRAM HOURS

Adults & Seniors	2,258
Youth	5,576
Orientation & Mobility	4,520
Braille	963
Counseling Services	433
Blind & Low Vision Skills	1,279
Employment Immersion	1,628
Student Support	2,533
Access Technology	5,361
Deaf-blind	2,193
Care Calls	487
TOTAL HOURS:	28,356



VOLUNTEERS307 VOLUNTEERS

5,866 Hours

Photo Caption: Volunteer wearing an EHC t-shirt and a LightHouse face mask stands in front of wall with a yellow poppy.



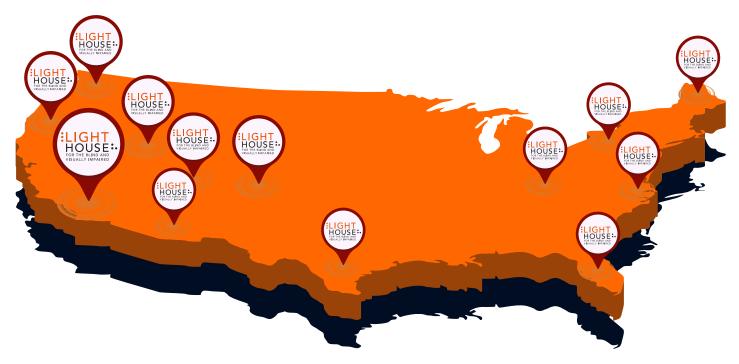
Enchanted Hills Camp

LightHouse supports students and organizations throughout the state of California and across the country.

California - Served 45 Counties

Del Norte • Humboldt • Trinity | Shasta • Lassen • Mendocino • Sutter Tehama • Butte • Fresno • Sonoma • Yolo • Napa • Nevada • Placer • Solano El Dorado • Sacramento • Marin • San Mateo • Alameda • San Joaquin Amador • Monterey • Merced • Tuolumne • Calaveras • Stanislaus Santa Barbara • Orange • Los Angeles • San Bernardino • Kern • Carson City Riverside • San Diego • San Luis Obispo • Contra Costa • San Benito Venture • Tulare • San Francisco • Siskiyou • Santa Cruz • Santa Clara

National Outreach



We served students in 15 states in 2021.

Arizona
California
Maine
Texas
Colorado
Nevada
Utah
Florida
New York
Virginia
Hawaii
Ohio
Washington

Welcome Back, Enchanted Hills Camp!



Photo Caption: Lakeside Cabins

After being closed for over a year due to pandemic safety measures, Enchanted Hills Camp (EHC) was thrilled to reopen in Summer 2021. On July 5th, the camp reopened its grounds to 45 eager teen campers. Although COVID-19 restrictions changed the look of camp, the fun and festivities weren't diminished in the slightest!

Campers filled their days horseback riding, kayaking, disc golf, Teen Talk rap sessions and talent shows. They helped care for EHC animal friends by milking goats or collecting eggs from chickens. Campers were also offered the opportunity to learned techniques of woodworking and polishing. During the session, these teens staged a drama production, trained in the martial arts or archery, played goalball or bowling, made ice cream, or enjoyed arts and crafts.

Seventeen-year-old twin sisters, Madison and Paige from Arroyo Grande, California, shared their first impressions of EHC teen camp with Light-House Lately, a weekly LightHouse publication.

"We loved it! It was so much fun!"

worked on a play and did lots of arts and crafts. We also tie-dyed bandanas. We definitely want to come back next summer!"

Both girls have nystagmus and ocular albinism, resulting in low vision. "With nystagmus it is hard to focus my eyes on things, like when reading, my eyes jump across the page. Ocular albinism also makes my eyes very sensitive to the sunlight," Madison explains.

Aside from each other, neither Paige nor Madison knew any other peers with visual impairments prior to going to camp.

Learning more about low vision and the blind community has become an interest and priority

Enchanted Hills Camp



Photo Caption: 17-year- twin sisters, Madison and Paige, smile in front of trees.

for these young women.

"We have never been around anyone with vision like ours or people with less vision. We want to be more involved in the blind and visually impaired community," Paige says. "We have made a lot of new friends at camp. It is so relieving to be around people like us."

Madison and Paige reflected on their camp experience: "Overall, I learned a lot about people who are visually impaired, and not just about people who have what I have. I learned so much about adaptability and the blind community, and I am very grateful for that," Paige says.

"I am also so grateful for camp. I hadn't seen anyone use a cane before, and it was so interesting to me to see how everyone got around using their canes. I liked how specific people were when they described how to get to places and how they tapped the walls as a guide. I also learned how to guide people who can't see, and I think it was so helpful

and interesting," Madison said toward the end of her EHC session.

After this session, EHC planned to offered their STEM Camp from late July through early August for campers ranging from high school to college. Unfortunately, the camp had to move from an in-person experience to an online session due to water shortages. LightHouse has addressed this issue by upgrading the capacity of onsite water storage for both drinking water and fire safety abatement. To learn more about the rebuild efforts already underway, please visit our EHC Building Blind Ambition page on our

LightHouse website https://lighthousesf.org/donate/building-blind-ambition/

We have never been around anyone with vision like ours or people with less vision. We want to be more involved in the blind and visually impaired community.

Enchanted Hills Camp

Due to Covid restrictions and rebuild efforts, Enchanted Hills was only open for its teen session and YES Academy during the summer of 2021. Despite this brief session, those attending had a great time.

CAMPERS: 53

2021 Sessions

Teen Camp invites blind teen to participate in quintessential summer camp activities such as campfires, swimming, horseback riding, theater, arts and crafts, as well as adaptive sports.

YES Academy

The Youth Employment Services (YES) is a program designed to educate and prepare youth who are blind or have low vision ages 16 to 24 for a successful future, focusing primarily on employment and independent living skills.



Photo Caption: 1.) sunset over pond, 2.) campers wearing orange life vests in boat, 3.) EHC sign, 4.) group of campers standing near pond, some campers carry white canes, 5.) EHC campers talking along a trail, and 6.) new pool bathhouse

One of last year's campers, Tatiana, said of the YES Academy, "After staying at the camp where everyone is visually impaired it's made me feel more accepted. I've been inspired and cannot wait to return to Enchanted Hills Camp and the YES Academy where I have learned that my vision does not define me."

Building Blind Ambition Campaign

The 2017 Wine Country Wildfire devastated the lower portion of our beloved Enchanted Hills Camp. Despite the sadness associated with the loss, LightHouse chose to use this as an opportunity to upgrade the 70-year-old rustic camp. LightHouse worked with architects to design buildings that are accessible to anyone, especially children and adults with varying visual abilities. Modernized fire abatement is a key focus, including specialized cladding, underground power distribution, and significantly increased water storage and distribution.

The total cost to rebuild is \$49M, with approximately \$23 million in funds from fire insurance proceeds, damage settlements and other non-charitable sources, including the Lighthouse's own endowment. The Building Blind Ambition capital campaign goal is \$13 million. For more information about the BBA Capital Campaign, please visit our webpage at lighthouse-sf.org/donate/building-blind-ambition/ or contact our Development Department at development@lighthouse-sf.org to schedule a tour.

Campaign Goal: \$13M

Pledges as of FY2021: \$3M



Highlights of EHC Rebuild Projects

- Tech & STEM Center
- Training Kitchen
- Indoor/Outdoor Dining
- New Pool House
- Tactile Arts Center
- More accessible hiking trails
- New Enchanted Hills Cabins and bunkhouses for year-round use
- Net-zero energy footprint

Photo Caption: Arial rendering of Enchanted Hills Camp depicting existing and new buildings.

Launched in 2021

In September 2021, LightHouse announced the launch of an early childhood intervention program called Light-House Little Learners (LLL).

Serving Northern and Central California, LLL helps families with young children birth to age 5 who are blind, deaf-blind, have low vision or neurological/cerebral visual impairment, or who have developmental delays which include blindness or low vision.

After the launch announcement, LightHouse began searching for the right person to lead this new program by posting the Program Director job opportunity on diverse job sites. LightHouse was thrilled to learn in late Fall 2021 that Pam Chapin accepted the job offer as Little Learners Program Director. Pam became interested in early childhood intervention when she worked as a Child Development Specialist for the Santa Clara County Office of Education, supporting their inclusion services within the Head Start preschool system. After this experience, she went to work for the Blind Babies Foundation and eventually completed her Teacher of the Visually Impaired (TVI) credential and a Masters in Special Education from San Francisco State University.



Photo Caption: Little Learners preschooler and her sister have fun playing with bubbles

During her many years of working with children, she was fortunate to build her network of exceptional mentors and participated in research projects at SmithKettlewell Eye Research Institute (SKERI). From working with these pediatric ophthalmology partners, she gained an understanding of how early childhood vision diagnoses can positively impact a child's learning. She began to educate the community about the importance of early learning experiences and family support.

2021 Annual Report

Little Learner

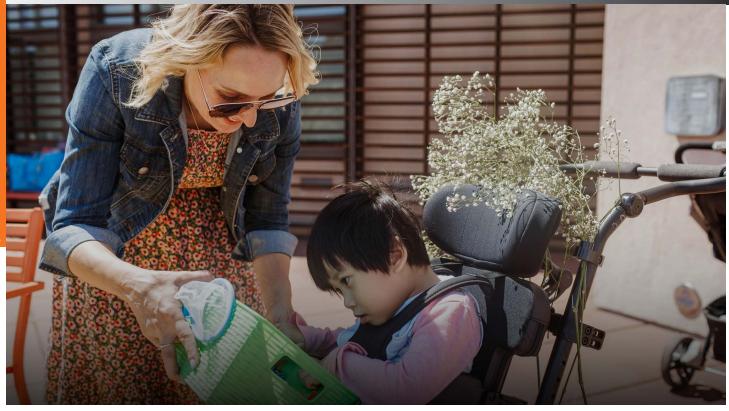


Photo Caption: LightHouse Little Learner Specialist Elizabeth holds a sensory activity tray filled with beans and colorful plastic bugs for a little girl using a wheelchair.

During her career, she saw a shift away from a therapy model to a family-centered coaching model. In a therapy model, the teacher arrives in the home with a toy bag and engages the child in activities, modeling for the parents and teaching them strategies to implement with their child throughout the day. The coaching model aligns with what we often call the Infant Mental Health model, in which the focus is on the relationship between the infant and parent or caregiver between the coaching model aligns with what we often call the Infant Mental Health model, in which the focus is on the relationship between the infant and parent or caregiver because of an understanding that we all learn through important relationships. For the LightHouse Little Learners program, the Specialist's role is to help parents learning opportunities into their daily routines. As parents understand their child's unique learning needs, they become very skilled at making concepts and activities accessible for their child, and grow confident in explaining these needs to others, which sets the stage for their child's future self-determination.

Chapin in most excited about building a program from the ground up because it allows for new possibilities. She will have the opportunity to design creative service models that meet families' needs, build community, and reach the underserved regions. She is excited to bring families into the LightHouse community where they will have access to innovative programming, meet mentors, and share meaningful experiences. Little Learners will be part of a much larger mission to create access, opportunity, and connection from infancy through adulthood.

To learn more about LightHouse Little Learners, please visit our website https:// lighthouse-sf.org/lighthouse-little-learners/

Holman Prize



Photo Caption: 2021 Holman Prize Winners Photo Caption: 2021 Holman Prize Winners Photo Caption: 2021 Holman Prize Winners (Maud Rowell) (Robert Malunda) (Aaron Cannon)

Beautiful Blind Ambition

Launched in 2017, the Holman Prize recognizes three blind individuals with ambitious ideas d esigned to challenge misperceptions about blindness. The Holman Prize is named for James Holman, a 19th century blind explorer who was the most prolific private traveler of anyone, blind or sighted, before the era of modern transportation. LightHouse partners with Waymo who very kindly sponsors of one of the three prizes.

Aaron Cannon - 41, U.S.A.

Cannon will use his Holman Prize to build accessible math training modules containing many lessons showing how blind people can learn math. These will be shared on a website. Of the endeavor, Cannon says, "This is a project I really believe in. There is something particularly impactful for a student being taught a complex subject that they think they are going to have difficulty with because of their blindness. But if there is a blind person teaching it to them, that kind of goes away. The subject may be hard, but not because of blindness."





Robert Malunda – 33, Zimbabwe

Malunda will use the Holman Prize to provide computer, orientation and mobility and social skills training to blind Zimbabweans in rural locations. Malunda will personally visit the areas where there are no government services of any kind for blind people. Says Malunda, "Blind people in Zimbabwe often experience isolation. I envision a Zimbabwe where blind people are knowledgeable, independent and socially interactive."

Maud Rowell, 25 - United Kingdom

Rowell will travel across Japan independently including visits to rural and remote areas, solely by foot and public transportation. "I truly believe my project – travelling the length of Japan and writing a book – embodies the spirit of the Holman Prize: it's ambitious, adventurous, and creative, and it's absolutely driven by passion and a desire to challenge myself and others' perceptions of the blind," she says.



Photo Caption: 2021 Holman Prize Winner Maud Rowell, also wrote Blind Spot: Exploring and Educating on Blindness.

To learn more about the prize, visit https://holman.lighthouse-sf.org/

Media and Accessible Design (MAD) Lab

This team of designers produces tactile graphics, maps, 3D educational objects, ADA signage, braille and more.

Adaptations Blind Technology Store

Adaptations is one of the only places in Northern California with a comprehensive offering of tools, technology and other solutions used by blind people. It is a place where blind people can explore, touch and try out high and low-tech blindness tools. It is the only place in northern California where this can happen. It also has become, during the pandemic, a powerhouse of mail-order sales to the blind in California and well beyond.

Sirkin Center

Our state-of-the-art industries manufacturing center, which produces disinfectants and cleaning products, especially important during 2021 in the fight against COVID-19.

Media and Accessible Design (MAD) Lab

From printed information to physical space, MAD Lab specializes in making the visual tactile and turning inaccessible experiences into inclusive ones. MAD Lab Designers work to enhance understanding of what images and diagrams can do for blind people. They believe that equitable access to information should be an ordinary experience, and that image poverty is avoidable. MAD Lab makes things that are aesthetically pleasing, legible, relevant and meaningful to blind people.

Architectural Signage

The San Francisco Mayor's Office on Disability and San Francisco Public Works require City projects to obtain a letter from LightHouse certifying that all tactile signs with raised characters and braille comply with building code signage standards. In 2021, MAD Lab reviewed 4,964 signs and issued 48 letters, helping these building projects move toward completion.

Tactile Maps Automated Production (TMAP)

LightHouse TMAP software generates tactile street maps. The popularity of these maps has grown since its early days. Today, they're widely used by blind and low vision travelers. The expansion of TMAP is due to MAD Lab's reliable presence at O&M conferences, webinars, and various blindness podcasts and presentations.

Master Plan for Re-imagining of Enchanted Hills Camp

MAD Lab works with EHC Visioning Committee and the Board of Directors to supply accessible materials, such as maps and building plans, to anyone who is blind or has low vision and is interested in learning more about the rebuild efforts at EHC.

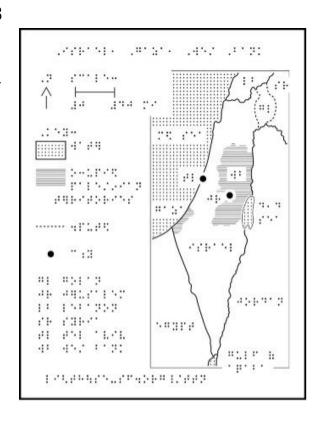
MAD Lab By the Numbers

2021

\$289,543 Revenue **Total Customers** 123 \$10,000+5 **New Contracts** Signage Inspection & Certification 4,964 Letters Certifying Signs 48 TMAP Distributed 254 Mobile App Users 556 Mobile Downloads 374 Tactile Images* 5,448 37,938 **Braille Pages** Trainings, Workshops & 17 Presentations

Sample Tactile Map

Gaza Strip and West Bank



*Not including DCS direct digital images



Photo Caption: Map of Israel-Palestine, Gaza Strip, West Bank, Golan, and neighboring countries. The map includes a north arrow and scale, approximately 1 inch = 40 miles. The Mediterranean Sea borders to the northwest, Lebanon to the north, Syria to the northeast, Jordan to the east, Gulf of Agaba to the south, and Egypt to the southwest. Countries are represented by an empty fill with solid borders. Gaza on the west and West Bank on the east, occupied Palestinian territories, are represented by a textured fill. The Dead Sea overlaps the border with Jordan, partially within the West Bank. Jerusalem and Tel Aviv are represented by circles. Golan, a disputed territory of Syria is to the north, with Lebanon to its north and Jordan to its south.

Photo Caption: Tactile Map of the San Francisco Bay Area on display at Muir Beach, Fort Mason, Fort Funston, Battery Alexander, Gerbode Valley, Mori Point, and Eagles Point

Adaptations by the Numbers

Adaptations is the only place in Northern California with a comprehensive offering of tools, technology, and other solutions for blind and people who have low vision.

2021 Reporting

Items Sold	4,646
Transactions	1,580
New Customers	999
Online Orders	991



Photo Caption: T-shirt with LightHouse for the Blind and Visually Impaired logo on front.

Since Store Opening

Online Orders 1,678 Visitors 44,952

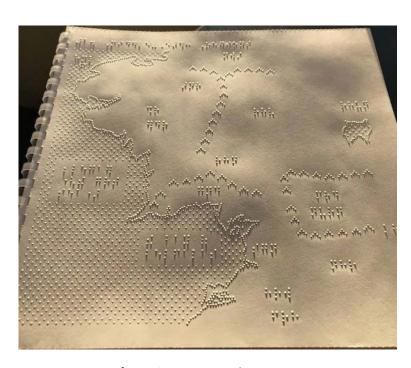


Photo Caption: Tactile Map

The Sirkin Center is dedicated to the employment of people who are blind or visually impaired. These employees hold a variety of positions including customer service, shipping and receiving, inventory management and light manufacturing. And, despite a pandemic which led to an expected slowdown in business, LightHouse Industries at the Sirkin Center maintained its full staff of 21 blind employees.

80% or more of the labor is provided by staff members who are blind or have low vision

While many businesses reduced operations during the pandemic, Sirkin Center employees never stopped working. Adjusting to work everchanging Covid compliance standards, employees reported to work each day. Balancing the challenges of 2021, in February of that year, the Sirkin Center moved from its warehouse in San Leandro to a brand-new custom build facility on Bay Farm Island, Alameda. The new 46,583 square feet facility was designed to create an optimally functional space for sighted and blind employees to work side-by-side. It was designed for this purpose versus a backward retrofit of the space. The facility has the capacity to add two new product lines, triple the staff, and hire all blind staff members without compromising production. Real jobs with career potential, representing equity in action.



Photo Captions: 1.) large plastic chemical blending tanks in the new warehouse 2.) manufacturing floor with production lines getting ready for opening 3.) interior of new warehouse in Alameda prior to set-up of manufacturing line.

New Product Lines

Throughout the move, production continued, and Sirkin Center employees fulfilled all shipments. In fact, the Sirkin Center took this crisis and turned it into an opportunity. Leadership focused on new business, pursuing accessible new product lines, and gaining more commercial clients for its tissue products.

In 2021, the Sirkin Center was awarded the 2020 EPA Safer Choice Partner of the Year. EPA Safer Choice is one of EPA's premier partnership programs, working with individual industry sectors to improve human and environmental health. Most chemical products produced at Sirkin Center are EPA Safer Choice Certified. The Safer Choice Program recognition allows consumers to quickly identify and choose products that protect the environment and are safer for people. A long list of industry-leading companies now partner with Safer Choice Program. In addition, the bottles have tactile representation and color-coding by product, reinforcing our singular focus on accessibility and safety for both employees and customers.

Along with our EPA Safer choice products, LightHouse San Francisco has also partnered with PURE Biosciences, Inc., creator of the patented non-toxic silver dihydrogen citrate antimicrobial. This partnership adds one of the safest and most effective disinfectants on the market, PURE Hard Surface Sanitizer and Disinfectant, to Light-House's cleaning chemical line. PURE Biosciences has a distribution agreement with the LightHouse for the Blind and Visually Impaired as an AbilityOne partner. We look forward to the continued partnership and the opportunities that it will bring both businesses.





Photo Caption: manufacturing cleaning products

Photo Caption: exterior of Sirkin Center

By the Numbers

2021 saw continued effects of Pandemic slowdowns and constraints on the output of the Sirkin Center. However, the Sirkin Center was able to still retain our employee base during this time. Time was dedicated to building internal systems and processes to maintain continued success that we expect to see moving forward.

EMPLOYMENT

Mission-based labor force	16	80%
Mission-based employees in leadership positions	2	28.5%
Attrition	3	8.1%

LightHouse avoided layoffs in 2021. Attrition due to internal promotions of staff from manufacturing line work to positions with career advancement opportunities. In the manufacturing industry, typical turnover is 37% with most companies aiming for 10%. Sirkin Center maintains its commitment to its employees.

PRODUCTS

UNITS SHIPPED

Packets of Tissue	43,000,000
Cleaning Products	331,123

Financials

LightHouse funds its operations with support from individual donations, bequests, social enterprise revenue, government grants and contracts, private grants and contracts, fees for program services, and investment income. We recognize the below financials are a subset of LightHouse overall financials. To see a complete view of our financials, please see our audited financials

https://lighthouse-sf.org/about/financials/

CONSOLIDATED STATEMENT OF ACTIVITIES AND CHANGE IN NET ASSETS

year ended September 30, 2021

OPERATING	Restrictions	Restrictions	Total
Revenue and Support			
Sales	\$3,981,174		\$3,981,174
Government Grants	1,596,696		1,596,696
Contributions and Gifts	931,881	457,347	1,389,228
Program Service Fees	908,422		908,422
Net Assets Released from Restrictions	491,820	(491,820)	_
Other	465,656		465,656
TOTAL REVENUE AND SUPPORT	8,375,649	(34,473)	8,341,176
Expenses			
Program Service	14,551,748		14,551,748
Management and general	3,808,417		3,808,417
Development	1,192,515		1,192,515
TOTAL EXPENSES	19,552,680		19,552,680
Changes in Net Assets from Operations	(11,177,031)	(34,473)	(11,211,504)
NON-OPERATING			
Investment income, net of expenses	30,411,705		30,411,705
Gain on sale of building	4,372,490		4,372,490
Change in the value of interest rate swaps	1,770,882		1,770,882
Change in Net Assets	25,378,046	(34,473)	25,343,573
Net Assets, beginning of the year	175,177,363	446,115	175,623,478
Net Assets, end of the year	\$ 200,555,409	\$411,642	\$200,967,051

LightHouse in the Media

A large component of the LightHouse mission is to communicate the truth about blindness to the widest possible audience. These prominent media sources published articles about LightHouse in 2021:

The White House • Cite • STAT News • Wall Street Journal TechZim • Vision Australia • Atlas Geographica



Photo Caption: series of six photos representing media, including a microphone, newspaper, digital screen with "News"

Accessibility Tech Partnerships

We consulted and worked on technology and accessibility with companies all over the world, including:

Microsoft • Amazon • Waymo • Cruise • Exygy • Airbnb Volkswagen Group • Grove Collaborative • BART • Reverb



Photo Caption: series of five photos representing technology including autonomous driving, Microsoft applications

Advocacy Partnerships

Americorps • Napa County Office of Education • SF Department of Public Health • San Francisco Mayor's Office on Disability

LightHouse is grateful to our thousands of donors who, for 119 years, have made it possible to meet our community's needs. We couldn't do our work without you.

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Photo Caption: A group of LightHouse staff and supporters gathered outside LightHouse Headquaters in San Francisco on White Cane Day. Photo by Sarika Dagar

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