2021 – 2024
STRATEGIC PLAN
FROM THE EXECUTIVE DIRECTOR

Dear BVA Board Members,

Welcome to Blinded Veterans Association’s 2020-2023 Strategic Plan – our roadmap for success. This publication will introduce you to the critical elements of our strategy from top-line, overarching strategic goals or pillars to our key tactics and performance indicators that ensure we are meeting our objectives.

Developing this strategic plan with a holistic, top-to-bottom approach took six months. The process included multiple in-depth board member, staff and stakeholder interviews, surveys, focus groups and Board sessions and calls.

We took this deliberate approach to ensure we present you with a strategic plan that does a lot more than collect dust on a digital shelf. Rather, our strategy integrates into our processes down to Board and employee daily action.

Our way forward reflects an analysis of the most critical challenges facing our Association, seeking to successfully navigate changes in our membership, funding, service delivery and engagement with the legislative process.

Thank you for your diligence and collaborative work on this strategic plan. Together we have identified the strategic path forward. My promise to you is to ensure this plan drives all we do as we lead the Blinded Veterans Association to fulfill our honorable mission and serve our members with excellence.

Respectfully,
Donald D. Overton, Jr.
Executive Director
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Mission Vision Purpose Statements 01/30/2020

Mission:
BVA serves as ambassadors and mentors for all veterans and their families coping with sight loss.

Vision:
BVA continually strives to better the lives of all who served in the Armed Forces living with sight loss through: expert advocacy, engaged membership, clear communication, and peer inspired self-reliance. Our BVA family epitomizes respect, honor, dedication and commitment to sustain a thriving, informed, patriotic and connected community.

Why:
BVA is the only congressionally chartered Veterans Service Organization created for, consisting of and led by visually impaired veterans focused on the issues, advocacy and mentorship vital to all veterans and families coping with sight loss regardless of service connection.

Congressionally Chartered Purpose of BVA:
(1) to operate as a not-for-profit corporation exclusively for charitable, educational, patriotic, and civic improvement purposes;

(2) to promote the welfare of blinded veterans so that, notwithstanding their disabilities, they may take their rightful place in the community and work with their fellow citizens toward the creation of a peaceful world;

(3) to preserve and strengthen a spirit of fellowship among blinded veterans so that they may give mutual aid and assistance to one another; and

(4) to maintain and extend the institutions of American freedom and to encourage loyalty to the Constitution and laws of the United States and of the states in which they reside.
Summary of Four Goals / Pillars:

**Goal #1: Generate new and sustained revenue and manage expenses**

Measured by: BVA’s reduced operational deficit.

Baseline: $525,000 in 2019. Reduced by 33% by July 1, 2021; 66% by July 1, 2022; and 100% by July 1, 2023.

**Goal #2: Ensure the BVA is recognized as the leader in advocacy for blinded veterans and their caregivers by the VA, Government and Public.**

Measured by: 2021, 2022, and 2023 membership surveys, VA & Government quotes, sought opinion and public/press reports.

Baseline: 80%. 2021: 82%, 2022: 85%, 2023: 90%

**Goal #3: Inspire, connect and effectively engage BVA members.**

Measured by: annual 2021, 2022 and 2023 Overall Satisfaction rating in Annual Membership survey. As well as Annual Conference, Regional member involvement, Calls to Veterans Service Program, OPS participation and Satisfaction survey

Baseline: 66.6% to 70% in 2021, 75% in 2022, 85% in 2023,

**Goal #4: Achieve Operational Excellence at the BVA.**

Measured annually by Employee and Stakeholder surveys with questions on Communication, BVA HQ Team, Leading by Example.

Baseline: 65% 2021: 70%, 2022: 75%, 2023: 80%
The BVA 2020 – 2023 Strategic Plan

Final Version: 01/01/2021

Goal #1: Generate new and sustained revenue and manage expenses

Measured by: BVA’s reduced operational deficit from $525,000 in 2019 by 33% by July 1, 2021, 66% by July 1, 2022 and 100% by July 1, 2023.

1. BVA has a culture of fundraising (Dollar amounts will be set in Fundraising Plan to be developed)
   a. Executive Director role is clearly defined with at least 50% allocated to fundraising by June 30, 2021  Responsible: Don
      The key to this is:
      • Hiring a Chief of Public Relations COMPLETED
        Responsible: Don
      • Develop Fundraising Training Plan for ED COMPLETED
        Responsible: Don & BOD
      • Execute Fundraising Training Plan for ED COMPLETED
        Responsible: Don & BOD
   b. Board, Key Staff and Regional leaders are trained in fundraising and Story Telling by 9/30/2021 Responsible Don & BOD
      • Develop Board of Directors training plan
        By March 28, 2021 Responsible: Don & BOD
      • Schedule Board training at Spring Board meeting
        By March 28, 2021 Responsible: Don & BOD
      • Develop Fundraising training plan for staff
        By March 28, 2021 Responsible: Don & BOD
      • Develop Fundraising training plan for Regional leaders
        By June 30, 2021 Responsible: Don & BOD
      • Complete BVA staff and Regional leaders training by end of 2021 Annual meeting Responsible: Don & BOD
      • Create BVA Speakers Bureau for fundraising, advocacy and communication
By August 30, 2021 Responsible: Don & BOD

c. All events including Annual Conference have and achieve fundraising, attendance, budget and engagement goals:
Goals set by March 28, 2021 and achieved by Events Lead

d. New BVA offices reflect fundraising culture
   • Public Display of: Corporate sponsors, Major Donors, Planned Gifts, Grants
      By March 28, 2021 Responsible: Don & HQ Directors

e. BVA creates a Fundraising plan and presents to BVA Board at spring board meeting.
   By March 28, 2021 Responsible: Don

f. As part of the Fundraising Plan, Individual, Corporate and Government Donor engagement plan developed for Thank you, recognition and engagement.
   • Use Salesforce for recording all donor contact
   • Personal Thank you visits for large sponsors and donors
   • Thank You letters sent after donation received
   • Volunteer activities identified for events
   By March 28, 2021 Responsible: Don & Andrea

2. Develop corporate programs to generate $5,000 in recurring revenue for the BVA by June 30, 2021, $10,000 by 2022 and $20,000 by 2023.
   a. Work with Garrett Bolks to identify current opportunities.
      By March 28, 2021 Responsible: Don & Andrea

   b. Identify 5 opportunities for recurring revenue
      By August 30, 2021 Responsible: Don & Andrea

Sample opportunities include:

I. Hearing Aides Buckingham Corporation
II. BVA Seal of Approval
III. Capitol RX Pharmacy Benefits Program
IV. Fundraising Events (Golf, Gala... etc.)

c. Develop benefits case of partnership  
   By June 1, 2021, Responsible: Don & Andrea

d. Develop Agreement for partnerships  
   By August 30, 2021, Responsible: Don & Andrea

3. Four BVA Regional groups raise $10,000 annually by June 30, 2022
   a. Identify four Regional Groups interested in fundraising and having capacity  
      By May 1, 2021, Responsible: Don and District Directors

   b. Train four Regional Groups in fundraising  
      By August 2021, Responsible: Don and Fundraising Committee

   c. Identify need for funds and develop case for effort  
      By August 2021, Responsible: Don & Andrea

   d. Work with four Regional Groups to assist in raising $10,000 each  
      By June 2022, Responsible: Don & Fundraising Committee
Goal #2: The BVA is recognized by the VA, Government and Public as the leader in advocacy for blinded veterans and their caregivers.


1. BVA rates and seeks to improve the services to veterans who are blind from the VA/ DOD/ Governmental and Non-Governmental Associations.
   a. Update the Veteran Care Review process to ensure blinded veterans are receiving best care
      By 2021 Annual Board meeting in August. Responsible: Jim
      • Collaboration: The Association for Education and Rehabilitation of the Blind and Visually Impaired (AER) or the Commission on Accreditation of Rehabilitation Facilities (CARF) and by the Academy for Certification of Vision Rehabilitation and Education Professionals (ACVREP)
      • Paralyzed Veterans of America (PVA), American Legion, VFW do VAMC site visit reviews and report to VHA.
      • Develop timely standard format with consistent reporting requirements and time lines for submissions and responses from BRS, VHA, or VBA.
   b. Define and publish “best practices” guidelines and have it accepted by the VA
      By 2021 Annual Board meeting in August. Responsible: Jim/ VSP Committee, and BRS BVA Committee
   c. BVA documents effective and consistent regional engagements with blind rehabilitation services employees at VA Medical (VIST/BROS) and produces quarterly report
      By 2021 Annual Board meeting in August and quarterly afterwards. Responsible: Jim / Local regional group BVA officers
d. BVA effectively engages Chief of VA eye clinics in BRC/VISOR locations
   Ongoing. Responsible: Don, Jim, Wade

e. BVA effectively engages Sec. VA and Deputy VA
   Ongoing. Responsible: Jim

f. Meetings with Under Secretary Health and Clinical Service Chiefs VHA
   Ongoing. Responsible: Jim

2. **BVA identifies, advocates and mobilizes efforts for the blinded veterans on the Hill, other Military and Veteran Service Organizations, and in medical or research communities**

   a. BVA Government Relations Director hire Assistant COMPLETED

   b. Conduct focused Hill Days with 5 - 6 BVA members annually “TAP the Hill” visits
      Ongoing. Responsible: Jim / Govt. Relations Committee.

   c. Introduce new app / OneClick Politics to allow BVA members to contact elected officials
      By February 28, 2021. Responsible: Jim

   d. Use and develop quarterly Board report on OneClick
      By March 15, 2021 and Quarterly afterwards. Responsible: Jim

   e. Develop Resolutions with BVA membership and Regional Group leaders
      By August 2021 Annual Convention. Responsible: BVA Board Members / Jim

   f. Development of Annual BVA Leadership Awards to Congressional members and government leaders by BVA for special contributions to improving rehabilitation, benefits, or research
      By March 28, 2021 and annually afterwards. Responsible: Jim
3. **BVA supports vision research on behalf of BVA members.**
   
a. Meet with BV UK to discuss “Best Practices” around Research support and engagement  
   By February 28, 2021 Responsible: Tom Z

b. Determine possible role of BVA in Research space and make recommendation to BVA Board  
   By March 28, 2021 Responsible: Tom Z

**Possible Organizations to partner with:**

1. Blind Veterans UK (BVUK)  
3. National Alliance Eye Vision Research (NAEVR)  
4. National Eye Institute NIH  
5. American Academy Ophthalmology (AAO)  
6. American Optometric Association (AOA)  
7. DOD Vision Research Program (VRP)  
8. VHA Office Research & Development  
9. Mississippi State University Rehabilitation Research Training Institute (MSURRTIC)  
10. Caregiver.Com and other Caregiver Organizations

**Possible ideas for role of BVA in Research:**

1. Provides updates in various newsletters and web stories  
2. Provide BVA speakers at events  
3. Engage BVA members in research opportunities  
4. Cooperate with vision research organizations on advocating for both national and international research highlighting military vision trauma, degenerative eye diseases, promoting research and long-term surveillance  
5. Inform BVA membership on the concept of grassroots efforts for policy change in government to improve or expand VA benefits or health care programs for disabled
6. Provide breaking news briefs via the legislative contacts email list to board members and membership
7. Develop specific briefing materials on the regulatory and legislative processes to be presented to BVA Board/staff and to BVA regional group membership
8. Provide legislative email alerts, Bulletin updates, and expand on social media forums
9. Provide press interviews or info to news media on BVA issues/stories about blinded veterans and/or caregivers
10. Educate and train BVA regional group must help “amplify the programs and services and strong advocacy work of BVA in the veteran space
Goal #3: Inspire, connect and effectively engage BVA members

Measured by: annual 2021, 2022 and 2023 membership survey.
(This will be measured by Overall Satisfaction rating increasing from 2019 base of 66.6% to 70% in 2021, 75% in 2022, 85% in 2023, Annual Conference, Regional member involvement, Calls to Veterans Service Program, OPS participation and Satisfaction surveys)

1. Hire new BVA Chief of Public Relations leader
   Completed. Responsible: Don

2. BVA creates “customer intimacy” through effective centralized data management and communication
   a) Develop External Communication Plan
      By June 30, 2021 Responsible: Stuart (with support from Communications Committee, OPS, Fundraising Committee)

      Ideas to be included:
      • Annual Conference President Reception State of the Union presentation highlighting BVA successes
      • Establish ability to survey for satisfaction after Annual Conference, Regional member involvement, Calls to Veterans Service Program and OPS participation, Events and for Staff
      • Including all communications platforms and methods: Print, digital, social media, email, personal, and development. Using quarterly or monthly messages

   b) Execution of External Communication Plan
      Beginning July 1, 2021 and ongoing. Responsible: Stuart
c) Database: BVA maintain accurate easily accessed centralized membership data base of all BVA membership.
   i. BVA National work with Regions to review Membership list monthly for additions, death and transfers
      By June 2021, Responsible: Maria / Education Committee
   ii. BVA has a fully integrated CRM with Salesforce
       By December 2021, Responsible: Don & Andrea
   iii. Develop method to measure quality of database
        By June 2021, Responsible: Don & Andrea

d) Provide BVA members with outstanding Written Communication
   i. BVA publishes Award winning Bulletin and Newsletter publications
      By June 2021, Responsible: Stuart
   ii. Executive Director updates continue with “transparency and not sanitized”
       1. Consider Bi weekly or monthly
       2. Include staff input
       3. Make available to general membership and staff
          By Ongoing, Responsible: Don
   iii. Regional newsletters implemented and Regional leadership engaged in BVA personal communications
        By June 2021, Responsible: Membership committee

e) Establish regular teleconferences based on different programs that invite BVA members to engage with BVA
   i. Determine groups and programs that would be valuable to members
   ii. Demonstrate relevance to membership
   iii. Offer consistently
   iv. Offer training
      By October 2021, Responsible: Education Committee
f) BVA National Social Media is effective and measurable
   i. Determine best measurements for social media effort
      Ideas include:
      • # followers on Facebook, shares and posts
      • Emails opened and forwarded
      • Unique website visits and page 2 clicks
   ii. Use video in addition to audio
       By June 30, 2021, Responsible: Stuart

g) Website: BVA has dynamic, updated website available to Members to
   provide thorough information and self-help assistance
   a. Areas of the website to be addressed are:
      1. Membership application
      2. Finances and 990
      3. All Membership Applications
      4. List of District and Regional Officers and Contacts
      5. Ability to identify Regional and District contacts by zip code
      6. Committee rosters
      7. BVA 2021 Strategic Plan
      8. Place to share video stories
      9. Donor/sponsor/partner recognition
      10. Events Calendar
       By June 30, 2021. Responsible: Public Relations Committee

3. Operation Peer Support is expanded nationally and regionally to engage
   more BVA members
   a) Eight to ten annual national OPS program events offered
      By June 30, 2021. Responsible: OPS Committee
b) OPS Committee develops training of OPS events and “best practices” for Regions
By June 30, 2021. Responsible: OPS Committee

c) By 2023 all Districts are having one OPS program per year
By June 2023. Responsible: OPS Committee

4. **BVA 2021 events are member engaging, revenue generating and high quality**

   2021 Annual National Convention – reception, Invite members, major donors, affiliate members

   Memorial Day

   White Cane Day

   Blinded Veterans Day

5. **Strong regional system and engagement with members regionally**

   a) **Decentralize the Veterans Service Program**

   i. Develop plan to decentralize the Veterans Service Program.
By March 15, 2021,
Responsible: Jim / Resource Committee

   ii. Develop metrics to measure effectiveness of a decentralized VSP
By March 15, 2021
Responsible: Jim / Resource Committee

   iii. Board Approval of decentralization plan and metrics
By March 28, 2021 Responsible: Jim

   iv. Execute and Measure effectiveness of new plan for Veterans Service Program.
Ongoing. Responsible: Jim
v. Announce new plan for Veterans Service Program at the 2021 Annual BVA Convention

b) Reestablish Pilot Regional training including Fundraising, Public Relations, Networking and working with the local VA to strengthen regions

i. Develop Regional Training manual
   By March 28, 2021 Responsible: Education Committee

ii. Develop plan to train Regions on effective practices
    By March 28, 2021 Responsible: Education Training and Membership Committee and Regional Group

iii. Development metrics to measure effectiveness of Regional training pilots with a cost benefit analysis
    By April 30, 2021 Responsible: Education Training and Membership Committee and Regional Group

iv. Select two Districts and Regional Groups in the selected Districts to pilot Regional training program
    By or before Annual Convention, Responsible: Education Committee

v. Begin pilot Regional training at Annual Conference.
   Responsible: Education Training and Membership Committee and Regional Group

vi. Measure effectiveness of two Regional training pilots regarding follow up actions
    By March 2022 Board meeting. Responsible: Education Training and Membership Committee and Regional Group

vii. Identify additional District(s) and Regional groups for pilot expansion
By March 2022 Board meetings. Responsible: Education Training and Membership Committee and Regional Group

viii. Expand Regional training
Annual Conference 2022. Responsible: Education Training and Membership Committee and Regional Group

ix. With success of Regional training initiative, develop national expansion of initiative
By March 2022 Board meeting. Responsible: Education Training and Membership Committee and Regional Group

6. Engage, Investigate and Implement additional services to BVA members and their family.

a. BVA Care Givers
   i. Meet with BVAA to discuss the Care Giving initiative and their potential participation and leadership
      By February 28, 2021, Responsible: Don

      (depending on the role of the BVAA the tactics below and timeline for this strategy needs to be developed)

   ii. Identify needs of BVA Care Givers
   iii. Identify existing resources available for Care Givers
   iv. Consider how OPS Care Givers support could be incorporated
   v. Design Care Giver Support program
      By March 15, 2021, Responsible: TBD
   vi. Present to Board for approval
      By March 30, 2020, Responsible: TBD
   vii. Launch Care Giving initiative at 2021 Annual Convention

b. BVA member Mental Health/Suicide Resources
   i. Identify Mental Health and Suicide data of blinded veterans
By February 28, 2021, Responsible: Women’s Veterans Committee

ii. Develop recommendation for BVA Board of best way for the BVA to assist blinded veterans considering suicide
   Possible ideas:
   • Provide link to resources on BVA website
   • Provide phone number for BVA members
   • Create Resource packet on BVA website
   • Determine education resources and methods of suicide services for blinded veterans
   • Provide session at Annual Convention
   • Determine how to assist VA Suicide hotline to better understand blinded veterans considering suicide – training, talking with suicide caller
   • “Talking Tuesday” to encourage a call to a blinded veteran

By March 15, 2021, Responsible: Jim / Women’s Veterans Committee

iii. Present to BVA Board for approval of recommendation
    By March Board meeting, Responsible: Jim

iv. Announce suicide prevention initiative at Annual Convention
    By: Annual Convention, Responsible: Jim

7. Engage BVAA more effectively
   i. Meet with BVAA to discuss engagement opportunities
      Ideas for ways to engage the BVAA more effectively
      • Have link on each organization’s websites to both organizations
      • Have the BVAA be on the Annual Convention planning committee
      • Ask the BVAA to provide a report to BVA Board bi-annually
      • Create Caregiving committee with BVA and BVAA members.
By March 15, 2021 Responsible: Tom Z

ii. BVAA and Tom Z present recommendations in March 2021 BVA Board meeting
   By March 30, 2021 Responsible: Tom Z

iii. Implement recommendations approved by BVA Board
   By June 30, 2021 Responsible: Tom Z
Goal #4: Achieve Operational Excellence at the BVA

Measured annually by Employee and Stakeholder surveys with questions on Communication, BVA HQ Team, Leading by Example.

Baseline: 65%  2021: 70%, 2022: 75%, 2023: 80%

Also measured by controlling of expenses i.e. salaries and compensation, travel, mailing costs and others

1. Effective Internal Communication

   a. Weekly leadership team meetings that are under one hour, occur with or without Executive Director and can be by teleconference. Begin by February 28, 2021 and then ongoing Responsible: Don & all Directors

   b. Monthly all staff meetings to provide updates and receive feedback. Begin by February 28, 2021 and then ongoing Responsible: Don & all Directors

   c. Central Calendar to show key events, birthdays, PTO, holidays, etc. Begin by February 28, 2021 than ongoing Responsible: Brigitte

2. Strong BVA HQ Team of selfless servants that cares about the mission and one another

   a. Publicize a clear and easy to read Organizational Chart
      By February 28, 2021 Responsible: Brigitte

   b. HQ staff aligned by teams
      By February 28, 2021 Responsible: Don

   c. Publish an updated Employee Handbook annually
      By February 28, 2021 and ongoing afterwards. Responsible: Don

   d. Collaboratively develop and publish the Cultural Values of the organization
By September 30, 2021 Responsible: Don / HRi

e. Plan calendar year HQ staff gatherings / meals around key holidays
   By February 28, 2021 Responsible: Brigitte / HRi

f. Nominate and recognize quarterly Selfless Servant or a staff person
   who exemplified an organizational value
   By February 28, 2021 Responsible: Don / HRi

3. Strong Management through “Leading by Example” by Leaders who care

   a. Designate one of the weekly leadership team meetings each month
      (i.e. 1st or last) to be a Dashboard update of key BVA measurements
      by department
      By April 15, 2021 Responsible: Don

   b. Develop key measurement Dashboard for department updates
      By March 15, 2021 Responsible: Don

   c. Quarterly BVA Leadership team reviews the Strategic Plan to track
      progress
      By April 2021 have first Quarterly meeting Responsible: Don

   d. Annually BVA Leadership team reviews Strategic Plan at an offsite
      meeting and sets new goals for the upcoming year and present to
      Board at Annual Convention meeting
      By June 2021 and annually afterwards. Responsible: Don

   e. Develop Job descriptions for all positions and update/audit annually
      By June 30, 2021 Responsible: Don / HRi

   f. Conduct annual Job evaluations incorporating 360 feedback for all
      HQ staff
      By June 30, 2021 and annually afterwards. Responsible: Don / Brigitte

   g. Investigate EOS implementation for BVA
      By June 30, 2021 Responsible: Don

   h. Annual compensation/benefits report to each employee
By June 30, 2021 Responsible: Brigitte / HRi

i. Annual compensation comparison presented to BVA Board of Directors
   By March Board meeting each year Responsible: Don / HRi

4. Aggressively manage all expenses of the BVA including efficiencies and vendor negotiations to ensure good stewardship of all resources.
   
   a. Monthly review of expenses by departments
      By March 1, 2021 and then monthly when finances are totaled.
      Responsible: Don / Brigitte

   b. Review Health Benefits
      By October 1, 2021 Responsible: Don / HRi

   c. Review Direct Mail and Development costs and results annually
      By November 1, 2021 Responsible: Don
Appendix

Background Information informing the Strategic Plan:

Membership

The BVA like many membership organizations and VSOs is facing challenging headwinds as it serves blinded veterans. For the last many years, the revenue and membership of the BVA has declined. Currently the BVA has approximately 6,800 members and in 2018/19 lost a net 884 members. In the last five years it is estimated that the membership role has reduced 35%.

Revenue

In 2019 the $1.89M revenue budget was made up of about $609,000 in bequests (one totaling about $300,000), $500,000 in interest, $523,000 from direct mail, $259,000 from Network for Good and Social Media and $119,000 from Major Individual Gifts. Over $99,000 were directly for the Operation Peer Support program. BVA has at least 50 donors who contributed $1,000 or more with two donors who contributed $30,000 and $25,000.

Given the decline in membership, revenue and the amount of reserves available for sustainability, without a change in the direction of these numbers it is estimated that the BVA may not be able to operate past ten years.

Membership Survey

In July and August 2019, the Membership of the BVA was surveyed to gain feedback about the BVA. 2,000 members received electronic surveys and 138 members responded. During the BVA Tulsa Convention 2,500 additional members received a letter in the U.S. Mail and were invited to call and 800 number to provide their feedback or connect electronically. A week after the letter was mailed only two members connected. This is alarming
Survey Results

When asked their Overall Satisfaction rating 67% of members indicated Satisfaction or High Satisfaction. 23% were neutral and 10% were dissatisfied or very dissatisfied.

Survey questions asked about the four primary areas: Regional Groups, Veterans Service Program, Communication and Advocacy.

Highlights of the surveys:

1. 72% of members are married
2. 90% satisfied with the Social aspect of the Convention and 86% were satisfied with the vendors and new devices at the Convention
3. Facebook is the primary social media medium
4. The Veterans Service Program had 53% satisfaction and 17 – 22% dissatisfaction
5. Majority of members selected Mission and Improving to describe the BVA but do not select Innovative or creative. This summary mirrored BVA staff responses
6. Of the four areas surveyed, Advocacy received the highest Satisfaction and lowest Dissatisfaction rating at 92% and 2%
7. 91% indicated they would use an online portal to communicate with their elected official

A summary of the Membership survey results would indicate that BVA member’s value:

1. Strong advocacy with elected officials and with the VA
2. Satisfaction with the Bulletin and e-newsletter as their primary connection with the BVA
3. High desire to connect with other blind individuals
4. Moderate Satisfaction with the Regional Groups with a higher satisfaction with Operation Peer Support (OPS) and Regional gatherings
5. Moderate support for the Veterans Service Program with a higher dissatisfaction level of their services

In reviewing the survey ratings of the four areas, the BVA has members who value the BVA mission and believe it is improving but would not be characterized as “Raving Fan” or “Highly Engaged.” As a membership organization that receives member referral primarily from the Veterans Administration (VA) and from other members, strong connection with other people who are blind and with the VA is important.

In his book, Disciplines of Market Leaders, by Brian Treacy, 1995, he states that organizations must do three things well: Efficiency, Innovation and Customer Intimacy and must do one of them extremely well. Companies like UPS are known for efficiency, Apple for Innovation and Nordstrom for Customer Intimacy. When BVA centralized services and since it has not been able to connect with all members electronically or through the mail, it has not been able to maintain a high level of customer intimacy. Going forward this should be a primary focus through communication, regional groups and programs such as Operation Peer Support, the Convention and other gatherings and connections.

Board Survey Results Summary:

Board members completed a separate Board Survey shortly after the Membership Survey. In addition, Board Members were interviewed by phone for 30 – 60 minutes.

63% of the Board members rated How the BVA is achieving its mission as Good, Very Good or Excellent with 37% Fair and 0% Poor.

100% of the Board indicated they felt serving on the Board as Satisfied or Very Satisfied.

When asked to identify words that describe the BVA Mission and Improving was most selected
When asked what has improved in the last year, it was Leadership and Executive Director and Greatest Challenge was Funding, Membership and Participation of Members.

When asked what the BVA did well, Advocating and the Bulletin were mentioned most.

From the electronic survey and the interviews, the Board is committed and engaged and deeply values the mission and work of the BVA. The Board realizes that due to the declining membership numbers and negative annual financials for at least the last three years, the need for strategic and informed action is significant.

Staff Survey Results Summary:

BVA staff completed a separate Employee before the Membership Survey. In addition, employees were interviewed for 45 – 60 minutes in the BVA office. BVA leadership was interviewed individually and the administration team and Veterans Service Program team were interviewed separately in a group.

When employees were asked about their Overall Job Satisfaction, they were significantly split. 57% indicated Satisfied or Very Satisfied and 43% were Neutral or Somewhat Dissatisfied or Very Dissatisfied.

Identical to the Board, when asked to identify words that describe the BVA Mission and Improving was most selected. Only one employee selected Innovative or Creative and no one selected Healthy.

In summary the top and significant issues shared by the employees was the dissatisfaction in compensation and the need for employees to perform multiple jobs.

The staff has a 79% satisfaction level in the personal satisfaction level they feel from their work at the BVA and 57% satisfaction level and 0% dissatisfaction level in their pride for working for the BVA.

79% are neutral, dissatisfied or very dissatisfied regarding Having the Resources needed to Perform their job.
The BVA employee team highly value the mission of the BVA and are proud to serve the BVA membership. There is high frustration regarding pay and scope of work and a concern about being able to accomplish their jobs to a high standard level. They are aware of the declining membership numbers and financial position of the BVA.
Summary of Top 10 Key Take Away Points:

1. Need to create highly engaged members and VA for membership growth
2. “Put fundraising on steroids” and capitalize on significant events of coming year
3. ED should be fundraising 50% of his time and acquire additional fundraising resources
4. Teach Story Telling and use as a membership and fundraising program
5. Develop message to remind members what the BVA has accomplished for them in the past and “What’s in it for me now.”
6. Strive for “Customer Intimacy” through communication, regional groups and programs and stronger VA connections
7. Consider plan to provide Veterans Service Program services in regions
8. Reinstitute Regional training program
9. Create strong regional Operation Peer Support programs
10. Enhance website to contain more information that was formerly included

Key Focus Areas / Pillars for the BVA 2021-2024 Strategic Plan

1. Fundraising
2. Advocacy
3. Member Engagement
4. Operational Excellence