

2018-2021 STRATEGIC PLAN



Enacted by the agency's Board of Directors on July 11, 2018

With its 100th anniversary on the horizon, the Center for Vision Loss seeks to leverage its continued evolution to achieve greater recognition, support, and investment. While service as what iconic activist Helen Keller called "Knights of the Blind" always will be an important core component of the agency's mission and identity, the organization has evolved to serve people of all ages and visual capabilities with the growth of its rehabilitation and prevention services.

The agency's 2018-2021 Strategic Plan outlines its efforts to communicate its value; increase its donor recruitment, recognition, and stewardship efforts; and invest judiciously in its programs to increase their impact.

MISSION

To enable personal triumphs over visual impairments.

VISION

To influence a world in which vision loss is no longer a barrier to independence and achievement.

PURPOSES

Support: To deliver support and improve quality of life for people who experience vision loss.

Rehabilitation: To provide for rehabilitation of visual capabilities in children and adults.

Prevention: To encourage people of all ages to engage in practices and behaviors that prevent vision loss.

IMPACTS

Support: The agency's annual goal is for at least 75 percent of its vision loss clients to report that the services they receive help them maintain their independence.

Rehabilitation: The agency's annual goal is for at least 85 percent of vision loss clients in its lifeskills programs to improve their functional capabilities.

Prevention: The agency reflects its impact in the numbers of children and adults engaged, screened, referred for additional care, and educated annually.

SERVICE AREAS

Lehigh Valley: Lehigh and Northampton counties in eastern Pennsylvania

Monroe: Monroe County in eastern Pennsylvania

OBJECTIVES AND STRATEGIES

STRATEGIC DIMENSION: ADVANCEMENT

OBJECTIVE 1.0

To advance awareness of the agency, its breadth of services, and its value for everyone in Lehigh, Northampton, and Monroe counties.

1.1 Conduct and complete a brand development process involving key agency personnel, expert practitioners, and select constituents.

1.2 Develop and execute a comprehensive brand promotional plan through both paid and unpaid media opportunities.

1.3 Develop and implement a content marketing strategy that utilizes all appropriate and effective platforms, increases interaction with constituents, and positions the agency as a source of expertise with respect to vision topics.

OBJECTIVE 2.0

To increase operations revenue in order to decrease dependency on the agency's related endowment foundation.

2.1 Formalize the establishment of an agency annual fund to raise awareness and recognition of individual donors.

2.2 Develop and implement systems of activities and protocols with respect to donor moves management, stewardship, and recognition.

2.3 Increase agency board participation with respect to individual giving and facilitation of relationships that result in funding from other sources.

2.4 Investigate new revenue streams for the agency – including sponsorship opportunities related to specific programs and services.

OBJECTIVE 3.0

To provide for long-term growth and stability of the agency's related endowment foundation.

3.1 Advance promotion of Helen Keller Endowment Society.

3.2 Investigate annuity and trust programs.

3.3 Investigate naming opportunities to recognize large bequests.

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Monroe Campus | 4215 Manor Drive, Stroudsburg, PA 18360 | 570.992.7787



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OBJECTIVES AND STRATEGIES

STRATEGIC DIMENSION: PROGRAMMATIC EXCELLENCE

OBJECTIVE 4.0

To align agency needs with its professional capacity to ensure that it provides services that make the greatest impact on blind and visually impaired clients.

4.1 Conduct an agency-wide analysis of all client services to identify their strengths, evaluate how they meet client needs, and examine the agency's capability to present them effectively.

4.2 Examine caseworker-to-client ratios, caseworker capacity, and related client needs.

4.3 Establish standards and execute effective procedures for the collection and use of client feedback.

4.4 Increase emphasis and concentration on client support services, orientation and mobility services, counseling, group programs, lifeskills and enrichment programs, and escorted transportation services as deemed feasible and appropriate.

OBJECTIVE 5.0

To prioritize and strengthen prevention services – including screenings and outreach education programs – that are most aligned with the agency's mission and vision.

5.1 Analyze the efficiency, efficacy, and mission alignment of all current prevention services and identify potential opportunities for greater impact.

5.2 Expand utilization of the agency's vision screenings for preschool children.

5.3 Develop or re-develop outreach education programs within consistent standards to promote optimal quality, creativity, and impact.

5.4 Establish and expand partnerships – including partnerships between agency departments – that can strengthen and promote prevention services to potential constituents.

STRATEGIC DIMENSION: OVERSIGHT AND GOVERNANCE

OBJECTIVE 6.0

To ensure that the agency's financial resources are used collectively in the most efficient manner.

6.1 Examine return on current services and programs.

6.2 Analyze personnel needs – including salaries, benefits, policies, and overtime hours – and related costs to inform optimal staff ratios of part-time employees, full-time employees, and volunteers.

6.3 Assess space requirements to support current offerings and investigate the agency's ability to expand its physical footprint.

6.4 Investigate opportunities to decrease costs that do not diminish the agency's overall quality of service.

OBJECTIVE 7.0

To attract the best and brightest professionals from the community to serve as dedicated, engaged, and impactful members of the agency's Board of Directors.

7.1 Activate a board governance committee that would be responsible for the identification and recruitment of member candidates.

7.2 Develop relationships with existing groups and organizations that will help the agency attract board members from underserved populations.

7.3 Increase interaction and engagement between board members and agency staff members to build awareness and collaboration.

7.4 Identify participation in advancement – through both direct giving commensurate with a person's capability and the fostering of strategic relationships – as a primary board priority and manage the board's membership accordingly.

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The Center for Vision Loss, Inc., is a nonprofit organization with IRS 501(c)(3) status. Its Federal Employment Identification Number is 23-1352260. The official registration and financial information for the Center for Vision Loss may be obtained by calling toll-free, within Pennsylvania, 1-800-732-0999. Registration does not imply endorsement.