



STRATEGIC PLAN 2022-25

Dacia Johnson, MS, CRC
Executive Director



EXECUTIVE DIRECTOR'S MESSAGE

As the world, nation, and state begin to contemplate the shape of our future around and beyond the COVID-19 pandemic, Government is faced with questions about the role we play in the lives of the citizens and how we can leverage the available resources to make Oregon a place where everyone can live and thrive.

As the only statewide organization that provides specialized services to adults who experience vision loss, the Commission for the Blind recognizes its critical role in ensuring that Oregonians who are blind have access to the services and resources necessary for them to lead fully integrated and productive lives. As Oregon's communities have evolved in response to the economic, health, and social impacts of the coronavirus pandemic, we as an agency had to respond with innovative service delivery approaches that meet Oregonians with vision loss where they are and support their movement forward to meet their employment and independent living goals.

We know that COVID-19 disproportionately affected some Oregonians more than others. Seniors and individuals with underlying health conditions were at higher risk for severe disease. Due to the causes of vision loss, Oregonians who are blind fell into one of these risk groups. As a result, vocational rehabilitation and independent living services have not been initiated or were delayed during the pandemic. As we shift to the new normal beyond the pandemic, we expect to experience an increase in individuals with vision loss who require training and supports to get and keep work and to live independently.

Our economy has also experienced changes during the past few years. Often referred to as the Great Resignation, we see a record number of individuals voluntarily choose to leave their jobs and pursue alternative work or an entirely different purpose and direction for their lives. This poses both challenges and opportunities for the Commission for the Blind. As an employer who relies on skilled, committed staff to perform the specialized work of the agency, we are faced with the challenge of competing with other agencies around the nation to attract and retain workers.

As a rehabilitation agency, we support job seekers who are blind to participate in the workforce. Low unemployment, higher wages, and an increase in job openings could create career opportunities for Oregonians who are blind, provided they have access to the training and support they need to be successful.

Governor Brown's leadership and commitment to equity and inclusion drives policy and resource decisions that will build a stronger, fairer, and more equitable Oregon where everyone can thrive. Our vision statement is *Blindness without Barriers: A state of inclusion for Oregonians with vision loss*. I am proud to lead our efforts to ensure every citizen is afforded the same opportunities of creating a better life for themselves and their families.

Oregonians who are blind should expect that their career opportunities should in no way be limited by their vision loss. With the right training and tools, blindness is not a barrier to working in a job of their choosing. While Oregon's economic conditions are rich with opportunities for both workers and businesses, there is still work to do to ensure that those opportunities are available to Oregonians who are blind. The need to focus on public education and outreach continues, so that we may ensure service equity, access to training, and employment opportunities which allow Oregonians who are blind to fully participate in the workforce.

Vocational Rehabilitation has consistently demonstrated a substantial return on investment. Individuals who are blind and successfully gain or retain employment repay the cost of their rehabilitation through the taxes they pay and by investing their earnings into the economy as consumers.

For businesses who are challenged to recruit and retain talent to fill positions, expanding their pool of candidates to include job seekers who are blind not only strengthens and diversifies their workforce, but also expands their capacity to fill vacant positions in a tight labor market.

Among those Oregonians entering retirement, there are a growing number of seniors experiencing age-related vision loss that affects their ability to perform everyday tasks safely and independently. With the independent spirit of Oregon guiding them, our seniors want to live in their homes and remain active in their communities. With the right training and tools provided by the Commission for the Blind's specialized staff, a senior's loss of vision need not prevent them from living independently.

Seniors, after experiencing vision loss, who are able to acquire the skills they need to remain safe, independent, and in their homes, can delay or avoid higher levels of assisted living and nursing care that would otherwise be paid for at the expense of taxpayers. Maximizing independence and self-reliance are two core

values that are deeply meaningful to Oregonians. The Commission for the Blind assists those who are blind in personally exercising those values and principles in their everyday lives.

Independent living rehabilitation training is not only the right thing to do for Oregonians who are blind, but also cost effective, as well. Investing in education and prevention services, as a long-term strategy, will produce improved outcomes and reduce costs to the State over time that would otherwise go to higher levels of foster or nursing care services.

Looking Ahead

The Commission for the Blind will face critical challenges in the coming years that may only be fully addressed through the effective use of all available resources. These challenges include:

- Economic and public health challenges facing Oregon's citizens disproportionately affects individuals who experience disability.
- Society increasingly relies on technology to perform daily activities. Available adaptive solutions for individuals who are blind require training and support to ensure that people are able to access and operate these technologies and remain independent.
- There is a national shortage of professionals in specialized disciplines in the field of blindness rehabilitation, particularly Orientation and Mobility instructors who are certified to teach cane travel to individuals who are blind.
- The shift of the workforce from public buildings to remote work has changed the food service/vending opportunities that exist for entrepreneurs who are blind in the Business Enterprise Program.
- Federal legislation transformed the public workforce system, targeting youth requiring pre-employment transition services and services to businesses and their hiring needs.
- Aging citizens with vision loss who desire to age in-place require training and support that allow them to remain independent in their homes and engaged in their communities.

Under the guidance and leadership of our commissioners, this strategic plan will guide the Agency in utilizing resources effectively and efficiently to generate high quality outcomes that benefit the greatest number of Oregonians who are blind. This strategic plan provides the framework to address challenges and opportunities through targeted resource allocation and informed decision-making to ensure that the agency is investing now to achieve Governor Brown's vision to build a stronger, fairer, and more equitable Oregon where everyone can thrive.



Dacia Johnson
Executive Director

INTRODUCTION

Oregon's Commission for the Blind was established in 1937 as a state agency and has evolved over time to be a consumer-focused organization with a citizen governing body appointed by the Governor. The agency receives policy direction and oversight from a seven-member Commission representing consumer organizations, educational institutions, ophthalmology and optometry professionals, business leaders, and individual citizens. It is required that the majority of the seven members of the Commission are persons who are blind.

The agency operates under ORS 346.110 through 346.570 and through the Workforce Innovation and Opportunity Act of 2014, which designated the US Department of Education, Rehabilitation Services Administration as the principal federal agency to oversee the national vocational rehabilitation system throughout the nation, in collaboration with the US Department of Labor and other workforce entities.

The mission of the Commission for the Blind is to *empower Oregonians who are blind to fully engage in life*. We fulfill this mission by administering federally- and state-funded vocational rehabilitation and independent living programs that support Oregonians who are blind in going to work and living independently in their homes and communities.

The agency's core values include the following:

- Customer Service – Dedication to meeting the needs of our clients and customers and to honoring our commitments.
- Leadership – Being open, authentic, and lifting others up while building consensus towards a common goal.
- Integrity – Meeting commitments, acting responsibly with public and personal trust, and being accountable for words and actions.
- Professionalism – Embodying a commitment to quality and pride in our work.
- Operational Excellence – Striving for the highest quality and for continuous improvement.
- Innovation – Developing creative solutions and putting them into action.
- Collaboration – Demonstrating an ability to facilitate, negotiate, build consensus, develop strong teams, and empower others.

We are committed to ensuring that people have access to options and opportunities and are equipped with the tools and resources they need in order to make meaningful choices for their lives.

The Commission for the Blind has six major program objectives in support of our mission:

1. Helping Oregonians who are blind get and keep jobs that allow them to support themselves and their families.
2. Training Oregonians in skills related to dealing with blindness such as adaptive technology, white cane travel, braille, and activities of daily living.
3. Supporting in-school youth who are blind as they transition from high school to further education, training, and employment through the provision of pre-employment transition services.
4. Helping senior citizens and individuals who experience vision loss acquire essential adaptive skills so that they may remain independent in their homes and active in their communities.
5. Licensing and supporting business owners who are blind who operate food service and vending operations in public buildings throughout the state.
6. Assisting Oregon businesses to attract and retain qualified job seekers who are blind as part of their overall hiring and diversity initiatives.

KEY GOALS

The agency has a team of 69 positions and 66.42 full-time equivalent (FTE) specialized rehabilitation and administrative staff that work toward achieving the following key goals:

Engaged & Proficient Team

Staff are open, accessible, and accountable for the outcomes on behalf of the citizens of Oregon. We employ specialized professionals trained in blindness rehabilitation who understand their critical role and contribute toward our goals and mission. We seek to innovate whenever possible and utilize evidence-based practices to deliver services. We believe offering professional training and continuing education for our staff is critical to our outcomes.

Effective Education and Outreach

As a specialized agency, we are diligent in our efforts to ensure that Oregonians know who we are and what we do. Anyone who needs to access our services may reach us in a manner convenient for them. Business or community partners understand that Oregonians who are blind are capable and competent members of the community and want the same things as their neighbors: a good job, a safe home and thriving community, access to healthcare and resources, and freedom to pursue the life of their choosing.

The following core elements are integral to our success:

- Vision care and medical professionals appropriately refer qualifying patients to our services.
- Employers and hiring managers embrace recruitment of job candidates who are blind and contact us to provide adaptive technology to enable the individual to perform their role, reducing stigma and bias in the workplace and public.
- Governmental and nonprofit social and service agencies are familiar with our services so they may engage with and rely on us when needed.

Operational Excellence

We are intentional in our efforts to perform at the highest level to ensure optimal results on behalf of Oregonians who are blind. We map our workflow and processes and look for ways to measure and evaluate our work to ensure we are achieving the expected and desired outcomes. We identify collaborative opportunities and solutions to help us meet outcome-based performance measures, as well as meeting agency, legislative, and funding requirements and reporting.

Exemplary Service

As the only specialized agency in Oregon, we set the bar high for service standards across programs. We care about understanding our performance in delivering the right services in a timely manner, while maintaining a focus on resource utilization to ensure services are being delivered in effective and efficient ways.

Successful Client Outcomes

Our team of professionals develop customized plans for each individual to support their employment and independent living goals. Agency staff work to ensure clients are successful, which ensures that the agency is successful in meeting and exceeding the expectations placed upon us by the Governor, Legislative Leadership, our Federal Partners, and Congress.

GOVERNOR BROWN'S PRIORITIES FOR OREGON

As a small state agency with a specialized mission and service delivery mandate, it is critical that we are intentional in understanding how we fit into the broader system that is state government, consistent with the overall policy direction and priorities of the Governor. Under the direction of our Commissioners, the Agency's key goals align with Governor Brown's Priorities for Oregon:

Human Services

Focuses on maximizing the efficient delivery of services to support all Oregonians, including individuals who are blind. As the only agency that delivers specialized services to support the vocational rehabilitation and independent living goals of Oregonians with vision loss, the Commission for the Blind partners with other

state agencies, education programs and community partners to provide information and referral, services coordination, and collaborative services.

Jobs and Economy

As Oregon's economy continues to recover from the ongoing COVID-19 pandemic and other emergency events, we are experiencing near record lows of unemployment and expanding opportunities for small businesses. Our vocational rehabilitation services at the Agency help ensure that all Oregonians, including individuals who are blind, are able to fully participate in the thriving economy through meaningful opportunities that provide pathways to employment, higher earning potential, and economic mobility.

Racial Justice and Equity

The Agency is proud to be one of Governor Brown's Equity Leaders, working in collaboration with the Governor's Office of Diversity, Equity, and Inclusion (DEI). Along with the Office of Cultural Change, we were charged to build a bold, but executable, [DEI Action Plan](#). The agency is committed to our ongoing work to create an Oregon where every citizen who is blind can fully participate in their community and access culturally responsive, accessible services to support their employment and independent living goals.

Transparency and Accountability

Oregon's government should be as innovative and efficient as the people it serves, a government that delivers services effectively while being wise with the use of every taxpayer dollar. The Agency maintains an outcome-based performance management system that supports the effective and efficient delivery of services while ensuring we are good stewards of the funds we are entrusted with to provide exemplary services to Oregonians who are blind.

Equally important is the accountability of information security and ensuring that we are diligent in our efforts to protect and secure the information we obtain from Oregonians who are blind.

AGENCY STRATEGIC PRIORITIES

To prepare for Oregon's future and respond to the evolution of the demands of the economy and the needs of our clients, the Agency has developed the following five strategic priorities as a means to prioritize our resources and establish direction for our work as an agency:

Strategic Priority 1: Service Equity

Statewide Access: All Oregonians who experience vision loss, no matter where they live in Oregon, should have access to vocational rehabilitation and independent living services to reach their employment and independent living goals. Oregonians throughout the state, even those who reside in rural and remote communities, should know how to connect with our regional office locations to meet their needs.

Inclusive Service Delivery: All Oregonians should have equitable access to services regardless of race, age, gender, ethnicity, sexual orientation, or gender identity. All communities should be represented in the clients that we serve, and the individuals served should reflect Oregon's population.

Technology Accessibility: As Oregonians seek services and connect with resources, many of the access points to seek services rely on a technology-based interface to register, apply for, or inquire about services. These access points are often difficult to identify and utilize for individuals who use screen readers or magnification technology and can impose a barrier to getting access to public services. The availability of high-speed internet/broadband has a significant impact on accessibility for Oregonians who live in rural and remote communities not only because of the rural locations, but often due to lack of affordability. Simply put, all the advances that technology makes possible are not attainable without high-speed internet/broadband.

Outcomes Measures Aligned with Priority:

- Number of Clients Served
- Timely Service Delivery
- Client Employment
- Client Independence

Strategic Priority 2: Aging Oregonians

Aging Citizens: Oregon's citizens value independence. Oregonians want to live in a residence of their own choosing for as long as they are able. As Oregon's population continues to increase, the number of seniors who will experience age-related vision loss will also increase. By having access to specialized education, training and support, seniors who experience vision loss may live safely and independently.

Aging workforce: As our workforce ages, we need to focus on ways to support older workers who experience vision loss so that they may maintain their employment and independence. Between advances in technology, non-visual strategies, magnification devices, and safe travel skills, nearly every work-related task can now be accomplished by an employee with vision loss. In return, Oregon's employers will retain valuable talent for their workforce.

Outcomes Measures Aligned with Priority:

- Number of Clients Served
- Business Partnerships
- Timely Service Delivery
- Client Employment
- Client Independence

Strategic Priority 3: Specialized Staff

Overall Workforce Trends

Recruitment: With near record low unemployment and the shifts in the economy and workforce, it is a challenge to fill many positions. While we continue to experience difficulties filling specialized teaching positions, all positions now take longer to fill. As the labor market improves and the unemployment rate hovers at record lows, we have seen an increase in the percentage of recruitments for which no viable candidates applied and must be extended or altogether reinitiated. Some positions remain vacant longer than we would expect, and it causes strain on the service delivery system overall.

Retention: As the nation's workforce has evolved, we can no longer expect to have employees who choose to work in the same job for their entire career. To

retain our skilled workforce, we have to be creative in offering compelling reasons for employees to consider long-term employment with our Agency. In addition, we need to be able to optimize our onboarding processes to prepare for the shift in the workforce where we can expect employees to turn over at a higher rate than what we have previously seen.

These trends are not unique to our Agency or to state government. The impact that these labor challenges have on a small, specialized agency such as OCB is unique. Every position, and employee, is a key contributor to the overall mission of the Agency to ensure that Oregonians who are blind have timely access to vocational rehabilitation and independent living services.

Agency Trends

Qualified Rehabilitation Professionals: The work of the Agency requires a team of rehabilitation professionals to do specialized work with individuals who are blind. Blindness is a low incidence disability and requires specialized fields of training in areas such as braille, orientation and mobility (white cane travel), adaptive technology and devices, adjustment to blindness, career development and career transition counseling, etc. There are limited university programs that offer graduate programs in specialized fields of study in the areas of Rehabilitation Counseling and Rehabilitation Teaching to prepare professionals to enter into this important work.

Collaboration with Education Partners: Due to the national shortage of Vision Rehabilitation professionals, we are steadily building partnerships with the accrediting bodies and university programs who provide training in these fields. To know firsthand who and where job seeking specialists are improves our recruitment efforts. This is particularly beneficial among the Orientation and Mobility specialists. Additionally, we offer internships and other experiential opportunities for many graduate students preparing to enter the field which has led to several key hires in the past.

Staff Development: We support our specialized staff's need to obtain continuing education in their fields of expertise. This investment ensures that Agency staff remain aware of the latest research and advancements in their field, optimizing the Agency's ability to train and prepare clients for work and full independence. Investing in the opportunity to engage with other professionals in their field while maintaining their professional credentials is crucial to this effort. Opportunities

for professional development and growth and our engaging mission are compelling reasons for today's staff members to remain, fueling their passion for the work. We recognize that by retaining valuable staff, and engaging them in their jobs, we are able to complete the critical work of the Agency.

Outcomes Measures Aligned with Priority:

- Engaged Staff
- Team Member Proficiency
- Team Utilization

Strategic Priority 4: Access and Opportunity

Outreach and Public Education: Anyone who needs access to services should know about our agency and the services we provide. As the only agency that provides rehabilitation and independent living services for individuals who are blind in Oregon, it is essential that all Oregonians who could benefit from our services know who we are and the services that are available. We seek out opportunities and venues in which to communicate the wide variety of jobs and roles that Oregonians who are blind perform each day in their lives, breaking through social stereotypes and misconceptions about vision loss.

State Government: Through the State of Oregon's Diversity, Equity, and Inclusion Action Plan, state government has a unique opportunity to lead by example in hiring qualified job seekers who are blind into positions throughout state government. Our work as an agency providing education and support to hiring managers expands opportunities and eliminates perceived barriers to employment within state agencies. With the advancement of technology, there are very few positions that individuals who are blind cannot do with the right training, technology, and opportunities.

Inclusive Communications: Multilingual Oregonians with limited English proficiency (LEP) and English language learners should have access to material translated from English in appropriate languages, large print, digital media, and audio recordings. Forms and paperwork can also be relayed verbally or through the use of adaptive technology. Information and guidance should be translated and available in a timely manner and should be communicated clearly, in ways that are culturally and linguistically appropriate to the intended community.

Translation and interpreter services are needed to ensure that communication is culturally sensitive and accurate for the recipient of the information.

Businesses Partnerships: We believe that building a more equitable Oregon begins with government leading the way with hiring practices that promote an inclusive and diverse workforce. Our experience is that businesses that understand the capabilities of individuals who are blind are best positioned to hire the most qualified candidates for the job, irrespective of whether those candidates are blind. Hiring individuals who are blind is, quite simply, good for business.

Opportunities for Entrepreneurs: The Business Enterprise Program is the most visible aspect of the work by the Agency. Each day, vending facility managers demonstrate the capabilities of individuals who are blind in their food service and vending operations. Partnering with public agencies, vending facility managers in the Business Enterprise Program operate food service and vending businesses in public buildings around the state. These opportunities are in a state of evolution in response to the shifts to the workplace that have taken place because of the pandemic. We will need to remain alert and responsive to ways we can evolve business models to provide viable business opportunities for entrepreneurs who are blind while meeting the needs of the customers in public buildings and locations statewide.

Outcomes Measures Aligned with Priority:

- Business Partnerships
- Accessibility Compliance
- BE Client Performance
- Client Employment

Strategic Priority 5: Accountable Government

Performance Optimization: We are committed to doing the right things and doing things right. We have a robust internal performance management system that helps us monitor all aspects of the organization to ensure our programs and services are operating as effectively and efficiently as possible and there are sufficient internal controls in place. As the responsibilities and duties of state agencies evolve, our capabilities and staff need to reflect the needs of the Agency.

Information Technology: We are committed to technology solutions that optimize secure and effective reporting and tracking capabilities, while protecting and securing the private information of Oregonians who are blind. We do this by ensuring that the Agency IT systems align with statewide Information Technology standards. As a small Agency with one FTE dedicated to Information Security, we rely heavily on the statewide resources to ensure we can sustain IT performance and Information Security of all of the personal information on the citizens that we serve.

Information Technology Accessibility: As statewide systems intended for broad application and use by state employees and the public are updated and modernized, special consideration needs to be made to ensure that those systems are accessible and usable for individuals who are blind and people with low vision. Accessibility and usability challenges can impose barriers to employment opportunities, as well as limit access to training resources, benefits information, human resource information, etc. When up-front work is done inclusive of the needs of individuals who are blind, the result is often a better solution for a broader population of end users.

Collaboration and Transparency: Stakeholders inform the work of the Agency and optimize the use of Agency resources to meet the needs of Oregonians who are blind, resulting in improved employment and independent living outcomes. The work of the Agency is conducted in an open way. Policy decisions are made in public meetings where stakeholders have an opportunity to provide their input and stay informed.

Outcomes Measures Aligned with Priority:

- Team Utilization
- Spending to Budget
- Strong Internal Controls
- Client Satisfaction

DELIVERING OUTCOMES

The Commission for the Blind's ability to deliver results on these strategic priorities will require the following:

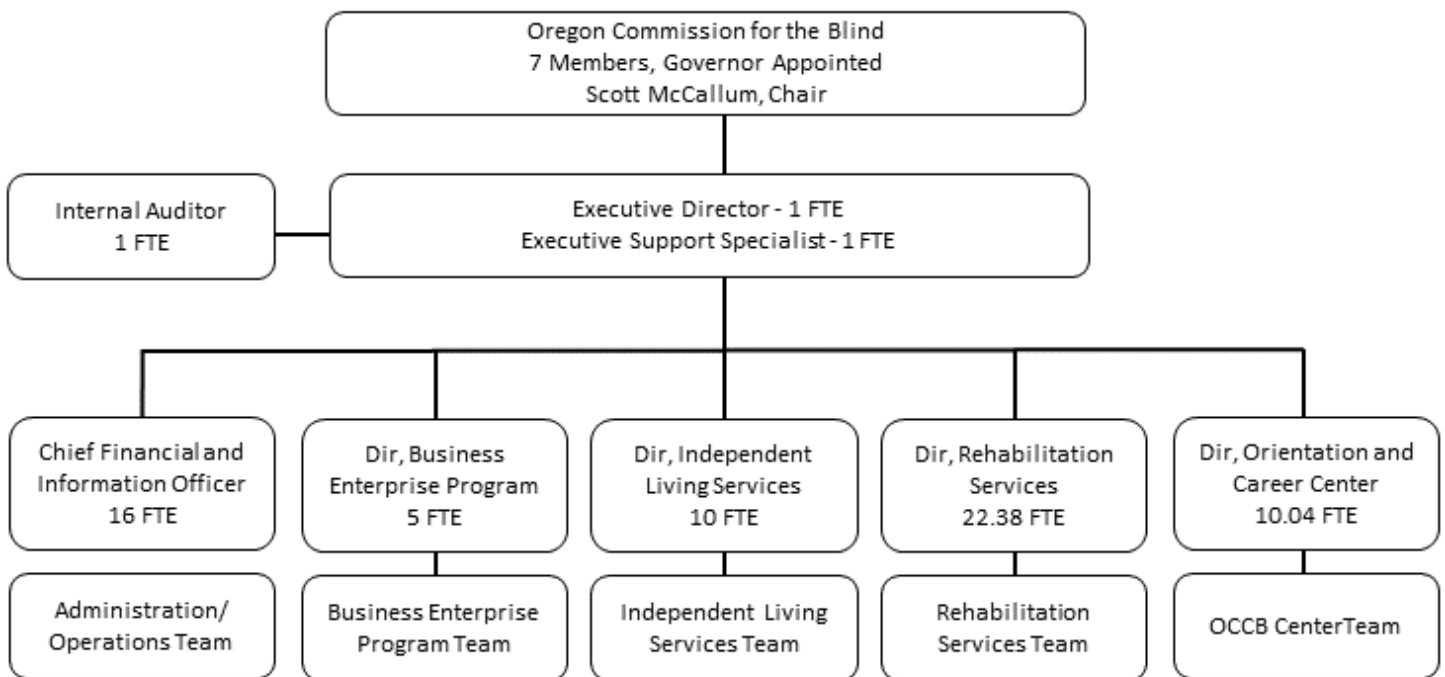
- Dedicated resources for outreach and information and referral to address service equity and improve access for unserved/underserved communities around the state.
- The ability to recruit and retain specialized staff trained on the latest advancements in the field of blindness rehabilitation who have a strong commitment and passion for serving Oregonians who are blind.
- Staffing capacity necessary to be responsive to individuals at the time they receive the diagnosis of blindness so that they may understand their options to learning skills and resuming full independence.
- Leveraging the full amount of federal dollars available to Oregon.
- Strategic enhancements of agency services over time to build capacity and agency responsiveness to emerging needs.
- The opportunity to partner and collaborate with the education system to provide for a seamless transition from school services to post-secondary training and employment for transition-aged youth.
- The capacity to actively engage in the workforce system to assist businesses in recruiting and retaining qualified workers who are blind.

Appendix

Appendix

Organization Chart

Oregon Commission for the Blind
Organization Chart
2021-23 (66.42 FTE, 69 Positions)



Appendix

[Performance Measures] Operating Processes

CORE PROCESSES	Conducting Public Education and Outreach	Determining Client Eligibility	Assessing Needs and Developing Plans	Delivering Independent Living Services	Delivering Employment Services
	OP1	OP2	OP3	OP4	OP5
SUB PROCESSES	<ol style="list-style-type: none"> 1. Representing the Governor's policies 2. Taking strategic direction from the Commission 3. Educating the legislature 4. Engaging stakeholders and staff 5. Facilitating and participating in community events 6. Soliciting program referrals 7. Collaborating with consumer groups 8. Partnering with businesses, agencies, organizations 9. Advocating for accessibility and inclusion 	<ol style="list-style-type: none"> 1. Identifying client interests and needs 2. Explaining agency services & processes 3. Matching client to correct program 4. Obtaining required eye/diagnostics & application signature 5. Confirming referral meets program requirements 6. Identifying client functional limitations & appropriate agency services 7. Determining eligibility 8. Notifying client of eligibility status & resources 	<ol style="list-style-type: none"> 1. Assessing client needs, abilities, & strengths 2. Identifying appropriate equipment and services 3. Developing services plan 4. Obtaining client agreement 5. Initiating service delivery 	<ol style="list-style-type: none"> 1. Authorizing equipment purchase 2. Teaching in-home techniques of Daily Living 3. Teaching community access skills 4. Connecting to appropriate resources 5. Monitoring progress 6. Adjusting plan as needed 7. Verifying goals are met 8. Closing cases 	<ol style="list-style-type: none"> 1. Identifying services and equipment providers 2. Authorizing services and equipment purchases 3. Initiating training referrals 4. Delivering training and equipment 5. Monitoring progress 6. Amending plan as needed 7. Obtaining client approval 8. Verifying goals are met 9. Closing vocational rehabilitation cases 10. Supporting BE client success
PROCESS OWNERS	Ken	Jonathan	Eric	Malinda	Angel
PROCESS MEASURES	<ol style="list-style-type: none"> 1. OP1a. Urban community outreach and key stakeholder events/meetings 2. OP1b. Rural community outreach and key stakeholder events/meetings 3. OP1c. Client referrals 4. OP1d. Successful client referrals (00s to 02) 	<ol style="list-style-type: none"> 1. OP2a. Number of applicants determined eligible for VR 2. OP2a(1). Number of applicants determined eligible for Part B 3. OP2b. Referral to application, all programs 4. OP2c. Number of days application to eligible for VR 	<ol style="list-style-type: none"> 1. OP3a. Signed VR plans 2. OP3b. Timely assessments 3. OP3c. VR eligibility to plan 	<ol style="list-style-type: none"> 1. OP4a. Internal referral to service IL/OB 2. OP4b. Increase in client independent living skills 3. OP4c. Number of successful ILOB closures 4. OP4d. Number of successful Part B closures 	<ol style="list-style-type: none"> 1. OP5a. Signed VR plan amendments 2. OP5b. VR Internal training referral to service delivery 3. OP5c. Number of successful VR closures

OUTCOME MEASURES AND OWNER	OM 1 Staff Engagement Dacia	OM 2 Team Member Proficiency Eric	OM 3 Number of Clients Served Malinda	OM 4 Business Partnerships Ken	OM 5 Team Utilization Jonathan	OM 6 Accessibility Compliance Jonathan	OM 7 Spending to Budget Kat

Appendix

[Performance Measures] Supporting Processes

CORE PROCESSES	Developing and Supporting Staff	Managing Finances and Physical Assets	Managing Information Technology	Managing Compliance and Risk	Managing Agency Performance		
	SP1	SP2	SP3	SP4	SP5		
SUB PROCESSES	<ol style="list-style-type: none"> Evaluating and identifying staffing needs Recruiting for vacant positions Hiring qualified applicants Orienting new employees Training and developing staff Managing employee performance Recognizing performance Retaining quality staff Maintaining a positive and professional <u>work place</u> 	<ol style="list-style-type: none"> Managing agency budget Managing revenue Managing payroll Paying invoices Managing receivables Purchasing goods and services Compiling and submitting reports Managing office facilities Managing assets 	<ol style="list-style-type: none"> Monitoring Systems Performance Enhancing Performance Responding to Help Desk Tickets Ensuring System Uptime Managing Resources & Licenses Ensuring System Security Planning for Future Needs Coordinating IT Disaster Recovery 	<ol style="list-style-type: none"> Ensuring employee safety Developing policies and procedures Monitoring policy and procedure compliance Assessing risk Conducting audits Evaluating audit findings Taking corrective action Monitoring effectiveness 	<ol style="list-style-type: none"> Developing strategic plan Implementing strategic initiatives Creating measures Measuring agency progress Evaluating agency performance Prioritizing improvement opportunities Identifying constraints Making program improvements 		
PROCESS OWNERS	Dacia/Kat	Kat	Kat	Michael	Dacia		
PROCESS MEASURES	<ol style="list-style-type: none"> SP1a. Days to hire SP1b. Staff orientation SP1c. Timely performance evaluations SP1d. Performance recognition SP1e. Days to hire 	<ol style="list-style-type: none"> SP2a. Revenue plan to actual SP2b. Timely federal reports SP2c. Tier 2 process measure performance 	<ol style="list-style-type: none"> SP3a. Customer satisfaction SP3b. System uptime 	<ol style="list-style-type: none"> SP4a. Business practice reviews SP4b. Client safety incidents SP4c. Staff safety incidents SP4d. Material findings 	<ol style="list-style-type: none"> SP5a. Measures improvement SP5b. Outcome performance SP5c. Active <u>problem solving</u> teams SP5d. Process performance SP5e. QTR Timeliness 		
OUTCOME MEASURES AND OWNER	OM 7 Spending to Budget Kat	OM 8 Strong Internal Controls Michael	OM 9 Timely Service Delivery Cassie	OM 10 Client Satisfaction Angel	OM 11 BE Client Performance Eric	OM 12 Client Employment Angel	OM 13 Client Independence Malinda

Appendix

Mission Statement

Empower Oregonians who are blind to fully engage in life.

Vision Statement

Blindness without Barriers: A state of inclusion for Oregonians with vision loss.

Key Goals

- Engaged and proficient team
- Effective education and outreach
- Operational excellence
- Exemplary service
- Successful client outcomes

Core Values

- Customer service
- Leadership
- Integrity
- Professionalism
- Operational Excellence
- Innovation
- Collaboration

Outcome Measures

- Conducting Public Education and Outreach
- Determining Client Eligibility
- Assessing Needs and Developing Plans
- Delivering Independent Living Services

Appendix

- Delivering Employment Services
- Developing and Supporting Staff
- Managing Finances and Physical Assets
- Managing Information Technology
- Managing Compliance and Risk
- Managing Agency Performance

Appendix

Strategic Priority 1: Service Equity

Strategic Priority 2: Aging Oregonians

Strategic Priority 3: Specialized staff

Strategic Priority 4: Access and Opportunity

Strategic Priority 5: Accountable Government