

2026-29 STRATEGIC PLAN



**COMMISSION
FOR THE
BLIND**



BLINDNESS WITHOUT BARRIERS

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EXECUTIVE DIRECTOR'S MESSAGE

Governor Kotek has a commitment to protect Oregon values and strengthen communities across the state by prioritizing the safety and prosperity of every Oregonian through access to housing, healthcare and education that provide financial stability and pathways to greater opportunity, no matter where they live.

For Oregonians who are blind, safety and prosperity are made possible through access to training, resources and support. As the only statewide organization that provides specialized services to adults who experience vision loss, the Commission for the Blind plays a critical role in building an Oregon that ensures that the pathways to greater opportunity are accessible to all Oregonians. Building a safer home and community, for individuals who experience vision loss, becomes possible through having access to the resources and skills necessary to live independent and productive lives.

Ensuring safety and prosperity for Oregon's citizens with vision loss will require resources. As federal policy changes shift costs to states for needs-based programs, Oregon is faced with some fundamental policy questions as we secure a future that is inclusive of our citizens who are blind. Questions such as:

- What are the basic resources we want to have available to any Oregonian who is blind, no matter where they live, to support their employment and independent living goals?
- How readily available and accessible, in time and distance, should these services be to truly meet the Governor's vision?
- How do we ensure the quality and relevance of the training available and meet the changes and advances in technology and evolving needs of the workforce and aging population?

Rehabilitation is Key to Safety and Prosperity

When someone experiences vision loss, it is often unclear to them whether they will be able to return to the workforce or live independently. Because blindness is a low incident disability, someone who experiences vision loss does not know what is possible in their lives moving forward. One of the most important services

that the agency provides is to instill the belief that blindness does not pose a barrier to living a fully independent, safe, and meaningful life. One of the most significant barriers that an individual who experiences vision loss must overcome is attitudinal. When someone is diagnosed as being legally blind, they often assume all the stereotypes and misperceptions about what it means to be blind. At the Commission for the Blind, individuals can meet and interact with other Oregonians who are also experiencing vision loss that break through the misperceptions and stereotypes. They can begin to understand first that they are not alone in their journey, and second, that blindness does not have to limit their choices of the type of jobs they pursue or the life they want to live.

Rehabilitation aligns with Oregon's values for all our citizens. There is inherent value in providing tools, training and opportunities to Oregonians who are blind that allow them to lead safe and prosperous lives. When someone travels independently for the first time, can read a story in braille to their young child, is able to hold a job, or live on their own and support themselves and save for retirement, their outlook on what is possible is permanently changed. Rehabilitation is also cost effective. When someone can hold a job and live independently, they are less likely to require public assistance and other social supports such as Social Security Disability, Oregon Health Plan and nursing/in home care.

This Strategic Plan was developed within the operational context of insufficient resources to meet all the needs of individuals who may seek services necessary to achieve employment.

A Focus on Student Outcomes

Improving student outcomes for Oregon's resources for students who experience vision loss starts in the classroom where students, regardless of disability status, can have a quality education that prepares them for the future. The Commission for the Blind places a strong emphasis on wrap-around services to in school youth to prepare them for life after high school. As in-school youth who are blind contemplate a future after high school, having access to work-based learning and career guidance, in addition to access to strong academic preparation and state-of-the-art technology for individuals who are blind is key to their success.

Working after Vision Loss

Creating resiliency capacity for Oregonians who are blind is an investment that has significant economic value for our state. After completing training with the Commission for the Blind in the skills related to blindness, individuals realize that there are very few occupations that they cannot pursue with the appropriate training and technology. Successfully employed Oregonians who are blind access fewer public assistance benefits, pay more taxes, and contribute to the overall economy. Within a short period of time, consumers repay the public investment of the cost of their rehabilitation through the taxes they pay. When individuals secure employment that offers health benefits, the potential savings to other public programs are even greater.

Recruiting and Retaining Talent for Oregon's Businesses

Our work holds a value-proposition for Oregon's businesses as well. When a skilled, experienced employee experiences vision loss, we can support the employee and the employer with training and accessibility consultation to help them remain on the job. 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. Through the Agency's Business Relations Services, Oregon businesses have been able to understand the benefits of hiring candidates that reflect the communities in which they serve and recognize that doing so positively affects their bottom line.

Living Independently After Vision Loss

Oregon's population is aging, and as this sector of our population increases, there are a growing number of seniors experiencing age-related vision loss that affects their ability to perform everyday tasks safely and independently. Prosperity for seniors with vision loss means being able to live safely and remain active in their homes and 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 and remaining active in the community.

Preparing for the Future

The Commission for the Blind will face critical challenges that will require an investment of resources to meet the needs of Oregonians who are blind now and in the future. These challenges include:

- Resources have remained relatively flat while the populations that seek services and the costs of goods and services have increased, leading to fewer resources being available to serve more Oregonians.
- Early intervention services to support in-school youth with pre-employment transition services, combined with the expectation that all individuals with disabilities should exit high school with a path toward a career and employment, will require continued collaboration with our education and business partners.
- As Oregon's aging population increases, so does the demand for age-related vision loss services to support people living safely and independently in their homes and communities.
- Society increasingly relies on technology to perform daily activities. Available adaptive solutions exist for many activities that improve safety and quality of life. Individuals who are blind require training and support to ensure that they can access and operate these technologies and remain independent.
- There is a national shortage of professionals qualified in specialized disciplines of blindness rehabilitation, particularly Orientation and Mobility Instructors who are certified to teach cane travel to individuals who are blind. These highly skilled providers are essential to the Agency being able to serve Oregonians who are blind.

Governor Kotek's leadership and commitment to protect Oregon values and strengthen communities across the state aligns with our vision statement: *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.

Under the guidance and leadership of our Commission, this strategic plan provides the framework to address challenges and opportunities through targeted resource allocation and informed decision-making to achieve Governor Kotek's vision for Oregon where everyone can prosper.

A handwritten signature in black ink, appearing to read "Dacia Johnson", with a long horizontal flourish extending to the right.

Dacia Johnson
Executive Director

EXECUTIVE SUMMARY

The following is a summary of the focus areas and priorities for the Oregon Commission for the Blind in 2026 – 2029.

Focus Areas

Working	
Strategic Priority	Maintain the workforce participation rate and job retention of job seekers who experience vision loss.
Progress Objectives	<ul style="list-style-type: none">• Support job retention in the 2nd and 4th quarters post-exit.• Maximize opportunities to provide information and referral for behavioral/mental health supports.• Minimize wait time for eligible Oregonians in need of services.
Principle	Oregonians who are blind should have access to services that prepare them to work and support themselves and their families. Oregon's economy is stronger when everyone has access to the tools needed to obtain and maintain employment.

Living Independently	
Strategic Priority	Maintain access to independent living services throughout Oregon.
Progress Objectives	<ul style="list-style-type: none">• Minimize wait time for services.• Increase statewide community engagement and outreach.• Provide tools and resources to increase independence and improve quality of life.
Principle	Ageing Oregonians deserve to remain in their home and communities where they can continue to remain connected and engaged. Seniors who remain safe and independent in their homes reduce the need for higher levels of care.

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 individuals 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 U.S. Department of Education, Rehabilitation Services Administration as the principal federal agency to oversee the public vocational rehabilitation system throughout the nation, in collaboration with the U.S. 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 so they can go to work and live independently in their homes and communities.

Our vision statement is *Blindness without barriers: A state of inclusion for Oregonians with vision loss*. Simply put, we believe in an Oregon where blindness does not pose a barrier to an individual's ability to live the life they choose.

Equity is at the center of the Agency's core values. We are committed to ensuring that all Oregonians can access individualized, culturally responsive services they need to reach their employment and independent living goals. We believe that all people should have access to options and opportunities equipped with the tools and resources they need to make meaningful choices for their lives.

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 and 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.

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

1. Help Oregonians who are blind get and keep jobs that allow them to support themselves and their families.
2. Train Oregonians in skills related to dealing with blindness such as adaptive technology, white cane travel, braille, and activities of daily living.
3. Support 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. Help 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. License and support business owners who are blind to operate food service and vending operations in public buildings throughout the state.
6. Assist Oregon businesses so they may 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 sixty-seven (67) full-time equivalent (FTE) positions that include specialized rehabilitation and administrative staff who 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 professional development 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 and 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 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 that provides rehabilitation services to adults who experience vision loss, 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.

PESTLE Analysis

The Commission Board completed a PESTLE analysis to examine the environment in which the Agency operates from a multitude of factors that included Political, Economic, Social, Technology, Legal, and Environmental that affect the work of the Agency. The PESTLE analysis helped to ensure that the strategic priorities contain a multi-dimensional perspective of the agency's work and operational context.

To prepare for Oregon's future and respond to the evolution and demands of Oregon's changing demographics, shifts in the economy and the needs of Oregonians who are blind, the Agency has developed the following focus areas and strategic priorities to prioritize our resources and establish direction for our work as an agency.

GOVERNANCE

The Commission for the Blind receives policy direction and oversight from our seven-member commission. Throughout the strategic planning process, commissioners challenged the agency to focus on:

- The importance of individuals acquiring high levels of competence in areas related to adaptive technology, which is key to success in career advancement as well as being active and engaged in the community.
- An emphasis on the critical skill of orientation and mobility and the impact on being able to be engaged in the community and gain and advance in a career.
- The significance of remaining focused on serving all Oregonians whenever possible, regardless of where they live.
- When faced with an impossible decision of where to invest limited resources and what might have to remain unaddressed, students and youth with disabilities is the area to prioritize – investing in the future of our state and workforce.

AGENCY STRATEGIC PRIORITIES

Focus Area 1: Working

Strategic Priority

Workforce participation for individuals experiencing vision loss.

Guiding Principle

Oregon's workforce is stronger when it reflects the entire community, inclusive of citizens with disabilities. Oregonians who are blind or experiencing vision loss should have equitable access to high-quality services that prepare them for employment and economic independence. Access to resources benefits individuals, their families, and contributes to a more inclusive and resilient Oregon economy.

Progress Objectives

- Promote sustained employment by supporting job retention in the 2nd and 4th quarters after program exit.
- Increase access to behavioral and mental health resources through timely information and referrals.
- Minimize waiting times for eligible Oregonians seeking services.

Progress Indicators

- Percent (%) of participants employed at 2nd and 4th quarter post-exit.
- Average wait time from eligibility determination to service start.
- Percent (%) of participants receiving information and referral.

Why this work is important:

Transition Youth

In close partnership with schools and regional programs for the visually impaired, the Agency strives to identify students as early as age 14 to support the preparation of the plan that will lead to a career of their choosing. This work is grounded in the practical application of skills that are being developed in the K-12 education system through work-based learning. Students can make the direct

connection between the importance of achieving high levels of proficiency in the areas of adaptive technology, braille and orientation and mobility (traveling with a white cane) and excelling in both academics and employment.

Developing early expectations that a student with a disability will be offered the same opportunities after high school is at the core of why the Workforce Innovation and Opportunity Act (WIOA) requires the Agency to provide *pre-employment transition services* (pre-ETS). These services are designed to improve the transition from school to post-secondary education or to an employment outcome. Students with disabilities benefit from practicing workplace readiness skills and exploring post-secondary training options, leading to meaningful post-secondary employment.

Working Age Adults

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. When one experiences vision loss as an adult, the first focus is the adjustment process and receiving training in areas of cane travel, braille, technology, techniques of daily living, and other areas as needed to be independent.

Once an individual has acquired skills related to blindness, services shift to developing a plan for returning to the workforce. This path may include on-the-job training, two- or four-year college degrees, apprenticeships, or support in returning to the occupation previously held prior to vision loss. Nearly every occupation can be adapted with technological solutions, facilitated by the Agency through consultation and training with the business. Following placement, the focus shifts to job retention, supporting the individual with long-term success and career advancement whenever possible.

There is still work to do to ensure that job opportunities are available to Oregonians who are blind. Public education and outreach are needed to allow Oregonians who are blind to fully participate in the workforce and benefit from the strong economy in our state.

Focus Area 2: Living Independently

Strategic Priority

Statewide access to independent training and tools to live independently for individuals who experience vision loss.

Guiding Principle

Oregonians should have equitable access to services that support independent living and community engagement. Supporting individuals as they age to remain safe in their homes and communities strengthens well-being, preserves independence, and reduces reliance on more intensive levels of care.

Progress Objectives

- Minimize waiting times for eligible individuals seeking services.
- Provide tools and resources that support independence and improve quality of life.
- Engage partner agencies and community resources to coordinate services.

Progress Indicators

- Average wait time for independent living services.
- Number of outreach events or individuals reached statewide.
- Percent (%) of participants reporting increased independence or improved quality of life.

Why this work is important:

The Agency has seen record numbers of seniors who are blind and wish to increase their independence and remain living on their own. As Oregon's population continues to increase, the number of seniors who will experience age-related vision loss will also increase.

Seniors, after experiencing vision loss, who can 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.

The Agency strives to provide statewide services, applying an equity lens to ensure that we are making services available to Oregon citizens who could benefit from our specialized services. As a small, mission-driven organization with a specific target population, outreach and public education is a constant challenge and opportunity. The bottom line is that we want all Oregonians who could benefit from our services to know we are here and how to access services when the need arises.

Outcomes Measures:

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

DELIVERING OUTCOMES

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

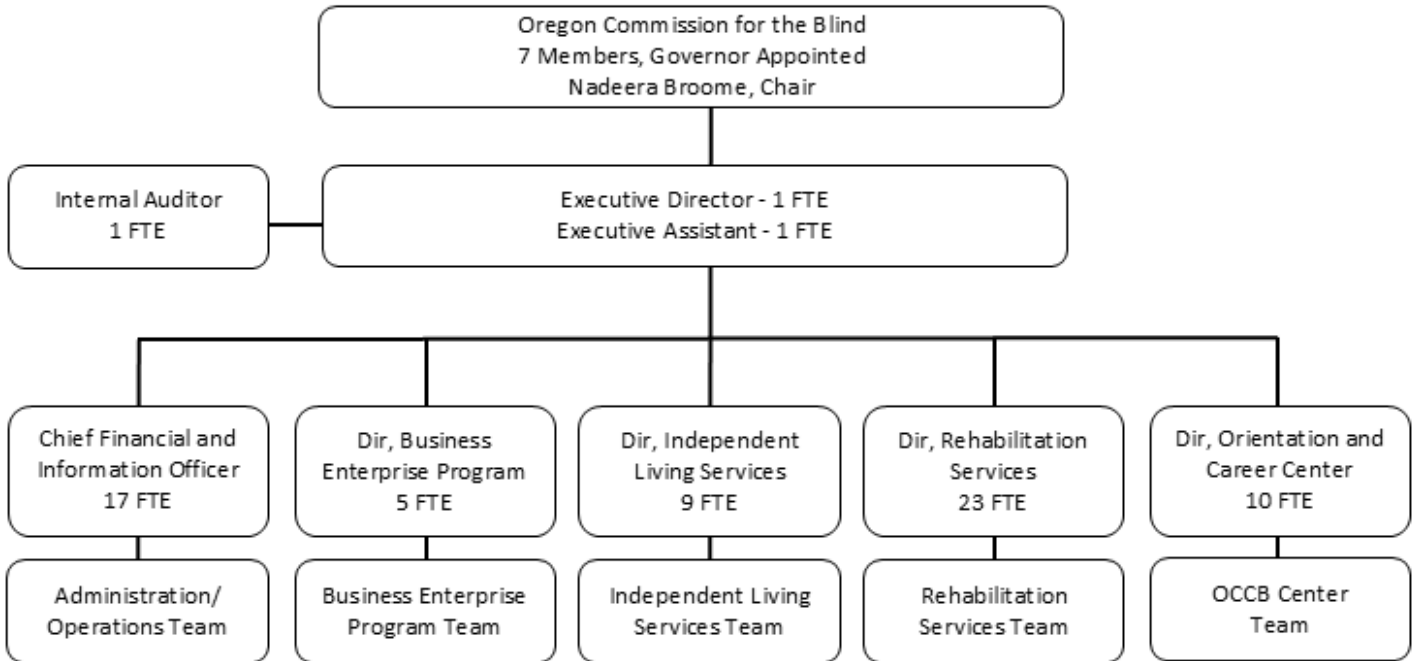
- Dedicated resources for outreach to improve equity and access for unserved and underserved communities around the state.
- Leveraging the full amount of federal dollars available to Oregon.
- Strategic enhancements of Agency services over time to build capacity and Agency responsiveness to emerging 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.

- The ability to recruit and retain specialized staff trained in the latest advancements in the field of blindness rehabilitation who have a strong commitment and passion for serving Oregonians who are blind.
- Staffing capacity 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

APPENDICES

Organizational Chart

Oregon Commission for the Blind
Organization Chart at Legislatively Adopted Budget
2025-27 (67.0 FTE, 67 Positions)



APPENDICES (continued)

Performance Measures

Operating Processes

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	Jonathan	Jim	Ron	Paul	Angel		
PROCESS MEASURES	<ol style="list-style-type: none"> 1. OP1a. Urban outreach and education activities – all programs 2. OP1b. Rural outreach and education activities – all programs 3. OP1c. Client referrals. 4. OP1d. Successful client referrals 	<ol style="list-style-type: none"> 1. OP2a. Number of applicants determined eligible for VR 2. OP2a(1). Number of Part B referrals to application 3. OP2b. Time from referral to application, all programs 4. OP2c. VR application to eligibility 	<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. OP4b(1). OB any increase in IL skills. 2. OP4b(2). Part B any increase in IL skills. 3. OP4c. OB/Part B successful closures. 4. OP4d. Increase VR Client independent living skills 	<ol style="list-style-type: none"> 1. OP5a. Signed VR plan amendments. 2. OP5b. VR Internal training request to service delivery. 3. OP5c. Number of successful VR closures. 		
OUTCOME MEASURES AND OWNER	OM 1 Staff Engagement Dacia	OM 2 Team Member Proficiency Ron	OM 3 Number of Clients Served Paul	OM 4 Business Partnerships Jonathan	OM 5 Team Utilization Jim	OM 6 Accessibility Compliance Jim	OM 7 Spending to Budget Kat

Figure 1 Performance Measures - Process Measures

APPENDICES (continued)

Performance Measures (continued)

Supporting Processes

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 workplace. 	<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. 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. Performance recognition. SP1b(1). Days to hire. SP1b(2). Number of failed recruitments. SP1c. Staff engagement. SP1d. Staff orientation. SP1e. Timely performance check-ins. 	<ol style="list-style-type: none"> SP2a. Revenue plan to actual. SP2b. Timely federal reports. SP2c. Monthly Cascading 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 problem-solving teams SP5d. Process performance SP5e. QTR Timeliness 	
OUTCOME MEASURES AND OWNER	OM 8 Strong Internal Controls Clay	OM 9 Timely Service Delivery Angel	OM 10 Client Satisfaction Angel	OM 11 BE Client Performance Ron	OM 12 Client Employment Angel	OM 13 Client Independence Paul

Figure 2 Performance Measures - Supporting Processes

APPENDICES (continued)

Performance Measures (continued)

Table 1 Performance Measures - text version

OPERATING PROCESSES

CORE PROCESSES

OP1 Conducting Public Education and Outreach

PROCESS OWNER: Jonathan Scrimenti

SUB PROCESSES

1. Representing the Governor's policies
2. Taking strategic direction from the Commission
3. Educating the legislature
4. Engaging stakeholders & 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

PROCESS MEASURES

1. OP1a. Urban outreach and education activities – all programs
2. OP1b. Rural outreach and education activities – all programs
3. OP1c. Client referrals
4. OP1d. Successful client referrals

CORE PROCESSES

OP2 Determining Client Eligibility

PROCESS OWNER: Jim Portillo

SUB PROCESSES

1. Identifying client interests and needs
2. Explaining agency services & process
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

PROCESS MEASURES

1. OP2a. Number of applicants determined eligible for VR
2. OP2a(1). Number of Part B referrals to application
3. OP2b. Time from referral to application, all programs
4. OP2c. VR application to eligibility

CORE PROCESSES

OP3 Assessing Needs and Developing Plans

APPENDICES (continued)

PROCESS OWNER: Ron Stewart

SUB PROCESSES

1. Assessing client needs, abilities, & strengths
2. Identifying appropriate equipment and services
3. Developing services plan
4. Obtaining client agreement
5. Initiating service delivery

PROCESS MEASURES

1. OP3a. Signed VR plans
2. OP3b. Timely assessments
3. OP3c. VR eligibility to plan

CORE PROCESSES

OP4 Delivering Independent Living Services

PROCESS OWNER: Paul Koons

SUB PROCESSES

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

PROCESS MEASURES

1. OP4b(1). OB any increase in IL skills
2. OP4b(2). Part B any increase in IL skills
3. OP4c. OB/Part B successful closures
4. OP4d. Increase VR Client independent living skills

CORE PROCESSES

OP5 Delivering Employment Services

PROCESS OWNER: Angel Hale

SUB PROCESSES

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 MEASURES

APPENDICES (continued)

1. OP5a. Signed VR plan amendments
2. OP5b. VR Internal training request to service delivery
3. OP5c. Number of successful VR closures

SUPPORTING PROCESSES

CORE PROCESSES

SP1 Developing and Supporting Staff

PROCESS OWNER: Dacia Johnson/Kat Martin

SUB PROCESSES

1. Evaluating and identifying staffing needs
2. Recruiting for vacant positions
3. Hiring qualified applicants
4. Orienting new employees
5. Training and developing staff
6. Managing employee performance
7. Recognizing performance
8. Retaining quality staff
9. Maintaining a positive and professional work place

PROCESS MEASURES

1. SP1a. Performance recognition
2. SP1b(1). Days to hire
3. Sp1b(2). Number of failed recruitments
4. Sp1c. Staff engagement
5. SP1d. Staff orientation
6. SP1d. Timely performance check-ins

CORE PROCESSES

SP2 Managing Finances and Physical Assets

PROCESS OWNER: Kat Martin

SUB PROCESSES

1. Managing agency budget
2. Managing revenue
3. Managing payroll
4. Paying invoices
5. Managing receivables
6. Purchasing goods and services
7. Compiling and submitting reports
8. Managing office facilities
9. Managing assets

PROCESS MEASURES

1. SP2a. Revenue plan to actual
2. SP2b. Timely federal reports
3. SP2c. Monthly Cascading Measure performance.

APPENDICES (continued)

CORE PROCESSES

SP3 Managing Information Technology

PROCESS OWNER: Kat Martin

SUB PROCESSES

1. Monitoring Systems
2. Enhancing Performance
3. Responding to Help Desk Tickets
4. Ensuring System Uptime
5. Managing Resources & Licenses
6. Ensuring System Security
7. Planning for Future Needs
8. Coordinating IT Disaster Recovery

PROCESS MEASURES

1. SP3a. Customer satisfaction
2. SP3b. System uptime

CORE PROCESSES

SP4 Managing Compliance and Risk

PROCESS OWNER: Michael Wolff

SUB PROCESSES

1. Ensuring employee safety
2. Developing policies and procedures
3. Monitoring policy and procedure compliance
4. Assessing risk
5. Conducting audits
6. Evaluating audit findings
7. Taking corrective action
8. Monitoring effectiveness

PROCESS MEASURES

1. SP4a. Business practice reviews
2. SP4b. Client safety incidents
3. SP4c. Staff safety incidents
4. SP4d. Material findings

CORE PROCESSES

SP5 Managing Agency Performance

PROCESS OWNER: Dacia Johnson

SUB PROCESSES

1. Developing strategic plan
2. Implementing strategic initiatives
3. Creating measures
4. Measuring agency progress
5. Evaluating agency performance
6. Prioritizing improvement opportunities

APPENDICES (continued)

7. Identifying constraints
8. Making program improvements

PROCESS MEASURES

1. SP5a. Measures improvement
2. SP5b. Outcome performance
3. SP5c. Active problem-solving teams
4. SP5d. Process performance
5. SP5e. QTR Timeliness

OUTCOME MEASURES & OWNER

- OM 1 - Staff Engagement - Dacia Johnson
OM 2 - Team Member Proficiency - Ron Stewart
OM 3 - Number of Clients Served - Paul Koons
OM 4 - Business Partnerships - Jonathan Scrimenti
OM 5 - Team Utilization - Jim Portillo
OM 6 - Accessibility Compliance - Jim Portillo
OM 7 - Spending to Budget - Kat Martin
OM 8 - Strong Internal Controls - Clay France
OM 9 - Timely Service Delivery - Angel Hale
OM 10 - Client Satisfaction - Angel Hale
OM 11 - BE Client Performance - Ron Stewart
OM 12 - Client Employment - Angel Hale
OM 13 - Client Independence - Pau Koons

Source: Fundamentals Map

Revised: 11/2025

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

APPENDICES (continued)

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