



2022-2025  
**Strategic Plan**  
Define. Develop. Deliver.

## Our Vision

To transform the lives of people with visual impairments by removing the barriers to their independence and success.

## Our Mission

To provide people with visual impairments the skills, supports, and solutions that advance their self-sufficiency.

## Our Core Beliefs

We believe that every person has the right to control their life and pursue success. We also believe that hope – embodied by knowledge, innovation, determination, and support – is stronger than any barrier between people with visual impairments and that right.

Our adoption of the name Sights for Hope in 2021 commenced our metamorphosis from an organization focused almost exclusively on year-to-year survival into a one that is possibility minded and dedicated to affecting the most profound impact on the lives of people who live with visual impairments in Pennsylvania's Lehigh Valley and Monroe County areas.

Our 2022-2025 strategic plan affirms our core beliefs, the specific population of people that our organization serves, the fundamental reason for our existence, our definitions of success, our values, and our collective mindset. It establishes our four long-term big impact goals and it describes our approach to achieving them. This plan also identifies the strategies and objectives that we will enact from July 1, 2022, to June 30, 2025, to advance our progress.

Our long-term approach is summarized by three strategies – define, develop, and deliver. Our objectives for 2022-2025 are represented within six strategic arcs – services, staff recruitment and retention, Board of Directors, finance, advancement, and operations.

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## Our Purpose

Our purpose is to transform the lives of people with visual impairments by removing the barriers to their independence and success. This expressed purpose is reflected in both the functional utility of our services and the life-changing impacts that they make.

### Lehigh Valley Services Center

845 West Wyoming St.  
Allentown, PA 18103  
610.433.6018  
Fax 610.433.4856

### Monroe Services Center

4215 Manor Drive  
Stroudsburg, PA 18360  
570.992.7787  
Fax 570.992.7772

### Digital and Social Media

SightsforHope.org  
@SightsforHope

## Our Mindset

Our collective mindset is described by the following statements and is aligned with its purpose and its definitions of success.

1. Our mindset is anchored to the transformation of lives through removal of barriers and empowerment, not solely to the provision of services.
2. Our scope is broad enough to pursue impact on all individuals with visual impairments in our communities.
3. We are vigilant with respect to our service decisions to ensure the most effective elimination of barriers for the most people with visual impairments.
4. We seek to serve people at locations, on platforms, and in ways that are practically accessible to them.
5. We are not afraid to put ourselves out of business by achieving our ultimate successes.

## Our Definitions of Success

1. We will have achieved success when every person who has a visual impairment can perform their daily activities and go anywhere they wish with the greatest possible ease and at an affordable price.
2. We will have achieved success when no person who has a visual impairment is kept from achieving their personal goals – including getting an education and having a career – by their condition.
3. We will have achieved success when every child has the sight-related capabilities they need to learn effectively.

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## Our Impact Population

The application of our core beliefs, purpose, and definitions of success establishes an impact population within Pennsylvania's Lehigh Valley – defined as Lehigh and Northampton counties – and Monroe County that is comprised of two groups.

The first group consists of people ages 7 and up who have significant difficulty seeing while wearing glasses or using an equivalent traditional solution. Such a difficulty reduces a person's ability to conduct daily activities.

The second group consists of children ages 6 and under who have undiscovered visual impairments of any degree that diminish their ability to learn to their fullest potentials.

Analyses of data from national sources enables us to establish approximate populations of these groups. These sources include the United States Census Bureau, the Centers for Disease Control and Prevention (CDC), and the American Optometric Association (AOA). This data determines that 17,462 people comprise our first impact population group and that 10,625 children ages 0-6 comprise the second group.

Therefore, our total impact population is established as of the adoption of this strategic plan to be 28,087 people.

## Our Big Impact Goals

We have established four big impact goals to be achieved no later than June 30, 2030.

### 1. Focused Sights

To provide at least 2,500 people with visual impairments with at least one assistive technology device that boosts their ability to interact with the people and environments around them.

### 2. Focused Access

To provide at least 25,000 guided transports to people with visual impairments that increase their access to medical care, food, life skills education, and critical wellness services.

### 3. Focused Daily Lives

To provide at least 2,500 people with visual impairments with at least one life skills education experience that enhances their ability to live independently.

### 4. Focused Futures

To provide at least 2,500 children ages 6 and under with professional eye exams and glasses or equivalent solutions that advance their ability to learn effectively.

## Our Values

1. **Service:** We always are mindful that what we do is about those we serve and not about us.
2. **Humanity:** We recognize and reflect that we serve people with visual impairments and not blind, visually-impaired, nor disabled people.
3. **Character:** We are true to our word, authentic about who we are, and sincere in our relations with others.
4. **Dignity:** Our clients and patients deserve to live with it and our work deserves to be presented with it.
5. **Humility:** We take what we do seriously but do not take ourselves too seriously.
6. **Possibility:** We seek first to determine how something might be accomplished.
7. **Flexibility:** We are secure in that most challenges have more than one right answer and that others see things differently.
8. **Influence:** We appreciate that force makes one listen once while influence makes one listen again.
9. **Impact:** We make meaningful and measurable differences on the lives of those we serve.
10. **Inclusivity:** We encourage and seek participation, insights, and ideas from all people, especially those who are different from us.

# Our Long-Term Approach

## Long-Term Strategy 1. Define

To define the pursuits of Sights for Hope's mission in an insightful, clear, consistent, and resolute manner.

### Sub-Strategies

1. **Establish:** To implement services and curricula that provide critical skill development, advance use of emerging technologies, leverage advances in medicine, and provide measurable credentials for people with visual impairments.
2. **Scale:** To expand Sights for Hope's scope of impact to include both the individuals it serves and their fellow community members.
3. **Enhance:** To enhance the delivery of client and patient services to provide optimized and personalized care.
4. **Measure:** To create measures that reflect the organization's focus on the removal of barriers and provide an impact-focused perspective of its efforts.

## Long-Term Strategy 2. Develop

To invest extensively in the empowerment and effectiveness of Sights for Hope's employees and the members of its Board of Directors.

### Sub-Strategies

1. **Recruit:** To establish positions on Sights for Hope's staff and on its Board of Directors as highly-desirable opportunities for people of all backgrounds.
2. **Empower:** To ensure that all employees and board members are provided the structure, guidance, goals, and learning opportunities that advance their success.
3. **Retain:** To create an exemplary career experience that stimulates cohesion among team members and promotes retention of talent.

## Long-Term Strategy 3. Deliver

To configure Sights for Hope's physical and fiscal incarnations as necessary to deliver upon its mission, fulfill its long-term organizational vision, and ensure its financial sustainability.

### Sub-Strategies

1. **Localize:** To realign Sights for Hope physically from an organization rooted largely in centralized physical locations to one that serves clients and patients in their neighborhoods and homes and within their schedules.
2. **Partner:** To augment Sights for Hope's services and reshape its infrastructure through partnerships.
3. **Secure:** To secure greater financial self-sufficiency and versatility through the development of additional revenue sources.

# Our Strategic Arcs

## Strategic Arc: Services

Related Long-Term Strategy: **Define**

### Bold Goal

Sights for Hope will make the broadest and most profound collective impact possible on its service population through prioritization of its provisions of assistive technologies, guided transport services, life skills education services, and solutions for children identified with visual impairments through its screenings.

### Objectives

- To increase transportation services by adding one additional driver to each services center by December 31, 2023, and by adding one additional vehicle to each services center by June 30, 2025.
- To ensure that 350 children receive vouchers for eye exams and glasses by June 30, 2025, through a partnership with St. Luke's University Health Network and/or private donors.
- To increase the annual number of life skills experiences offered beyond the capacity of the Pennsylvania Bureau of Blindness and Visual Services (BBVS) by 25% by June 30, 2025, through the hiring of applicable personnel.
- To distribute at least one assistive technology device to 450 people by June 30, 2025, an increase of 50% from the organization's current distribution rate.

## Strategic Arc: Staff Recruitment and Retention

Related Long-Term Strategy: **Develop**

### Bold Goal

Sights for Hope will create an exemplary career experience that stimulates eagerness among potential employees, cohesion among team members, and critical retention of talent.

### Objectives

- To formalize a continuous employee compensation monitoring and adjustment process – including an annual board review of wages, bonuses, professional development, and additional benefits – by December 31, 2023, to fulfill the organization's current and future needs.
- To assess Sights for Hope's organizational culture and internal communications practices to develop a measurable retention plan by June 30, 2024, that achieves a positive and sustainable working experience for all employees.

# Our Strategic Arcs

## Strategic Arc: Board of Directors

Related Long-Term Strategy: **Develop**

### Bold Goal

Sights for Hope will be governed by a Board of Directors that embodies all best practices of nonprofit boards in the United States.

### Objectives

- To redevelop Sights for Hope's Board of Directors Handbook by December 31, 2023, with additional standards related the board's responsibilities for governance, functions, engagement, fundraising, self-evaluation, training, recruitment, and succession planning to ensure best practices.
- To amend the organizational bylaws by January 31, 2024, to reflect additional standards identified within the redeveloped board handbook.

## Strategic Arc: Finance

Related Long-Term Strategy: **Deliver**

### Bold Goals

- Sights for Hope will maximize its investment in its services in a manner that ensures its financial sustainability.
- Sights for Hope will meet high nonprofit industry standards for functional spending efficiency.

### Objectives

- To create and implement a long-term financial sustainability plan for the organization by December 31, 2023, that explores opportunities for new synergies, long-term investments, potential social enterprise initiatives, and other additional sources of revenue.
- To achieve a functional spending rate of 70% on Sights for Hope's services, as reflected in the organization's audited financial statements, by June 30, 2025.

# Our Strategic Arcs

## Strategic Arc: Advancement

Related Long-Term Strategy: **Deliver**

### Bold Goals

- Sights for Hope will increase awareness of its services and impacts dramatically throughout its service area.
- Sights for Hope will generate the fundraising revenue necessary to meet its long-term goals and minimize its draw of operations funding from the Sights for Hope Endowment Foundation.

### Objectives

- To redevelop the organization's direct mail campaign by June 30, 2023, that is comprehensive and larger in scale to produce a rate of return of at least \$2 per \$1 spent.
- To implement a donor prospecting system to establish and build a major donor program by June 30, 2023.
- To hire one additional advancement employee by June 30, 2024, to assist in digital marketing, community events, and outreach efforts.
- To identify or create a strategically-timed annual signature event by June 30, 2024, that produces a return rate of at least \$2 per \$1 spent.
- To participate in at least six executive-level engagement opportunities in Northampton County, Pennsylvania, by June 30, 2025, that increase dialogue with makers of policies and decisions, advance general awareness of the organization, and/or explore sources of potential funding.

## Strategic Arc: Operations

Related Long-Term Strategy: **Deliver**

### Bold Goals

- Sights for Hope will establish superior operational flexibility to meet needs in all its communities' neighborhoods.
- Sights for Hope will earn recognition as one of the premier nonprofit organizations in Pennsylvania with respect to best practices, legal compliance, and ethical excellence.

### Objectives

- To complete by December 31, 2022, the establishment of a cyclical calendar that identifies the organization's meetings, professional development sessions, and trainings to advance operational planning.
- To establish and execute a utilization plan for the former tenant space in Sights for Hope's Lehigh Valley Services Center by December 31, 2022.
- To assess the feasibility of earning Standards of Excellence accreditation from the Pennsylvania Association of Nonprofit Organizations (PANO) by June 30, 2023.
- To form a comprehensive plan by June 30, 2024, that informs the continuation of Sights for Hope's operations in the event of a disaster, pandemic, or crisis.
- To conduct a thorough evaluation of the organization's current facilities expenses and utilization with potential alternatives by December 31, 2024, to ensure the organization's most efficient footprint.
- To explore the potential creation of a mobile unit for the delivery of life skills education by June 30, 2025.
- To form agreements by June 30, 2025, with at least six neighborhood locations at which programs can be presented.

## Our Commitment to Diversity, Equity, and Inclusion

Sights for Hope is dedicated to the practices of diversity and equity to promote an effective culture of inclusion.

The human eye has the potential to see all colors in the spectrum of light – red, orange, yellow, green, blue, indigo, and violet. As the only private organization dedicated to empowering people with visual impairments in Pennsylvania’s Lehigh, Northampton, and Monroe counties to seize their independence, Sights for Hope respects the beauty and strength of humanity’s rich and colorful tapestry.

Therefore, Sights for Hope shall not subject individuals to discrimination, nor deny safely-deliverable services of the highest possible quality, on the basis of race, gender identification, cultural background, religion, sexual orientation, ethnicity, nationality, socioeconomic status, language, physical capabilities not related to sight, age, marital status, military or veteran status, political perspectives, or any other characteristic protected by applicable law. Sights for Hope condemns and does not tolerate racism or intolerance in any form.

Our diversity, equity, and inclusion policies can be found in their entirety on the web at [SightsforHope.org/DEI](https://SightsforHope.org/DEI).

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## About this Plan

This strategic plan for July 1, 2022, to June 30, 2025, was ratified on May 25, 2022, by unanimous vote of the Sights for Hope Board of Directors. It was developed with support from Strategic Arc Limited, owned by DaWayne Cleckley, Chair of the board’s Strategic Planning Committee. This plan is © 2022 by Sights for Hope. All rights are reserved.



## Sights for Hope Board of Directors

Michael Wambaugh, President \*  
Kate Raymond, Vice President \*  
Fred Folland, Treasurer \*  
Devin Darby MS, OTR/L, Secretary  
  
DaWayne Cleckley \*  
Gary Dvorshak  
Linwood Gehris \*  
Martin Lang, CPA  
Daniel Lombardo  
Paul Miller  
Lucille Piggot-Prawl  
H. Ross Ramaley, Esq. \*  
Janet Salek  
Michael Savage  
Steven Savino

\* Strategic Planning Committee member

## Sights for Hope Executive Team

Dennis Zehner  
Executive Director and CEO

Jennifer Pandolfo  
Associate Director and  
Director of Services

Deirdre Federico Snyder, CFRE  
Director of Advancement

Lists as of June 1, 2022