VISION/TRACTION ORGANIZER™

ORGANIZATION NAME: VISIONSERVE ALLIANCE / LEADERSHIP TEAM

VISION

CORE VALUES
1. Exceptional Leadership
2. Diversity
3. Inclusion
4. Innovation
5. Collaboration

CORE FOCUS™

Purpose
Facilitating executive leadership development and strategic networking leadership opportunities in order to strengthen capacity and impact in the field of blindness and low vision

Niche
Connecting current and emerging executive leaders who are passionate about creating opportunities for people who are blind or have low vision

10-YEAR TARGET™

By December 31, 2024 (Five-Year Target) VSA will have:

- Expanded membership by at least 200
- Implemented leadership development opportunities, organizational consulting services and strategic initiatives designed to strengthen members' operations in terms of enhanced capacity, sustainability, and effectiveness
- Been instrumental in the development of a national policy agenda concerning people with blindness and low vision with partners and stakeholders
- Established annual revenues of at least $1 Million to support the basic complement of staff necessary to accomplish organizational goals

TARGET MARKET:
Executive Leadership of Non-Profit Organizations with missions of service to people with blindness and/or low vision; and are seeking to strengthen their impact

MARKETING STRATEGY

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Three Uniques
1. Focus on Executive Leadership
2. Collaboration vs Competition
3. Professional Celebration

Proven Process
Join VSA, read newsletters, attend meetings/conferences, participate in networking opportunities, engage with individual members, ask VSA staff for help will result in stronger leadership capabilities.

Guarantee
Individual engagement in VSA meetings/conferences/information results in greater...

3-YEAR PICTURE™

Future Date: December 31st, 2022

Revenue:
- Membership Dues: $350,000
- Consulting Services: $215,000
- Net Conference Fees/Sponsorships: $125,000
- Foundation Grants: $75,000
- Donations: $35,000

Profit:
- 10% Margin: $80,000

Measurables:
- # of Members: 175

What Does It Look Like:
- Coordinated national policy agenda within the field
- Collaboration amongst the field is the rule rather than exception
- Vision rehabilitation service standards embraced by the field
- Conference attendance and revenue benchmarked
- Innovative ways of meeting and conferencing
- VSA is financially stable and continues to grow its nest egg
- VSA instrumental in teaching & leading best practices for leaders of our organizations
- VSA is emerging as a thought leader
- People desirous of vision rehab services are efficiently connected to quality resources
### 1-YEAR PLAN

**Future Date: December 31st, 2020**

**Revenue:**
- Membership Dues: $255,000
- Consulting Services: $100,000
- Net Conference Fees/Sponsorships: $100,000
- Foundation Grants: $50,000
- Donations: $40,000

**Profit:**
- 10% Margin: $55,000

**Measurables:**
- # of Members: 135

**Goals for the Year:**
1. Convene Legislative Leadership Forum
2. Develop plan for VSA Public Policy Office
3. Complete the revision and roll-out of new dues sche...
4. Expand membership criteria
5. Hire a full time Office Manager/Executive Administra...
6. Explore opportunities to combine conferences/meeti...
7. Expand corporate support
8. Secure sustainable funding for Vision Refer

### ROCKS

**Future Date: March 31st, 2019**

**Revenue:**
- Membership Dues: 175000
- Consulting Services: 9000
- Net Conference Fees/Sponsorships: 0
- Foundation Grants: 0
- Donations: 15000

**Profit:**
- 10% Margin: 0

**Measurables:**
- # of Members: 127

**Rocks for the Quarter:**
1. Develop Enhanced Annual Operating Budget Fo...LN
2. Revise Membership Categories, Benefits and Du...LN
3. Revise Investment Policy and Management Proc...LN
4. Develop Plan to Engage "At Risk" Members (Me...LN
5. Develop Plan to Recruit $125,000 of Corporate ... LN
6. Create Enhanced Personnel Policies and Proced...WH
7. Create and fill an administrative position with Q...WH
8. Plan Successful Spring CEO Summit (Conferenc... WH
9. Onboard 10 additional VSA Organizations to Vis...BL
Target Market:
Executive Leadership of Non-Profit Organizations with missions of service to people with blindness and/or low vision; and are seeking to strengthen their impact

Three Uniques
1. Focus on Executive Leadership
2. Collaboration vs Competition
3. Professional Celebration

Proven Process
Join VSA, read newsletters, attend meetings/conferences, participate in network opportunities, engage with individual members, ask VSA staff for help will result in stronger leadership capabilities.

Guarantee
Individual engagement in VSA meetings/conferences/information results in greater understanding of the field of blindness and low vision and an expanded pool of resources for members' organizations.