Program Design Assignment

Oakland University

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**Organizational Structure**

**Overview**

Leader Dogs for the Blind is a private, non-profit organization that provides services to consumers that are legally blind. Leader Dogs was created in 1939 in Detroit, Michigan by three members of the Lions Clubs International (Leader Dogs for the Blind, 2015). The location was eventually moved to Rochester, Michigan where a campus was built that could host the dogs and the clients while they were in training. All services offered by Leader Dogs for the Blind are free of charge of their clients including travel to the campus and the guide dog itself. The majority of Leader Dog’s staff, over 350 people, is made up of unpaid volunteers (Leader Dogs for the Blind, 2015). Since the opening of the organization, Leader Dogs for Blind has provided more than 14,500 guide dogs to legally blind clients (Leader Dogs for the Blind, 2015).

**Vision**

Leader Dogs for the Blind’s official mission statement is “empowering people who are blind, visually impaired or Deaf-Blind with lifelong skills for independent travel through quality Leader Dogs, highly effective client instruction and innovative services” (Leader Dogs for the Blind, 2015). The vision statement is “To be the leading guide dog organization providing sustainable value for our clients” (Leader Dogs for the Blind, 2015). The values of the agency are: respect and compassion for people and dogs, passion for the work, safety in all we do, doing what is right, innovation in our field, teamwork, superior experience for stakeholders (Leader Dogs for the Blind, 2015).

**Programs**

Leader Dogs for the Blind offers several programs for the blind community. These programs include accelerated O&M Training, Guide Dog Program, Deaf-Blind Guide Dog Training, GPS Technology, Summer Experience Camp, and O&M Seminars for Professionals. The most well-known programs throughout the visually impaired community are the Guide Dog and Deaf-Blind Dog Programs. These programs involve incorporating dogs into helping blind clients move around with more ease in daily life.

**Program Compatibility**

My proposed program, Accessible Communities, is compatible with Leader Dogs for the Blind’s mission, goals, and values. The goals of my program are to make communities more accessible for citizens that are blind. By creating better assessable buildings and walking signals, the clients will be able to travel independently with and without the help of a guide dog. Accessible Communities focuses on helping clients feel confident and safe while they are in their communities which align with Leader Dogs mission to empower their clients. The program also supports the idea of creating the community to be accessible to the client instead of making the client adapt to the community which in turn puts more stress on them. Independently traveling about their community should not be a privilege that the visually impaired community is denied.

**Program Impacts on Organization**

My proposed program would need the cooperation of Guide Dog programs and the O&M programs because the clients that receive these services will be candidates for the new program. My program will need to be introduced to the clients while they are being trained on Leader Dogs for the Blind’s campus through the mentioned programs. The program will help the Leader Dogs clients from all the other programs advocate for more blind accessible resources in their communities. Another resource that Accessible Communities would have access to within the organization is Melissa Weisse. Melissa is the Chief Philanthropy Officer at Leader Dogs for the Blind and has been involved in several successful programs that have brought in funding for the organization. Melissa’s expert help would be beneficial to the program and would require Accessible Communities to cooperate with other departments within Leader Dogs for the Blind.

**External Relationships**

**Partnerships**

Leader Dogs for the Blind has a partnership with the Lions Clubs International. According to Leader Dogs, “For 75 years Lions have contributed financially, identified people in their community who could benefit from Leader Dog’s services, assisted our clients in filling out applications and spread information about our programs throughout their hometowns and Districts” (Leader Dogs for the Blind, 2015). Lions Clubs International members also often volunteer to be puppy raisers and breeding stock hosts. They make up a large population of the on-campus volunteers as well doing jobs such as dog walking and administrative staff. The local Lions Clubs also hold fundraising events for Leader Dogs for the Blind. For example at the 2015 Rochester Fire and Ice Festival, the Lions Club hosted a s’mores and hot chocolate tent and the proceeds went to Leader Dogs for the Blind.

Leader Dogs for the Blind also has partnerships with Purina Pro Plan, HumanWare, Pet Supplies Plus, Carhartt, GE, CEVA, Schloemer Business Services, and Main Street Chiropractic Wellness Center. Purine Pro Plan, CEVA, and Pet Supplies Plus provided dog-care resources to Leader Dogs so that they can take care of the dogs while they are living on-campus. HumanWare and GE have helped the organization supply their blind clients with GPS technology. Carhartt has supplied all the work clothing for the Leader Dogs for the Blind paid staff members. Schloemer Business Services and Main Street Chiropractic Wellness Center have incentives for consumers to donate to Leader Dogs in exchange for services (Leader Dogs for the Blind, 2015).

**External Program Assistance**

External assistance will be needed for Accessible Communities to install the technology at the crosswalks and any other accessibility equipment that the client needs. This assistance will most likely vary from city to city unless we can make a cooperate partnership with an instillation and manufacturing company. Each location will need three bumpy panels and three talking crosswalks installed within six weeks of deciding what intersections will be improved. The local businesses in the communities will be also be needed to help fund and to start decisions about the needs of the community’s visually impaired citizens. The local businesses will also be needed for donations to the community fundraisers such as raffle baskets and other prizes.

**Similar Programs**

There are many different programs in the United States that have programs similar to Leader Dogs for the Blind’s programs. Organizations such as Guide Dogs for the Blind and Paws for a Cause also offer programs designed to help individuals with disabilities travel independently. Leader Dogs for the Blind follows the same procedures and research-based practices as these two programs but there is not a lot of interactions between the organizations themselves. Neither of these programs offers a program that is similar to Accessible Communities.

**Stakeholders**

Leader Dogs for the Blind is funded by personal, organizational, and community donations. Therefore, the stakeholders are the individuals that make up the seven committees within the organization who are outlined on Leader Dogs for the Blind Officer and Trustee guide (see Appendix A). These committees are financial, audit, client programs and services, executive, governance, philanthropy, and technology, and they are described in depth on Leader Dogs for the Blind Board Committees (see Appendix B). The committees that will be impacting my proposed program are financial, client programs and services, and technology. These committees will be a part of deciding to fund the program and also helping access the technology needed to provide the services to the clients. The client program and services committee will be involved in the planning and evaluation process of Accessible Communities.

**The Proposed Program**

**Description**

The proposed program, Accessible Communities, will make communities that have Leader Dog for the Blind client’s more accessible to them. The program will start be tracking where clients that have accessed other Leader Dog programs live. In areas with higher numbers of clients, our program will make travel safer in those areas by installing talking crosswalks and bumpy panels at high-risk intersections. Talking crosswalks tell the pedestrian what street they are crossing and then tell them when it is safe to cross by saying “walk.” Bumpy panels also known as “braille for the feet” let blind travelers know where the sidewalk ends and traffic begins.

Our goal would be to provide the top three intersections that each client uses with these technologies. The target number of clients impacted in the first year would be twenty clients. To begin with Accessible Communities will collect information from Leader Dogs for the Blind clients to find out what intersections are most troublesome for the visually impaired citizens in each community. Then working with local companies, Accessible Communities would install these audible crosswalks and bumpy panels in all twenty towns within the first year. Accessible Communities will contact the companies that are capable of making the technology in the communities and arrange for them to be installed. Accessible Communities will also follow up that the intersections are working properly in the months after the installations. The strengths and weakness of Accessible Community are shown in the Accessible Communities SWOT analysis (see Appendix C).

**Social Problem**

Walking across a simple crosswalk is a risk for a blind pedestrian. First they must realize that they have reached the end of the sidewalk and are about to cross a street. Then they have to think about what street they have arrived at and which direction they need to cross. After that they must locate the crosswalk pushbutton so that and wait for the walk sign with is a visual signal. Finally they must cross the crosswalk quickly enough, when it is safe, in the amount of time that the visual signal says. This process is stressful and dangerous for blind pedestrians who do not have a human helper to make these decisions for them. Independent travel is hinder by the visual signals that are currently the norm at crosswalks.

The recent development of quiet hybrid cars has also increased the danger in crossing a road for blind pedestrians. There is a worry within the blind community that this will decrease their sense of safety when traveling across roads. Noise is an important part of travel for blind pedestrians because they use it to help locate traffic. Currently there are 6,670,300 citizens that have been diagnosed as blind in the United States (National Federation of the Blind, 2014). With such a large amount of the population struggling to independently travel around their own communities there is an urgent need to make intersections safer and more accessible.

**Determined Need**

The need for more accessible crosswalks was determined by the visually impaired community expressing their need for more safety measures at intersections. Several newspaper articles have been written on the issue of crossing the street for a blind client. This is also an issue that I have personally spoken to several Leader Dogs for the Blind clients about while I was a volunteer at the facility. The visually impaired community feels as though the risk has increased in recent years with the increased quietness of cars. The previous techniques taught to blind clients to cross the street involved listening to the sound of traffic and using traffic’s flow to determine when it is safe to cross the road. This technique will become irrelevant with the silent cars that are on the roads today thus creating an unsafe situation for all involved. The addition of talking crosswalks and bumpy panels is needed for visually impaired citizens to comfortably cross roads. By adding these technologies to dangerous intersections, Accessible Communities is addressing the social problem by creating a new way of traveling for visually impaired citizens. Instead of making the client work around the current intersection system, Accessible Communities is helping the intersection systems work for the clients.

**The History of the Program**

Leader Dogs for the Blind has not had a program similar to Accessible Communities in its 76 years of operation (Leader Dogs for the Blind, 2015). I created this program on my own through communication with the Leader Dogs for the Blind clients about what resources they need in their daily lives. The visually impaired community has created a strong commitment to making it easier to travel independently without another person to help them along. They have done this through animal guide dogs and GPS technology but no other program has directly addressed the changing the community to make it easier for the clients. By increasing the resources in the community more citizens will have access to these much needed travel technologies and we are able to address the problem on more of a macro level.

**Similar Programs**

While there are many programs that are similar to Leader Dogs for the Blind such as Paws for a Cause, Guide Dogs for the Blind, and Assistance Dogs International. Paws for a Cause provides services dogs for clients that are visually impaired, deaf, suffer from seizures, or children who are autistic. Their services are directed at providing clients with animals to help them travel with independence. The dogs are trained to help turn lights off and on, open doors, pick up objects, and pull wheelchairs if needed (Paws for a Cause, 2013). Guide Dogs for the Blind provide guide dogs for the visually impaired. They also have strong support systems in place for their clients that have dogs such as an alumni association that has opportunities for networking, mentoring, and advocacy (Guide Dogs for the Blind, 2014). Lastly, Assistance Dogs International is a coalition of programs that provide service dogs to clients. They themselves do not train service dogs instead they set the standards the guide dog agencies must abide by (Assistance Dogs International, 2015). While these programs and organizations serve the same population that Accessible Communities would be, they do not address changing the crosswalks to improve safety.

**Target Population**

**Who the Program Serves**

The program will primarily serve Leader Dog for the Blind clients however all visually impaired citizens in the area will benefit from the increased accessibility of the crosswalks. The program will make traveling around the community more safe for people who are blind. This program will also indirectly make the roads safer for drivers since there will be less risk at intersections for driver and pedestrian accidents. With the clear command to either walk or wait there will be more clarity for the visually impaired citizen of when it is safe to be in the crosswalk and when it is not.

**The Needs Impact on Population**

The need of increased safety at crosswalks relates to the visually impaired population because they are more vulnerable to safety risks than most pedestrians. Since they are unable to see the cars, traffic signals, and start/end of the sidewalk, they are at an increased risk for injury. This also makes traveling across busy intersections a stressful event for pedestrians who are visually impaired.

**The Research**

The Transportation Research Record has found that talking crosswalks increased overall pedestrian observing behavior and decreased conflicts at intersections. Talking crosswalks were found to be significantly helpful to those who were visually impaired because they reported what street the crosswalk passes over and when it is safe to travel (Transportation Research Record, 1998). A seven year study in San Diego, California found that for every six accidents that happen in a crosswalk, only one happens in an unmarked intersection (Washington State Department of Transportation, 2015). This research implies that the current crosswalk system is not providing the safety that many pedestrians believe that they do. Pedestrians that are visually impaired are at an even great risk for injury and conflict at an intersection than the average pedestrian (Transportation Research Record, 1998). The problem lies in the driver’s inability to tell that the pedestrian standing by the side of road is blind and that the crosswalk itself is sometimes hard to see (Washington State Department of Transportation, 2015). The driver may assume that the pedestrian sees their car coming or that they are aware that their crosswalk sign shows that is it unsafe to cross. This increases the risk for blind pedestrians and decreases their overall sense of safety traveling around their community independently.

**The Programs Location**

Accessible Communities will be available to any Leader Dogs for the Blind client that is living in a United States of America territory. This includes all territories of Alaska, Hawaii, United States Virgin Islands, and Puerto Rico. Although there will be an increased need for clients that live in urban cities since most accidents have been found to happen there. Although this does not mean that clients that live in rural areas will be disqualified from the program.

**Programs and Services for Population**

Several agencies in the United States address the issue of traveling for visually impaired citizens. Leader Dogs for the Blind has several other programs to address being able to travel independently for blind clients. There are many programs in the United States and across the world that provide guide dogs for blind clients or GPS technology but no program is actively working to make the communities themselves more accessible for visually impaired pedestrians. The visually impaired community is a tight-knit group that has the ability to raise awareness and funds within their communities so that talking crosswalks and bumpy panels can be installed.

**Community Asset Map**

There are many community resources available to Accessible Communities which are depicted in the Community Asset Map (Appendix D).

**Program Planning**

**Involvement Needed**

The involvement needed for Accessible Communities will start with the Leader Dogs for the Blind staff and clients. To begin the program we will first need to collect data on where the clients live and often travel. The client will be asked what intersections they travel most across and which ones they feel the least safe at. They will be asked questions about the strategies they are currently using to cross the road and what they feel like would make it a more comfortable experience for them. This questionnaire will be read to them on their fifth day of training at the Leader Dog facility by a team member that has been working with them.

An Accessible Communities employee will then record all the data into a computer system. After the employee has determined the need and locations of need from the questionnaire they will add the intersections to a data base and the client’s name will become unattached from the data. A team of three will then take this data base of intersections and begin gathering information on the history of the location and local businesses around the area that may be willing to make contributions. One of said members will contact a local company that would be able to install the talking crosswalks and bumpy panels and discuss prices. Another one of the three employees will follow up and travel to the site if needed to assure that the technology is installed and works properly. The fifth employee needed for Accessible Communities will be a program evaluation expert to collect qualitative phone evaluations of the program from previous and current clients.

**Research**

In the United States 6,670,300 people over the age of sixteen years old have been diagnosed with a visual disability (National Federation of the Blind, 2014). The CDC found in 2012 that most pedestrian struck by a car related deaths occur in urban areas at night (Centers for Disease Control and Prevention, 2014).

**Resources**

Several resources will need to be obtained prior to the start date of this program. A computer will need to be bought to conduct the initial data collection. Another resource that will be needed is access to the other Leader Dog program’s clients. We will also need to begin forming a list of companies that can create and install the talking crosswalks and bumpy panels.

**First Steps**

The step that needs to be taken before Accessible Communities begins is the visually blind population needs to be addressed and asked if this is a resource that they want and need. If the blind community is not supportive of the program than it becomes irrelevant. Since previous questioning has suggested that this is a need of the community, the planning of Accessible Communities would incorporate several first steps. The first step needed to get Accessible Communities running will be to obtain a source of funding. Obtaining stable funding sources would be done through consulting Lorene Suidan, the Chief Financial Officer at Leader Dogs for the Blind. Decisions regarding how much of the Lions Clubs International’s contributions would go towards Accessible Communities would be made by Lorene. The planned funding for this program will be raised through the organizations major fundraising events and fundraising events in the individual towns as well. Next, the program would hire five qualified employees that would be capable of jumping into a new program. These staff members would need to understand Excel, have strong people skills, and be willing to travel on occasion. Lastly the program would need to begin forming a list of companies capable of creating the talking crosswalk and bumpy panels.

**Goals, Objectives, and Outcomes**

**Goals, Objectives, and Outcomes of Program**

* **Goal:** To decrease the amount of accidents that occur each year at intersections with visually impaired clients.
  + **Objective:** Install three bumpy panels and talking crosswalks per town in twenty towns.
    - **Outcome:** Increase in confidence and comfort when crossing the street.
* **Goal:** To raise awareness of blind travel complications within local communities.
  + **Objective:** Tell ten business owners in each community about the improvements and ask them to support local fundraisers for Accessible Communities.
    - **Outcomes:** Increase the likelihood of drivers being aware of potential visually impaired pedestrians crossing the street.
  + **Objective:** Host one fundraiser in each community.
    - **Outcomes:** Increase community support and awareness of visually impaired citizens.
* **Goal:** Make over 50% of intersections, in urban and suburb areas, visually impaired accessible by 2025.
  + **Objective:** Impact twenty communities a year and increase the amount of communities impacted each year after.
    - **Outcomes:** Increased ability to travel independently throughout the United States for the visually impaired citizens.

**Logic Model**

Accessible Communities Logic Map (see Appendix E) shows the process the program will develop as the program is started. The resources that will be needed initially are outlined as well as the activities. The next step to creating the program will be to obtain the outputs and evaluate the outcomes of Accessible Communities. Finally the impact of the program will need to be examined to see if Accessible Communities is influencing the clients in the way that it was created to.

**Evaluation**

**Evaluation of Program**

Accessible Communities will be evaluated through client evaluations of the program’s impact on their lives and communities after the technology has been installed in their communities for several months. Traffic and accident reports will also be taken into account when evaluating Accessible Communities to ensure that the program is increasing safety at intersections.

**Method**

The method that will be used to assess if Accessible Communities is providing helpful services will be both qualitative and quantitative questionnaires. The quantitative survey will be sent out to all Leader Dogs for the Blind clients, excluding the deaf-blind clients, to search for clients that are in need. The clients will be asked about their community, their level of independent travel, and their interest in the program (see Appendix F). The qualitative research will be done over the phone and will last approximately five minutes in length unless extended by the client. The Accessible Communities employee will ask a series of questions about their travel since the implication of the talking crosswalk and bumpy panels in their community. They will be asked if they feel as though their confidence has changed when crossing the street and also if all the technology is working correctly.

**Budget**

**Costs of Accessible Communities**

The costs of Accessible Communities will grand total at $370,000.00. The salaries of the five employees that will work for the program will average at $60,310 per employee for the first year of employment. This will include benefits and training costs for each employee. The program will be housed within the Leader Dogs for the Blind main campus building which will save on facility costs such as rent and utilities. Each employee will be provided with a laptop so that they can conduct work in and outside of the offices. In the office a printer will be provided for employee use along with printer ink and paper. Employees will also have access to in office telephones which they may use for program purposes. Travel expenses were taken into account for the budget for employees that need to travel to the communities were the talking crosswalks and bumpy panels are being installed. It was estimated that at least one plane ticket would be needed for each client’s community.

The costs of the technology needed for each community was also taken into account for the budget. The average talking crosswalk costs $485.00 and the program will provide three for each client therefore the total for twenty clients comes to $29,100.00. Three bumpy panels will also be placed in each community with average at $300.00 per panel so the budget requests $18,000 for bumpy panels. The total requested budget of $370,000.00 is needed to successfully run Accessible Communities.

**Revenue for Accessible Communities**

Accessible Communities will be mainly funded through Lion Clubs contributions. As a main funder of Leader Dogs for the Blind they would provide a majority of the funds needed for the program. The second highest funding source would be the fundraising events held in each of the communities. The fundraiser coordinator will organize fundraiser such as galas and other special events to get community members to participate in making their community more accessible for visually impaired pedestrians. The community’s statistics will be taken into account when deciding what fundraiser event will be most appealing to the population. One fundraiser will be held in each community with a target fundraising goal of $2,000 per fundraiser. The third funding source will be community donations. Community donations will be donations that members of the community donate to the organization while Leader Dogs for the Blind in working in their community. These donations can be made online through the Leader Dogs for the Blind website. Donations and In-kind donations will be accepted and encouraged while Leader Dog is working in each community. Local businesses will be contacted about Leader Dogs work in the community and their need for support from the community itself. Information will be also be passed out to community members with high impact to encourage discussion about the organization and program between community members. In-kind donations will be encouraged from businesses in the community for the fundraisers that will be held. The in-kind donations that Accessible Communities will accept will be anything that can be raffled off at the fundraiser.

**Budget**

Accessible Communities budget and revenue report is based on a one year calendar as shown in Accessible Communities Budget Report (Appendix G). The target goal of providing services to twenty clients was taken into account as well as the average costs for travel expenses, salaries, and technology. The organization’s total budget in 2013 was $15,800,880.00 and Lions Club alone contributed a total of $2,048,108 to the budget. The budget for Accessible Communities is comparable to other Leader Dog for the Blind programs therefore it is realistic budget.

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Appendix A

Leader Dogs for the Blind Officers and Trustees

**Officers and Trustees**

**Executive Officers**

* Susan Daniels, President and Chief Executive Officer
* Lorene Suidan, Vice President and Chief Financial Officer
* Rod Haneline, Vice President and Chief Programs and Services Officer

**Officers**

* John W. Hebert, Chairman of the Board
* Margaret Dimond, Vice-Chairman
* Greg Guidice, Secretary
* Steve Guarini, Treasurer

**Trustees**

* Therese Alfafara
* Anna Biliti
* Franklin Carmona, DVM
* William Carty
* Michael Cox
* Debbie Dayton
* Kathryn Davis
* Eric DeGroat
* Paul Edwards, M.D.
* Harold Gardner
* Paul Hemeryck
* Marilyn Kelly
* Thomas McNulty, Jr.
* Curtis D. Norenberg, PhD, PDG
* Thomas O’Masta
* Stephen R. Polk
* Paul Preketes
* Avril Rinn
* Lynne Schrage
* Rebecca Sorensen
* The Honorable Paul Teranes
* Douglas Wright

**Honorary Trustees**

* Celia Domalewski
* Lon Grossman
* Tom Kimble
* Bill Klingensmith
* Rick Meyer
* Douglas Mickelson
* James Platzer
* Henry Stricker, Jr., PDG
* Tom Thompson, PDG
* John Villa

Appendix B

Leader Dogs for the Blind Board Committees

**Audit Committee**

The Audit Committee oversees the organization's annual external audit and its system of internal controls over financial reporting.

**Client Programs and Services Committee**

The Client Programs and Services Committee reviews performance indicators, programmatic outcomes and strategic planning for instructional programs and services provided by Leader Dogs for the Blind.

**Executive Committee**

The Executive Committee conducts such business as is necessary or desirable during those periods when the Board of Trustees is not in session.

**Finance Committee**

The Finance Committee oversees the fiscal accountability and budgetary affairs of Leader Dogs for the Blind.

**Governance Committee**

The Governance Committee establishes and maintains a dynamic, diverse, engaged and knowledgeable Board of Trustees that has received a comprehensive orientation and is fully aware of board responsibilities to enhance the quality and viability of the board on a consistent basis.

**Philanthropy Committee**

The Philanthropy Committee oversees the development and fundraising activities of Leader Dogs for the Blind, ensuring that the case for support is strong, current and based on the organization’s mission and goals.

**Technology Committee**

The Technology Committee serves as a strategic partner for the Leader Dog team, focusing on the alignment of core business and technology so that the organization remains in the mainstream of continually evolving technology and IT solutions.

Appendix C

Accessible Communities SWOT Analysis

|  |  |  |
| --- | --- | --- |
|  | **Helpful**  to achieving the objective | **Harmful**  to achieving the objective |
| **Internal origin**  (attributes of the system) | *Strengths*   * Competent staff * Ability to use volunteers from other areas if needed * Close proximity to clients while they are on campus | *Weaknesses*   * Employees may be more resources than originally planned * Travel conflicts such as natural disaster prevent staff from community visits |
| **External origin** (attributes of the environment) | *Opportunities*   * Strong community partnerships such as Lions Clubs International and Purina Pro Plan * Reliable source of funding * Good reputation around the country | *Threats*   * Local communities may not participate in fundraising activities * Local businesses may not support the program and raise awareness * Clients may move after the process has begun |

Appendix D

Accessible Communities Community Asset Map

**Local Institutions and Resources**

* Clients’ community businesses
* Leader Dogs for the Blind
* Rochester talking crosswalks and bumpy panels

**Community Associations**

* Lions Clubs International partnership
* Communication with the Transportation Department

**Individuals**

* Melissa Weise, Chief Philanthropy Officer
* Lorene Suidan, Chief Financial Officer
* Rod Haneline, Chief Programs and Services Officer
* Leader Dogs for the Blind clients/residents

Appendix E

Accessible Communities Logic Model

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| **Resources/Inputs** | **Activities** | **Outputs** | **Outcomes** | **Impact** |
| * Leader Dog for the Blind volunteers. * Five office spaces within the Leader Dog office building. * Funds for the costs of the program and staff members. * Leader Dogs for the Blind partnerships. | * Recruit five staff members. * Train staff members. * Collect data on Leader Dogs clients’ conflicts with travel. * Arrange funding through Lions Clubs and other Leader Dogs sources. | * 20 separate communities will have three talking crosswalks and three bumpy panels installed in each. * Staff member will travel to each community when needed. * Contact with local businesses will be made to let them know about the program in their communities. * Community fundraisers will be held in each community. | **Short Term:**   * Have 60 functioning talking crosswalks installed and 60 functioning bumpy panels. * Develop partnerships with local businesses. * Fundraise $2000 per community through fundraising events and donations.   **Long Term**   * Develop partnerships with national businesses that create talking crosswalks and bumpy panels. * Have a consistent fundraiser that funds part of the program. | * Increased sense of safety for the visually impaired community when crossing intersections. * Increased awareness of blind pedestrians when driving through an intersection. |

Appendix F

Survey for Initial Assessment

What Leader Dogs for Blind programs have you been involved in as of today?

What is your address?

Do you commonly travel around your community without help from another person?

YES NO

Have you ever been hit by a car walking around your community?

YES NO

Do you consider your community a rural or urban environment?

RURAL URBAN

Do you feel comfortable crossing the streets in your community?

YES NO

Would you be interested in walking crosswalks and bumpy panels being installed in your community?

YES NO

Appendix G

Accessible Communities Budget Report

|  |  |
| --- | --- |
| REVENUE | **Anticipated Costs** |
| Lions Club contributions | 300,000.00 |
| Community Donations | 20,000.00 |
| Special Events | 40,000.00 |
| In-Kind Donations | 10,000.00 |
|  | $370,000.00 |

|  |  |
| --- | --- |
| BUDGET | **Anticipated Costs** |
| Salaries for 5 Full-time Employees | 301,550.00 |
| Laptops | 2,500.00 |
| Printer | 200.00 |
| Ink | 50.00 |
| Paper | 100.00 |
| Travel Expenses | 18,000 |
| Talking Crosswalks | 29,100.00 |
| Bumpy Panels | 18,000 |
| Telephone | 500.00 |
|  | $370,000.00 |