



Our Vision Is Vision®

2020-2021 Volunteer Handbook

**Prevent Blindness
Ohio Affiliate**

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VOLUNTEER HANDBOOK

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Prevent Blindness America: The Sight Saving People



Mission Statement

The mission of Prevent Blindness America is to preserve sight and prevent blindness.

Founded in 1908, we're the nation's leading volunteer eye health and safety organization dedicated to fighting blindness and saving sight. Focused on promoting a continuum of vision care, PBA touches the lives of millions of people each year through public and professional education, advocacy, certified vision screening training, community and patient service programs and research.

These services are made possible through the generous support of the American public. Together with a network of affiliates, divisions and chapters, it is committed to eliminating preventable blindness in America.

Why is our mission so important?

Blindness and visual impairments exact a great price from individuals and society. Vision loss robs people of their independence, mobility and quality of life. Blindness and visual impairment are also an enormous cost to society, estimated conservatively at \$51.4 billion annually.

What are the leading causes of blindness?

In adults, the most common eye diseases are glaucoma, cataract, diabetic retinopathy and macular degeneration. In children, serious eye disorders include "lazy eye" (amblyopia), and strabismus (crossed eyes). Eye injuries in both adults and children, at home and the workplace, are also a leading cause of permanent sight loss.

Consider these important facts:

- More than 1.1 million Americans are legally blind and an additional 50,000 people lose their sight each year, yet half of all blindness can be prevented.
- Between 2 and 3 million people have glaucoma...but half don't even know it.
- Blindness is the number one disabling complication of diabetes. Diabetic retinopathy is one of the leading causes of new cases of blindness.
- One in every 20 preschool children has an eye problem that, if left uncorrected, can lead to permanent vision loss.
- Nearly 2,000 potentially blinding workplace eye injuries happen each day.



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The Sight Saving People—Continued

What are our programs and services?

We offer many programs and services to help fight blindness and save sight:

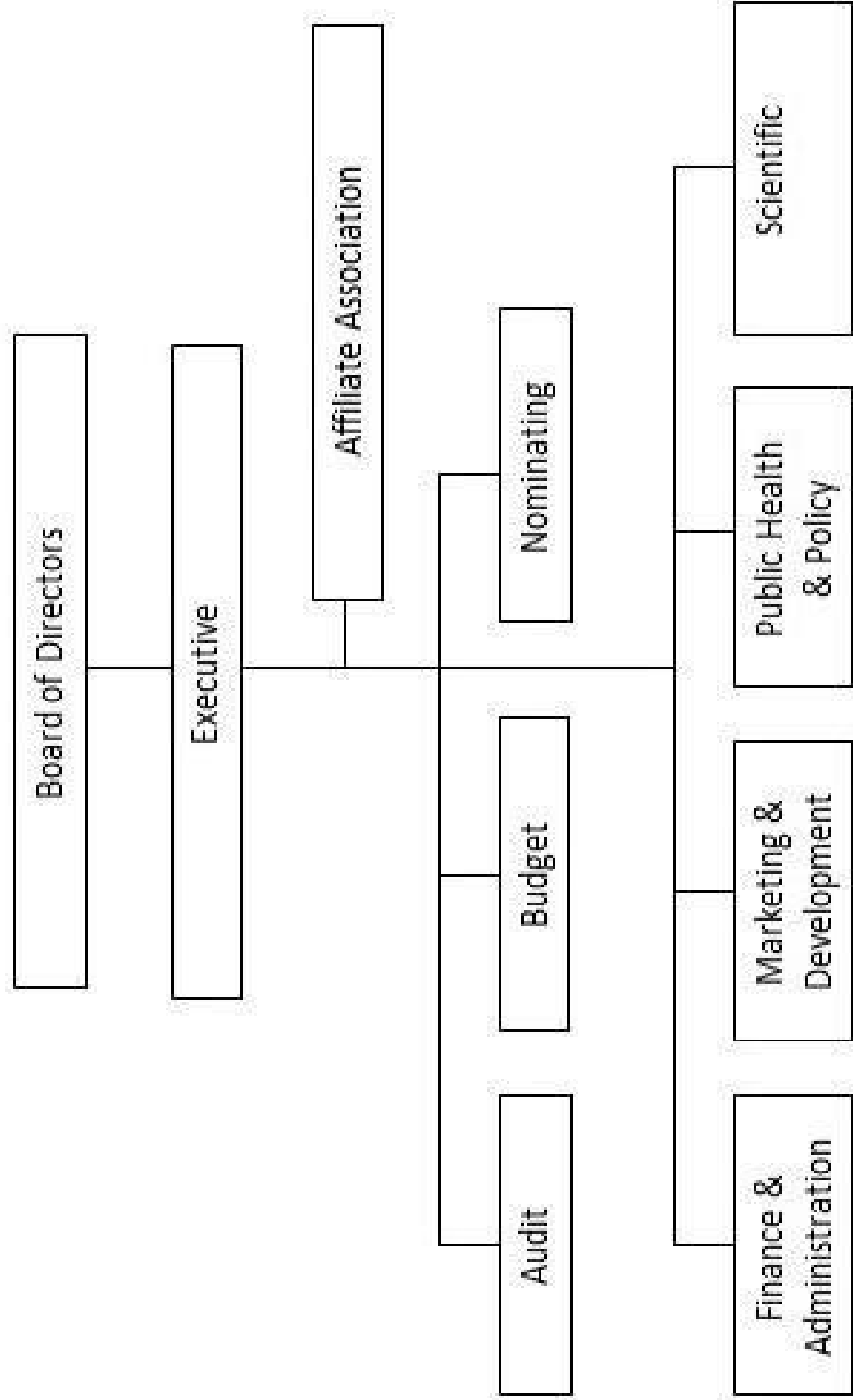
- Adult and children's vision screening;
- Patient and public education programs;
- School-based programs and curriculum;
- Professional education and training;
- The Vision Health Resource Center: 800.331.2020;
- Advocacy and research;
- Wise Owl workplace eye safety program;

Our Achievements

- 1908** Spurred to action after learning that 30 percent of blindness in children was easily preventable, volunteers banded together to organize the forerunner of today's PBA.
- 1917** Successfully led legislation that virtually eliminated a leading cause of blindness in infants, called ophthalmia neonatorum.
- 1926** Created the first volunteer-run preschool vision screening program in the United States.
- 1942** Conducted the first glaucoma detection program in the United States.
- 1944** Organized the first volunteer glaucoma screening program in the United States.
- 1948** Created the Wise Owl Club of America, an industrial and school eye safety incentive program that has since recognized more than 86,000 Americans for wearing proper eye protection.
- 1956** Marshalled resources that developed equipment to test the vision of infants.
- 1972** Spearheaded legislation to require impact-resistant lenses in all eyewear.
- 1981** Launched the first professional and public education programs on diabetic eye disease, the fastest growing cause of new cases of blindness.
- 1983** Introduced the first home eye test for adults so that Americans could determine if they are seeing as well as they should.
- 1985** Released a national study that revealed blindness prevention as the third most important health concern among Americans.
- 1991** Initiated a program called Glaucoma High Risk Alert to educate Americans about the high risk of glaucoma.
- 1994** The National Society to Prevent Blindness changed its name to Prevent Blindness America.
- 1995** Introduced adult vision screening and photoscreening training programs.
- 1996** Developed a web presence at www.preventblindness.org to educate people about proper vision care.
- 2002** Published the Vision Problems in the U.S. report on the prevalence and burden of age-related eye disease in America.
- 2003** Helped establish a vision research and prevention program at the Centers for Disease Control and Prevention (CDC). Launched the Congressional Vision Caucus, a bipartisan coalition of Congressional Members.
- 2004** Working with key public health and research organizations, published a road map for national public health policy: the Vision Problems Action Plan: A National Public Health Strategy.
- 2006** Established the "Eyes on Capitol Hill" campaign, bringing more than 100 patients and vision advocates to Washington, D.C. to discuss vision health policies with legislators.
- 2007** Published the groundbreaking Economic Impact of Vision Problems report, detailing the toll of major adult eye disorders, vision impairment and blindness, totaling \$51.4 billion annually, on the U.S. economy.
- 2008** Launched a national public service campaign to educate Americans about the need for regular eye exams.



National Committee Structure





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2020 Affiliate Association As of 3/31/2020

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Our Vision Is Vision®

OUR MISSION: To Prevent Blindness and Preserve Sight

OUR VISION: Helping Ohioans Enjoy Good Sight for Life!

Prevent Blindness, Ohio Affiliate, founded in 1957, is Ohio's leading volunteer, nonprofit public health organization dedicated to *preventing blindness and preserving sight.*

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Why our mission matters to you

An estimated **1.5 million** Ohioans are at risk for vision loss, **116,320** are visually impaired and **53,999** are legally blind. Vision is critical to conducting activities of daily living, is a portal for language and affects developmental learning, communicating, working, health and quality of life. Vision impairment is one of the most feared disabilities.

And while half of all blindness can be prevented and **90%** of all vision loss due to injury or accident is preventable, the number of Americans and Ohioans who suffer from vision loss continues to increase. Vision disorders and impairment are major public health problems. It is estimated that by **2030**, the number of blind and visually impaired people will **double** if nothing is done to curb this growth through prevention, early detection and treatment.

Blindness and visual impairment have an enormous impact on individuals and society. Vision loss can rob people of their independence, mobility and quality of life. A study by Prevent Blindness America shows that the annual economic costs of visual disorders and disabilities in the U.S. and Ohio are estimated to be **\$139 billion & \$5.4 billion** respectively.

Leading causes of vision loss

In adults, the most common eye diseases are **cataracts, diabetic retinopathy, glaucoma and age-related macular degeneration**. In children, serious eye disorders include **amblyopia “lazy eye” and strabismus “crossed eyes”**. Eye injuries in both adults and children at home, in the workplace, and in sports are also a leading cause of permanent visual impairment.

Eye opening facts

- **Every 11 minutes** someone in the United States loses their vision.
- Vision disorders are the fourth most common disability in the U.S. and the most prevalent handicapping condition in childhood.
- **105,889** people in Ohio have **glaucoma** and half do not know it. Glaucoma causes the loss of peripheral or side vision. Once vision is lost, it cannot be restored.
- Diabetic Retinopathy is a common complication of diabetes which can lead to blindness. More than **900,000** Ohioans have **diabetes** and **284,631** suffer from this disease which involves abnormal growth of blood vessels in the back of the eye which can leak. Management of diabetes and regular preventative eye exams are the best defense against developing diabetic retinopathy.
- Approximately **43,400** Ohio preschool children (**1 in 20**) have a vision disorder such as amblyopia “lazy eye” or strabismus “crossed eyes” that can lead to loss of vision or even blindness.
- Nearly **508,000** Ohio school-aged children (**1 in 4**) have a vision problem. Abnormal visual acuity is the most common chronic medical condition in children of industrialized nations.
- There are nearly **4,000** serious eye injuries suffered by Ohio children ages 0-14 each year.
- More than **991,628** Ohioans over 40 years of age suffer from **cataracts** which is a clouding of the eye's naturally clear lens. This is usually treatable.
- **88,546** older Ohioans are afflicted with **age-related macular degeneration** which creates a loss of sharp, central vision. There is no cure and treatment is most successful when detected early.
- Vision problems have an impact of **\$5.4 billion annually** to the Ohio economy.

Programs and Services

The Ohio Affiliate of Prevent Blindness (PBO) is Ohio's leading volunteer nonprofit public health advocate for sight conservation. We promote eye health and safety while working to find the cure for blinding eye diseases. Our mission is carried out through:

Public Information

Prevent Blindness supports public policies that advocate good eye health and safety for all Ohioans such as fireworks safety and access to comprehensive, professional vision care for Ohioans of all ages.

PBO offers workplace wellness programming, educational exhibits for museums and libraries, grades K-12 classroom lesson plans and speakers that provide eye health and safety facts to all ages to help them take good care of their gift of sight.

PBO offers a comprehensive selection of print and audio-visual materials dealing with all aspects of eye health and safety for use at home, work, school and leisure.

Research

Prevent Blindness funds research by contributing to the Prevent Blindness National Investigator Awards and the Ohio Affiliate Student Fellowship Award for Female Scholars in Vision Research. Both grant programs provide support for scientific research investigating public health issues related to the burden of illness of eye-related health and safety. All research grants promote the core mission of Prevent Blindness preventing blindness and preserving sight.

Early Detection

Early detection and prompt, professional treatment are essential in halting eye diseases such as amblyopia and glaucoma.

PBO's vision training and screening programs enable thousands of volunteers and providers of primary health care to detect potentially blinding eye diseases and refer individuals for professional treatment early, when it is most effective.

PBO's Vision Care Outreach program provides access to comprehensive donated eye care (eye exam, glasses and aftercare) for over 5,000 homeless and medically disadvantaged children and adults annually.

Governance and Leadership

PBO's overall program standards and policies are developed by a volunteer board of directors representing the entire state of Ohio. Prevent Blindness is one of only 40 nonprofits among Ohio's 47,000 nonprofit organizations to be awarded a "Standards for Excellence Seal" by the Ohio Association of Nonprofit Organizations. Receipt of this award is based upon PBO's ethical business standards and accountability in program operations, governance, human resources, financial management and fundraising practices.



Through the years...

- 1908** Volunteers create Prevent Blindness when they learn that 30% of blindness in children can be prevented.
- 1917** Efforts lead to federal legislation that virtually eliminates the leading cause of blindness in newborns (ophthalmia neonatorum). Eye drops at birth are now standard procedure.
- 1926** Nationwide preschool vision screening program begins.
- 1930** First eye safety program for industry.
- 1948** The first Ohio Wise Owl Club charter at Herring-Hall-Marvin Safe Company in Hamilton promotes eye safety in the workplace.
- 1957** U.S. Senator John Bricker asks friends statewide to help create an Ohio affiliate of Prevent Blindness.
- 1958** First annual meeting of the Ohio affiliate.
- 1959** First Ohio Glaucoma Screening is conducted with the Lions Club.
- 1963** Ohio becomes the first state to pass a School Eye Safety Program, now adopted by most states.
- 1977** Glaucoma Alert Program launched. Southwest Ohio Chapter formed in Cincinnati.
- 1989** Ohio Chapter formed in Cleveland.
- 1993** Ohio Chapter formed in Cleveland.
- 1997** Ohio Eye Care Coalition defeats fireworks bill.
- 1999** Save Our Sight Initiative, led by PBO with 20 partners, provides for a \$1 voluntary donation on Ohio motor vehicle registration to support children's vision services. Dayton office opens as satellite division of Southwest Ohio Chapter. Wise About Eyes, an interactive children's eye health and safety exhibit developed by PBO premieres at the Boonshoft Museum of Discovery in Dayton.
- 2000** Northwest Ohio Chapter Office opens in Toledo.
- 2002** Aging Eye Public Private Partnership formed by a proclamation from the Governor of Ohio.
- 2003** Ohio Legislative Task Force to Preserve Adult Vision formed with leadership from PBO, makes recommendations about curbing high risk vision loss among Ohio seniors.
- 2005** PBO creates the Young Investigator Student Fellowship Awards for Female Scholars in Vision Research.
- 2006** PBO celebrates its 50th Anniversary of "Helping Ohioans Enjoy Good Sight for Life!"
- 2007** Prevent Blindness National celebrates its 100th Anniversary.
- 2008** Prevent Blindness National named National Center for Children's Vision for Eye Health. PBO is selected as one of five pilot sites that will help to establish this program.
- 2010** EyeCAN advocacy program launched to widen access to eye care for all Americans.
- 2011** Children served by PBO with support from the SOS fund tops 5 million since the program began.
- 2012** PBO unveils "Vision Problems in Ohio" Interactive website. Fireworks Safety Campaign helps defeat Sight – Threatening Legislation.
- 2013** PBO chosen as pilot site by CDC for adult vision program
- 2014** Dayton Office becomes Miami Valley Ohio Chapter.
- 2015** PBO creates AR_Eye app that replicates virtual reality vision problems
- 2016** PBO serves highest number of people ever – 1.4 million Ohioans
- 2017**
- 2019**



Prevent Blindness, Ohio Affiliate Celebrates A Proud History of Sight Saving

A Past to Honor... A Future to Mold

In 1908, Dr. Park Lewis, a noted ophthalmologist from Buffalo, New York and Edith Holt, daughter of the New York publisher, decided to take action to fight preventable blindness in the United States. Through the help of volunteers, they established the first volunteer-driven eye health and safety organization, the National Society for the Prevention of Blindness. Ohio volunteers, Dr. William Synder (Ophthalmologist-Toledo), Robert Irwin (American Association of Workers for the Blind-Cleveland), Jacob Shawan (Columbus Public Schools), and E.M. DePeltquestagny (American Nurses Association-Massillon) joined notables such as William H. Taft, Theodore Roosevelt and Helen Keller in composing the first nationwide board of Directors of the National Society for the Prevention of Blindness. This organization also had the distinction of being the second national health organization formed, after the American Red Cross.

Through the hard work and dedication of this early group of volunteers, the National Society successfully led legislation that virtually eliminated ophthalmia neonatorum, then a leading cause of blindness in infants. The organization later created the first volunteer-run preschool vision screening program in the United States.

In the 1940's, the National Society (now known as Prevent Blindness America) began expanding vision screening training in different areas of the country and at the same time enlisted the support of Delta Gamma Fraternity. As part of this period of expansion, the Ohio Affiliate of Prevent Blindness (PBO) was founded in 1957.

On April 11, 1958, Mrs. Ruby Hopkins and Mr. E.W. Maynard from the National Society, came to Columbus Ohio to meet with the volunteer leaders who had founded Prevent Blindness, Ohio Affiliate in 1957 – U.S. Senator John Bricker and Upper Arlington Attorney and Lions Club Member, Robert Morrison. At meeting at the Hotel Fort Hayes in the Sapphire Room, Judge Henry Robison was elected State Chairman of PBO. Miss Roberta Abernethy, a staff member of the Delta Gamma National Office volunteered her services as administrative secretary.

Other members of the first Board of Directors included Lois Booker, Columbus Public Health Nursing Service, Della Loviner, State Department of Education, Mary O'Brien, Columbus Association for the Blind, Alma Sutherly, Columbus Hospital Federation, E.C. Baum, Lions Clubs of Ohio, George Davis, Ohio Department of Health, Paul McDaniel, Nationwide Insurance, W.J. Treece, Franklin County Society for Crippled Children and Dr. Morris Battles, Ophthalmologist.

PBO's first year fund raising efforts yielded \$8000, 40% of which was shared with the National Society. All funding came from workplace federal employee donations from the Combined Federal Campaign. In our 50th year, the PBO budget has grown to over \$2 million with 5 offices and a staff of 20+.

Prevent Blindness, Ohio Affiliate's top staff leadership over the past 60 years includes Bernice (Dolly) Lund, Edith Harter, Kay Stoffel, Jane Spencer Patrick, Virginia Benton, and Sherry Williams.

Prevent Blindness, Ohio Affiliate has also had the benefit of outstanding volunteer leadership with the following individuals serving as Board of Directors Chairs since our founding:

1958: Judge Henry Robison
1962: Robert Morrison
1964: Dorothy Wildasin
1966: Dan Scarberry
1968: Judge Vincent M. Shields
1970: Charles Leftwich
1972: Ralph Kunze
1974: Edmond Coughlin
1976: Jim Liggett
1978: J.A. Turner
1979: Fritz Ziegler
1981: Mike Canter
1984: Vic Woods
1985: Martha Bullock
1988: Kent Stuckey
1990: Press Southworth
1992: Malcolm Murray
1994: Bob Saik
1996: Steve Grassbaugh
1999: Justice Evelyn Stratton
2001: Rick Bunner
2003: Bob Weisman
2004: Larry Leguire
2005: Kathy McGinnis
2007: Russ Kennedy
2009: Jenny Camper
2012: Bill Byers
2013: Betty Montgomery
2015: Mike D'Ippolito
2017: Sherry Lewis
2019: Carolyn King

At the conclusion of our 62st year at the end of 2020, PBO will have held 124 People of Vision Award Events (including 4 done virtually due to the Corona Virus Pandemic of 2020) and honored corporate and community leaders of the state for their visionary leadership in enhancing the quality of life in their communities. People of Vision Award Dinners are held in Columbus, Dayton, Cincinnati, Cleveland and Toledo.

Honorees have included Nationwide, Huntington National Bank, Worthington Industries, The Columbus Dispatch, American Electric Power, The Kroger Company, Bank One, Columbia Gas, Consolidated Stores, Honda, The Columbus Blue Jackets, Grange Insurance, Pizzuti Companies, Battelle, Mount Carmel, Ross Products Division of Abbott, OhioHealth, CareWorks, Chemical Abstract Service, Crane Group, AEP Transmissions, Corna Kokosing Construction Group, The Ohio State University Department of Athletics, The Columbus Clippers, McDonald & Company, The Geon Company, Oglebay Norton, Hawk Corporation, Greater Cleveland Growth Association, Oatey Company, SBC Ohio, The Plain Dealer, Medical Mutual, Forest City Enterprises, Cleveland Clinic, Roetzel and Andress, Invacare, Buckley King, KeyBank, Cuyahoga Community College, BDO, Illuminating Company, The Andersons, Mercy Health Partners, Brooks Insurance, Block Communications, ProMedica Health System, Hylant Group, University of Toledo, Mercy Health, Toledo-Lucas County Health Department, Western Southern Life Insurance, Fifth Third Bank, Cincinnati Financial Corporation, Cintas, Castellini Co., PNC, Cox Financial Services, Catholic



Healthcare Partners, TriHealth, University of Cincinnati, Ohio National Financials Services, Deaconess Health Association Fund, Luxottica Retail, Anthem, Miller-Valentine Group, Sinclair Community College, Premier Health, University of Dayton, CareSource, Children's Medical Center of Dayton, Wright State University, Kettering Health Network, Dayton Power and Light and Boonshoft Museum of Discovery US Bank, Levin Family Foundation, Good Samaritan Hospital, Discover Classical, AK Steel, Kuhlman Corporation, The Columbus Clippers, State Auto, White Castle, Frost Hall Brown LLC, Xavier University, Kingston Healthcare Company, Citizen Bank, Electronic Management Systems and SmartBusiness. Individuals honored include Archie Griffin, Mayor of Cleveland, Bishop Pilla, Governor George Voinovich, Governor Bob Taft, U.S. Senator Mike DeWine, Auditor of State Betty Montgomery and Supreme Court Justice Evelyn Stratton.

Since Prevent Blindness, Ohio Affiliate's founding in 1957, much has been accomplished to serve the mission – to prevent blindness and preserve sight. Our vision is to “help Ohioans enjoy good sight for life.” With the population aging and living longer, there will be new challenges on the horizon in regard to the growth of vision loss, if nothing is done to curb it. The mission of PBO remains relevant today as it did over 100 years ago.

Landmarks and Highlights In History

Some landmarks and highlights in our history since our founding include:

1908: Volunteers create Prevent Blindness America when they learn that 30% of blindness in children could be prevented.

1917: Efforts lead to federal legislation that virtually eliminates the leading cause of blindness in newborns (ophthalmia neonatorum). Eye drops at birth are now standard procedure.

1926: Nationwide preschool vision screening program begins.

1930: First eye safety program for industry.

1948: The first Ohio Wise Owl Club charter at Herring-Hall-Marvin Safe Company in Hamilton.

1957: Senator John Bricker asks friends statewide to help create an Ohio affiliate of Prevent Blindness America.

1958: First annual meeting of the Ohio affiliate. Funding base is provided by donations from the Combined Federal Campaign – federal employee workplace giving program.

1959: First Ohio Glaucoma Screening is conducted with the Lions Club.

1961: PBO constitution adopted.

1962: Dr. William Havener becomes PBO's first fund-raising chair. PBO gets its first office space at 1998 Cambridge Boulevard, Upper Arlington, OH.

1963: PBO advocates for \$200,000 state budget appropriation for vision research and requirement for safety windshields on automobiles. Jack Nicklaus serves as PBO Sight Saving Chair; Walt Disney serves as PBA Sight Saving Chair.

1963: Ohio becomes first state to pass School Eye Safety Law, sponsored by PBO Board Member, Representative Clara Weisenborn (Dayton), now adopted by most states.

1964: Incorporation papers for PBO are filed on September 16th by Bob Morrison, Dolly Lund and Dan Scarberry. PBO Direct Mail program is initiated.

1965: PBO officially becomes an “affiliate” of PBA, versus status as a Chapter.

1967: PBA vision research grants given to Dr. Kean at Case Western Reserve University and Dr. Keates at OSU.

1972: First 100% board giving resolution passed by the PBO Board.

1977: Glaucoma Alert Program launched. PBO becomes a self-supporting affiliate earning its total budget locally. Bob Evans and Archie Griffin serve as Sight Saving Chairs.

1978: First community-based fund-raisers initiated – Flip for Sight Tumble-A-Thons

1979: Barbara Nicklaus serves as Sight Saving Chair. PBO’s first special event, Bucks for Buck- Eyes, is held at the home of Pat and Nancy Ross raising \$10,000 net.

1980: PBO’s first phonathon.

1981: “Eye Care for Children” teaching curriculum introduced statewide. **1983:** PBO advocates for vision test requirement for motor vehicle operators.

1984: PBO opens glaucoma screening clinic.

1986: PBO develops its first Strategic Plan.

1989: Southwest Ohio Chapter formed. A staffed office opens in 1994.

1990: Vision Care Outreach Program initiated to provide access to comprehensive eye care to homeless and medically indigent Ohioans.

1993: Northeast Ohio Chapter formed. A staffed office opens in 1995.

1997: Ohio Eye Care Coalition defeats fireworks bill.

1998: The Prevent Blindness, Ohio Affiliate website opens: www.pbohio.org.

1999: Save Our Sight Initiative (HB 756), led by PBO with 20 partners, is implemented as a \$1 Ohio motor vehicle registration check-off. Funds raised are invested in expansion of vision care services for children.

2000: Dayton office opens as satellite division of Southwest Ohio Chapter. *Wise About Eyes*, an interactive children’s eye health and safety exhibit developed by PBO premieres to 37,000 visitors at the Boonshoft Museum of Discovery, Dayton.

2002: Northwest Ohio Chapter Office opens in Toledo.

2003: Aging Eye Public Private Partnership formed by a proclamation from Ohio Governor Bob Taft and supported by the Ohio Department of Aging.

2005: Ohio Legislative Task Force to Preserve Adult Vision formed with leadership from PBO, makes recommendations about curbing doubling of vision loss among Ohio seniors.

2006: PBO creates the *Young Investigator Student Fellowship Awards for Female Scholarship in Vision Research* to encourage young scientists to enter the field. Six inaugural grants were awarded.

2007: PBO celebrates its 50th Anniversary of “Helping Ohioans Enjoy Good Sight for Life!”

2008: Prevent Blindness America celebrates its 100th Anniversary!

2009: Prevent Blindness America is awarded a grant from the CDC to undertake key vision preservation and vision loss prevention initiatives.

2010: Prevent Blindness America is named National Coordinating Center for universal screening for young children. PBO is selected as one of five pilot sites to help establish this program.

2011: Eye CAN advocacy program launched to widen access to eye care for all Americans.

2012: Children served by PBO with support from the Save Our Sight Fund tops 5 million since the program began.

2013: PBO unveils “Vision Problems in Ohio” website

2014: PBO leads Ohio Fireworks Safety Coalition in defeating sight threatening legislation.

2015: PBO chosen as pilot site for CDC adult vision program.

2016: Dayton Area Office becomes Miami Valley Ohio Chapter

2017: PBO creates AR_Eye – app that replicates virtual reality vision problems

2019: PBO serves highest number of people ever – 1.4 million Ohioans



DUTIES OF THE BOARD OF DIRECTORS

The Ohio Affiliate of Prevent Blindness (PBO) Board of Directors members are trustees who act on behalf of the organization's constituents, including service recipients, funders, members, the government, and taxpayers. The board of directors has the principal responsibility for fulfillment of the organization's mission and the legal accountability for its operations. This means that as a group they are in charge of establishing a clear organizational mission, forming the strategic plan to accomplish the mission, overseeing and evaluating the plan's success, hiring a competent CEO and providing adequate supervision and support to that individual, ensuring financial solvency of the organization, interpreting and representing the community to the organization, and instituting a fair system of policies and procedures for human resource management.

Board members have a duty of loyalty to the organization, its staff and other board members. While differences of opinion are sure to arise, board members should seek to keep disagreements impersonal. By practicing discretion and accepting decisions made on a majority basis, board unity and confidence will be promoted.

Board members accomplish their functions through regular meetings and by establishing a committee structure that is appropriate to the size of the organization and the board. Ideally, board members arrive at meetings prepared and ready to engage in thoughtful dialogue, and there is a group process which generates and uses the best thinking of its members.

Boards should be open to self-evaluation and regularly review their own composition to ensure constituent representation, and board expertise and commitment. Boards also are responsible for evaluating and determining compensation for the executive director.

SIZE AND COMPOSITION

The Prevent Blindness, Ohio Affiliate Code of Regulations states that our Board should have a minimum of fifteen members. Directors are representative of the make-up of the parties of interest and responsibility which compose the membership body; i.e. eye care professionals, members of allied health professions; legal, banking and accounting professionals; business and labor representatives; and lay leadership, such as found in volunteer groups and service clubs with a special interest in preventing blindness. Membership on the Board is open to all regardless of race, color, religion, sex, age, national origin, marital status, ancestry, sexual orientation, parental status, or physical or mental handicap that is unrelated to carrying out Board responsibilities.

In selecting Board candidates, we note the various vocations and backgrounds of the present Board to look for gaps and concentrations of abilities. We keep in mind the qualities needed by Prevent Blindness, Ohio Affiliate and its program for the coming year. A list of the qualities needed on the Board are checked against the abilities of the potential members and indicate those who combine the greatest number of desired strengths.

MEETINGS

There are four meetings of the Board annually usually in May, August, October and February. The Executive Committee meets only if needed.

ELECTIONS

The directors and officers of Prevent Blindness, Ohio Affiliate are elected at the Annual Meeting. A Nominating Committee, appointed by the Chair presents the slate.

TERMS OF OFFICE

Tenure of office for officers and directors is limited in accordance with Prevent Blindness America's model by-laws. For directors, two terms of three years each with a year's lapse before becoming eligible for further election is a satisfactory plan. For the Chair, two one-year terms are recommended.

RELATIONSHIP WITH STAFF

The CEO is present at all Board meetings, except when his own employment and salary are being discussed. Other senior staff members also attend Board meetings as appropriate. Staff do not participate in deliberations unless called upon, and they have no vote.

The staff role in relation to the Board will depend on how the CEO and key volunteer leaders develop a way of working together as a team. The effective CEO does not consider the Board a rubber stamp, which gives automatic approval. The CEO recognizes that the Board should be assisted in understanding issues to be decided upon. He or she is fully aware that the Board determines the organization's policies and that staff works with volunteer members to implement these policies. He or she assures that Board members are adequately informed on policies and activities and arranges for appropriate orientation programs for all Board members.

The CEO acts as a consultant to the Board Chair. He or she suggests projects and procedures; helps define problems for the Board to consider; serves as a resource for the Chair and committee chairpersons; assists in the development of meeting agendas; and interprets National policies.

A nonprofit's Board of Directors has very specific duties that are distinct from those of the CEO. Directors have fiduciary responsibilities and they are required to act within their authority primarily for the organization's benefit. Directors do not have power or authority individually. A board's decision-making ability lies in its group structure. While at times an individual board member may become extensively involved with one particular program area and be working with staff, this is usually

temporary, and information regarding the need for increased attention by that board member should be relayed regularly to the full board.

DIRECTOR'S CODE OF CONDUCT

The board expects of itself and its members ethical and businesslike conduct. This commitment includes proper use of authority and appropriate decorum in group and individual behavior when acting as directors.

1. Directors must represent unconflicted loyalty to the interests of the ownership.
 - This accountability supersedes any conflicting loyalty such as that to advocacy or interest groups and membership on other boards or staffs.
 - This accountability supersedes the personal interest of any director acting as an individual consumer of this agency's services.
2. Directors must avoid any conflict of interest with respect to their fiduciary responsibility.
 - There must be no self-dealing or any conduct of private business or personal services between any director and the organization except as procedurally controlled to assure openness, competitive opportunity and equal access to otherwise "inside" information.
 - Directors must not use their positions to obtain for themselves or for their family members employment within the agency.
 - Should a director be considered for employment, s/he must temporarily withdraw from board deliberation, voting and access to applicable board information.
3. Directors may not attempt to exercise individual authority over the agency except as explicitly set forth in board policies.
 - Directors' interaction with the CEO or with staff must recognize the lack of authority in any individual director or group of directors except as noted above.
 - Directors' interaction with the public, press or other entities must recognize the same limitation and the similar inability of any director or directors to speak for the board.
 - Directors will make no judgments of the CEO or staff performance except as that performance is assessed against explicit board policies by the official process.
4. Directors will deal with outside entities or individuals, with clients and staff and with each other in a manner reflecting fair play, ethics and straightforward communication.

Prevent Blindness, Ohio Affiliate
1500 West Third Avenue, Suite 200 Columbus, OH 43212
614-464-2020 Fax: 614-481-9670
info@pbohio.org/www.pbohio.org

5/1/15



AFFILIATION AGREEMENT

The National Society to Prevent Blindness (d.b.a. Prevent Blindness®) hereby contracts with and grants exclusive rights to

(Prevent Blindness Ohio)
As its affiliate in the territory of
(Ohio)

Article I – Name

The affiliate's corporate name will be the National Society to Prevent Blindness – (territory), Inc., or Prevent Blindness (territory). The affiliate shall do business exclusively under the name Prevent Blindness (territory) or PB (territory).

Article II – Mission

The mission and program offerings of the affiliate shall be consistent with the mission and strategic plan of Prevent Blindness.

Article III – Operations

Section 1. The affiliate shall have the exclusive right to solicit funds and provide programs and services in its territory. The national office will not solicit gifts in affiliate territory without prior authorization. Affiliates will not solicit gifts in national or other affiliate territory without prior authorization. See Prevent Blindness Income Sharing Policies and Guidelines, Article IV, Section 1.

Section 2. The affiliate shall operate in accordance with general policies and procedures established by the Prevent Blindness Board. The constitution, bylaws or other organization documents and policies of each affiliate shall conform to Prevent Blindness's policies and procedures. See Prevent Blindness bylaws, Article V, Section 2b. This agreement is not intended to establish a co-employer relationship between Prevent Blindness and its affiliate and the parties agree and understand that affiliate employees are not Prevent Blindness employees and that Prevent Blindness employees are not affiliate employees.

Article IV – Logo and Service Marks

Section 1. The affiliate is hereby granted a license to use all Prevent Blindness logos, service marks, programs and copyrighted materials during the term of this agreement.

Section 2. The affiliate agrees to protect the Prevent Blindness logo, service marks, programs and copyrighted material.

Section 3. The affiliate will comply with all Prevent Blindness marketing policies that pertain to the use of the logo, service marks, programs and copyrighted material.

Article V – Affiliate Dues/Support

The affiliate agrees to comply with the national/affiliate support formula as prescribed by Prevent Blindness and its affiliates. See Prevent Blindness Income Sharing Policies and Guidelines and Prevent Blindness Bylaws, Article III, Section 2.

Article VI – Responsibilities of the National Organization

Prevent Blindness agrees to provide services to affiliates in accordance with the document "Responsibilities of the National Organization." All modifications will be approved by the national Board of Directors.

Article VII – Affiliate Standards of Operation

The affiliate agrees to maintain affiliate standards in accordance with the document "Responsibilities of the Affiliate Organization." As modifications are required such recommendations can be made by the Affiliate Association, or a task force as assigned by the Prevent Blindness Board Chairperson and reported to the National Board of Directors.

Article VIII – Conflict Resolution

Section 1. In the event of a conflict that cannot be resolved to the satisfaction of both parties, the CVO and CEO leadership of the disputing groups, or their designees, agree to present the dispute to a task force, appointed by the Prevent Blindness Board Chairperson comprised of members from the Affiliate Association (volunteer and staff), not to include members of the disputing parties, and members of the national board of directors. Either party may appeal the decision of the task force to the Executive Committee of the Prevent Blindness Board of Directors.

Section 2. The Affiliate Agreement will be interpreted under Illinois law, and any action regarding the enforcement of the Agreement by either party must be filed in the state or federal court of Illinois.

Article IX – Disaffiliation

Section 1. The National Society to Prevent Blindness or the affiliate may terminate this Affiliation Agreement by providing the other party at least ninety (90) days advance written notice of its intention to disaffiliate.

Section 2. Prior to disaffiliation, either party must provide to the other, the opportunity to appear before the other party's Executive Committee of the Board of Directors. This procedure will allow the parties to present concerns that exist and set forth their rationale for disaffiliation. The meeting must be completed during the 90-day notice period and may be held in person or via teleconference.

Section 3. Upon disaffiliation of the Affiliation Agreement:

- a) The affiliate shall immediately cease and desist from using, and shall not have the right to any future use, of the term "Prevent Blindness" or the term "Society to Prevent Blindness" as part of its title or as part of the name under which the operations of the disaffiliated organization will be conducted.
- b) The affiliate shall immediately cease and desist from using, and shall not have the right to any future use, of the logo of the National Society to Prevent

Blindness, the service mark, "Prevent Blindness," "Prevent Blindness America" or any symbols indicating that the entity is a part of or affiliated with Prevent Blindness or the term, "an Affiliate of the National Society to Prevent Blindness" or of "Prevent Blindness," on its letterhead or for other similar usages. The affiliate disaffiliating from the National organization may only use the Prevent Blindness name in any statement connected to the new organization for a 30-day time period following the official disaffiliation date, [i.e., "formerly Prevent Blindness (state)"].

- c) The affiliate disaffiliating shall immediately stop using any other trademarks for program or events of the National Society to Prevent Blindness.
- d) Debts due to the affiliate by the National Society to Prevent Blindness shall be satisfied at the time of disaffiliation.
- e) Debts due to the National Society to Prevent Blindness by the affiliate shall be satisfied at the time of disaffiliation. In the event of dissolution, assets of the affiliate shall first be applied to satisfy any debts due the National Society to Prevent Blindness and shall then be distributed in accordance with the Bylaws and Articles of Incorporation of the affiliate.
- f) The National Society to Prevent Blindness has the right to establish a new affiliate, region or office in the territory where the disaffiliation has occurred.

Article X – Term of Contract

The term of this agreement shall be for a period of one year from 4/21/17 and shall be automatically renewed for additional one-year periods unless the National Society to Prevent Blindness or the affiliate notifies the other of its intention to disaffiliate and terminate this agreement in accordance with Article VIII, Disaffiliation.

This agreement supersedes all prior agreements.

Accepted for:

Accepted for:

Affiliate

National Society to Prevent Blindness

By [Signature]
Chief Volunteer Officer

Date 4-21-17

By [Signature]
Chief Volunteer Officer

Date 8-28-17

[Signature]
Chief Executive Officer

Date 4-21-17

[Signature]
Chief Executive Officer

Date 8/28/17

As of March 2017

**Responsibilities
for
Board of Directors Members/Volunteer Leaders**

1. Agree to serve a three-year term and successfully complete responsibilities outlined on job description in partnership with staff liaison.
2. Commit an average of 6-10 hours monthly to fulfilling your Prevent Blindness job responsibilities.
3. Attend and actively participate in required meetings, including 4 board of directors' meetings annually (teleconference is available).
4. Serve on one of PBO's Standing or Other Leadership Committees and attend its regular meetings.
5. Attend Volunteer Orientation Session.
6. Understand PBO's mission and be willing to promote PBO and our mission-- to prevent blindness and preserve sight – community and state-wide.
7. Contribute financially to Prevent Blindness at a meaningful level within your own means.
8. Invite individuals and organizations with time, talent and/or treasure to support the mission of PBO.
9. Schedule a planned giving visit with PBO's Director of Development or Planned Giving Consultant to discuss your plans for leaving a legacy to PBO.
10. Participate in at least one PBO Special Event as a sponsor, participant, attendee or volunteer.
11. Observe or participate in one Prevent Blindness community service program annually.
12. Have fun, learn, teach and share in successes and failures. Provide honest, constructive feedback to benefit the success of Prevent Blindness.

AMENDED AND RESTATED
CODE OF REGULATIONS
OF
NATIONAL SOCIETY TO PREVENT BLINDNESS, OHIO AFFILIATE
DOING BUSINESS AS PREVENT BLINDNESS, OHIO AFFILIATE
ADOPTED: 10-19, 2017

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ARTICLE I

Name, Object and Scope

Name. The name of the organization is National Society to Prevent Blindness, Ohio Affiliate, doing business as Prevent Blindness, Ohio Affiliate (hereinafter "PBO").

Organizational Structure. PBO is a nonprofit corporation organized and existing under the Ohio Nonprofit Corporation Law. PBO is affiliated with National Society to Prevent Blindness.

Principal Office. The principal office of PBO shall be in the City of Columbus in the State of Ohio.

Mission. The mission of PBO is to prevent blindness and preserve sight.

Objectives. The objectives of PBO are:

To advocate measures and engage in community service activities that shall lead to the control and/or elimination of the causes, whether direct or indirect, that may result in blindness or impaired vision;

To disseminate knowledge concerning all matters pertaining to the care and use of the eyes; and

To secure support for achieving the objectives of National Society to Prevent Blindness.

Scope. PBO shall carry out the objectives of the National Society to Prevent Blindness within the geographic limits and regulations of the National Society to Prevent Blindness as set forth in its charter and bylaws and in the certificate and affiliate granted by it to PBO.

ARTICLE II

Directors

Power and Authority of Directors. Except as otherwise provided by law, the Articles of Incorporation or these Regulations, all of the authority of PBO shall be exercised by the Board of Directors. The Directors serving hereunder shall have the power, authority and responsibilities of and shall perform the functions provided for directors under the Ohio Nonprofit Corporation Law. The Directors shall be, for purposes of any statute or rule of law relating to corporations, the members of PBO and the Directors shall have all rights and privileges of members.

Provisions Relating to Directors.

Qualifications. To the extent possible, members of the Board of Directors shall be representative of the various geographical areas of the State of Ohio. Unless waived by the Directors, no Director who has been elected to two (2) three (3) year terms shall be eligible for re-election until one (1) year after the conclusion of his or her second three (3) year term of office.

Number. The Board of Directors shall be comprised of not less than fifteen (15) members. The Directors shall be divided into three (3) classes, each class consisting of approximately one-third (1/3) of the whole number of Directors. The authorized number of Directors may be fixed or changed at a meeting of the Directors.

Election and Term. The election of Directors shall be made at the annual meeting of the Board of Directors, or if action is not then taken, or if there is a vacancy, the election may be made at any regular or special meeting of the Board of Directors for which notice is given as provided in Section 2.4.

At each annual meeting of the Board of Directors, the successors to the Directors whose term shall expire in that year shall be elected to hold office for a term of three (3) years, or until his or her successor is duly elected and qualified or until his or her earlier resignation, removal or death.

Resignation and Removal. Any Director, by notice in writing to the Board of Directors, may resign at any time. Except as otherwise provided in the Articles of Incorporation or these Regulations, any Director may be removed from office with or without cause by the affirmative vote of a majority of the Directors present at a duly called meeting.

Vacancy. In the event of a Director vacancy, the remaining Directors may at their option fill the vacancy by vote of a majority of the remaining Directors.

Quorum and Voting.

Quorum. Except as otherwise provided in the Articles of Incorporation or these Regulations, one-third (1/3) of the Directors then in office shall constitute a quorum for the transaction of business at any meeting of the Directors.

Voting. Except as otherwise provided in the Articles of Incorporation or these Regulations, each Director then in office shall have one (1) vote, and the vote of a majority of the Directors present at a duly called meeting at which a quorum is present shall constitute the action of the Board of Directors.

Notice of Meetings of Board of Directors.

Notice of the place, date and time of each meeting of the Board of Directors shall be given to each Director not more than sixty (60) days nor less than five (5) days before the date of such meeting. Any notice referred to in this Section 2.4 may be given by any reasonable means including but not

limited to mail, email, facsimile transmission, personal delivery or other authorized communications equipment, and need not specify the purposes of the meeting, except that if an amendment to the Articles of Incorporation or these Regulations is proposed a copy of such proposed amendment shall accompany said notice, and except with respect to a proposed action to elect or remove a Director or Officer. Notice of any meeting shall be considered given if mailed or otherwise sent or delivered to the Director in accordance with the Director's personal information as specified in the records of PBO. The giving of notice shall be deemed to be waived by any Director who shall attend and participate in such meeting, other than to protest the lack of proper notice at or prior to such meeting, and may be waived, in writing, by any Director either before, at or after such meeting.

Meetings of Directors.

Regular Meetings. Regular meetings of the Directors, including the annual meeting, shall be held at least twice annually at such place (within or without the State of Ohio), date and time as may be fixed by the Board of Directors or by the Chair as authorized by the Board. The annual meeting of the Directors shall be established by the Directors.

Special Meetings. Special meetings of the Board of Directors may be called by the Chair or by three (3) Directors who deliver a written request to the Secretary for the calling of a meeting at least five (5) business days prior to the minimum notice period (as provided in Section 2.4) for the meeting to be called.

Attendance and Participation at Meetings. Directors may attend and participate in any meeting of the Board of Directors through any communications equipment that provides a transmission, including, but not limited to, by telephone, telecopy, or any electronic means, from which it

can be determined that the transmission was authorized by, and accurately reflects the intention of, the Director involved and allows all persons participating in the meeting to contemporaneously communicate with each other.

Section 2.7. Action Without Meeting. Any action which might be taken at any meeting of the Board of Directors may be taken without such meeting by a writing or writings signed by all of the members of the Board. The writing or writings evidencing such action taken without a meeting shall be filed with the Secretary of PBO and inserted by him or her in the permanent records relating to meetings of the Board of Directors.

Section 2.8. Honorary Directors. The Board of Directors may establish such additional class or classes of persons entitled to attend meetings of the Board of Directors or other activities of PBO as determined by the Board of Directors. The Board of Directors shall provide for the selection and privilege thereof, provided that such person, whether or not called "directors", shall not be entitled to vote, shall not be counted for quorum purposes or for purposes of determining the number of Directors and the failure of such persons to receive notice of a meeting of the Board of Directors shall not affect the validity of such meeting.

ARTICLE III

Committees

Executive Committee. There shall be an Executive Committee of the Board of Directors comprised of the Officers and at least five (5) other Directors elected by the Board. The Executive Committee shall, subject to the limitations otherwise provided herein, during intervals between meetings of the Board have authority to exercise all or any of the powers of the Board of Directors in the management of the affairs of PBO. One-third of the whole

Executive Committee shall be required to be present to constitute a quorum for a meeting of such Committee. Meetings of the Executive Committee shall be held as needed at such place (within or without the State of Ohio), date and time as may be fixed by the Chair of PBO. The Executive Committee shall make such additional rules as it deems expedient for the regulation and carrying on of its meetings and proceedings.

Additional Committees. The Board of Directors may from time to time create additional committees of the Board consisting of not less than three (3) Directors and appoint the members thereof. The Board also may appoint advisory committees consisting of Directors and/or persons who are not Directors provided that at least one (1) Director shall be a member of each such committee. The Board of Directors may prescribe or limit the powers and duties of any committee of the Board.

Committee Limitations.

In General. Each committee shall serve at the pleasure of the Board of Directors, shall act only in the intervals between meetings of the Board or in making reports to the Board and shall be subject to the control and direction of the Board. Except as otherwise provided by law, the Articles of Incorporation or these Regulations, each committee shall act by a majority vote of those present.

Limit On Authority. No committee shall have the authority to:

approve any action for which the approval of the Board of Directors is required by the Ohio Nonprofit Corporation Law;

establish committees of the Board of Directors or appoint members thereof; or

fill vacancies on the Board of Directors or any committee.

4) Set policy for PBO.

Action Without Meeting. Any action which might be taken at any meeting of any committee may be taken without such meeting by a writing or writings signed by all of the members of such committee. The writing or writings evidencing such action taken without a meeting shall be filed with the Chair of such committee and inserted by him or her in the permanent records relating to meetings of the committee.

ARTICLE IV

Officers

Election. The Officers of PBO shall consist of a Chair, a Chair Elect, a Past Chair, two (2) Vice Chairs, a Secretary, a Treasurer and such other Officers as the Directors may from time to time designate. All Officers of PBO shall be persons who are members of the Board of Directors. All Officers of PBO shall serve a one (1) year term, or until their successors are duly elected and qualified or until their earlier resignation, removal from office or death. Officers may be re-elected. Election of Officers shall take place at each annual meeting of the Board of Directors or, if action is not then taken or if there is a vacancy, at any regular or special meeting for which notice is given as provided in Section 2.4. The same individual may be elected to more than one (1) office.

Chair. The Chair shall preside at all meetings of the Board of Directors. The Chair shall, subject to the direction of the Board of Directors, have general supervision, direction and control of the business and Officers of PBO. The Chair shall be an ex officio member of all standing committees. The Chair shall have the general powers and duties usually vested in the chief

volunteer officer of a nonprofit corporation under the laws of the State of Ohio and shall have such other powers and duties as may be prescribed by the Board of Directors or these Regulations.

Chair Elect. The Chair Elect shall succeed the Chair of PBO following the expiration of the term of the current Chair (i.e., if the Chair is re-elected for another one (1) year term, the Chair Elect shall be deemed to be re-elected for another one (1) year term and shall not serve as Chair until the expiration of the term of the current Chair), and shall, in the absence or disability of the Chair, perform all duties of the Chair and when so acting shall have such other powers and shall perform such other duties as from time to time may be prescribed by the Board of Directors.

Past Chair. The Past Chair shall be the person who most recently served as Chair of PBO who is able and willing to serve (e.g., if the Chair is re-elected for another one (1) year term, the Past Chair shall be deemed to be re-elected for another one (1) year term and shall not cease to serve as Past Chair until the expiration of the term of the current Chair), and shall, in the absence or disability of the Chair and the Chair Elect, perform all duties of the Chair and when so acting shall have such other powers and shall perform such other duties as from time to time may be prescribed by the Board of Directors.

Vice Chairs. The Vice Chairs (in the order elected) shall, in the absence or disability of the Chair, the Chair Elect and the Past Chair, perform all duties of the Chair and when so acting shall have such other powers and shall perform such other duties as from time to time may be prescribed by the Board of Directors.

Secretary. The Secretary shall keep the minutes of the proceedings of the Board of Directors, shall be the custodian of all books, records, papers

and property of PBO and shall perform such other administrative duties as shall be necessary or desirable to carry out the purposes of PBO. He or she shall have such other duties as may be established by the Chair with the consent of the Board of Directors.

Treasurer. The Treasurer shall be the chief financial officer of PBO and shall perform such other administrative duties as shall be necessary or desirable to carry out the purposes of PBO. He or she shall have such other duties as may be established by the Chair with the consent of the Board of Directors.

Section 4.8 Resignation and Removal. Any Officer, by notice in writing to the Board of Directors, may resign at any time. Except as otherwise provided in the Articles of Incorporation or these Regulations, any Officer may be removed from office with or without cause by the affirmative vote of a majority of the Directors present at a duly called meeting at which a quorum is present.

ARTICLE V

President and CEO and Professional Staff

President and CEO. The day-to-day affairs of PBO shall be managed by a single person having the title "President and CEO". The compensation and benefits of the President and CEO shall be set by the Board of Directors in a manner that is commensurate with the time spent on the job and in accordance with customary standards within the nonprofit sector. The President and CEO shall have the general powers and duties usually vested with the chief executive officer of a nonprofit corporation under the laws of the State of Ohio and shall have such other powers and duties as may be prescribed by the Board of Directors or these Regulations.

Professional Staff. The President and CEO may employ such additional staff members as are required to conduct and manage the day-to-day activities of PBO. All such additional staff members shall be paid compensation and benefits that are commensurate with the time spent on the job and in accordance with customary standards within the nonprofit sector.

ARTICLE VI

Indemnification and Insurance Mandatory

Indemnification. PBO shall indemnify any Officer or Director of PBO who was or is a party or is threatened to be made a party to any threatened, pending or completed action, suit or proceeding, whether civil, criminal, administrative or investigative (including, without limitation, any action threatened or instituted by or in the right of PBO), by reason of the fact that he or she is or was a Director, Officer, employee, agent or volunteer of PBO, or is or was serving at the request of PBO as a director, trustee, officer, employee, agent or volunteer of another corporation (domestic or foreign, nonprofit or for profit), partnership, joint venture, trust or other enterprise, against expenses (including, without limitation, attorneys' fees, filing fees, court reporters' fees and transcript costs), judgments, fines and amounts paid in settlement actually and reasonably incurred by him or her in connection with such action, suit or proceeding if he or she acted in good faith and in a manner he or she reasonably believed to be in or not opposed to the best interests of PBO and with respect to any criminal action or proceeding, he or she had no reasonable cause to believe his or her conduct was unlawful. A person claiming indemnification under this Section 6.1 shall be presumed, in respect of any act or omission giving rise to such claim for indemnification, to have acted in good faith and in a manner he or she

reasonably believed to be in or not opposed to the best interests of PBO and with respect to any criminal matter, to have had no reasonable cause to believe his or her conduct was unlawful, and the termination of any action, suit or proceeding by judgment, order, settlement or conviction, or upon a plea of nolo contendere or its equivalent shall not, of itself, rebut such presumption.

Court-Approved Indemnification. Anything contained in these Regulations or elsewhere to the contrary notwithstanding:

PBO shall not indemnify any Officer or Director of PBO who was a party to any completed action or suit instituted by or in the right of PBO to procure a judgment in its favor by reason of the fact that he or she is or was a Director, Officer, employee, agent or volunteer of PBO, or is or was serving at the request of PBO as a director, trustee, officer, employee, agent or volunteer of another corporation (domestic or foreign, nonprofit or for profit), partnership, joint venture, trust or other enterprise, in respect of any claim, issue or matter asserted in such action or suit as to which he or she shall have been adjudged to be liable for acting with reckless disregard for the best interests of PBO or misconduct (other than negligence) in the performance of his or her duties to PBO unless and only to the extent that the Court of Common Pleas of Franklin County, Ohio, or the court in which such action or suit was brought shall determine upon application that, despite such adjudication of liability, and in view of all the circumstances of the case, he or she is fairly and reasonably entitled to such indemnity as such Court of Common Pleas or such other court shall deem proper; and

PBO shall promptly make any such unpaid indemnification as is determined by a court to be proper as contemplated by this Section 6.2.

Indemnification for Expenses. Anything contained in these Regulations or elsewhere to the contrary notwithstanding, to the extent that an Officer or Director of PBO has been successful on the merits or otherwise in defense of any action, suit or proceeding referred to in Section 6.1, or in defense of any claim, issue or matter therein, he or she shall be promptly indemnified by PBO against expenses (including, without limitation, attorneys' fees, filing fees, court reporters' fees and transcript costs) actually and reasonably incurred by him or her in connection therewith.

Determination Required. Any indemnification required under Section 6.1 and not precluded under Section 6.2 shall be made by PBO only upon a determination that such indemnification of the Officer or Director is proper under the circumstances because he or she has met the applicable standard of conduct set forth in Section 6.1. Such determination may be made only:

by a majority vote of a quorum of Directors of PBO who were not and are not parties to, or threatened with, any such action, suit or proceeding;

if such a quorum is not obtainable or if a majority of a quorum of disinterested Directors so directs, in a written opinion by independent legal counsel other than an attorney retained previously by PBO, or a firm having associated with it an attorney, who has been retained by or who has performed services for PBO, or any person to be indemnified, within the past five (5) years; or

by the Court of Common Pleas of Franklin County, Ohio or (if PBO is a party thereto) the court in which such action, suit or proceeding was brought, if any.

Any such determination may be made by a court under division (C) of this Section 6.4 at any time (including, without limitation, any time before, during or after the time when any such determination may be requested of, be

under consideration by or have been denied or disregarded by the disinterested Directors under division (A) or by independent legal counsel under division (B) of this Section 6.4). No decision for any reason to make any determination required under this Section 6.4, and no decision for any reason to deny any such determination, by the disinterested Directors under division (A) or by independent legal counsel under division (B) of this Section 6.4 shall be evidence in rebuttal of the presumption recited in Section 6.1. Any determination made by the disinterested Directors under division (A) or by independent legal counsel under division (B) of this Section 6.4 to make indemnification in respect of any claim, issue or matter asserted in an action or suit threatened or brought by or in the right of PBO shall be promptly communicated to the person who threatened or brought such action or suit, and within ten (10) days after receipt of such notification such person shall have the right to petition the Court of Common Pleas of Franklin County, Ohio, or the court in which such action or suit was brought, if any, to review the reasonableness of such determination.

Advances for Expenses. Expenses (including, without limitation, attorneys' fees, filing fees, court reporters' fees and transcript costs) incurred in defending any action, suit or proceeding referred to in Section 6.1 shall be paid by PBO in advance of the final disposition of such action, suit or proceeding to or on behalf of the Officer or Director promptly as such expenses are incurred by him or her, but only if such Officer or Director shall first agree, in writing, to repay all amounts so paid in respect of any claim, issue or other matter asserted in such action, suit or proceeding in defense of which he or she shall not have been successful on the merits or otherwise:

if it shall ultimately be determined as provided in Section 6.4 that he or she is not entitled to be indemnified by PBO as provided under Section 6.1; or

if, in respect of any claim, issue or other matter asserted by or in the right of PBO in such action or suit, he or she shall have been adjudged to be liable for acting with reckless disregard for the best interests of PBO or misconduct (other than negligence) in the performance of his or her duties to PBO, unless and only to the extent that the Court of Common Pleas of Franklin County, Ohio, or the court in which such action or suit was brought, shall determine upon application that, despite such adjudication of liability, and in view of all the circumstances, he or she is fairly and reasonably entitled to all or part of such indemnification.

ARTICLE VI Not Exclusive. The indemnification provided by this ARTICLE VI shall not be exclusive of, and shall be in addition to, any other rights to which any person seeking indemnification may be entitled under the Articles of Incorporation or these Regulations or any agreement, vote of disinterested Directors, or otherwise, both as to action in his or her official capacity and as to action in another capacity while holding such office, and shall continue as to a person who has ceased to be an Officer or Director of PBO and shall inure to the benefit of the heirs, executors, and administrators of such person.

Insurance. PBO may purchase and maintain insurance or furnish similar protection, including but not limited to trust funds, letters of credit or self-insurance, on behalf of any person who is or was a Director, Officer, employee, agent or volunteer of PBO, or is or was serving at the request of PBO as a director, trustee, officer, employee, agent or volunteer of another corporation (domestic or foreign, nonprofit or for profit), partnership, joint

venture, trust or other enterprise, against any liability asserted against him or her and incurred by him or her in any such capacity, or arising out of his or her status as such, whether or not PBO would have the obligation or the power to indemnify him or her against such liability under the provisions of this ARTICLE VI. Insurance may be purchased from or maintained with a person in which PBO has a financial interest.

Certain Definitions. For purposes of this ARTICLE VI, and as examples and not by way of limitation:

A person claiming indemnification under this ARTICLE VI shall be deemed to have been successful on the merits or otherwise in defense of any action, suit or proceeding referred to in Section 6.1, or in defense of any claim, issue or other matter therein, if such action, suit or proceeding shall be terminated as to such person, with or without prejudice, without the entry of a judgment or order against him or her, without a conviction of him or her, without the imposition of a fine upon him or her and without his or her payment or agreement to pay any amount in settlement thereof (whether or not any such termination is based upon a judicial or other determination of the lack of merit of the claims made against him or her or otherwise results in a vindication of him or her);

References to an "other enterprise" shall include employee benefit plans; references to a "fine" shall include any excise taxes assessed on a person with respect to an employee benefit plan; and references to "serving at the request of PBO" shall include any service as a Director, Officer, employee, agent or volunteer of PBO which imposes duties on, or involves services by, such Director, Officer, employee, agent or volunteer with respect to an employee benefit plan, its participants or beneficiaries; and a person who acted in good faith and in a manner he or she reasonably believed to be

in the best interests of the participants and beneficiaries of an employee benefit plan shall be deemed to have acted in a manner "not opposed to the best interests of PBO" within the meaning of that term as used in this ARTICLE VI;

The term "volunteer" shall mean a Director, Officer or agent of PBO, or another person associated with PBO, who (i) performs services for or on behalf of, and under the authority or auspices of, PBO, and (ii) does not receive compensation, either directly or indirectly, for performing those services. Compensation does not include (i) actual and necessary expenses that are incurred by the volunteer in connection with the services performed for PBO and that are reimbursed to the volunteer or otherwise paid; (ii) insurance premiums paid on behalf of the volunteer and amounts paid, advanced or reimbursed pursuant to this ARTICLE VI, Section 1702.12(E) of the Ohio Revised Code or any indemnification agreement, resolution or similar arrangement; or (iii) modest perquisites.

Venue. Any action, suit or proceeding to determine a claim for indemnification under this ARTICLE VI may be maintained by the person claiming such indemnification, or by PBO, in the Court of Common Pleas of Franklin County, Ohio. PBO and (by claiming such indemnification) each such person consent to the exercise of jurisdiction over its or his or her person by the Court of Common Pleas of Franklin County, Ohio, in any such action, suit or proceeding.

ARTICLE VII

Contracts, Bank Accounts, Etc.

Section 7.1. Contracts. The Board, except as in these Regulations or as otherwise provided, may authorize any officer or officers, agent or agents,

to enter into any contract or execute and deliver any instrument in the name of and on behalf of PBO, and such authority may be general or confined to specific instances and, unless so authorized by the Board, no officer or agent or employee shall have any power or authority to bind PBO by any contract or engagement or to pledge its credits or to render it liable pecuniarily for any purpose or to any amount.

Section 7.2. Checks, Drafts, Etc. All checks, drafts or other orders for the payment of money, notes or other evidence of indebtedness issued in the name of PBO shall be signed by the Treasurer or such officer or officers, agent or agents of PBO, and in such manner as shall from time to time be determined by resolution of the Board.

Section 7.3. Deposits. All funds of PBO shall be deposited from time to time to its credit in such banks, trust companies or other depositories as the Board may select or as may be selected by any officer or officers, agent or agents of PBO to whom such power may from time to time be delegated by the Board, and for the purpose of such deposit, checks, drafts and other orders for the payment of money which are payable to the order of PBO may be endorsed, assigned and delivered by the Chair or the Treasurer, or by any officer, agent or employee of PBO to whom either of said officers, or the Board by resolution, shall have designated such power.

Section 7.4. General and Special Bank Accounts. The Board may from time to time authorize the opening and keeping of general and special bank accounts with such banks, trust companies or other depositories as the Board may select, and may make such special rules and regulations with respect thereto as it may deem expedient.

ARTICLE VIII

Miscellaneous

Section 8.1 Fiscal Year. The fiscal year of PBO shall begin on April 1 and end on March 31 of each year.

Section 8.2 Amendments. Unless otherwise provided in the Articles of Incorporation or these Regulations, these Regulations may be amended at a meeting called for that purpose by the affirmative vote of two-thirds (2/3) of the whole number of Directors then in office.

Section 8.3 Program Activities. Program activities shall be consistent with the standards of the National Society to Prevent Blindness. PBO in turn shall be responsible for the approval of all activities of its local chapters.

Section 8.4 Review of Financial Statements. The financial statements of PBO shall be reviewed at least annually by an independent accounting firm selected by the Board of Directors, and the report of such firm shall be submitted to the Board of Directors and to the National Society to Prevent Blindness following the close of the fiscal year.

Section 8.5 Nominations to National Society to Prevent Blindness. PBO by action of its Board of Directors, shall submit such nominations to Boards, Committees and other bodies as provided for by the National Society to Prevent Blindness.

Section 8.6 Chapters. PBO may from time to time establish and operate chapters within a specified geographical area to carry out its purposes where the Board directs the establishment of such a chapter. Chapters shall not be separately incorporated entities, but shall be a part of PBO. All paid staff at chapters shall be employees of PBO. All income received by chapters from all sources shall be remitted to PBO. PBO shall fund an approved annual

budget for expenditures of each chapter. Such budget shall include an amount, to be determined from time to time by the Board, to be used at the discretion of the chapter to fund programs within categories approved by PBO. Each chapter shall be operated by, and reflected in the annual budget of PBO. The corporate structure, activities and financial relationship between PBO and its local chapters shall be established and determined by the Board in its discretion. Chapter Chairs shall be invited to serve on the Board of Directors.



Our Vision Is Vision®

Strategic Plan 2020-2025

Mission

To Prevent Blindness and Preserve Sight

Vision

Helping Ohioans Enjoy Good Sight for Life

Guiding Principles

We, the leadership of Prevent Blindness, value and support:

1. **Ownership and accountability** of the Board of Directors for the vision of Prevent Blindness and ownership with volunteer leadership to carry out the steps to reach that vision.
2. **Teamwork**, open communication, trust and shared understanding among volunteers and staff.
3. **Maintenance of a solid foundation** built on sound business practice and highest ethical and philanthropic standards while operating at peak performance.
4. **Commitment to and understanding of the mission** of preventing blindness and preserving sight and understanding that Prevent Blindness is the leading consumer authority in providing vision preservation services and information to the public.
5. **Commitment to meaningful involvement and recognition** for leadership of all ages and backgrounds who provide philanthropic giving of time, talent and treasure.
6. **Continual striving to grow and expand**, promoting innovation which utilizes research findings and focus on statewide coverage.
7. **Respect** for our partnership with Prevent Blindness National and its affiliates, and action toward collaboration with individuals and organizations that share common goals.
8. **Excellence** in quality of services and information to internal and external customers.

Public & Professional Education

- ∞ Provide Eye Health and Safety Education to Ohioans
- ∞ Implement Community Outreach Programs that Promote and Raise Awareness of Good Eye Health
- ∞ Train and Equip Individuals to Conduct Vision Screenings in High-Risk Populations
- ∞ Support and Promote Vision Research

Access to Eye Care

- ∞ Promote and Provide Access to Eye Care in Underserved Populations
- ∞ Build Partnerships that Promote a Holistic Approach to Individual Health and Well-Being and Enhance Existing Systems of Care
- ∞ Acquire and Leverage Eye Care Resources that Meet the Vision Care Needs of Underserved Ohioans

Advocacy

- ∞ Advocate for Public Policies that Support Vision Health and Eye Safety
- ∞ Ensure Vision Preservation is a Statewide Priority
- ∞ Develop Grassroots Advocacy Networks
- ∞ Provide Leadership to Coalitions and Partnerships that Address Eye Health and Safety

Resource Development

- ∞ Increase Revenue From All Sources
- ∞ Utilize Advancements in Technology
- ∞ Maintain Financial Stability
- ∞ Develop Staff and Volunteer Leadership
- ∞ Build Brand Awareness
- ∞ Strengthen Volunteer Leaders' Engagement

PUBLIC & PROFESSIONAL EDUCATION

Advocacy (A), Community Services (CS), Communications (C)

Goals/Objectives

1. Provide eye health and safety education to Ohioans.
 - a. Utilize data reports published by Prevent Blindness America (PBA) and other vision advocacy organizations to create eye health information resources, such as patient information, General Assembly report, press conferences/releases, website content, and social media content. (A, CS, C)
 - b. Promote the availability of hands-on eye health and safety learning opportunities for children, their teachers and parents in a school setting by integrating Prevent Blindness, Ohio Affiliate (PBO) curricula available electronically- Play It Safe with Your Eyes (pre-K – grade 6) and One Pair of eyes (grades 7-12). (CS)
 - c. Provide eye health and safety information and resources to 500,000 Ohioans annually through educational materials, Wise About Eyes exhibits, and permanent displays at venues such as COSI Columbus and the Little Buckeye Museum in Mansfield, Ohio. (CS)
2. Implement community outreach programs that promote and raise awareness of good eye health.
 - a. Train a minimum of 100 Healthy Eyes Advocates per year. (CS)
 - b. Communicate a minimum of four times annually with Healthy Eyes Advocates trained within the past five years, current vision screeners, and partner organizations , sharing vision health information and resources that is helpful in educating their clients. (CS, C)
3. Train and equip individuals to conduct vision screenings in at-risk populations.
 - a. Train and certify volunteers and staff at primary health care centers and other settings that reach underserved populations to conduct vision screenings on adults. Increase the number of certified adult vision screeners by 3% each year from 727 in 2020 to 748 in 2021; 770 in 2022; 793 in 2023; 816 in 2024; 840 in 2025. (CS)
 - b. Re-certify a minimum of 10% of adult vision screeners whose certification has expired. For FY 2021, 229 adult screeners will be eligible to recertify, therefore the 2021 goal will be to recertify 30 adult screeners. This goal figure will be updated annually. (CS)
 - c. Train and certify children’s vision screeners in schools, childcare settings, and primary health care centers, meeting at minimum the requirements of PBO’s annual Save Our Sight grant. (CS)
 - d. Re-certify a minimum of 20% of children’s vision screeners whose certification has expired. The goal for each year will be to recertify approximately 200 children’s vision screeners. (CS)
 - e. Conduct activity level survey of adult vision screeners and Healthyeyes advocates every two years to determine current average screener activity (complete by March 31, 2022 and March 31, 2024). (CS)
 - f. Conduct activity level survey of children’s vision screeners every three years to determine current average screener activity (complete by March 31, 2021, March 31, 2024). (CS)
4. Support and promote vision research
 - a. Implement PBO’s fellowship award program for female scholars in vision research by providing grants to 1-3 students per year. (CS)
 - b. Provide information about vision-related clinical research with PBO volunteer leaders and others on a quarterly basis. Provide access to research opportunities via the PBO, Wise About Eyes and Aging Eye Partnership websites, as well as via all PBO communication avenues. (CS, C)

- c. Promote PBA’s Joanne Angle Investigator Award annually, which provides funding for public health research investigating issues related to eye health and safety, via the website as well as with our partners in vision research. (CS, C)

ACCESS TO EYE CARE

Community Services {CS}

1. Promote and provide access to eye care in underserved populations.
 - a. Maintain a system of donated vision care that serves a minimum of 5,000 at-risk Ohioans annually. This includes donated eye exams and glasses for underserved populations as well as providing vision insurance patient education support. (CS)
2. Build partnerships that promote a holistic approach to individual health and well-being and enhance existing systems of care.
 - a. Complete a minimum of one (during five year plan) quality improvement project with primary care practices or other partners serving at-risk children and/or adults. (CS)
 - b. Increase the number of primary care clinic sites serving underserved populations that include vision care services at their clinics by providing them access to our Vision Care Outreach (VCO) program. Increase from 20 to 25 by 3/31/2025. Types of clinics include free clinics, community health centers and school-based health clinics. (CS)
 - c. Hold a minimum of one partner organization webinar per year to inform partners of PBO’s services available to underserved populations. (CS)
 - d. Participate in PBA and other organization’s advisory committees that monitor and assess vision screening and eye care technology for PBO application. (CS)
3. Acquire and leverage eye care resources that meet the vision care needs of underserved Ohioans.
 - a. Recruit/maintain a minimum of one organization in each of Ohio’s 88 counties that serves as a referral partner for PBO’s Vision Care Outreach program. (CS)
 - b. Train vision screeners from at least 5 organizations that serve Ohioans with diabetes annually. (CS)
 - c. Maintain relationships with current eye exam/eyeglass donors and expand Vision Care Outreach Program growth demands through 3/31/2025. Current Providers Include: VSP Sight for Students and Mobile Eyes programs, VSPOne Lab Columbus, OneSight, CEI, Select Optical, VisionMakers, and National Vision Incorporated. (CS)

ADVOCACY

Advocacy (A), Community Services (CS), Communications (C)

1. Advocate for public policies that support vision health and eye safety.
 - a. Make personal contact with General Assembly vision champions and appropriate executive branch leadership at least once annually. (A)
 - b. Deliver testimony and make advocacy visits regarding legislation that impacts eye health and safety. (A)

- c. Provide vision resources to elected officials at least once annually. (A)
 - d. Advocate to strengthen and expand funding and support for the initiatives on the national Prevent Blindness Legislative Agenda through grassroots advocacy campaigns, such as Eyes on Capitol Hill and district-based Congressional relationship development. Issues on the current agenda include: (A)
 - i. Maternal and Child Health Bureau's National Center for Children's Vision and Eye Health at PBA
 - ii. Vision and Eye Health Initiative at the Centers for Disease Control and Prevention
 - iii. National Eye Institute Research budget
2. Ensure vision preservation is a statewide priority.
- a. Advocate for policies that decrease the incidence and economic impact of vision loss and injuries based on evidence-based data from reports from PBA, BRFSS, ODH, HPIO and Ohio Medicaid Assessment Survey data or other credible sources. (A)
 - b. Sponsor a minimum of one legislative activity (briefing, press conference, reception) annually. (A)
 - c. Advocate for the expansion of new and existing data sources for collecting vision and eye health data including the Behavioral Risk Factor Surveillance System (BRFSS), State Health Improvement Plan (SHIP), and the Ohio Medicaid Assessment Survey (OMAS). (A)
3. Develop grassroots advocacy networks.
- a. Partner with organizations with a specialized interest in safety to enhance their policies and information related to eye safety, including the Ohio Injury Prevention Partnership, State Fire Marshal, Ohio Bureau of Worker's Compensation (Safety Congress), Ohio Optometric Association and the Ohio Ophthalmological Society. (A, CS)
 - b. Include public policy updates/discussion as an integral portion of all board meetings and standing committee meetings. (A)
 - c. Invite local elected officials, including members of the General Assembly, Congress and local Bureau of Motor Vehicle representatives, to all appropriate Prevent Blindness and Save our Sight sponsored activities in their area. (A, CS)
 - d. Issue advocacy alerts to the PBO email database when grassroots involvement in federal, state, or local issues can be effective. (A, C)
 - e. Recognize elected officials for their support of eye health and safety measures via invitations to PBO events (i.e. exhibit openings, vision screening trainings, People of Vision events, Swing Fore Sight, etc.). (A)
4. Provide leadership to coalitions and partnerships that address eye health and safety.
- a. Distribute the "Ohio Vision Resources and Services Guide" annually through OSHIIP, Ohio General Assembly and other aging network organizations. (A, CS)
 - b. Facilitate the Aging Eye Public Private Partnership's (AEPPP) sponsorship of one Aging Eye Summit per year with focus on one or more of the leading causes of vision loss in adults. Participants range from researchers to patients. (CS)
 - c. Review and update PBO's Public Policy Agenda by 3-31 of each fiscal year. (A)
 - d. Facilitate a minimum of two meetings annually for the Ohio Eye Care Coalition and coordinate their activities. (CS)
 - e. Facilitate a minimum of one joint activity for the following Coalitions: SOS Fund Coalition, Aging Eye Public Private Partnership, Ohio Fireworks Safety Coalition, and Ohio Eye Care Coalition. (A, C, CS)

- f. Expand the consumer/patient voice for eye health and safety by participating in coalitions that impact public information/public policy initiatives such as the Ohio Department of Health Behavioral Risk Factor Surveillance System Task Force, Southwest Ohio Vision Coalition, and the Ohio Injury Prevention Partnership. (A, CS)

RESOURCE DEVELOPMENT

Budget & Finance (BF), Community Services (CS), Communications (C), Development D), Human Resources (HR),
Volunteer Leadership Recruitment & Development (VL)

1. Increase revenue from all sources.
 - a. Increase revenue from the Individual Giving Sight Saving Campaign by 3% annually (from \$109,000 in 2020 to \$112,270 in 2021, \$115,638 in 2022, \$119,107 in 2023, \$122,680 in 2024, \$126,360 in 2025). (D)
 - b. Increase restricted/unrestricted grant revenue from foundations/organizations by 5% annually (excluding the Save Our Sight grant) (from \$400,000 to \$420,000 in 2021, \$441,000 in 2022, \$463,000 in 2023, \$486,000 in 2024, \$510,300 in 2025). (D)
 - c. Increase corporate giving revenue (to the Annual Sight Saving Campaign and special events) by 3% annually (from \$416,000 to \$428,480 in 2021, \$441,300 in 2022, \$454,500 in 2023, \$468,000 in 2024, \$482,000 in 2025). (D)
 - d. Invest in direct mail acquisitions of a minimum of 10,000 names annually. (D)
 - e. Increase planned giving commitments by gaining at least two new commitments from volunteers/donors annually. Include a planned giving presentation at one Board and Executive Council meeting and require that all Board and Executive Council members complete planned giving survey annually. (D)
 - f. Conduct continuous development of current planned giving donors and reach out to them by phone or in person at least once annually. (D)
 - g. Require that each Board, Chapter Executive Council, and Development Committee member serve on at least one fundraising sub-committee or volunteer at one special event each year (committees/events include: People of Vision, Swing Fore Sight Golf Tournament, or Phonathon). (D)
 - h. Secure an annual campaign contribution from 100% of all Board of Directors, Chapter Executive Council members, and staff. (D)
 - i. Maintain *Cycle of Sight* standards for researching, recruiting, maintaining and growing donors (i.e. special events are treated as donor in-take strategies versus a one-time annual contact) and conduct annual review of the *Cycle of Sight* standards with Board and Chapter Executive Council members. (D)
 - j. Conduct weekly prospecting utilizing segmented data from event/educational activity participants and increase number of new donors donating at least \$100 by 3% annually from 145 in 2020 to 149 in 2021; 153 in 2022; 158 in 2023; 163 in 2023; 169 in 2024; 175 in 2025. (D)
2. Maintain financial stability.
 - a. Maintain unrestricted net assets available for use to equal between 1-3 years' operating expenses, and when net assets exceed or fall below that amount, take prudent measures to bring unrestricted reserves within the guidelines. (BF)
 - b. Maintain certification in OANO's Standards for Excellence to support PBO's credibility, ethics and accountability through renewal application due in 9-21. (BF)

- c. Monitor investments to meet or exceed benchmarks as established by the investment policy. (BF)
- d. Conduct oversight of staffing and capital needs annually during budget preparation. (BF, HR)

3. Build brand awareness.

- a. Collect a minimum of 20 donor/volunteer stories (*why they volunteer or donate to PBO*) and 100 client stories annually and share these stories via channels that reach the public and tell our story. (CS, C)
- b. Increase Facebook followers by 10% annually from 1,300 in 2020 to 1,430 in 2021; 1,573 in 2022; 1,730 in 2023; 1,903 in 2024; 2,093 in 2025. (C)
- c. Increase Twitter followers by 10% annually from 1,220 in 2020 to 1,342 in 2021; 1,476 in 2022; 1,623 in 2023; 1,785 in 2024; 1,963 in 2025. (C)
- d. Maintain engagement with the Facebook audience reaching a 15% rate of fans “talking about” PBO’s Facebook page each month.
- e. Maintain PBO’s Instagram platform. (C)
- f. Post a relevant message on Facebook and Twitter daily (Monday-Friday). (C)
- g. Monthly send electronic communication to email database that advertises volunteer opportunities, announces program events and provides updates on Prevent Blindness’ impact in the community. (C, D, CS)
- h. Review and update the Corporate Communications Policy annually and provide training to staff and volunteers of its content and usage. (C)
- i. Reach a minimum of 100 million media impressions annually in which Prevent Blindness, Ohio Affiliate and/or its program(s) are cited. (C)
- j. Increase visitor impressions (defined as number of people who visit the website, not number of pages visited) to www.pbohio.org and wiseabouteyes.org by 5% annually from 16,000 in 2020 to 16,800 in 2021; 17,640 in 2022; 18,522 in 2023; 19,448 in 2024; 20,420 in 2025. (C)
- k. Create an annual media (including social media) marketing plan, approved by the Communications Committee, to promote Prevent Blindness as Ohio’s consumer advocate and source for eye health and safety information for the public. (C)
- l. Develop personal relationships (at least one face-to-face meeting) with at least 10 media contacts annually (2 per region) that provide at least one new media placement in their print publication, TV, website or radio. (C)
- m. Recognize companies that provide vision care benefits to their employees at all People of Vision events to help increase employer awareness about the importance of providing vision care benefits to employees. (C, D)

4. Utilize advancements in technology.

- a. Increase PBO email database by 5% annually from 23,500 in 2020 to 24,675 in 2021; 25,900 in 2022; 27,195 in 2023; 28,550 in 2024; 30,000 in 2025. (C)
- b. Solicit on-line donations at least once monthly using social media and database of email addresses. (D)
- c. Maintain standardized cloud databases with unlimited fields that have segmented reporting applications for donor base, volunteer base, Vision Care Outreach patient/provider base and program recipients. (BF)
- d. Maintain cloud computing and storage for email, accounting software, attendance/payroll reporting to mitigate risk and remain flexible in meeting variable demands from marketplaces. (BF)
- e. Maintain a shared, centralized technology system among all PBO operational locations which offer seamless support and communication with internal and external audiences. (BF)

5. Develop staff and volunteer leadership.

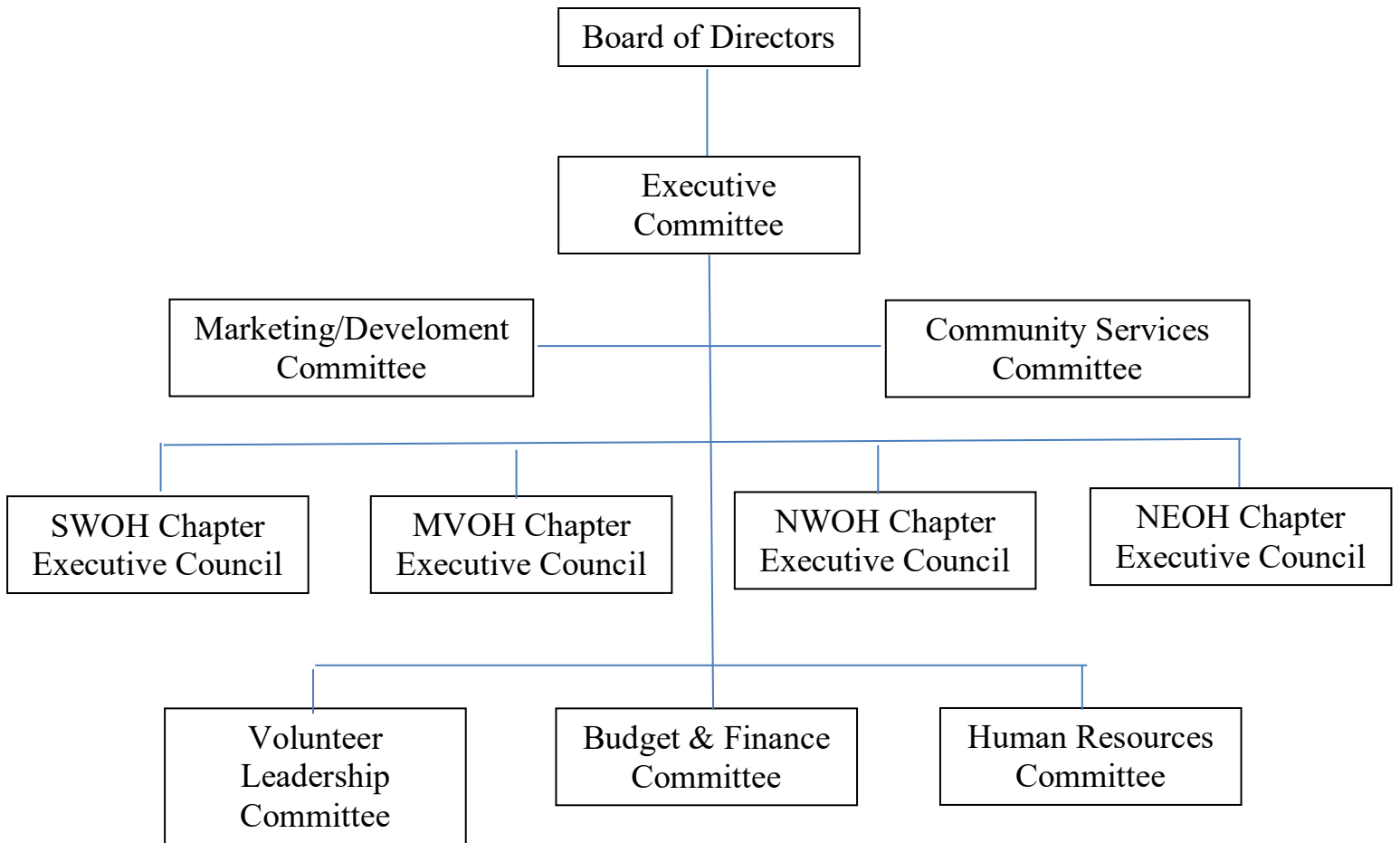
- a. Convert at least two event participants from each event to serve as a PBO volunteer (i.e. serving on a committee, Board/Chapter, or being trained as a vision screener). (D)
- b. Implement employee professional development and retention strategies that meet goal of average 2 years+ tenure for managers (if performance meets expectations) and turnover rate for all employees that is consistent or better than benchmark (current benchmark from Nonprofit Employment Practices Survey 2018 is 20% annual turnover rate for similar organizations). (HR)
- c. Research the value of conducting an employee engagement survey. Identify resource to use and create action plan. (HR)
- d. Maintain a current emergency succession plan and leadership succession policy and review annually. (HR)
- e. Maintain a salary administration program that promotes competitive salary ranges and benefits benchmarking with similar nonprofits. (HR)
- f. Support a minimum of 40 hours of professional development for managers and 20 hours for associates annually. (HR)
- g. Expect all employees to participate in a minimum of 4 hours of community service programming annually to increase knowledge of mission and program services. (HR)
- h. Hold a minimum of one all-staff leadership development retreat annually focusing on personal and team professional development. (HR)
- i. Maintain an active PBO Volunteer Recruitment and Development Committee to focus on Board/Executive Council development responsibilities including evaluation of current board/council member performance, volunteer leadership recruitment (including personal interview and orientation with new candidates/members), annual survey of current volunteer performance/interest, and annual formal orientation program for board and volunteer leaders. (VL)
- j. Maintain a range of 30-35 active statewide Board of Directors Members. (VL)
- k. Conduct an annual assessment of Board of Directors diversity to maintain a minimum of 25%+ outside Central Ohio; 40%+ female; 15%+ ethnic community; and 20% <40 years or >60 years. (VL)

6. Strengthen volunteer leaders' engagement.

- a. Reach a goal of two volunteer-led events annually (on-line peer to peer fundraiser, house/restaurant party) that provides accessibility to PBO for individuals interested in becoming engaged in the organization. (D)
- b. Track and evaluate Board Members' achievement of Board Responsibilities annually including: commitment of time (6-10 hours monthly), participation in Board Meetings, service on PBO Committee, attendance at Committee Meetings, participation in PBO Volunteer Orientation, financial contribution, solicitation of support from others, planned giving visit/orientation, participation in PBO community service program, participation in at least one special event. (VL)
- c. Promote the Board Chair's adoption of at least two meaningful priority areas of focus that impact the mission and support the strategic plan. (VL)
- d. Encourage issue discussion related to PBO mission in at least 50% of the annual Board meeting agendas. (VL)
- e. Include mission and advocacy updates at each Board and Standing Committee Meeting. (VL)
- f. Provide annual report of strategic plan progress at the PBO Annual Meeting. Implement review of appropriate strategic plan objectives in at least 50% of Standing Committees' meetings annually. (VL)

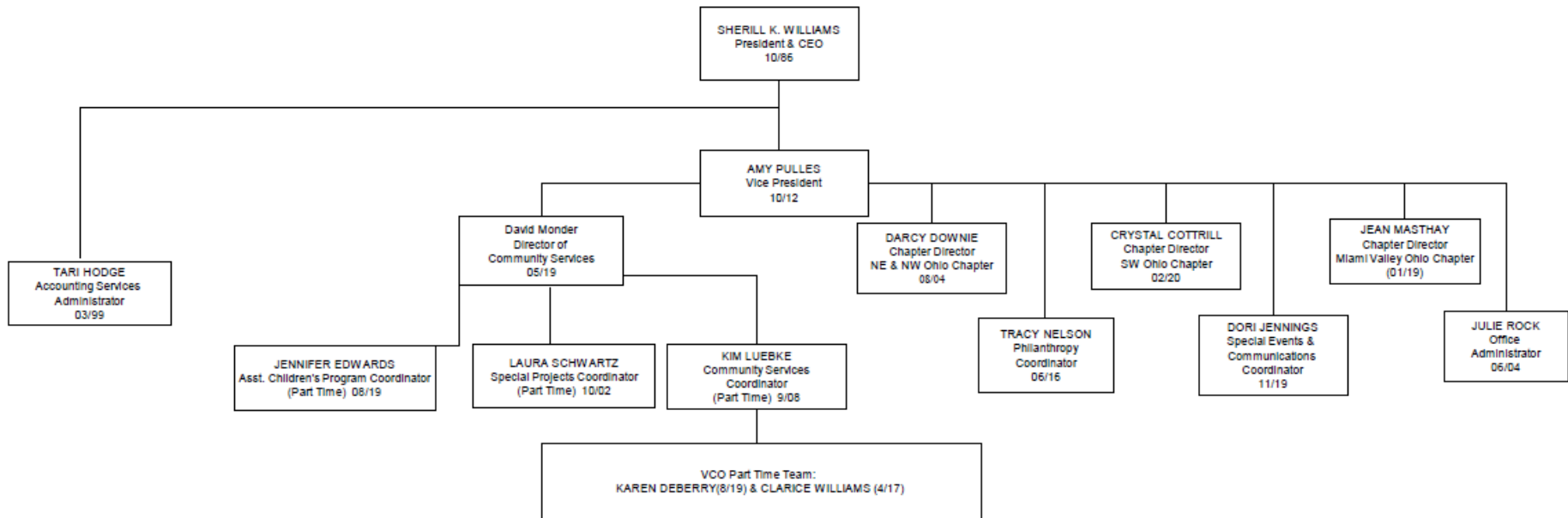


**Prevent Blindness, Ohio Affiliate
Volunteer Leadership Structure**





**PREVENT BLINDNESS
STAFF ORGANIZATIONAL CHART**





CERTIFICATE OF LIABILITY INSURANCE

 DATE (MM/DD/YYYY)
 3/30/2020

THIS CERTIFICATE IS ISSUED AS A MATTER OF INFORMATION ONLY AND CONFERS NO RIGHTS UPON THE CERTIFICATE HOLDER. THIS CERTIFICATE DOES NOT AFFIRMATIVELY OR NEGATIVELY AMEND, EXTEND OR ALTER THE COVERAGE AFFORDED BY THE POLICIES BELOW. THIS CERTIFICATE OF INSURANCE DOES NOT CONSTITUTE A CONTRACT BETWEEN THE ISSUING INSURER(S), AUTHORIZED REPRESENTATIVE OR PRODUCER, AND THE CERTIFICATE HOLDER.

IMPORTANT: If the certificate holder is an ADDITIONAL INSURED, the policy(ies) must have ADDITIONAL INSURED provisions or be endorsed. If SUBROGATION IS WAIVED, subject to the terms and conditions of the policy, certain policies may require an endorsement. A statement on this certificate does not confer rights to the certificate holder in lieu of such endorsement(s).

PRODUCER Lamb, Little & Co 1101 Perimeter Drive Suite 500 Schaumburg IL 60173	CONTACT NAME: Josephine Delgado PHONE (A/C, No, Ext): 847-230-3228 FAX (A/C, No): 847-398-7077 E-MAIL ADDRESS: jdelgado@lamblittle.com														
INSURED Prevent Blindness Ohio 1500 West Third Avenue; Suite 200 Columbus, OH 43212	<table border="1" style="width: 100%; border-collapse: collapse;"> <thead> <tr> <th style="text-align: center;">INSURER(S) AFFORDING COVERAGE</th> <th style="text-align: center;">NAIC #</th> </tr> </thead> <tbody> <tr> <td>INSURER A: Philadelphia Indemnity Ins Co</td> <td style="text-align: center;">18058</td> </tr> <tr> <td>INSURER B: Twin City Fire Insurance Co</td> <td style="text-align: center;">29459</td> </tr> <tr> <td>INSURER C:</td> <td></td> </tr> <tr> <td>INSURER D:</td> <td></td> </tr> <tr> <td>INSURER E:</td> <td></td> </tr> <tr> <td>INSURER F:</td> <td></td> </tr> </tbody> </table>	INSURER(S) AFFORDING COVERAGE	NAIC #	INSURER A: Philadelphia Indemnity Ins Co	18058	INSURER B: Twin City Fire Insurance Co	29459	INSURER C:		INSURER D:		INSURER E:		INSURER F:	
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COVERAGES **CERTIFICATE NUMBER:** 1877304222 **REVISION NUMBER:**

THIS IS TO CERTIFY THAT THE POLICIES OF INSURANCE LISTED BELOW HAVE BEEN ISSUED TO THE INSURED NAMED ABOVE FOR THE POLICY PERIOD INDICATED. NOTWITHSTANDING ANY REQUIREMENT, TERM OR CONDITION OF ANY CONTRACT OR OTHER DOCUMENT WITH RESPECT TO WHICH THIS CERTIFICATE MAY BE ISSUED OR MAY PERTAIN, THE INSURANCE AFFORDED BY THE POLICIES DESCRIBED HEREIN IS SUBJECT TO ALL THE TERMS, EXCLUSIONS AND CONDITIONS OF SUCH POLICIES. LIMITS SHOWN MAY HAVE BEEN REDUCED BY PAID CLAIMS.

INSR LTR	TYPE OF INSURANCE	ADDL INSD	SUBR WVD	POLICY NUMBER	POLICY EFF (MM/DD/YYYY)	POLICY EXP (MM/DD/YYYY)	LIMITS
A	<input checked="" type="checkbox"/> COMMERCIAL GENERAL LIABILITY CLAIMS-MADE <input checked="" type="checkbox"/> OCCUR GEN'L AGGREGATE LIMIT APPLIES PER: POLICY <input type="checkbox"/> PRO-JECT <input checked="" type="checkbox"/> LOC OTHER:			PHPK2091341	4/1/2020	4/1/2021	EACH OCCURRENCE \$ 1,000,000 DAMAGE TO RENTED PREMISES (Ea occurrence) \$ 1,000,000 MED EXP (Any one person) \$ 20,000 PERSONAL & ADV INJURY \$ 1,000,000 GENERAL AGGREGATE \$ 3,000,000 PRODUCTS - COMP/OP AGG \$ 3,000,000 \$
A	<input checked="" type="checkbox"/> AUTOMOBILE LIABILITY <input checked="" type="checkbox"/> ANY AUTO OWNED AUTOS ONLY <input checked="" type="checkbox"/> HIRE AUTOS ONLY <input type="checkbox"/> SCHEDULED AUTOS NON-OWNED AUTOS ONLY			PHPK2091341	4/1/2020	4/1/2021	COMBINED SINGLE LIMIT (Ea accident) \$ 1,000,000 BODILY INJURY (Per person) \$ BODILY INJURY (Per accident) \$ PROPERTY DAMAGE (Per accident) \$ \$
A	<input checked="" type="checkbox"/> UMBRELLA LIAB <input checked="" type="checkbox"/> OCCUR <input type="checkbox"/> EXCESS LIAB <input type="checkbox"/> CLAIMS-MADE DED <input checked="" type="checkbox"/> RETENTION \$ 10,000			PHUB709662	4/1/2020	4/1/2021	EACH OCCURRENCE \$ 5,000,000 AGGREGATE \$ 5,000,000 \$
B	WORKERS COMPENSATION AND EMPLOYERS' LIABILITY ANY PROPRIETOR/PARTNER/EXECUTIVE OFFICER/MEMBER EXCLUDED? (Mandatory in NH) If yes, describe under DESCRIPTION OF OPERATIONS below	Y / N <input type="checkbox"/> N / A		83WECEBU9094	4/1/2020	4/1/2021	<input checked="" type="checkbox"/> PER STATUTE <input type="checkbox"/> OTHER E.L. EACH ACCIDENT \$ 1,000,000 E.L. DISEASE - EA EMPLOYEE \$ 1,000,000 E.L. DISEASE - POLICY LIMIT \$ 1,000,000

DESCRIPTION OF OPERATIONS / LOCATIONS / VEHICLES (ACORD 101, Additional Remarks Schedule, may be attached if more space is required)
 Evidence of Coverage

CERTIFICATE HOLDER Ohio Department of Health Grants Administration Unit 246 N. High Street Columbus OH 43215	CANCELLATION SHOULD ANY OF THE ABOVE DESCRIBED POLICIES BE CANCELLED BEFORE THE EXPIRATION DATE THEREOF, NOTICE WILL BE DELIVERED IN ACCORDANCE WITH THE POLICY PROVISIONS. AUTHORIZED REPRESENTATIVE <i>Lois J. Herrmann</i>
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PREVENT BLINDNESS, OHIO AFFILIATE
IX. CODE OF ETHICS
Revised 5-07-08

Prevent Blindness, Ohio Affiliate is committed to a clear communication that all employees and volunteers conduct themselves in all transactions within the following Code of Ethics, meeting both the implicit and explicit standards described.

All business actions shall be governed by the following:

All existing pertinent civil laws will be obeyed in both letter and spirit.

All Prevent Blindness, Ohio Affiliate policies and procedures will next govern.

Where no law or Prevent Blindness, Ohio Affiliate policy is established, high standards of ethical conduct are expected of all employees and volunteers.

CONFLICTS OF INTEREST

Scope and Responsibility: Employees and volunteers of Prevent Blindness, Ohio Affiliate shall act with objectivity and shall avoid any circumstances or appearances which might cast doubt on their ability to act with objectivity concerning Prevent Blindness, Ohio Affiliate's interests. All decisions of the board, officers and employees of Prevent Blindness, Ohio Affiliate are to be made solely on the basis of a desire to promote the best interests of the organization and the public good.

Definition: The following, while not all inclusive shall be deemed to create Conflicts of Interest:

Outside Interests

- A contract or transaction between Prevent Blindness, Ohio Affiliate and a key volunteer or staff member or a family member of a key volunteer or staff member.
- A contract or transaction between Prevent Blindness, Ohio Affiliate and an entity in which a key volunteer or staff member or family member of a key volunteer or staff member has a material financial interest or of

which such person is a director, officer, agent, partner, associate, trustee, personal representative, receiver, guardian, custodian, conservator, or other legal representative.

Outside Activities

- A key volunteer or staff member competing with Prevent Blindness Ohio in the rendering of services or in any other contract or transaction with a third party.
- A key volunteer or staff member having a material financial interest in; or serving as a director, officer, employee, agent, partner, associate, trustee, personal representative, receiver, guardian, custodian, conservator or other legal representative of, or consultant to; an entity or individual that competes with Prevent Blindness, Ohio Affiliate in the provision of services or in any other contract or transaction with a third party.

Gifts, Gratuities and Entertainment

- A key volunteer or staff member accepting gifts, entertainment or other favors from any individual or entity that:
 - _ does or is seeking business with, or is a competitor of Prevent Blindness Ohio
 - _ has received, is receiving or is seeking to receive a loan or grant, or to secure other financial commitments from Prevent Blindness Ohio
 - _ under circumstances where it might be inferred that such action was intended to influence or possibly would influence the key volunteer or staff member in the performance of his or her duties.

This does not preclude the acceptance of items of nominal or insignificant value or entertainment of nominal or insignificant value which are not related to any particular transaction or activity of Prevent Blindness, Ohio Affiliate.

Disclosure of Conflicts: In the event any financial transaction involving Prevent Blindness Ohio also involves (a) a director, officer, employee or a member of their extended family, or (b) an organization with which any director, officer, or employee has any material financial interest, the director, officer, or employee having the affiliation or interest, at the first knowledge of the transaction, shall disclose fully the precise nature of the interest or involvement.

Disclosure Statement: Each board member, officer, and employee of Prevent Blindness Ohio

shall be requested annually to submit a disclosure statement listing all organizations with which he or she is affiliated that may contribute to a conflict of interest arising and describe the nature of the affiliation. In the event there is any material change in the information contained in any disclosure statement, the person who submitted it shall promptly submit written notification of the change.

All disclosures shall be directed in writing to the chair of the board and to the President & CEO. They shall be responsible for the administration of this policy. Information

disclosed under this policy shall be held in confidence by the persons authorized to receive and act upon it except where the best interest of the organization requires further disclosure.

Restraint on Participation. A director or officer who has declared or has been found to have a conflict-of-interest in any proposed transaction or other matter shall refrain from participating in consideration of the proposed transaction or other matter, unless for special

reasons the Board of Directors requests information or interpretation from the person or persons involved. In the case of a director, he or she shall not vote on the matter in question and shall not be present at the time of the vote. With respect to restraint on participation by staff, the president & CEO, or, where applicable, the chair shall take such action as is necessary to assure that the transaction is completed in the best interests of

Prevent Blindness, Ohio Affiliate without the substantive involvement of the person who has the possible conflict-of interest.

CONFIDENTIAL AND PROPRIETARY INFORMATION

It is every employee's/volunteer's responsibility to insure that any information gained by virtue of association with Prevent Blindness, Ohio Affiliate is not improperly disclosed to anyone, including other employees or volunteers, except as is necessary to perform PBO responsibilities.

Confidential or proprietary information is defined as any information belonging to Prevent Blindness, Ohio Affiliate, its employees, volunteers or related organizations that could be used by others for their own advantage or to the detriment of Prevent Blindness, Ohio Affiliate, its employees, volunteers and related organizations. Examples of confidential or proprietary information, which may only be discussed in an approved Prevent Blindness, Ohio Affiliate business setting, include, but are not limited to, the following:

Information concerning discussions or decisions of our national, division and affiliate boards or committees;

Information concerning contributions, pledges or other support by any organization or contributor;

Salary information or other personal information about employees, applicants for employment or former employees;

Personal information about volunteers or their voluntary involvements;

Information concerning the finances, scope of activities, staffing and budget of Prevent Blindness, Ohio Affiliate;

Information about recipients of PBO services.

Employees or volunteers who terminate their relationship with Prevent Blindness, Ohio Affiliate for any reason shall not take, copy or retain documents containing confidential information obtained while employed or volunteering for PBO. Appropriate steps should be taken in handling all information in order to minimize the possibility of unauthorized disclosure.

CONFIDENTIAL REPORTING OF FINANCIAL IMPROPRIETY OR MISUSE OF ORGANIZATION'S RESOURCES

Any member of the staff, member of the board of directors, or volunteers affiliated with the organization with information about known or suspected financial improprieties or misuse of the organization's resources, or other ethical problems is encouraged to report their concerns to their immediate supervisor or primary staff contact who will then ask the CEO to investigate. In the event that the allegations involve the CEO, the Chair of the Board of Directors will investigate.

In the event that the individual would like to communicate with an outside third party regarding unethical or illegal behavior in regard to impropriety or misuse of organization's resources, contact may be made with PBO's outside Accounting Firm of Schneider Downs, contact Joseph Patrick, Shareholder at the Accounting firm of Schneider Downs, (614) 621-4060. This service is strictly confidential and individuals using this service may remain anonymous.

The sources of reports about financial improprieties and misuse of organization's resources will be held in confidence unless the individual who reports the situation agrees to reveal his/her identity or the report leads to legal actions and a court order is issued for information regarding the case. Prevent Blindness, Ohio Affiliate will not retaliate or take any form of reprisal against any person who makes a good faith report pursuant to this policy or who participates in an investigation regarding a violation of the applicable laws, rules or regulations.

RELATIONSHIPS WITH DONORS

Prevent Blindness, Ohio Affiliate endorses the Donor Bill of Rights created by American Association of Fundraising Counsel, Association for Healthcare Philanthropy, Association of Fund Raising Professionals and Counsel for the Advancement and Support of Education and follows there guidelines in its relationships with donors. It reads:

The Donor Bill of Rights

Philanthropy is based on voluntary action for the common good. It is a tradition of giving and sharing that is primary to the quality of life. To ensure that philanthropy merits the respect and trust of the general public, and that donors and prospective donors can have full confidence in the nonprofit organizations and causes they are asked to support, we declare that all donors have these rights:

I. To be informed of the organization's mission, of the way the organization intends to use donated resources, and of its capacity to use donations effectively for their intended

purposes.

II. To be informed of the identity of those serving on the organization's governing board, and to expect the board to exercise prudent judgment in its stewardship responsibilities.

III. To have access to the organization's most recent financial statements.

IV. To be assured their gifts will be used for the purposes for which they were given.

V. To receive appropriate acknowledgement and recognition.

VI. To be assured that information about their donation is handled with respect and with confidentiality to the extent provided by law.

VII. To expect that all relationships with individuals representing organizations of interest to the donor will be professional in nature.

VIII. To be informed whether those seeking donations are volunteers, employees of the organization or hired solicitors.

IX. To have the opportunity for their names to be deleted from mailing lists that an organization may intend to share.

X. To feel free to ask questions when making a donation and to receive prompt, truthful and forthright answers.

POLITICAL CONTRIBUTIONS AND ACTIVITIES

All employees and volunteers, in the exercise of their personal political freedoms and privileges, must be sensitive to the non-political position of Prevent Blindness, Ohio Affiliate and work to preserve and enhance that position in the eyes of the public. Examples of prohibited practices include, but are not limited to, the following:

Direct use of Prevent Blindness, Ohio Affiliate funds to support any political parties or candidates;

Indirect use of Prevent Blindness, Ohio Affiliate funds for political purposes by means of contributions made through third parties or to reward or reimburse individuals or organizations for political activities;

Engaging in activities which give preference or special treatment to individuals, vendors or other related organizations based upon political favors or motivations;

Applying pressure that infringes on the rights of employees, vendors or related organizations to vote as they see fit;

Making open statements either in support of or in opposition to a particular political party or candidate where it is not abundantly clear that the remarks are those of a

private citizen and not reflective of Prevent Blindness, Ohio Affiliate , its board or management;

Accepting political favors or running for political office (either elective or appointive) under the guise of being anything other than a private citizen.

MAINTAINING ACCURATE FINANCIAL RECORDS

All employees and volunteers must recognize their role as custodians of the public trust. There is, therefore no acceptable deviation from timely and accurate recordkeeping practices which are truly reflective of the highest principles of the accounting profession. Examples of prohibited practices include, but are not limited to, the following:

Failure to record or accurately record all financial transactions in Prevent Blindness Ohio's books and records;

Maintaining secret or unrecorded accounts of Prevent Blindness, Ohio Affiliate 's monies or assets;

Making fictitious entries on Prevent Blindness, Ohio Affiliate 's books or issuing false or misleading reports on the financial transactions and financial condition of Prevent Blindness Ohio;

Knowingly accepting and treating as accurate any false or misleading figure, transaction, document or report;

Circumventing any of the established accounting controls or destroying information necessary for proper audit trails.

ENGAGING IN OUTSIDE ACTIVITIES

Employees should avoid all outside activities or commitments which would impair the effective performance of their duties, either in the form of time demands or establishment of relationships which run contrary to their obligations as employees of Prevent Blindness Ohio. Examples of activities that would require prior approval include, but are not limited to, the following:

Being employed by, holding an officer or board position in, acting as a consultant for, or holding membership in any organization which could be viewed as a conflict of interest;

Engaging in any outside activities, either voluntary or otherwise, where the demands of time and energy are such that it could be viewed as compromising or adversely impacting the employee's ability to effectively perform job duties and requirements at Prevent Blindness, Ohio Affiliate.

ENGAGING IN BUSINESS RELATIONSHIPS

The process of entering into business relationships on behalf of Prevent Blindness, Ohio Affiliate should include an evaluation of the standards of business ethics and proper conduct as practiced by these companies, organizations and individuals. Prevent Blindness, Ohio Affiliate shall strive to deal with only those companies, organizations and individuals whose code of ethics, as evidenced by their public and private practices, is similar to that contained herein.

DISTRIBUTION OF THE CODE

This Code of Ethics has been made a part of the Employee and Volunteer Handbooks. All employees and volunteers shall become familiar with it and:

Resolve any doubts or questions with leadership as they arise;

Inform leadership of suspected activities which may be in violation of the Code;

Prepare written disclosures of such information if requested to do so;

Take immediate steps to correct situations or activities which appear or are found to be at variance with the Code;

Sign a statement indicating that you have received the Code, understand your responsibilities under it and agree to abide by all its provisions.

VIOLATIONS OF THE CODE

All observed, reported or suspected violations of the Code will be investigated immediately. Should a violation be confirmed based upon this investigation, appropriate steps will be immediately taken to correct the situation, including discipline of the parties involved, if warranted. It should also be understood that some violations may also require restitution and/or may lead to civil or criminal prosecution.

When detected, PBO leaders are required to immediately correct any faulty operating procedures so as to aid in the prevention and/or discovery of violations of the Code. This Code is intended to supplement and amplify all other statements of policy dealing with this same subject.



PREVENT BLINDNESS AMERICA
CONFLICT OF INTEREST DISCLOSURE STATEMENTS

To the best of my knowledge, the following relationships, positions, or circumstances in which I am involved may be a possible conflict of interest (as defined in PBO's Code of Ethics):

Organization/Company Position/Office Held Term/Interest

Two horizontal lines for listing organizations and positions.

I have no current conflict of interest with PBA/O's vendors, contractors, competitors, or related organizations.

I hereby certify that the information set forth above is true and complete to the best of my knowledge. I have reviewed, and agreed to abide by, the Conflict of Interest Policy of PBO that is currently in effect.

Name and Key Volunteer/Staff Position

Signature

Date

Note: If, during the disclosure period, other potential conflicts arise, I agree to inform PBO of such and modify this disclosure statement.

Corporate Communications Policy

Passed by Prevent Blindness Ohio Board of Directors May 2002

Adopted by Prevent Blindness Ohio Board of Directors: August 22, 2013

BACKGROUND:

Prevent Blindness Ohio, in its day-to-day operations, has the need for a formal corporate communications process for review and approval of written or spoken public communications that are aimed at mass or targeted audiences served by Prevent Blindness Ohio to ensure these standards:

1. **Accuracy of information:** Scientific facts about eye care and/or eye disease need to be accurate, keeping in concert with our publisher's liability insurance responsibilities and policies of Prevent Blindness America.
2. **Consistency of message and image:** Prevent Blindness Ohio will reap greater recognition when key messages, name and logo are presented with a consistent look and feel to all audiences.
3. **Efficient use of limited resources/avoidance of duplicate efforts:** The goal is to design selected communications to mass and/or targeted audiences to serve statewide organizational needs, without regard to geography.

To reach these standards, staff, the Board of Directors, and other volunteers will use the following guidelines in developing and releasing public communication on behalf of Prevent Blindness Ohio. It will be the responsibility of the President & CEO to administer this communication process.

CRISIS COMMUNICATION GUIDELINES:

General Policy

Prevent Blindness Ohio is committed to taking a preemptive approach to public relations crises, using disclosure whenever possible as the preferred strategy for preventing or minimizing public relations crises. No one is authorized to speak to the news media in a crisis without approval from the President & CEO or Board Chair (refer to Media Relations Guidelines below).

Crisis Prevention

The President & CEO or Board Chair will monitor local, state, and national news coverage for any issues. Appropriate Prevent Blindness Ohio staff, the Board Chair and the Communications Chair will be advised of the issues and/or trends that might lead to negative stories.

Crisis Response

When crises occur, the President & CEO or Board Chair will gather and verify information about the crisis; assess the severity of the crisis; develop strategies concerning how information is to be released, who should speak on behalf of Prevent Blindness Ohio, and who is to be notified of the crisis. Prevent Blindness Ohio also will confer with Prevent Blindness America and Prevent Blindness Ohio's Statewide Communications Chair, as appropriate, to work out logistical details of releasing information and to distribute verified information as quickly as possible to internal and external audiences.

Crisis Communication Procedure

- The President & CEO or Board Chair will be notified immediately of an emerging crisis and will determine the necessary strategy and who should be involved.
- The President & CEO will gather as many details as possible, recommend strategies for internal and external communication, and select an appropriate spokesperson.
- Prevent Blindness Ohio Staff and Board of Directors will be notified immediately of the crisis, referring all media to the spokesperson handling the crisis.
- Prevent Blindness Ohio staff and Board of Directors should receive regular updates on the crisis.

- The President & CEO or Board Chair (or his or her designee) will work to supply verifiable details to the news media as quickly as possible.
- After releasing information, the President & CEO or Board Chair (or his or her designee) will monitor the news coverage and quickly correct any errors that are made. The President & CEO or Board Chair (or his or her designee) will assess the lessons learned and any new guidelines for the next crisis.
- The President & CEO or Board Chair (or his or her designee) will document the news coverage surrounding a crisis, including wire stories, newspaper articles, radio, and television broadcasts.

MEDIA RELATIONS GUIDELINES:

The President & CEO and Board Chair are the only Prevent Blindness Ohio representatives authorized to speak to the media on all matters. Other members of the organization may be authorized to speak to the media, only with the approval of the President & CEO or Board Chair. All media requests should be referred to Prevent Blindness Ohio’s Director of Development & Field Services or the President & CEO.

PRINT COMMUNICATIONS GUIDELINES:

The following types of materials will be submitted for review by Prevent Blindness Ohio’s Director of Development or the President & CEO prior to publishing on hard copy or electronic media. Depending upon the content and intended audience for the printed piece, the President & CEO may also involve a member of the Board of Directors, Prevent Blindness America, Prevent Blindness Ohio’s Development and/or Community Services Departments in the review process. Reviewing documents will be conducted as expediently as possible. However, at least two days lead-time should be allowed for the review process.

Examples (for the review process) include the following:

- Newsletters
- Press releases
- Website information
- Brochures/pamphlets
- General and/or event solicitation letters
- Event invitations/programs/posters
- Communication under the signature of a member of the Prevent Blindness Ohio Board of Directors (except for usual and regular Standing Committee communications)

SOCIAL MEDIA GUIDELINES:

Staff and volunteers should follow the guidelines in the Prevent Blindness Ohio Employee Handbook for guidance in use of social media. Prevent Blindness Ohio’s current policy (revised 5-2013) is:

Do not create a link from your blog, website or other social networking site to the Prevent Blindness Ohio website without identifying yourself as an associate of Prevent Blindness Ohio. Express only your personal opinions. Never represent yourself as a spokesperson for Prevent Blindness Ohio. If Prevent Blindness Ohio is a subject of the content you are creating, be clear and open about the fact that you are an associate and make it clear that your views do not represent those of Prevent Blindness Ohio, fellow associates, members, customers, suppliers or people working on behalf of Prevent Blindness Ohio. If you publish a blog or post online related to the work you do or subjects associated with Prevent Blindness Ohio, make it clear that you are not speaking on behalf of Prevent Blindness Ohio. It is best to include a disclaimer such as “The postings on this site are my own and do not necessarily reflect the views of Prevent Blindness Ohio.

3



SERVICES TO CHAPTERS

Introduction: Prevent Blindness, Ohio Affiliate is incorporated under the laws of the State of Ohio as a 501 (c) 3 corporation and is a statewide affiliate of Prevent Blindness America. Prevent Blindness, Ohio Affiliate was founded in 1957 and is chartered with the responsibility for providing sight saving services to all 88 Ohio counties. The corporate home office is located in Columbus.

In 1993, 1994, 2001 and 2002 respectively, staffed offices were opened in Cincinnati, Cleveland, Dayton and Toledo to better serve the 14-county areas involved. Each Chapter has an Executive Council composed of leadership volunteers. The Executive Council of each Chapter is a Standing Committee of the statewide organization with the Chair of the Council serving on the Executive Committee and Board of Directors of Prevent Blindness, Ohio Affiliate. Other Executive Council Members may also serve on the statewide PBO Board of Directors as well.

Chapters are charged with implementing program service priorities and raising funds within a specified geographic area.

Chapter Services Summary

The statewide organization provides the following leadership and services to Chapter operations that need not be duplicated on the Chapter level. This allows for increased effectiveness and efficiency of resource investment and for a maximum of support generated to be invested directly in program services to save sight.

Governance

- Board of Directors: Recruits, trains and manages a statewide Board of Directors as required by state law and organizational philosophy.
- Code of Regulations: Provides regular review and update of corporate bylaws and articles of incorporation.
- Liability Insurance: Provides Directors and Officers Liability insurance coverage for board members. Provides professional liability insurance coverage for all other volunteers.
- Standing Committees: Recruits, trains, develops objectives for and manages statewide standing committees: -- Community Services, Marketing & Development, Budget and Finance, Human Resources, Nominating -- including statewide and Chapter volunteer leadership.

Personnel

- CEO: Employs a President & CEO and maintains a state headquarters responsible for managing statewide operations and carrying out the policies of the Board of Directors.
- Management: Recruits, trains and manages all management staff positions, including Chapter Directors statewide.
- Personnel Policies: Maintains personnel policies consistent with federal and state laws.
- Personnel Benefits: Provides health, retirement and other benefits programs.

- Compensation and Salary Administration: Provides and administers Bonus Incentive Program to motivate, reward and retain employees. Develops and administers salary administration program for statewide personnel.
- Training and Development: Provides on-going professional development and training opportunities.

Administration

- Payroll and Benefits: Administers centralized employee payroll and benefits processing.
- IRS Compliance: Completes IRS 990 filing requirements and fees for Ohio State Attorney General's Office.
- State Charitable Solicitation Registration. Completes annual application and pays filing fees for Ohio's state charitable registration requirements.
- CHC Compliance: Completes Community Health Charities filing requirements and fees which allows for federal, state and county workplace solicitation statewide.
- Audit: Manages the consolidated statewide professional audit.
- Accounting Services: Provides all accounting services (expense approval, invoice processing, revenue booking) for statewide organization, including Chapter accounting.
- Watchdog Agency Compliance: Monitors statewide compliance of organization to Better Business Bureau and other watch dog agencies who have set nonprofit requirements.
- Standards for Excellence: Maintains certification in the Ohio Association of Nonprofit Organization's Standards for Excellence which promote ethical practices and accountability in nonprofit organizations across the state.
- United Way: Maintains relationships and direct communication with United Way agencies statewide which have donor choice supporters of Prevent Blindness, Ohio Affiliate.
- Financial Investments: Develops investment policy, selects and monitors investment managers for statewide investments funds. Develops and maintains statewide banking relationships. Implements investment strategies in Chapter areas -- Greater Cincinnati Foundation, Cleveland Foundation, Dayton Foundation and Toledo Community Foundation.
- Technology: Researches, purchases and maintains statewide computer/automation technology including hardware and software. Provides for software training for personnel.
- Information Protection: Provides on-going protection of donor/supporter records.
- Operational Standards: Reviews periodically and maintains Prevent Blindness America's Standards for Affiliate Operation.
- Legal Services: Secures legal services as needed for estate processing, employee disputes/appeals, bill collection, contract review, etc.

Fund Raising

- Sight Saving Campaign: Implements statewide annual sight saving campaign solicitation program including plan development, recruitment of statewide volunteers, design of mailing package, training of volunteers, mailing of 3 packages annually to approximately 30 targeted donor segments, receipt and documentation of revenues.
- Major Donors: Identifies major donor segments. Plans and manages contact with major donors. Makes joint major donor visits.
- Direct Mail: Implements statewide direct mail solicitation program including plan development, approval of mailing package, mailing of 4-6 packages annually, receipt and documentation of revenues. Implements statewide acquisition mailings.
- Special Events: Develops signature events, assists with event planning and audience targeting.
- POV Events: Designs statewide People of Vision Award Event annual plan, assists in recruitment of Chapter Honoree.
- Community/Family/Corporate Foundation Relationships: Conducts research, maintains relationships, develops proposals to secure operational and restricted funding for community services programming.

- Cause Marketing Programs: Recruits local partners and coordinates statewide participation/commitments with national partners for cause marketing partnerships.
- Charitable Choice: Maintains national relationships with optical companies who offer employee payroll deduction opportunities to PBO via their employees (Essilor).
- Planned Giving: Implements statewide program including contact with volunteer leaders/donors, volunteer/donor research, design of materials and coordination with Prevent Blindness America.
- Information Management System Development and Maintenance: Maintains a statewide donor/supporter/customer database containing 90,000 + records complete with donor/supporter history, demographics and leadership involvement with PBO. IMS is accessible to Chapter offices via the web.

Community Services Programming

- Program Development: Develops statewide sight saving programs. Provides training to staff and volunteers to implement programs.
 - Advocacy: Maintains relationship with contracted Government Affairs Consultant. Maintains current lobbyist registration and reporting for CEO. Recruits, trains and maintains statewide volunteer-driven advocacy committee and relationships with the Ohio General Assembly, The Governor's Office and The Administration Actively advocates for legislation to support visual quality of life for Ohioans (i.e. fireworks legislation, eye safety in labs and shops, diabetes management, SOS Fund)
 - Statewide Partnerships: Develops and maintains relationships with statewide organizations for the purposes of local collaboration in sight saving programming including cooperative programming development and contracting; conference participation; relationship development and maintenance; regular communication with organization's membership. Current partnerships include: Ohio Ophthalmological Society, Ohio Optometric Association, The Ohio Department of Health, Ohio Lions, Opticians Association of Ohio, American Academy of Pediatrics-Ohio Chapter, Ohio Fire Chief's Association, Ohio Head Start, Ohio State Medical Association, Ohio Association of School Nurses, Ohio Nurses Association, Ohio Academy of Family Physicians, OSU College of Optometry, Cole Eye Institute (Cleveland Clinic), ODH Maternal and Child Health Advisory Committee, Cleveland Sight Center, Sight Center of Northwest Ohio, Cincinnati Association for the Blind & Visually Impaired, Clovernook School for the Blind, OneSight Foundation, American Diabetes Association, Ohio Pediatric Nurse Practitioners, Ohio Department of Job and Family Services, Ohio Osteopathic Association, COSI-Columbus, OSU Department of Ophthalmology, Central Ohio Eye Bank, Delta Gamma Fraternity, Case Western Reserve University Department of Ophthalmology, American College of Emergency Room Physicians, Bureau of Motor Vehicles, Ohio Safe Kids Coalition, Ohio Association of Community Health Centers, Ohio Association of Children's Hospitals, Ohio Commission on Minority Health, NASA Glenn Research Center, Office of the Governor, Ohio Department of Aging, Opportunities for Ohioans with Disabilities, Ohio Veterans Administration, Ohio Amblyope Registry, Ohio School-Based Health Care Association, Ohio Child Care Resource and Referral Organization, Ohio Association for the Education of Young Children, Ohio Occupational Therapy Association and Ohio Department of Insurance.
- Inkind Service/Product Contributions: Researches and recruits inkind service and product contributions for statewide utilization in sight saving programs including eye exam equipment for local PBO clinics, eye glasses, eye exams, professional development and technology training. Market value of inkind contributions solicited total \$2 million annually.

- Donated Eye Exams/Eyeglasses; Secures services and coordinates statewide Sight For Students, Mobile Eyes, OneSight and programs which provide free eye exams and eyewear to qualifying children and adults who are referred to the program via their school nurse/department of health or other qualifying partner agency.

- Ohio Eye Care Coalition: Developed and serve as lead agency for The Ohio Eye Care Coalition, a partnership of statewide organizations concerned with vision preservation. Goals of this group are to collaborate on public policy and public service issues/programs. Membership includes: Ohio Ophthalmological Society, Ohio Optometric Association, Optician's Association of Ohio, American Diabetes Association, Ohio Amblyope Registry, Ohio Department of Health and Central Ohio Lions Eye Bank.
 - Fireworks Safety Coalition: Developed and serve as lead agency for The Ohio Fireworks Safety Coalition, a partnership of statewide organizations concerned with advocacy and public education relative to the dangers of consumer use of fireworks. Membership includes: American Academy of Pediatrics, American College of Emergency Physicians, Ohio Association of Children's Hospitals, Columbus Health Department , Ohio Fire Officials Association, Ohio Fire Professionals Association, Ohio Ophthalmological Society, Ohio Safe Kids Coalition, Ohio State Medical Association, Akron Children's Hospital, American College of Surgeons, AMVETS, Center for Injury Research and Policy-Nationwide Children's Hospital, Central Ohio Fire Prevention Association, City of Upper Arlington, Deaconess Associations, Franklin County Dog Shelter, Humane Society of the U.S., National Association of Pediatric Nurse Practitioners, Chagrin Falls Fire Department, Lafayette Township Fire Department, National Fire Protection Agency, NEOMED-Northeast Ohio Medical University, Ohio Academy of Family Physicians, Ohioans Against Fireworks, Ohio Association of Professional Firefighters, Ohio Committee on Trauma, Ohio Department of Health, Ohio 4 Pups on Patios, Ohio Insurance Institute, Ohio Opticians Association, Ohio Public Health Association, OPHA-Vision Section, Ohio Osteopathic Association, Ohio Injury Prevention Partnership, Ohio Municipal League, Ohio Society for Public Health Education, Ohio Township Association, Perrysburg Township Fire Department, Prevent Blindness, Rescue Me Ohio, Quarter Horse Congress, Truro Township Fire Department, The Academy of Medicine of Cleveland and Northern Ohio, Washington Township Fire Department, Wood County Sherriff's Office, Upper Arlington Fire Department.

- SOS (Save Our Sight Coalition): Developed and serve as lead agency for the SOS Fund Coalition, a partnership of statewide and regional organizations that worked together to pass legislation which established the SOS Fund. The SOS Fund is supported by voluntary contributions (beginning on March 11, 1999) from individuals applying for or renewing their Ohio license plates/tags. Voluntary contributions will support eye health and safety programs for Ohio's children, insuring that poor vision will not impede them from achieving in school or safely operating a motor vehicle when of age. Membership includes: The Ohio Ophthalmological Society, Ohio Optometric Association, Nationwide Children's Hospital, Ohio Public Health Association-Vision Section and Prevent Blindness, Ohio Affiliate.

- Ohio's Aging Eye Public Private Partnership: Serve as lead agency and administrator of Ohio's Aging Eye Public Private Partnership, an initiative formed by a proclamation from Ohio Governor Bob Taft and supported by the Ohio Department of Aging. The mission of the Partnership is to develop a strategic plan of action to address issues relating to vision care public policy, vision care services, vision education, and vision loss prevention research that impact the quality of life for Ohio's seniors now and in the future. Members are: Ohio Association of Area Agencies on Aging, Health Services Advisory Group, Ohio Association

of Gerontology and Education, Ohio Agencies Serving the Blind and Visually Impaired, NASA Glenn Research Center, Ohio Department of Aging, Ohio Department of Health, Ohio Department of Insurance, Ohio Ophthalmological Society, Opportunities for Ohioans with Disabilities Ohio Osteopathic Association, Ohio Optometric Association, Ohio Public Health Association, Ohio Veterans Visual Impairment Services Team, Opticians Association of Ohio and Prevent Blindness, Ohio Affiliate.

- Information and Referral: Maintains and staffs statewide Sight Saving, toll-free hotline which provides information to consumers and professionals about blindness prevention and vision preservation.
- Program/Product Marketing: Markets products and services statewide via state organization/association networks. Fulfills materials requests/orders. Develops and maintains cost structure for products and services. Provides customer accounts receivable service.
- Blind Society Relationships: Maintains on-going communication and contact with the Cleveland Sight Center, Cincinnati Association for the Blind and Visually Impaired, The Sight Center of Northwest Ohio and Clovernook School for the Blind to share information and coordinate efforts.
- Customer Database: Maintains a database of all clients receiving services from PBO statewide including demographic information, type of service, numbers served, and outcome.
 - Referral Follow Up: Maintains database of all approximately 8000 children and adults annually found to be at high risk for eye disease via vision screening. Conducts regular communication with referrals until case is closed with eye care professional's report relative to outcome.

Public Awareness

- Develops and implements annual plan for communication with target audiences -- volunteer leaders, donors, media, general public, including press releases, feature stories, press conferences, print materials, statewide newsletter, annual report, media interviews.
- Produces statewide e-newsletter, Annual Report and maintains organization's public website and social media accounts.
- Identifies statewide communications objectives including media relations, event and program promotion, and coordination of public messages.

Prevent Blindness America Relationship

- Maintains regular communication with Prevent Blindness America Board, staff and committees.
- Participates actively on Affiliate Association, and Professional Staff Development training opportunities.
- PBO participates by special invitation/appointment on National Board of Directors, National Committees: Marketing & Development, Finance & Administration, Nominating, Strategic Planning, Public Health & Policy.

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**OPERATING POLICIES AND PROCEDURES
FOR CHAPTERS OF
PREVENT BLINDNESS, OHIO AFFILIATE**

Prevent Blindness, Ohio Affiliate (PBO) may from time to time establish and operation chapters within a specified geographical area to carry out its purposes where the PBO Board of Directors directs the establishment of such a chapter. Chapters shall not be separately incorporated entities, but shall be a part of PBO. All paid staff at chapters shall be employees of PBO. All income received by chapters from all sources shall be remitted to PBO. PBO shall fund an approved annual budget for expenditures of each chapter. Such budget shall include an amount, to be determined from time to time by the Board, to be used at the discretion of the chapter to fund programs within categories approved by PBO. Each chapter shall be operated by, and reflected in the annual budget of PBO. The corporate structure, activities and financial relationship between PBO and its local chapters shall be established and determined by the Board in its discretion. Chapter chairs shall be invited to serve on the Board of Directors.

Adopted by the PBO Board of Directors 5-15-2000.

Chapter Name:

The name of the chapter organization shall be (geographic area as approved by PBO Board) Ohio Chapter, Prevent Blindness, Ohio Affiliate. The establishment of this chapter must be approved by the Prevent Blindness, Ohio Affiliate Board of Directors. This chapter will function under a set of operating policies and procedures approved by the Prevent Blindness, Ohio Affiliate Board of Directors.

Purpose and Scope:

It shall be the purpose of this chapter to carry out the objectives of Prevent Blindness, Ohio Affiliate within the geographic limits approved by the PBO Board of Directors in accordance with the principles, policies and regulations of the Prevent Blindness, Ohio Affiliate Board of Directors as set forth in its charter and bylaws and to that end shall:

- Assess community needs and implements program services that meet needs within the statewide strategic priorities.
- Raise funds from a broad base of sources: individuals, corporations, foundations and organizations.
- Recruit volunteers to accomplish objectives.

Chapter Executive Council:

Section 1 - Composition

The membership of the executive council shall include the officers of the chapter, the chairs of all standing committees and members at large, all of which serve without compensation. No paid staff member shall be elected to the council. Members shall be selected to represent the various needs and interests of the area served and approved by Prevent Blindness, Ohio Affiliate.

Section 2 - Responsibilities

All activities of the chapter shall be implemented by the executive council and its committees. Said activities must conform and be in harmony with the policies of Prevent Blindness, Ohio Affiliate.

Section 3 - Vacancies

Vacancies on the council shall be filled by a majority vote of the council members.

Section 4 - Regular and Special Meetings

The council shall meet regularly, but not less than quarterly, including an annual meeting. Special meetings of the council may be held upon the request of the chair or a majority of the members of the council. Regular and special meetings shall be called with not less than 15 days prior notice. A majority of the total council membership shall constitute a quorum.

Section 5 - Annual Meeting

There shall be an annual meeting of the council of the chapter. The purpose of the annual meeting shall be to evaluate the progress of the chapter, to formulate plans for the following year, to receive and act upon reports and other such transactions as may be brought before the meeting (operating plans, strategic plans and budgets), and shall include the election of council members and officers. A majority of the council members of the chapter shall constitute a quorum. The annual meeting will be announced at least 30 days before such meeting.

Section 6 - Election of Council Members

A slate of individuals for election to council membership shall be prepared by the nominating committee. This slate shall then be presented to the membership at the annual meeting for action. Members shall be elected to a one-year term with no restriction on the number of terms they may serve.

Section 7 - Duties and Responsibilities

Under authority delegated by the Prevent Blindness, Ohio Affiliate board of directors, the council shall have the responsibility for developing those sources of income necessary for its support; for establishing within the policies and practices of Prevent Blindness, Ohio Affiliate, the content and direction of activities; for reviewing and approving an annual budget and for annually electing members and officers.

Officers:

Section 1 - Officers and Qualifications

The officers of the chapter shall be a *Chair, Vice-Chair (optional), Treasurer and a Secretary*, each of whom shall be elected by the council members at its annual meeting, and shall serve for one year or until his successor is chosen. Officers may be elected for up to three successive terms. Also, the Immediate Past Chair and Chair-Elect shall be a member of the Executive Council.

Section 2 - Duties of the Chair

The chair shall be the chief volunteer officer of the chapter and shall preside at all meetings of the council. The chair shall have general and active management of the business of the chapter, and shall see that all plans of the council are carried into effect. The chair shall be an ex-officio member of all standing committees. The chair shall appoint such committees or task forces as are necessary to carry out the purposes of the chapter and shall serve on the PBO board of directors.

Section 3 - Duties of the Chair-Elect and Vice Chairman

The Chair-Elect or in his absence, the Vice-Chairman, shall perform the duties and exercise the powers of the Chairman in his absence and such other duties as may be assigned from time-to-time by the Chairman.

Section 4 - Duties of the Secretary

The Secretary shall give or cause to be given adequate notice of all meeting of the council, shall assure that all proceedings of those meeting are recorded and shall perform all the usual duties connected with the office of secretary.

Section 5 - Treasurer

The Treasurer shall be responsible for reporting fiscal position of the Chapter at all regular Chapter meetings and for planning the annual budget in partnership with the Chapter Director and PBO Budget and Finance Committee. The Treasurer serves as a member of the PBO Budget and Finance Committee. All revenue received by the Chapter will be recorded and banked by the PBO State Office and disbursements will be made by same

Section 6 – Immediate Past Chair

The Immediate Past Chair shall be a member of the Executive Council and also chair the Nominating Committee.

Section 7 - Chapter Director

The chapter may have a director who shall be the chief professional officer of the chapter and a member of the PBO office staff reporting to the Prevent Blindness, Ohio Affiliate CEO. Selection, performance evaluation and dismissal of the chapter director shall be a function of the CEO with input from the chapter council leadership.

Subject to the general direction and control of the Prevent Blindness, Ohio Affiliate CEO, the Chapter Director shall have the power to appoint and remove other employees and to direct their work.

Membership:

The membership of the chapter is composed of the active volunteers who serve on either the council or on any of the special or standing committees. There are not special requirements for membership other than a desire and ability to participate actively in the business of the chapter. Members may be called upon to assist the operation of the chapter through involvement on committees, as officers of the chapter or council members at large.

Committees:

Section 1 - Nominating Committee

The chair shall appoint a nominating committee of not less than three members who shall prepare a slate of names for election of new council members at large and officers, committee members and present said slate at the annual meeting. The Chair of the chapter nominating committee will serve on the PBO Nominating Committee.

Section 2 - Other Committees

Other committees shall be appointed and disbanded as deemed necessary by the council. The chair shall appoint the committee chairman to a term of one year. Committee chairmen, will recruit

additional committee members as deemed necessary with approval by the chair. The Chairs of other committees will be invited to serve on the appropriate PBO Committee.

Miscellaneous:

Section 1 - Voting

All decisions of the chapter shall be by a majority vote of the council. The chair shall have the right to vote.

Section 2 - Dissolution

The chapter understands that the board of directors of Prevent Blindness, Ohio Affiliate reserves the right to dissolve any established chapter at any time for its own reasons.

Amendment:

These operation rules and regulations may be amended from time-to-time by the board of directors of Prevent Blindness, Ohio Affiliate.

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Our Vision Is Vision®
PREVENT BLINDNESS

OHIO AFFILIATE
(PBO)

CHAPTER STRUCTURE AND OPERATION

Purpose: Implements program service priorities and raises funds within a specified geographic area.

Objectives of the Chapter:

1. Raises funds from a broad base of sources: individuals, corporations, foundations and organizations.
2. Assesses community needs and implements program services that meet needs within the statewide strategic priorities.
3. Recruits volunteers to accomplish objectives.

Structure:

Chair: The Chair of the Chapter's Executive Council is elected by the council for a term of one year and may serve up to three successive terms. The chair presides at all Executive Council meetings, appoints committee chairpersons and works with staff in managing the chapter.

Executive Council: Composed of 15-20 community leaders who have the interest, knowledge and influence to assess community needs and implement program services that meet needs within the statewide strategic priorities. Works in conjunction with Chapter Director.

Executive Committee: Composed of the following committees: marketing/development and community services and officers.

Nominating Committee: Charged with recommending a slate of qualified people to the Executive Council for election as members and officers. Works in conjunction with Chapter Director.

Communications Committee: Charged with making the public aware of PBO's programs and advocacy issues that preserve sight and prevent blindness within the chapter territory, and the need for volunteers and financial support to carry out its programming. Work in conjunction with Community Development Coordinator.

Community Services Committee: Charged with recommending and implementing public awareness, advocacy, educational and community service programs that are consistent with PBO's priorities and standards and meet the needs of the Chapter area. Work in conjunction with Community Development Coordinator.

Marketing and Development Committee: Charged with developing and maintaining funds from corporations, foundations, organizations and individuals within chapter territory to assist PBO in raising the income to fund sight saving programs. A specific income goal for the chapter will be established jointly by PBO and the chapter is part of the budgeting process. Work in conjunction with Chapter Director.

Chapter Operation: The Executive Council meets at least quarterly. An annual schedule of meeting dates, times and places is established by the chairperson and circulated to members. A quorum is not necessary for the Council to conduct official business.

Committee Operation: Each committee meets at least quarterly or as needed to accomplish its goals. An annual schedule of meeting dates, times and places is established by each chairperson and circulated to members.

Fiscal Operation

Funds for all chapter operations and programs are allocated annually by PBO's Board of Directors.



PREVENT BLINDNESS, OHIO AFFILIATE CHAPTER OFFICER JOB DESCRIPTIONS

Chapter Chair

1. Serves as the chief volunteer officer of the Chapter and on the Board and Executive Committee of Prevent Blindness, Ohio Affiliate.
2. Is a partner with the Chapter Director, VP and CEO in achieving the organization's mission.
3. Provides leadership to the Executive Council, who sets procedural direction within the strategic plan and policies of Prevent Blindness, Ohio Affiliate and Prevent Blindness America.
4. Chairs meetings of the Executive Council after developing agenda with Chapter Director.
5. In consultation with the Nominating Committee, Chapter Director, VP and CEO, appoints chairpersons of committees.
6. Serves as an ex-officio member of committees and attends meetings when possible.
7. Helps guide and mediate Executive Council actions with respect to organizational priorities.
8. Formally evaluates the performance of the Executive Council in concert with the Nominating Committee.

Vice Chair(s)

1. In the absence of the Chair, Chair-Elect and Immediate Past Chair, perform all duties of the Chair.

Secretary

1. Approves meeting minutes of the Executive Council. Works in conjunction with Chapter Director to distribute meeting minutes to staff and Executive Council members.
2. Works in conjunction with Chapter Director to issue notice of Executive Council meetings to members.
3. Works in conjunction with the Chapter Director to organize the Annual Meeting of the Chapter.
4. Is the volunteer leader responsible for reviewing and approving the chapter operation guidelines.

Treasurer

1. Present financial statements at all Executive Council Meetings.
2. Serve on PBO's Budget and Finance Committee and participate in quarterly meetings.

Chapter Chair-Elect

1. Shall succeed the Chair following the expiration of their term of the current Chair.
2. In the absence of the Chair, preside at Executive Council meeting, perform all duties of the Chair.

Immediate Past Chair

1. In the absence of the Chair and Chair-Elect, perform all duties of the Chair.

Staff Support: PBO staff will provide the following support to the Executive Council.

1. Provide necessary information and training to volunteer leadership.
2. Provide fiscal services such as budget development, accounting services, income and expense reports.
3. Explain PBO policy, procedures and standards, and assist the council in operating in accordance with them.
4. Serve as the informational and reporting link between PBO and the chapter.



PREVENT BLINDNESS, OHIO AFFILIATE

Chapter Chair

Job Description

Basic Functions: The PBO Chapter Chairperson presides over the Executive Council. The chair must ensure that the volunteer officers and the committee chairs are operating in concert with the staff and with the mission. He or she must gently prod a nonperforming committee chair, be respectful of former chairs and seek advice and counsel as needed.

Duties, Responsibilities and Authority

Leadership:

1. Serves as the chief volunteer officer of the Chapter and on the Board and Executive Committee of Prevent Blindness, Ohio Affiliate.
2. Is a partner with the Chapter Director and CEO in achieving the organization’s mission.
3. Provides leadership to the Executive Council, who set procedural direction within the strategic plan and policies of Prevent Blindness, Ohio Affiliate and Prevent Blindness America.
4. Chairs meetings of the Executive Council after developing agenda with Chapter Director.
5. In consultation with the Nominating Committee, Chapter Director, VP and CEO, appoints chairpersons of committees.
6. Serves as an ex-officio member of committees and attends meetings when possible.
7. Helps guide and mediate Executive Council actions with respect to organizational priorities.
8. Formally evaluates the performance of the Executive Council in concert with the Nominating Committee.

Fund Raising:

1. Plays a lead role in all fund raising activities.
2. Sets and encourages a minimum level of financial support from each Executive Council member.

Program Services

1. Personally participates and encourages other members of the Executive Committee to participate in community service activities and advocacy alerts.

Strategic Planning:

1. Encourages the Executive Council’s role in strategic planning.

Partnership with Staff:

1. Discusses issues confronting the organization with the Chapter Director, VP for Development and Field Operations and CEO.
2. With the Chapter Director, VP and CEO, acts a spokesperson for PBO to the media, public, legislative bodies and related organizations.

Evaluation:

1. Assists the VP in evaluating the performance of the Chapter Director.
2. Evaluates annually the performance of the Chapter in achieving its mission.

Fiscal Oversight:

1. In concert with the Treasurer, Chapter Director, VP and CEO assures that the Chapter operates within an approved annual budget.



PREVENT BLINDNESS, OHIO AFFILIATE CHAPTER

CHAPTER EXECUTIVE COUNCIL MEMBERS

1. Agree to serve a one-year term and successfully complete responsibilities outlined on job description in partnership with staff liaison.
2. Commit an average of 6-10 hours monthly (time requirement may vary with responsibility) to fulfilling Prevent Blindness, Ohio Affiliate commitment.
3. Attend and actively participate in required meetings.
4. Attend scheduled meetings for the Committee on which you serve (2 hours each approx.).
5. Attend Annual Meeting of Prevent Blindness, Ohio Affiliate and Volunteer Leadership Orientation Session.
6. Understand PBO's mission and be willing to promote PBO and our mission—to prevent blindness and preserve sight – community and state-wide.
7. Contribute financially to Prevent Blindness, Ohio Affiliate at a meaningful level within your own means.
8. Schedule a planned giving visit with Prevent Blindness, Ohio Affiliate's Director of Development or Planned Giving Consultant to discuss your plans for leaving a legacy to PBO.
9. Participate in at least one PBO Special Event as a sponsor, participant, attendee or volunteer.
10. Observe or participate in one Prevent Blindness community service program annually.
11. Have fun, learn, teach and share in successes and failures. Provide honest, constructive feedback to benefit the success of Prevent Blindness, Ohio Affiliate.



PREVENT BLINDNESS, OHIO AFFILIATE MARKETING & DEVELOPMENT COMMITTEE

PURPOSE: Leads the board's participation in development and fundraising as well as develops and implements public relations and communications action plans to support the PBO mission.

Development Related Duties:

- Develops policies, plans, procedures and schedules for board and volunteer leadership involvement in fund raising.
- Educates the board and volunteer leadership about the organization's program plans and the resources needed to reach program goals.
- Understand PBO's mission and be willing to promote PBO and our mission- to prevent blindness and preserve sight- in local community and statewide.
- Familiarizes board members and volunteer leadership with fund raising skills and techniques to build confidence in raising money.
- Keeps the board and volunteer leadership informed about the organization's fund raising progress. Sets guidelines for board member contributions and planned giving participation.
- Solicits board members, volunteer leadership, and donors and donor prospects, for contributions and planned gifts.
- Members serve as role models for positive personal philanthropy;
- Contribute financially to Prevent Blindness, Ohio Affiliate within your own means.
Schedule a planned giving visit with Prevent Blindness, Ohio Affiliate's President/Vice President or Planned Giving Consultant to discuss your plans for leaving a legacy to PBO.
- Participate in at least one PBO Special Event as a sponsor, participant, attendee or volunteer.
- Promote positive personal philanthropy to others – PBO Board/Executive Council, other volunteers, colleagues, friends, and family.
- Identifies, cultivates and approaches major donors. Members take responsibility for corporate follow up calls/visits to their company and a minimum of three others.
- Assures that Board/Executive Council Members/Volunteer leaders take responsibility for corporate follow up calls/visits to their companies and a minimum of three others.
- Members adopt a minimum of three individual donors and conducts regular communication with adoptee with the goal being to develop relationships with current donors and move them up the ladder of giving – annual, major, planned.

Marketing Related Duties:

- Updates and monitors annual communications goals, objectives and visibility standards.

- Introduce PBO staff to mass and targeted media contacts to promote PBO programs and messages.
- Each committee member to schedule 2 introductions annually within their place of business and/or their mass media contacts.
- Assists with the development and coordination of story placement about PBO programs and messages through media contacts.
- Develop & implement a media relationship plan in your area.
- Secures donations of resources and expertise necessary to reach target audiences effectively (printing, graphics, media contacts, etc.).
- Develops and updates plans for publicly recognizing volunteers.
- Share PBO's media outputs with your network a minimum of 2 times per month.
- Assist in securing a People of Vision Emcee.



PREVENT BLINDNESS, OHIO AFFILIATE CHAPTER

NOMINATING COMMITTEE

PURPOSE: Determines the composition of the Chapter by identifying, recruiting and proposing new executive council members, committee chairs and committee members.

1. Identifies the type of volunteer leadership that the Chapter needs.
2. Leads an evaluation of individual members' performance and the Chapter as a whole.
3. Develops job descriptions of Chapter responsibilities.
4. Screens and interviews candidates and recommends candidates to the full Chapter for election.
5. Conducts orientation for new members; organizes continuing education programs that enhance Chapter members' knowledge of responsibilities.
6. Develops and nominates members, officers and Committee Chairs.
7. Provides a representative from the Committee (typically the Chair) to participate in meetings of the State Nominating Committee.



**PREVENT BLINDNESS, OHIO AFFILIATE
CHAPTER**

COMMUNITY SERVICES COMMITTEE

PURPOSE: Provides community service and educational programs that are consistent with the Prevent Blindness, Ohio Affiliate mission (to preserve sight and prevent blindness), strategic objectives, and meet the needs of the Chapter area.

1. Determines populations most in need of blindness prevention services (i.e. preschoolers, African-Americans, sports enthusiasts, the elderly, disadvantaged and special needs populations).
2. Sets goals for Chapter involvement in statewide program initiatives based on PBO's strategic plan.
3. Recommends program activities to the Chapter for approval.
4. Keeps Council and volunteer leadership apprised of program progress.
5. Assists with recruitment of volunteers for programs.
6. Provides a representative from the Committee (typically the Chair) to participate in meetings of the State Community Services Committee.
7. Seeks out and assists in securing resources in the community that will help PBO and Chapter reach strategic objectives.
8. Responds to advocacy alerts.

4

Responsibilities for Board of Directors Members/Volunteer Leaders

1. Agree to serve a three-year term (for Board Members) or a 1-year term for Key Volunteers (including Chapter Executive Council Members) and successfully complete responsibilities outlined on job description in partnership with staff liaison.
2. Commit an average of 6-10 hours monthly to fulfilling your Prevent Blindness job responsibilities.
3. Attend and actively participate in required meetings, including 4 board of directors meetings annually (teleconference is available).
4. Serve on one of PBO's Standing or Other Leadership Committees and attend its regular meetings.
5. Attend Volunteer Orientation Session.
6. Understand PBO's mission and be willing to promote PBO and our mission-- to prevent blindness and preserve sight – community and state-wide.
7. Contribute financially to PBO at a meaningful level within your own means.
8. Schedule a planned giving visit with Prevent Blindness, Ohio Affiliate's Director of Development or Planned Giving Consultant to discuss your plans for leaving a legacy to PBO.
9. Participate in at least one PBO Special Event as a sponsor, participant, attendee or volunteer.
10. Observe or participate in one Prevent Blindness community service program annually.
11. Have fun, learn, teach and share in successes and failures. Provide honest, constructive feedback to benefit the success of Prevent Blindness, Ohio Affiliate.



Statewide Board of Directors

<u>Display Name</u>	<u>Address1</u>	<u>Address2</u>	<u>City</u>	<u>Zip</u>	<u>Day Phone</u>	<u>Eve Phone</u>	<u>Email</u>
Ms. Zeina Abu-Hijleh	12 West Gay Street, Apt 419		Columbus	43215	617-943-7444		abu-hijeh.2@osu.edu
Dr. Rafat Ansari	3283 North Sandy Lane		Avon	44011-2497	440-364-0215 (cell)	440-937-9321 (home)	rafat.r.ansari@gmail.com
Mr. Charles Ansley	5041 Blendon Ravine Court		Columbus	43230-4214	614-476-6716	614-476-6716	cansley@columbus.rr.com
Mr. Ben Antonelli	Rea & Associates Inc.	5775 Perimeter Drive, Suite 200	Dublin	43017-3224	614-923-6542	614-889-8725	ben.antonelli@reacpa.com
Mr. Brad Barger	Capitol Square Advisors	6132 Round Tower Lane	Dublin	43017-3451	614-581-2855 cell		bradbarger@capitolsquareadvisors.com
Ms. Krista Bistline	6425 State Route 521		Sunbury	43074-9100	614-633-7843 cell		krista.bistline@gmail.com
Ms. Martha Bullock	189 North Parkview Avenue		Columbus	43209-1435	614-258-0404	614-258-0404	martiebullock@gmail.com
Mr. Rick Bunner	5700 Tunis Road		Zanesville	43701-8838	740-453-4416	740-704-4533 cell	rsbunner@sbcglobal.net
Dr. Kim M. Campbell	Mount Carmel College of Nursing	127 South Davis Avenue	Columbus	43222-1504	614-234-5144 work	614-337-1450 home	campbellk_1998@yahoo.com
Ms. Jenny Camper	Lesic and Camper Communications	172 East State Street, Suite 410	Columbus	43215-4321	614-224-0658	614-579-7948 cell	jcamper@lesiccamper.com
The Honorable Michael F. Curtin	1568 Roxbury Road		Columbus	43212-3207	614-530-0066 (cell)	614-461-5069	Mcurtin2323@yahoo.com
Mr. Mike D'ippolito	3 Nationwide Plaza, 3-24-301		Columbus	43215-2410	614-348-0751 cell		mike.dippolito@nationwide.com
Ms. Monica Foster	LBrands	Three Limited Parkway	Columbus	43230-1467	614-415-7105	614-307-4196	mfooster@lb.com
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Southwest Ohio Executive Council

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Protecting Ohio's Families

Honoring Charity Board Members' Commitments and Responsibilities

Charities greatly enhance the quality of life for all Ohioans. This guide explains the legal duties and responsibilities of board members.



Guide for **Charity Board Members**



MIKE DEWINE
OHIO ATTORNEY GENERAL

Dear Charitable Organization Leader,

Ohio's charitable organizations do great work every day by lending a helping hand to fellow Ohioans who are struggling. The ability of charities to deliver vital services, however, depends on the careful and conscientious administration of these organizations.

The Charitable Law Section of the Attorney General's Office ensures that donor dollars are used as intended and, at the same time, safeguards beneficiaries' interests. An actively engaged board of directors is key to keeping charities accountable.

I hope beginning and veteran board members will find helpful information in this guide to assist them in undertaking their important duties and responsibilities. Board membership is both an honor and an obligation. If you become aware of questionable actions, please contact my office. Our Charitable Law Section will investigate suspected fraud, theft, or other activities that diminish the good work of charities.

Ohioans have a long history of dedicating their time and resources to helping and enriching the lives of their fellow citizens. Thank you for your service and leadership.

Very respectfully yours,

A handwritten signature in black ink that reads "Mike DeWine". The signature is written in a cursive, flowing style.

Mike DeWine
Ohio Attorney General

BEING A BOARD MEMBER: MORE THAN AN HONOR

Charities are required by law to have board members to ensure integrity and accountability in their governance. They may be called by different titles — board member, trustee, or director — but they have the same important responsibilities. Organizations seek community members to serve in this capacity for several reasons, including:

- Honoring an individual's previous volunteer services or commitment to those the charity serves.
- Adding credibility to the board through an individual's management and business skills.
- Strengthening an organization through an individual's significant contacts.
- Increasing the variety and level of skills on the board.

Agreeing to serve on a board comes with a great deal of responsibility and can provide a very satisfying experience. Before accepting, prospective board members should investigate what the commitment will entail in order to understand the role, function, and responsibilities of being a member of a charity's governing body.

A BOARD'S LEGAL DUTIES

Trustees and directors of charitable organizations have fiduciary obligations to ensure that the mission of the organization is honored and that resources of the group are used wisely in support of that purpose.

The Ohio Attorney General's Office has the duty to ensure that the interests of those who benefit from the charity's work are protected. In fact, this is one of the oldest duties of attorneys general and goes back centuries in common law tradition. Statutory provisions expand on that authority.

The duties of trustees also are long-standing. Statutory provisions spell out those responsibilities in the Ohio nonprofit corporation code provisions (Ohio Revised Code Section 1702). For organizations that have sought and received

tax-exempt status from the Internal Revenue Service, there also are federal requirements pertaining to board members' fiduciary duties.

The responsibilities center on paying attention, being good stewards, and acting in the best interest of the organization. Board members are guardians of the trust, serving on behalf of the community, regardless of personal interests. These duties apply whether or not the group is formally incorporated. They apply whenever an organization presents itself to the public as honoring or advancing a charitable cause. Trustees have the same obligations to their organization whether the group's budget is \$100 or \$100 million.

Board members bring new ideas into organizations, provide oversight and guidance on mission and objectives, and help a successful group remain relevant and healthy. The lack of an active and engaged board can doom the future of a nonprofit organization.

Failure to follow through on the legal duties of board membership can have devastating consequences for a charitable organization. There also may be civil or criminal penalties levied against board members who shirk their responsibilities, particularly in situations in which they have benefitted from their action or inaction.

The fiduciary obligations of board members fall under four specific legal duties:

- Duty of care
- Duty of compliance
- Duty of loyalty
- Duty to maintain accounts

DUTY OF CARE

A trustee has a responsibility to be active in the charity's affairs. At a minimum, that means attending and participating in board and committee meetings. Additionally, board members should stay informed about organizational operations to ensure that staff members follow the board's policies.

Trustees should make good-faith efforts to establish organizational policies and revisit them regularly to review how well they are working. Board members should conduct themselves with the level of care, skill, and diligence exercised by prudent people in the handling of their own affairs.

Board members who know the facts, analyze the probable result of their actions, exercise sound judgment, and keep reasonable records fulfill their duty of care. Those who are regularly absent from meetings, who are inactive, or who fail to conduct adequate research prior to making decisions do not.

Trustees or board members should:

- Prepare for board meetings by reading and reviewing reports, minutes, and other materials distributed for the meeting.
- Attend board and committee meetings and record all actions taken or decisions made.
- Ask questions and obtain the information necessary to make informed decisions.
- Review the performance of the charity's executive director or chief executive officer.
- Exercise independent judgment rather than blindly follow the staff's requests.
- Oversee the executive director and ensure that the charity's purposes are fulfilled efficiently and follow sound business standards.

DUTY OF LOYALTY

The duty of loyalty requires that the interest of the charity and its objectives take precedence over a board member's personal interests or those of family or friends.

Trustees or board members always must act fairly and in the best interest of the organization without concern for their own interests.

Trustees or board members should:

- Establish a written policy for dealing with conflict-of-interest situations. These should include procedures for written disclosures from board members concerning business dealings with the charity or those seeking to do business with the charity.

- Not engage in any transaction that hurts the charity or in any activities that compete with the interests of the charity or result in any personal advantages based on the charity's business dealings.
- Use caution when entering into any business relationship between the organization and a board member. Avoid this scenario entirely unless the board determines that the transaction is in the best interest of the charity.
- Establish and comply with a written policy for disclosing conflicts of interest, appearances of impropriety, and business dealings involving board members.
- Disclose any financial interest and abstain from discussions and votes on transactions when the charity proposes to enter into a business relationship in which a board member holds an interest.
- Avoid diverting opportunities available to the charity for personal gain.

DUTY OF COMPLIANCE

Board members have a duty to be faithful to the organization's purpose and mission. They also must adhere to the organization's governing documents and to laws and regulations that relate to the charity and its operations.

Trustees or board members should:

- Understand the charity's articles of incorporation, constitution, bylaws, codes of conduct, codes of ethics, and any other governing documents.
- Be familiar with state and federal laws relating to nonprofit entities, fundraising, and tax-related issues as well as legal issues connected with the organization's charitable purposes and operations.
- Comply with state and federal registration and reporting requirements, including filings with the Ohio Attorney General, the Ohio Secretary of State, and the Internal Revenue Service.

Organizations can complete their filing requirements with the Ohio Attorney General's Office online at www.OhioAttorneyGeneral.gov/Nonprofits. Additional information about the various requirements is available online or by calling 800-282-0515.

DUTY TO MANAGE ACCOUNTS

Board members are responsible for the charity's financial stability and accountability. They do this primarily by establishing procedures to help the organization operate in a fiscally responsible manner.

Trustees or board members should:

- Develop policies and procedures that protect the organization's business interests and operations.
- Develop annual budgets that provide clear direction for all organizational spending. The budget should be a blueprint of the board's program plans and should be routinely monitored, tracked throughout the year, and revised as necessary.
- Ensure maintenance of accurate records of all income, expenditures, transactions, and activities throughout the year — for the board and in all organizational operations.
- Establish appropriate internal accounting systems, including checks and balances, so one staff member or volunteer does not have total control over finances and so theft and improper spending can be identified quickly.
- Prudently invest and reinvest assets.
- Develop fundraising goals and policies and assist the organization in acquiring resources for its programs.
- Make certain that fundraising appeals are presented honestly and fairly by monitoring the performance of fundraising professionals and volunteers.
- Insist upon getting the best value for goods and services through comparisons and an informed bidding process.

- Ensure board minutes are kept to indicate board approval of expenditures and investments and to show that informed discussions were held prior to approval of such transactions.

CONSEQUENCES FOR VIOLATING FIDUCIARY RESPONSIBILITY

Trustees can be held individually responsible for breaches of fiduciary standards within a charity. For example, if charitable assets are sold at less than their fair market value, trustees may be held accountable for any shortfalls. Transactions involving conflicts of interest also can result in fiscal penalties. Sometimes criminal fraud charges can result when board members and key staff ignore their charitable obligations and personally profit from assets that should be used for community purposes.

Service on a charity's board requires being a responsible steward of its funds. Donors and the public place their trust in board members, and regulators are watching. Even if funds are not being diverted from a charity, the public can lose faith in an organization that doesn't appear accountable.

HOW TO KEEP A BOARD STRONG

Ensure diversity in board membership

Members should look for ways to recruit community representatives who have an interest in the charity's mission and represent diverse viewpoints or skill sets.

Set term limits

Consider term limits and rotation off the board or to other assignments as a means of avoiding stagnation, tunnel vision, and the perception that the board is merely an insiders' club.

Set a schedule to review operations

Many groups orient new board members by reviewing governing documents, budgets, programs, and policies. Some do annual assessments of how the board is operating and whether the group is adequately addressing all necessary issues.

Develop a strategic plan

Boards may elect to engage in strategic planning to analyze the organization's strengths, weaknesses, opportunities, and threats. This analysis often can uncover areas for improvement and help focus the board's policy-setting responsibilities.

TRAINING AND RESOURCES

- Training opportunities for charity board members are routinely provided by many organizations, including the Ohio Attorney General's Office. Many books and websites address board governance and administration.
- Leaders and organizations interested in sponsoring community training sessions on nonprofit board member responsibilities can contact the Ohio Attorney General's Help Center at 800-282-0515 or e-mail CharitableLaw@OhioAttorneyGeneral.gov. Other materials that relate to nonprofit governance and operations are available at www.OhioAttorneyGeneral.gov/Nonprofits.
- The Ohio Association of Nonprofit Organizations (www.oano.org), a statewide group that addresses nonprofit issues, provides training and resources throughout the state. The Ohio Grantmakers Forum provides training and resources for foundations and the organized philanthropic community at www.ohiograntmakers.org.
- The Internal Revenue Service website (www.irs.gov/charities) has a section dedicated to nonprofit governance issues. In addition to addressing fiscal issues, the site includes helpful information on the life cycle of nonprofit organizations and their administrative challenges. Web-based training on board issues is available through the IRS StayExempt resources on its website.
- Several Web-based resources address nonprofit governance. BoardSource (www.boardsource.org) has numerous publications and model policies specific to charity board matters. The Ohio Secretary of State's Office provides information about incorporation processes for nonprofit organizations at www.sos.state.oh.us.
- While there are no universally accepted standards on the operation or performance of nonprofit organizations, several watchdog organizations evaluate nonprofits or issue voluntary standards. The standards represent best practices within the nonprofit sector and may provide helpful guidance for board members.

Guide for Charity Board Members

Groups with model standards include:

American Institute of Philanthropy
www.charitywatch.org

Better Business Bureau's Wise Giving Alliance
www.bbb.org/us/charity

Charity Navigator
www.charitynavigator.org

Ohio Association of Nonprofit Organizations
www.oano.org

To get news and updates about nonprofit governance, sign up for the Nonprofit News newsletter at
www.OhioAttorneyGeneral.gov/Newsletters.



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OHIO ATTORNEY GENERAL

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For more information on
charitable law, visit
[www. OhioAttorneyGeneral.gov](http://www.OhioAttorneyGeneral.gov)
or call **800-282-0515**.



MARKETING AND DEVELOPMENT COMMITTEE JOB DESCRIPTION

PURPOSE: Leads the board's participation in development and fund raising as well as develops and implements public relations and communications action plans to support the PBO mission.

Development Related Duties:

- Develops policies, plans, procedures and schedules for board and volunteer leadership involvement in fund raising.
- Educates the board and volunteer leadership about the organization's program plans and the resources needed to reach program goals.
- Understand PBO's mission and be willing to promote PBO and our mission- to prevent blindness and preserve sight- in local community and statewide.
- Familiarizes board members and volunteer leadership with fund raising skills and techniques to build confidence in raising money.
- Keeps the board and volunteer leadership informed about the organization's fund raising progress.
- Sets guidelines for board member contributions and planned giving participation.
- Solicits board members, volunteer leadership, and donors and donor prospects, for contributions and planned gifts.
- Members serve as role models for positive personal philanthropy:
 - ✓ Contribute financially to Prevent Blindness, Ohio Affiliate within your own means.
 - ✓ Schedule a planned giving visit with Prevent Blindness, Ohio Affiliate's President/CEO, VP or Planned Giving Consultant to discuss your plans for leaving a legacy to PBO.
 - ✓ Participate in at least one PBO Special Event as a sponsor, participant, attendee or volunteer.
 - ✓ Promote positive personal philanthropy to others – PBO Board/Executive Council, other volunteers, colleagues, friends, and family.
 - ✓ Identifies, cultivates and approaches major donors. Members take responsibility for corporate follow up calls/visits to their company and a minimum of three others.
 - ✓ Assures that Board/Executive Council Members/Volunteer leaders take responsibility for corporate follow up calls/visits to their companies and a minimum of three others.
 - ✓ Members adopt a minimum of three individual donors and conducts regular communication with adoptee with the goal being to develop relationships with current donors and move them up the ladder of giving – annual, major, planned.

Marketing Related Duties:

- Updates and monitors annual communications goals, objectives and visibility standards.
- Introduce PBO staff to mass and targeted media contacts to promote PBO programs and messages.
- Each committee member to schedule 2 introductions annually within their place of business and/or their mass media contacts.
- Assists with the development and coordination of story placement about PBO programs and messages through media contacts.
- Develop and implement a media relationship plan in your area.
- Secures donations of resources and expertise necessary to reach target audiences effectively (printing, graphics, media contacts, etc.).
- Develops and updates plans for publicly recognizing volunteers.
- Share PBO's media outputs with your network a minimum of 2 times per month.
- Assist in securing a People of Vision Emcee.

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614-464-2020 Fax: 614-481-9670
info@pbohio.org/www.pbohio.org



**COMMUNITY SERVICES COMMITTEE
JOB DESCRIPTION**

Purpose: Serves as the link between the board and staff relative to PBO's programs and services. This committee has two subcommittees: Advocacy and Eye Safety. It also coordinates PBO's involvement in the Ohio Eye Care Coalition, the Save Our Sight Coalition, the Vision Care Outreach Program and The Aging Eye Public/Private Partnership.

- Recommends program policy to the full board for approval.
- Sets guidelines for board involvement in program matters.
- Monitors implementation of PBO's strategic plan with regard to programs.
- Recommends major program initiatives to the full board for approval.
- Reports regularly on PBO's programs.

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**VOLUNTEER LEADERSHIP RECRUITMENT AND DEVELOPMENT
COMMITTEE JOB DESCRIPTION**

Purpose: Determines the composition of the board (or executive council -- Chapters) by identifying, recruiting, and proposing new members, committee chairs and committee members.

- Identifies the type of volunteer leadership that PBO needs.
- Leads an evaluation of individual board/council members' performance and the board/council as a whole.
- Develops job descriptions of board/council responsibilities.
- Screens and interviews candidates and recommends candidates for election.
- Develops and nominates officers.
- Recruits volunteers to provide leadership and/or participate on committees – standing, special event, other.
- Conducts orientation for new members; organizes continuing education programs that enhance volunteer leaders' knowledge of governance responsibilities.

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BUDGET AND FINANCE COMMITTEE

Purpose: Coordinates the board’s financial oversight responsibilities by recommending policy to the board, interpreting for the staff, and monitoring its implementation.

- Oversees the organization’s assets.
- Reviews the annual budget and recommends it to the full board for approval.
- Monitors budget implementation and financial procedures.
- Reviews monthly financial reports.
- Manages the organization’s investments.

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HUMAN RESOURCES COMMITTEE JOB DESCRIPTION

Purpose: Advises the CEO on personnel policy issues.

- Develops personnel policy guidelines in cooperation with the CEO.
- Provides oversight to the Management Incentive Program and Associate Incentive Program.
- Assists CEO in employee benefits and employee relations issues.
- Assists CEO in formulating policy relative to staff selection and evaluation.
- Keeps the organization informed about employment law issues at the national, state and local levels.

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HONORARY MEMBER JOB DESCRIPTION

- ❖ Agree to serve at least a one-year term, renewable.
- ❖ Be an advocate for Prevent Blindness.
- ❖ Permit your name to appear on corporate stationery.
- ❖ Lend name to key initiatives – i.e. People of Vision Honoree recruitment, foundation/grants-making letter of support/visit.
- ❖ Demonstrate leadership in making a personal annual gift at a meaningful level within your own means. Encourage support of your company and other personal/professional contacts.
- ❖ Serve as a member of the People of Vision Steering Committee (one meeting).

About Prevent Blindness

Founded in 1908, Prevent Blindness is the nation's leading volunteer eye health and safety organization dedicated to fighting blindness and saving sight. The Ohio Affiliate of Prevent Blindness is Ohio's leading volunteer nonprofit public health organization dedicated to preventing blindness and preserving sight. We serve all 88 Ohio counties, providing direct services to more than 1,000,000 Ohioans annually and educating millions of consumers about what they can do to protect and preserve their precious gift of sight. For more information or to make a contribution, call 800-301-2020. Or, visit us on the web at www.pbohio.org or facebook.com/pbohio.

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5



PROGRAMS AND SERVICES

PBO's VISION IS VISION!

The Ohio Affiliate of Prevent Blindness is the statewide consumer advocate for sight conservation. We promote eye health and safety while working to find the cure for blinding eye diseases.

Founded in 1908, Prevent Blindness the nation's leading volunteer eye health and safety organization dedicated to fighting blindness and preserving sight. The Ohio Affiliate of Prevent Blindness serves all 88 Ohio counties, providing direct services to more than 1,000,000 Ohioans annually and educating millions of consumers what they can do to protect and preserve their precious gift of sight.

Prevent Blindness provides services statewide and have Chapter Offices in Cleveland, Dayton, Cincinnati and Toledo, with the state office located in Columbus.

Why is the work of PBO so important?

Because vision loss is everyone's problem, whether you are a child struggling with amblyopia or a senior facing vision loss due to glaucoma, Prevent Blindness recognizes the overwhelming need to preserve sight and is taking a variety of approaches to stop needless loss of sight. PBO is working through public education initiatives, preventative education and treatment, and advocating on behalf of consumers to ensure vision safety and access to eye care.

Better vision for all Ohio through partnership...

PBO is working in partnership with hundreds of organizations throughout Ohio to ensure healthy sight for life through a variety of different programming approaches that:

- serve individuals that are uninsured for vision care,
- educate children, adults, and seniors about their vision,
- provide the skills and equipment necessary for organizations to provide early detection of vision problems and educational information to their clients.

Continue reading to find out more about our education and programming initiatives that can help you and your clients maintain healthy vision.

Vision Preservation Programming and Educational Initiatives

Adult and Preschool Vision Screening Training- Prevent Blindness provides vision screening training, equipment and certification to health care providers, social service providers, preschool and senior care staff, and community groups so that they are able to provide vision screenings and referrals to the populations they serve. Screeners serve more than 350,000 preschoolers, adults and seniors annually in Ohio!

EyeWatch- Eye Health Advocate Presentation Toolkit- The goal of the EyeWatch Initiative is to decrease the incidence of preventable vision loss among Ohio's high risk adult populations through promotion of healthy lifestyles, early detection and treatment, and increased use of eye care access. Prevent Blindness has developed an EyeWatch Eye Health Advocate Toolkit that contains three PowerPoint presentations on age-related eye diseases, vision resources, and healthy living. The toolkits also provide handouts, brochures, and questionnaires to support each of the presentations.

PBO delivers orientation and training on use of these kits to professionals/volunteers recruited from aging network/health organizations that have a commitment to deliver eye health educational information and services to their constituents. PBO provides access to eye health education resources, services and programming. Targeted agencies/organizations for this program are those that have access to a large network of consumers in high risk populations.

Vision Conferences and Research Summits- Prevent Blindness is committed to educating key groups about the growth of vision problems and the important role that research, public health, clinicians, and the patients themselves play in reducing unnecessary vision loss. This effort is supported by annual statewide conferences highlighting specific eye diseases such as age-related macular degeneration and diabetic retinopathy that bring together internationally known researchers with public health agencies, government officials, funders, and patients to discuss solutions to the growth of age related eye diseases.

Prevent Blindness is also supporting future researchers through the Young Investigators Student Fellowship Award. The PBO Fellowship Award was designed to provide training support for future generations of outstanding female scientists committed to pursuing biomedical, behavioral or clinical research careers relevant to the mission of Prevent Blindness – to prevent blindness and preserve sight.

Vision Care Outreach Program- The purpose of the Vision Care Outreach program is to provide access to donated comprehensive, professional eye exams, follow-up care, education and eyewear to medically indigent children, youth, families and homeless/uninsured adults. The program serves those up to 200% federal poverty level who are uninsured or underinsured. The ultimate goal of the VCO program is to reduce the incidence of unnecessary vision loss and impairment.

The VCO program uses a vast network of social service agencies, eye and other health care professionals, hospitals, optical companies and others to provide donated preventive vision care for disorders as easily correctable as myopia (near- sightedness) to more serious diseases such as diabetic retinopathy or glaucoma to indigent populations. PBO trains and equips staff of local healthcare and social service agencies (VCO partner agencies) to conduct vision assessments for their clients. Through PBO, agency clients receive access to eye exams, eyeglasses and surgical care when needed at no or low cost to the recipient.

Educational Brochures and Websites- Prevent Blindness has a wide variety of brochures, fact sheets and information available on eye health and safety topics- ranging from common vision problems to uveitis and workplace safety. PBO is able to provide these materials to community organizations, health care providers, and companies throughout Ohio to support the eye health education of their constituents. Even more information can be found online at www.pbohio.org.

Vision Advocacy- Prevent Blindness has established itself as an advocate for the vision care needs of Ohio consumers. Advocating for all Ohio citizens regarding issues of vision safety in regards to fireworks, vision and safe driving, access to eye health care, and providing policy makers with the information they need to fight the future problem of vision loss in Ohio's senior population. By the year 2030, an estimated 2.5 million Ohioans will be faced with vision problems such as age-related macular degeneration, glaucoma, cataract, and diabetic retinopathy. All Ohioans can join this fight by going to www.pbohio.org and selecting the Advocacy link to voice their opinions on current issues and legislation.

To find out more about Prevent Blindness, Ohio Affiliate or any of the programming opportunities listed above contact us at 1-800-301-2020; 1500 W. 3rd Ave., Suite 200 Columbus, Ohio 43212; or via the internet at www.pbohio.org.

Vision Problems in Ohio

Common Eye Diseases

Macular Degeneration

Central vision and color perception loss, distorted or fuzzy vision, difficulty with reading or facial recognition. Leading cause of vision loss for people 65 and older.



Cataract

Blurry, hazy, multiple images, glare sensitivity, color perception loss, decreased night or low-light vision. More common after age 55.



Glaucoma

Side vision loss, tunnel vision, blurred central vision, seeing colored rings on lights. More common after age 40.



Diabetic Retinopathy

Patches of vision loss (floaters or blind spots), cloudy vision, glare sensitivity, decreased night or low-light vision. 40% of individuals with diabetes have diabetic retinopathy.



While half of all blindness is preventable, with the growth in the aging population and the increased incidence of diabetes, the prevalence of eye disease and vision loss is an increasingly significant public health and personal concern.

The Growth of Vision Loss in Ohio

Statistics from the 2012 *Vision Problems in the U.S.* report on the four leading causes of vision loss indicate alarming increases in Ohio since the 2000 report was issued.

- 88,546 people age 50 and older have age-related macular degeneration, a 25% increase.
- 991,628 people age 40 and older have cataracts, a 13% increase.
- 105,889 people age 40 and older have open-angle glaucoma, a 15% increase.
- 284,631 people age 40 and older have diabetic retinopathy, a 31% increase.
- The number of Ohio seniors affected by aging eye diseases is expected to double over the next 30 years as the Baby Boomer generation ages.

The Economic Impact of Vision Problems in Ohio

According to the report, *The Cost of Vision Problems: The Economic Burden of Vision Loss and Eye Disorders in the United States*, **the estimated annual financial burden to the Ohio economy due to vision problems, refractive errors, visual impairment, and blindness is \$5.4 billion.**

Direct costs of approximately \$2.6 billion include medical costs for diagnosed disorders, medical costs attributable to low vision, medical vision aids, vision assistive devices and adaptations, and direct services including special education and assistance programs.

Indirect costs of approximately \$2.8 billion capture the burden of consequences of low vision, including productivity losses, long-term care, informal care, and the costs of transfer and entitlement programs.



Our Vision Is Vision®

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*Direct costs include medical, aids/
devices, education/school screening,
and assistance programs

*Indirect costs include productivity
loss, nursing home care, informal
care, etc.

Vision Problems in Ohio

Total Population: 11,536,504

Common Eye Diseases

Macular Degeneration

Central vision and color perception loss, distorted or fuzzy vision, difficulty with reading or facial recognition. Leading cause of vision loss for people 65 and older.



Cataract

Blurry, hazy, multiple images, glare sensitivity, color perception loss, decreased night or low-light vision. More common after age 55.



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Side vision loss, tunnel vision, blurred central vision, seeing colored rings on lights. More common after age 40.



Diabetic Retinopathy

Patches of vision loss (floaters or blind spots), cloudy vision, glare sensitivity, decreased night or low-light vision. 40% of individuals with diabetes have diabetic retinopathy.



Understanding the prevalence and cost of eye disorders helps policymakers develop better plans for preventing and treating vision problems. If appropriate preventive steps are not taken, costs will skyrocket as the population of Ohio ages and life expectancy increases. The number of Ohio residents with impaired vision, including blindness, could double in the next three decades. Since 2000, the incidence of age-related macular degeneration has increased by 25%, affecting approximately 88,546 Ohioans; the number of people with cataract has increased 15%, affecting approximately 991,628 Ohioans; the incidence of diabetic retinopathy is up 31%, affecting 284,631 individuals; and the number of people with glaucoma is up 15%, affecting 105,889 people. The total cases of vision problems in Ohio is 3,623,503.

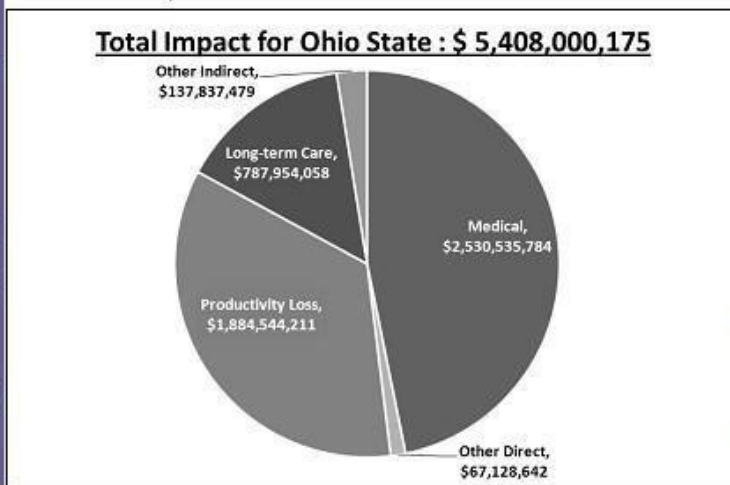
Blindness and vision impairment affects one's ability to drive, read, work, learn, stay active in the community, and/or take care of household tasks. Declines in these abilities can lead to social isolation, depression, increased risk of falls and injuries that, unfortunately, can create an emotional and economic toll on individuals and their families.

Prevalence of Vision Problems in Ohio

Population (estimates based on 2010 Census data)	Total	Male	Female	White	Black	Hispanic	Other
Hyperopia Age 40+	584,826	232,161	352,665	540,782	29,951	5,640	8,452
Myopia Age 40+	1,397,664	634,056	763,608	1,275,293	80,444	16,380	25,551
Age-related Macular Degeneration Age 50+	88,546	30,247	58,299	83,796	3,642	445	663
Cataract Age 40+	991,628	387,294	604,334	887,941	78,512	10,204	14,970
Diabetic Retinopathy Age 40+	284,631	133,145	151,486	240,584	31,323	7,147	5,578
Glaucoma Age 40+	105,889	40,611	65,278	81,766	20,419	1,295	2,459
Visual Impairment Age 40+	116,320	41,592	74,727	105,422	7,878	1,450	1,570
Blindness (est. cases) Age 40+	53,999	17,911	36,088	47,500	5,707	278	564
Total Cases	3,623,503						

The Economic Burden of Vision Problems (in \$ millions)	Ages 0-17	Ages 18-39	Ages 40-64	Age 65+	All Ages
Direct Costs	\$186	\$322	\$858	\$1,221	\$2,587
Indirect Costs	\$24	\$463	\$445	\$1,890	\$2,822
Total Costs	\$210	\$784	\$1,303	\$3,111	\$5,408

The Economic Impact of Vision Problems in Ohio



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*Direct costs include medical, aids/devices, education/school screening, and assistance programs

*Indirect costs include productivity loss, nursing home care, informal care, etc.



Prevent Blindness, Ohio Affiliate Partner Organizations

Partnership Area	Definition
Access for Vulnerable	Comprehensive eye care for uninsured/underinsured
Advocacy	public policy partnership
Eye Health Ed	public/professional information regarding keeping eyes health
Eye Health Safety	public/professional information regarding keeping eyes safe from accidents causing vision loss
Research	basic, clinical, public health and social research
Screening	vision screening for children and adults

Partner Organization	Access for Vulnerable	Advocacy	Eye Health Ed.	Eye Safety Ed.	Research	Screening
American Academy of Pediatrics-Ohio	X	X				X
American College of Emergency Physicians, Ohio Chapter		x		x		
American College of Surgeons		X		X		
American Diabetes Association		X				
American Heart Association		x	x			
AMVETS		x		x		
Association of the Area Offices on Aging		X			X	X
CareNet Access Network-Toledo	X					X
Case Western Reserve Dept. of Ophthalmology					X	
Center for Injury Research and Policy, Nationwide Children's Hospital	x			x		
Centers for Disease Control-ODH	X	X	X	X	X	X
Central Ohio Lions Eye Bank		X				
Chagrin Falls Fire Department		x		x		

Cincinnati Association for the Blind and Visually Impaired	x	x	x	x	x	x
City of Upper Arlington		x		x		
Cleveland Academy of Medicine		x		x		
Cleveland Clinic- Cole Eye Institute	X				X	
Cleveland Sight Center	x	x	x	x	x	x
Clovernook School for the Blind	x	x	x	x	x	x
Columbus Health Department	X	X	X	X	X	
COSI - Columbus			x	x		
Franklin County Dog Shelter		x		x		
Free Clinic Association of Ohio	X					X
Health Policy Institute of Ohio		X			X	
Health Services Advisory Group		x	x			
Healthcare Collaborative of Greater Columbus	X	X	X			X
Lafayette Township-Medina Ohio	x			x		
Luxottica	X					
Mentor Fire Department		x		x		
Miami University					x	
NASA Glenn Research Institute		X	X		X	
National Assoc. of Ped. Nurse Practitioners-Ohio		X	X			X
National Center for Children's Vision and Eye Health	X	X	x		X	X
National Center for Vision and Population Health	x	x	x	x	x	x
National Fire Protection Agency		X		X		
Nationwide Children's Hospital	X	X	X	X	X	X
NEOMED	x			x	x	
Ohio 4 Pups on Patios		x		x		
Ohio Academy of Family Physicians		X	X			X
Ohio Amblyope Registry		X	X	X		X
Ohio Association for the Education of Young Children	X					X
Ohio Association of Children's Hospitals		X	X		X	X
Ohio Association of Community Health Centers	X	X				X
Ohio Association of Gerontology and Education		X	X		X	
Ohio Association of Nonprofit Organizations		X				
Ohio Association of School Nurses	X	X	X	X		X
Ohio Bureau of Motor Vehicles			X	X		
Ohio Bureau of Workers Compensation				X		

Ohio Child Care Resource and Referral Association	X					X
Ohio Committee on Trauma		X		X		
Ohio Department of Aging		X	X		X	X
Ohio Department of Education		X	X	X		X
Ohio Department of Health	X	X	X	X	X	X
Ohio Department of Insurance		X			X	X
Ohio Department of Medicaid	X	X				X
Ohio Fire Officials Association		x		x		
Ohio Head Start Association	X	X	X	X		X
Ohio Injury Prevention Partnership	x			x		
Ohio Insurance Institute		x		x		
Ohio Lions	X					X
Ohio Municipal League		x		x		
Ohio Occupational Therapy Association			x			X
Ohio Ophthalmological Society	X	X	X	X	X	X
Ohio Osteopathic Association		X				X
Ohio Professional Firefighters Association		x		x		
Ohio Public Health Association		X	X	X	X	X
Ohio Safe Kids Coalition	X			X		
Ohio School-Based Health Care Association				X		X
Ohio Society for Public Health Education		x		x		
Ohio State Medical Association		X	X	X		
Ohio State School for the Blind		X				X
Ohio Township Association	x			x		
Ohio Veterans Visual Impairment Team		X	X		X	
Ohioans Against Fireworks	x			x		
OPHA-Vision Section	x	x	x	x		
Opportunities for Ohioans with Disabilities		X			X	X
Opticians Association of Ohio		X	X	X		X
OSU College of Optometry	X	X	X	X	X	X
OSU Department of Ophthalmology	X	X			X	X
Perrysburg Township Fire Department		x		x		
Quarter Horse Congress		x		x		
Rescue Me Ohio		x		x		
Sight Center of NWOH	x	x	x	x	x	x
State Fire Marshal Office				X		
The Humane Society of the United States		x		x		
Truro Township Fire Department		x		x		

University of Cincinnati Dept. of Ophthalmology	X				X	
VCO partners-1699 local clinics, schools, social service org	X	x	x	x	x	x
Vision Service Plan	X					
Voices for Children		X				X
Washington Township Fire Department		X		X		
Willoughby Fire Department		x		x		
Wood County Sherriff's Office		x		x		

6

PREVENT BLINDNESS, OHIO AFFILIATE
POLICIES & PROCEDURES

Policy Name:	Investment Policy
Approved by Committee:	Approved by PBO Budget & Finance Committee on 1/25/2018 for recommendation to the full PBO Board.
Approved by Board:	Approved by PBO Board of Directors on 02/22/2018

INVESTMENT POLICY

This statement of Investment Policy is set forth to:

- Establish a clear understanding of investment policy and objectives for Prevent Blindness, Ohio Affiliate (PBO) assets.
- Assign and define the responsibilities of all involved parties.
- Develop specific guidelines and limitations for the PBO Board of Directors, the PBO Finance and Budget Committee, PBO's President and CEO, and investment manager(s) to insure that assets are being managed in accordance with this policy and with prudent standards as established in common trust law.
- Provide a basis for the evaluation of the investment performance of assets.

This policy is designed to establish an attitude and philosophy that will guide PBO's Board of Directors, PBO's Finance and Budget Committee, PBO's President and CEO, and investment manager(s). It is the intent of this policy to provide investment objectives that are sufficiently specific to be meaningful, but sufficiently flexible to be practical.

Types of Investments

The funds for which PBO's Board of Directors has responsibility include the following:

- Operating, short-term sweep investment accounts, and payroll and benefit accounts
- Unrestricted investment funds (short-term needs and temporarily restricted assets)
- Permanently restricted endowment funds
- Unrestricted/Board Designated long-term investment funds

Description of Fund Types and Fund Balance Goals:

1. Operating, short-term sweep investment accounts, and payroll and benefit accounts

- A. These funds represent amounts set aside for the current operations of PBO.
- B. If PBO's long-term investable funds are less than a year's projected operating expenses at the beginning of the fiscal year, then PBO must have 40% of projected operating expenses available in short-term investable funds on April 1 of that fiscal year to fund negative periods of cash flow throughout that year. Amounts contained in operating and payroll accounts may be included when determining whether the 40% of projected operating expenses are available on April 1.
- C. The goal for these funds is to maximize returns while maintaining an acceptable level of risk and providing cash flow for current operations.

2. Unrestricted investment funds (short-term needs and temporarily restricted assets)

- A. These funds represent amounts set aside for operational cash flow dips as well as funds given to PBO for which the donor's restriction has not yet been met.
- B. The goal for these funds is to maximize the return maintaining an acceptable level of risk and a level of liquidity needed for operational use.

3. Permanently restricted endowment funds

- A. These funds represent amounts designated as permanently restricted by a donor – principal to be held in perpetuity while income earned to be used to further the mission of PBO. Income use can either be restricted or unrestricted by the donor.
- B. The balance should be the sum of all permanently restricted funds.

- C. The goal for these funds is to maximize the value while maintaining long-term investable funds REAL rate of return over time to average 3.5 %.

4. Unrestricted/Board Designated long-term investment funds

- A. These funds present long-term investment funds for PBO.
- B. Generally, PBO will maintain long-term investment funds at a level ranging from 100% to 300% of the annual operating budget.
- C. The goal for these funds is to maximize the return while maintaining long-term investable funds REAL rate of return over time to average 6.0%.

Assignment of Responsibility

Day-to-day management of all funds is delegated by the PBO Board of Directors to the PBO Board Chair, PBO Board Treasurer, and President and CEO. The Board Treasurer will be responsible for evaluating and selecting particular categories (CD's, Money Market, Treasuries, etc.) of investments for operating and short-term needs. The Board Treasurer is delegated the responsibility to select a particular investment within a category of investments (i.e. a particular CD within the CD category).

Upon advice of the PBO Finance and Budget Committee, PBO's Board of Directors may select one or more investment consultants to serve as its advisor pursuant to qualifications established for the position. The investment consultant(s) shall offer investment advice concerning the investment management of the unrestricted/board designated long-term investment funds consistent with this policy. The investment consultant(s) shall acknowledge in writing acceptance of responsibility as fiduciary held to the prudent expert rule. Specific responsibilities of the investment consultant(s) include:

- Assisting in the development and periodic review of investment policy.
- Conducting investment manager searches when requested.
- Reporting monthly investment statements to the CEO and Board Treasurer.
- Reporting quarterly investment benchmarking results to the PBO Budget & Finance Committee.
- Communicating to the PBO Budget & Finance Committee any major changes to economic outlook, investment strategy, or any other factors that affect implementation of the investment process, or the investment objectives.
- Informing the PBO Budget & Finance Committee regarding any qualitative change to investment management organizations e.g., changes in portfolio management personnel, ownership structure, investment philosophy, etc.
- Annually providing to the Board Treasurer and the PBO auditor a current SOC-1 Report.
- Discretionary asset allocation and manager selection.

The investment manager(s) shall have full discretion to make all investment decisions for the assets placed under its jurisdiction pursuant to this policy. The investment manager(s) shall acknowledge in writing acceptance of responsibility as a fiduciary held to the prudent expert rule. Specific responsibilities of the investment manager(s) include:

- Discretionary investment management including decisions to buy, sell, or hold individual securities, and to alter asset allocations within the guidelines established in this policy and its employment contract.
- Reporting quarterly investment performance results to the investment consultant.
- Communicating to the investment consultant any major changes to economic outlook, investment strategy, or any other factors that affect implementation of the investment process, or the investment objectives.
- Informing the investment consultant regarding any qualitative change to investment management organization e.g., changes in portfolio management personnel, ownership structure, investment philosophy, etc.

Policy Regarding Operating, Short-Term Sweep Accounts and Payroll and Benefit Accounts, and Unrestricted Short-term Investment Funds

Operating Funds, and Unrestricted Short-term Investment Funds are those needing the greatest liquidity. The maturity of such investments shall be structured to meet projected cash needs of PBO. The funds shall be invested in short-term investments with maturities of one year or less.

Permitted investments are:

- Depository accounts—demand deposits, checking accounts, overnight sweep accounts, savings accounts, bank money market accounts, certificates of deposit, etc.—with financial institutions having an investment grade rating or better.
- U.S. Treasury bills, notes and bonds. These investments have no limit and shall include securities issued by federal

agencies backed by the full faith and credit of the U.S. government. These investments may be purchased indirectly through a mutual fund exclusively devoted to investment in U.S. Government Securities.

- Money market securities. Money market securities may comprise no more than 25% of the portfolio. Each individual institution must have at least \$500 million total capitalization.
- All depository accounts must be covered within FDIC or SIPC insurance limits.

Policies regarding Permanently Restricted and Long-term Unrestricted Investment Funds

Investment management of the permanently restricted and long-term unrestricted investment funds shall be in accordance with the following asset allocation guidelines. This table serves as the primary asset allocation guideline. All subsequent asset allocation tables for specific investment categories are to be governed by the primary asset allocation table. Specific investment asset allocation strategies may not at any point exceed the upper limits as identified in the primary asset allocation table:

Security Type	Lower Limit	Target Allocation	Upper Limit
Cash Equivalents	0%	2.5%	10%
Fixed Income/Bonds	15%	27.5%	60%
Equities	30%	50%	85%
Alternative Investments	0%	20%	30%

Cash Equivalents

Uninvested funds (small balances) and interest income may be invested in a money market fund maintained by the investment manager.

Fixed Income Securities

Investments in Fixed Income securities shall be in accordance with the following asset allocation guidelines:

Security Type	Lower Limit	Target Allocation	Upper Limit
US Core Fixed Income	10%	22.5%	50%
International Fixed Income	0%	5%	10%

A minimum of two thirds (2/3) of the fixed income portfolio is to consist of U.S. governmental securities and/or U.S corporate investment grade securities. Up to one third (1/3) of the fixed income portfolio may be invested in US corporate securities that are below investment grade or international fixed income securities. The aggregate market value of an investment or security issued by any one company shall not exceed 5% of the fund's fixed income assets measured at market.

Equity Securities

Investments in equity securities shall be in accordance with the following asset allocation guidelines:

Security Type	Lower Limit	Target Allocation	Upper Limit
Core Large/Mid Cap	20%	30%	50%
Small Cap Equities	0%	5%	15%
Developed International	0%	10%	20%
Emerging Markets	0%	5%	10%

The investment objective of the equity portion is to achieve a competitive growth of capital (total return) when compared with various market indices of comparable portfolios over a market cycle (average cycle is five years to ten years).

The portfolio is to consist of equities and cash. The investment manager is responsible for the allocation of assets between these two classes. However, PBO's preference is to be fully invested in equities except for relatively rare market conditions. Market timing is not an acceptable investment strategy.

Equities selections are to consider all common stocks listed on The New York Stock Exchange, The American Stock Exchange, and NASDAQ (National Market) for which there is a strong market providing ready salability of the specific

security. Equity mutual funds may be used as long as these policy guidelines are observed, including the use of American Depository Receipts and international mutual funds.

Alternative Investments

Investments in alternative investments shall be in accordance with the following asset allocation guidelines:

Security Type	Lower Limit	Target Allocation	Upper Limit
Hedge Fund of Funds	0%	14%	18%
REITS – Fund of Funds	0%	3%	10%
Long/Short	0%	3%	10%

The investment objective of the alternative investment portion is to achieve a competitive growth of capital (total return) when compared with various market indices of comparable portfolios over a market cycle (average cycle is five years to ten years), as well as maintaining a low correlation to traditional investments, therefore providing a reduction in expected risk and volatility.

The valuation of hedge fund to funds investments will be done on a monthly basis, with a one-month lag which is standard practice. All pricing and valuations will be the responsibility of the investment manager.

The portfolio need not represent a cross section of the economy. The investment manager is to select the industry groups and concentrations to maximize returns and provide prudent diversification, however, the following restrictions apply:

1. No more than 5% of the portfolio, measured at market, may be invested in the stock of any one corporation.
2. No more than 25% of the portfolio, measured at market value, may be invested in any one sector as defined by the S&P 500. However should the S&P 500 contain a sector that exceeds 25%, the fund's assets may equal and/or exceed by 3 percentage points that specific S&P 500 sector allocation.
3. The style of investment suggests moderate tolerance for capital fluctuation during difficult phases of a market cycle.
4. Except to the extent they are backed by the full faith and credit of the federal government and are deemed by the PBO Budget & Finance Committee to be necessary for the future growth and protection of PBO, the following direct transactions are prohibited (indirect transactions are permitted if held through mutual funds or other indirect vehicles):
 - A. Short sales;
 - B. Put and Call option strategies;
 - C. Margin purchases;
 - D. Securities of investment manager's or consultant's corporation or parent corporation;
 - E. Direct investment in tangible assets such as real estate, oil and gas, precious metals, etc. However, indirect investment in real estate is permitted through a mutual fund that holds shares in real estate investment trusts.

Evaluation Benchmark

Total return of permanently restricted and long-term unrestricted investment funds should be at least comparable to the performance of a policy index based on the strategic asset allocation to various broad asset classes. Specifically, the policy index will be a weighted index that equates to the target allocation for the portfolio defined as follows:

- 2.5% Citigroup 3 Month T-Bill (Fixed Income Money Market)
- 22.5% Barclay's U.S. Government Credit (Fixed Income/Bonds)
- 15% Russell 1000 Value (Large/Mid Cap)
- 15% Russell 1000 Growth (Large/Mid Cap)
- 5% Russell 2000 (Small Cap)
- 10% MSCI EAFE Index (Developed International)
- 5% MSCI Emerging Markets Index (Emerging Markets)
- 5% Citigroup Non-USD World Government Bond Index
- 10% HRFI FOF Conservative Index (Hedge Funds)
- 10% HFRI FOF Strategic Index (Hedge Funds)

We will regularly examine the underlying strategies to ensure they are performing at a reasonable level to their appropriate

benchmark in order to ensure we are utilizing the best of breed strategies in building the multi-asset class portfolio and to decide if and when changes in strategies and/or vehicles should be considered.

Over the investment horizon established in this policy, it is the goal for the long-term investable funds REAL rate of return over time to average 6.0% of the total portfolio.

Total return should be evaluated and analyzed after taking into consideration any and all applicable transaction costs and investment management and advisory fees that impact the net portfolio performance. Total return should be evaluated and analyzed based upon the performance of the entire portfolio, rather than by each specific utilized sub-sector.

Donated Assets

Marketable securities should be sold within three business days (unless the investment manager feels that holding the donated asset is in accordance with the portfolio strategy) with proceeds reinvested in a manner consistent with this PBO Investment Policy and the PBO Gift Acceptance Policy.

Proceeds will be reinvested in a manner consistent with this PBO Investment Policy.

Reviews

The PBO Finance and Budget Committee will carefully monitor and review all investments made pursuant to this policy and the Treasurer will provide regular reports thereon and when necessary to the PBO Executive Committee and the PBO Board of Directors.

This statement of investment policy shall be reviewed at least annually by the PBO Budget & Finance Committee to determine its appropriateness. The PBO Board of Directors must approve any change to the policy.

Conflicts of Interest (Also see PBO's Conflicts of Interest Policy)

Board members and members of the Budget & Finance Committee must disclose in writing to the President and CEO or his/her designee any potential or actual conflicts of interests which exist with regard to PBO's investments.

Investments should generally not be made with companies or brokerages which employ or might otherwise cause conflict with current Board members. In the event that research concludes that a particular investment (e.g. an insured CD) at one of these institutions is comparable to the type of security or deposit being selected, such an investment will be permitted.

Any potential or actual conflicts of interest between any investment advisor and any investment manager must be disclosed by the investment advisor and the investment manager in writing to the President and CEO or his/her designee.

Fiscal Year-End Checklist

- Real Rate of Return
- Fiduciary Responsibility
- SOC-1 Report
- FDIC
- SIPC

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**STANDARDS OF OPERATION
AND BEST PRACTICES**



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INTRODUCTION

The **Standards of Operation and Best Practices** are meant to assist volunteers and staff in self-evaluation activities, and help ensure consistency of operations throughout our network. To ensure a base level of operations, those items listed under the **Standards** are expected of all. The items listed as **Best Practices** represent practices that are highly recommended by national non-profit authorities and Prevent Blindness policies and guidelines.

The Standards of Operation and Best Practices review will be completed by the affiliate at the beginning of each fiscal year and signed by the affiliate CEO and Chairperson.

The review is meant to encourage open dialogue between the affiliate and national organization, discussing both opportunities and challenges toward advancing the Prevent Blindness mission both within the affiliate territory and across the network.

At least once annually, a joint meeting will take place in person or via video/teleconference between the affiliate and national staff leadership. The Standards of Operation and Best Practices will serve as the guide for the discussion.

STANDARDS
MANAGEMENT, GOVERNANCE, ADMINISTRATION

Prevent Blindness affiliates will:	Yes	No*	In Process*
1. Comply with all applicable federal laws and regulations, as well as applicable laws and regulations of the state and local jurisdictions in which they are based or operate:	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
a) Maintain bylaws that are consistent with the articles of incorporation, the laws of the state(s) and which are compatible with the national organization's bylaws and review regularly	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
b) Have on file with national office a current copy of Bylaws and Articles of Incorporation	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
c) Hold a minimum of three meetings of the board of directors per year and shall approve with a quorum:	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
o an operating budget and income goals	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
o program plan	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
o an affiliate audit	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
d) Be current in filing all required reports in its state(s) to be registered as a charitable organization and maintain its authorization to solicit and receive charitable donations and maintain records necessary to meet all federal/state requirements regarding status as a 501(c)3 organization	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
2. Operate pursuant to accounting procedures and practices conforming to Generally Accepted Accounting Principles (GAAP).	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
3. Adopt and implement policies and procedures to ensure that all conflicts of interest, or the appearance thereof, within the organization and the board are appropriately managed through disclosure, recusal and other means (Conflict of Interest Policy) and have board members/staff sign the policy annually.	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
4. Establish and implement policies and procedures that enable individuals to freely come forward with information on illegal practices or violations of organizational policies (Whistleblower Policy).	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
5. Establish and implement policies and procedures to protect and preserve the organization's important documents and business records (Record Retention and Destruction Policy).	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
6. Comply with the Prevent Blindness Financial Management Policy (Financial Management Policy).	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
7. Provide to the national organization:	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
a) The affiliate annual audit report and form 990 (if not prepared by the national office) according to the	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

timeline distributed to the national office			
b) Annual board-approved operating budget for current fiscal year	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
c) Quarterly BMI/ASCAP reports	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
8. Operate under the direction of a multi-year and/or annual strategic/program plan including organizational objectives that will align with the national plan where appropriate and will not be in conflict with the national plan.	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
9. Adopt the organization’s mission “to prevent blindness and preserve sight.”	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

*** For each “no” or “in process” answer, please explain here:**
 (This field will expand as you type in it.) _____

**STANDARDS
HUMAN RESOURCES**

Prevent Blindness affiliates will:	Yes	No*	In Process*
1. Have a written statement of personnel policies, reviewed periodically to ensure compliance with applicable federal, state and local employment laws.	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
2. Have clear, written policies for paying or reimbursing expenses incurred by anyone conducting business or traveling on behalf of the affiliate and/or using a corporate credit card.	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
3. Have a written and board-approved process to review the performance and compensation of the affiliate CEO annually.	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

*** For each “no” or “in process” answer, please explain here:**
 (This field will expand as you type in it.) _____

**STANDARDS
COMMUNITY PROGRAMS, EDUCATION, PUBLIC POLICY**

Prevent Blindness affiliates will:	Yes	No*	In Process*
1. Will follow all Prevent Blindness scientific, public health, and policy position statements; provided an opportunity for affiliate input was given in the adoption process. (If your affiliate has conflict with any position statement, a meeting to resolve the conflict will be necessary).	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
2. Spend a significant percentage, greater than 65%, of its annual budget on programs that pursue our mission to prevent blindness and preserve sight.	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
3. Collect program data and report annual program statistics in a timely manner on metrics established with the national organization. (Program Activity Report).	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

4. Train, certify and report the names of vision screeners according to approved screening protocols (recognizing that individual state requirements supersede national organization protocols where differences exist).	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
5. Provide (in writing) a brief description of the reasons for using and/or testing unapproved screening tools, devices and/or methods, seeking prior approval from the national organization for doing so.	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

* For each “no” or “in process” answer, please explain here:
 (This field will expand as you type in it.)_____

STANDARDS
MARKETING, PUBLIC AWARENESS, ADVOCACY

Prevent Blindness affiliates will:	Yes	No*	In Process*
1. Prepare and publish an annual report on the organization’s mission, program activities and financial information.	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
2. Comply with the national organization’s graphic guidelines, including but not limited to protecting the name and logo usage on all printed materials and the website. Ensure materials have the appropriate copyright indications.	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

* For each “no” or “in process” answer, please explain here:
 (This field will expand as you type in it.)_____

STANDARDS
RESOURCE DEVELOPMENT

Prevent Blindness affiliates will:	Yes	No*	In Process*
1. Ensure solicitation materials and other communications addressed to donors and the public clearly identify the organization and are accurate and truthful.	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
2. Ensure contributions are used for purposes consistent with the donor’s intent.	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
3. Provide donors with specific acknowledgements of charitable contributions, in accordance with IRS requirements, as well as information to facilitate the donor’s compliance with tax law requirements.	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
4. Establish and implement a board-approved policy for gift acceptance that would determine whether accepting a gift would compromise ethics, financial or program focus or create a conflict of interest (Gift Acceptance Policy).	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
5. Respect the privacy of individual donors, and except where disclosure is required by law, not sell or otherwise make available the names and contact information of its donors without providing them an opportunity at least once a year to opt out of the use of their name.	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

6. Any entity engaged in a commercial co-venture relationship must have a written board-approved policy that: a) enumerates the criteria for evaluating commercial co-venture relationships; b) requires a written agreement with the corporation prior to entering the relationship; c) mandates the disclosure of financial support received as a result of the commercial co-venture relationship; d) mandates the development of written operating procedures for the review and approval of commercial co-venture relationships and ongoing evaluation of such relationships. (Guiding Principles for Corporate Relationships).	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
7. Not compensate internal or external fundraisers based on a percentage of the amount raised.	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<p>* For each “no” or “in process” answer, please explain here: <i>(This field will expand as you type in it.)</i> _____</p>			

**RECOMMENDED
BEST PRACTICES**

Prevent Blindness should follow these best practices:

MANAGEMENT. GOVERNANCE. ADMINISTRATION

1. Maintain an unrestricted operating reserve/liquidity equal to at least six months, and not more than three years, operating expense to compensate for fluctuations in cash flow, as well as to provide reasonable security for temporary financial difficulties.
2. Develop an investment policy, including a spending policy.

HUMAN RESOURCES

1. Have job descriptions of all employee positions.
2. Offer employee benefits for all eligible employees.
3. Offer employee training and development programs for all eligible employees.

COMMUNITY PROGRAMS. EDUCATION. PUBLIC POLICY

1. Use the national database to report training and screening data, public and professional education programs, and other services.
2. Have a strong referral and follow-up component as an integral part of the vision screening

- | |
|--|
| programs. |
| 3. Participate in national advocacy efforts, including Eyes on Capitol Hill and advocacy efforts that arise throughout the year. |
| 4. Establish and maintain relationships with state and federal elected and public health officials. |
| 5. Conduct regular reviews of the affiliate's training and screening procedures to ensure quality and alignment with the national organization. |
| 6. Coordinate national and local assistance programs whenever possible to assist those in need of vision health care (Sight for Students, One Sight, VSP Mobile Eyes Program, etc. |
| 7. Have a current resource directory of eye care and vision related services and resources. |
| 8. Refer people requesting services beyond the scope of Prevent Blindness to other organizations and groups offering those services. |

MARKETING. PUBLIC AWARENESS ADVOCACY

- | |
|--|
| 1. Utilize the public awareness materials/campaigns prepared and distributed by the national marketing department, i.e., monthly observances and disease specific campaigns. |
|--|

RESOURCE DEVELOPMENT

- | |
|---|
| 1. Participate in nationwide partnerships and initiatives in their territory. |
| 2. Receive financial support from 100% of its Board of Directors and ask members to solicit others for financial support. |
| 3. Participate in the nationwide direct mail and direct mail acquisition program. |
| 4. Maintain a donor data base. |
| 5. Have a planned giving program in place. |

CERTIFICATION STATEMENT

We, the undersigned, certify that the information provided herein, and in any accompanying documents, are accurate to the best of our knowledge.

Board Chair Sherry Lewis

CEO _____



Date 5-3-18

Date 5-3-18



STANDARDS FOR EXCELLENCE

Application Package and Checklist

The application package and checklist for the Standards for Excellence voluntary certification program consists of this form and attachments that the organization will supply and label according to these instructions. OANO may request additional documentation or information for clarification purposes.

Please read the Standards for Excellence and this application package thoroughly before beginning the application process. For questions and concerns, please call Mary Williams at 614-280-0233 / 888-480-6266.

Name of organization: Prevent Blindness, Ohio Affiliate

(Is the organization known by other names or acronyms? Prevent Blindness Ohio, National Society to Prevent Blindness, PBO)

Address: 1500 West Third Avenue, Suite 200, Columbus, Ohio 43212

Phone: 614-464-2020 Fax: 614-481-9670

E-mail address: info@pbohio.org Website address: www.pbohio.org

Number of paid staff (please provide the approximate number of full-time equivalents): 15

Number of volunteers (not including board members): 4000

Total expenditures (last fiscal year completed): \$1,683,435

Organization's fiscal year runs from 4/1 to 3/31

Name of individuals primarily responsible for assembling this application package and checklist:

Sherill K. Williams, President & CEO

Kate Quinn, Director of Administrative Services

Certification Statement

We certify that the information provided in this Standards for Excellence Application Package and Checklist is true and correct, policies outlined are followed, and all licenses, permits, insurance, and governmental approval necessary for operations have been obtained.

Chair of Board



Signature

Michael D'Ippolito

Print name

Nationwide Insurance, 215 N. Front St., Columbus, OH 43215

Address

614-348-0751

Phone

Chief Professional Officer



Signature

Sherill K. Williams, CEO

Print name

Prevent Blindness, Ohio Affiliate, 1500 W. 3rd Ave., Ste. 200, Columbus, OH 43212

Address

614-464-2020, x 102

Phone

STANDARDS FOR EXCELLENCE

OANO encourages organizations to contact the association for assistance in implementing the policies and practices described in the Standards. Training programs and extensive written educational materials are available. Our intent is that every applicant will ultimately be successful in achieving compliance with the Standards for Excellence.

Application Instructions

1. Read the Standards for Excellence.
 2. Read and complete the application package and checklist and assemble requested documents.
 3. Send **3** copies of the completed application package on USB Flashdrive, requested attachments, and application fee to OANO. The application fee is based on an organization's annual operating budget and ranges from \$500 to \$2500. The application fee is non-refundable.
- We recommend that organizations interested in participating in this program appoint a Standards for Excellence committee or task force made up of board members and key staff to work together in assembling this comprehensive application.
 - Applicants are invited to use this application and the accompanying documents to illustrate the organization's implementation of the 58 standards. If one or more of the standards is not appropriate for the organization, please write "n/a" in the space provided on the application package checklist and provide a detailed explanation of the special circumstances that preclude the applicant from implementing the standard.
 - All attachments should be coded with numbers provided in these instructions. Attachment codes are indicated in the left hand column of the application. Applicants may prefer to provide page numbers on all pages of attachments to organize application materials.
 - If an attachment is submitted to satisfy more than one standard, provide one copy of the document with all applicable attachment codes clearly indicated.
 - For questions that request a narrative answer, please keep responses to one page or less. (with the exception of the program evaluation section which may require longer responses).
 - To speed the application and peer review process, carefully check to be sure all attachments are enclosed. See last page of application package for a complete list of requested attachments.



Application Review Process

Once an application package is received, Ohio Association of Nonprofit Organizations (OANO) staff will conduct an initial review of the materials. At that point, staff will contact the applicant organization if additional information or clarification is needed via phone, letter, e-mail and/or in-person consultation. Completed application packages will be forwarded to a team of trained peer reviewers. The team will thoroughly review the application package and make a recommendation to the Standards for Excellence Advisory Committee. At this time, staff may request an in-person consultation to discuss clarification or additional information needed as a result of the peer review team meeting. The Advisory Committee makes the final recommendation to accept an organization's application. Applicants may request reconsideration by the Advisory Committee or the OANO Board of Directors if not satisfied with the initial decision.

- Every effort will be made to avoid conflicts of interest in the peer review process. Peer reviewers will be required to disclose their interests and organizational involvements in an annual disclosure form. Applicants will be given the opportunity to identify peer reviewers who may have a conflict of interest.
- Peer reviewers and staff will adhere to a strict policy to safeguard the confidentiality of all aspects of the application submitted and applicant organization. The identity of peer reviewers evaluating specific applications will remain anonymous to the public and applicant organizations.
- Applicants should keep a copy of the completed application and accompanying materials for future reference.

Standards for Excellence Program

- Materials submitted will not be subject to public inspection and will be viewed only by OANO staff and individuals involved in the peer review process—unless permission is granted by the applicant organization to allow others to view documents.
- Only organizations that have successfully completed the certification process will be publicly announced.
- The Standards for Excellence logo will be awarded for three years based on licensing guidelines governing the seal.

This application requests many different policies and written descriptions of organizational procedures and practices. Some policies requested must be approved by the board of directors. For board-approved policies, the date of board approval is requested. Other policies requested may be management or operational policies. For these policies, applicants should note that policies have been implemented or enacted in the organization and provide documentation.



I. MISSION AND PROGRAM

A. Mission, B. Organizational Evaluation

- I-a X Attach the organization's written mission statement. (Standard IA1)
 • When did the board of directors most recently review the organization's mission statement?
 08/20/15 (Standard IB1)
- I-b X Describe the organization's current activities, indicating how activities are consistent with the organization's mission statement. (Standard IA1)
- I-c X Describe the organization's planning process, indicating who is involved by role/position. Attach a strategic plan or similar documentation which came out of this process. (Standard IB2)
- I-d X Describe the specific review of the organization's infrastructure and internal systems (including technology) that was a part of this planning process. If you have attached a strategic plan, indicate the particular sections by page and title that address infrastructure. (Standard IB3)

C. Program Evaluation

- I-e X Attach a list of the organization's programs. Indicate the percentage of total organizational effort that is expended on each program listed. (organizational effort is defined by the organization itself based on any combination of time, funds, and/or other resources) (Standard IC1, IC2)
 Note to applicant: Please provide a brief description of how you define organizational effort.
- I-f X Describe how each of the organization's programs are evaluated. For each program, specifically address what information is collected (qualitative and quantitative), how you measure outcomes in relation to costs (programmatic efficiency), and how you evaluate outcomes for program participants (programmatic effectiveness). Describe how the evaluation methods used are cost effective and/or appropriate for your organization.

 Describe how your evaluation system is used to strengthen and improve your organization and to assess whether you are making progress toward achieving your mission. (Standard IC1, IC2)

 Applicants are encouraged to attach any evaluation tools (reports, questionnaires, templates) that provide further evidence of the organization's program evaluation efforts. (Please use discretion with the number of pages submitted.) (Standard IC1, IC2)

D. Program Service

- I-g X For organizations serving individuals and/or families, attach a copy of the organization's policies regarding program participants and treatment of participants' confidential information. (Standard ID1)
- I-h X Describe how the organization measures the satisfaction of program participants. (Standard ID1)
- I-i X Attach a copy of the organization's grievance procedure to address complaints from program participants. (Standard ID1)



II. GOVERNING BODY

A. Board Responsibilities

- II-a X Attach copies of board minutes from the last 12 months. (Standard IIC5)
- Has the board delegated decision making authority to a committee in any specific subject areas? Yes No If so, what areas? Executive Committee, Budget & Finance - Refer to IIA Overview Page
- II-b X Attach copies of committee minutes for committees which have been delegated decision making authority by the board in areas that otherwise would be a board responsibility (for the last 12 months). (Standards IIA, IIC)
- Indicate date and page of board minutes reflecting the following:
- Board's approval of the organization's most recent budget. 1 / 29 / 15; page 3 (Standard IIA3)
 - Board's most recent annual review of the percent of expenditures spent on program, administration, and fundraising. (Many organizations conduct this review while discussing the organization's annual Form 990 or budget.) 08 / 20 / 15; page 2 (Standard IIA3)
 - Board's most recent evaluation of the executive director. 08 / 20 / 15; page 4 (Standard IIA4)
 - Board's most recent approval of executive director's salary. 08 / 20 / 15; page 4 (Standard IIA4)
 - Who is responsible for the board minutes? Director of Admin Svcs/Board Secretary (Standard IIC5)
 - Where are the board minutes kept? PBO Office (Standard IIC5)
- Are minutes distributed to board and committee members? Yes No (Standard IIC5)
- II-c X Explain how the board of directors engages in ongoing planning activities. (Standard IIA1)
- II-d Attach the organization's most recently approved budget. (Standard IIA3)
- II-e X If the board hired an executive director in the last year, describe the process.
- Please indicate date (year) current executive director was hired. 1986 (Standard IIA4)
- II-f X Describe how the board reviews the organization's overall salary structure (i.e., assessing staff salaries: (1) vertically-comparing the lowest paid to the highest paid; (2) horizontally-comparing similar positions in the organization and industry; and (3) generally relative to the economy). If an organizational chart may help illustrate your review, please attach. Please provide the date of the last review. 02 / 11 / 15 (Standard IIA5)

Please Note: Personnel policies and financial policies covered in Standard IIA2 are requested in Section IV- Human Resources and Section V-Financial and Legal.



STANDARDS FOR EXCELLENCE

B. Board Composition

- II-g X Attach a list of current board members with the following information for each member: name, address, principal employer, occupation, and the date each board member's term expires. Clearly mark the board officers and any employees who serve on the board. (Standard IIB1, IIB3)
- Are any board members related by blood or marriage? Yes No
If so, please explain. (Standard IIB3)
- Are any board members related to staff members by blood or marriage? Yes No
If so, please explain. (Standard IIB3)
- II-h X If any employees serve as voting members of the board, please describe the circumstances that ensure that the employee(s) will not be in a position to exercise undue influence. (Standard IIB2)
- II-i X Describe the process used to ensure adequate board development, rotation of officers and membership, and succession planning. (Standard IIB5)
- II-j X Please provide an explanation of how your board reflects the diversity of the community by addressing the following: (1) Define the community and address its diversity. (2) Assess the board's diversity in relation to the community. Applicants are asked to provide board composition in terms of gender and race. Applicants are also asked to provide board composition broken down by other social and/or demographic characteristics relevant to the organization such as: occupation, age, geographic area, income status, or program participant status. (3) If your organization's board does not reflect the diversity of the community, please describe the steps you are taking to achieve this diversity or why it is not applicable to your mission. (Standard IIB6)
- II-k X Do board members receive compensation for serving as board members (other than reimbursement for out-of-pocket expenses directly related to their board service)? Yes No
If so, provide details of compensation arrangement. (Standard IIB7)

C. Conduct of the Board

- II-l X Describe the process by which the organization selects new board members. (Attachment may be bylaws, minutes from a nominating committee meeting, or other document.) (Standard IIC1)
- II-m X Describe the organization's new board member orientation and education efforts. (Standard IIC1)
- Have all board members received a copy of the Standards for Excellence as part of the orientation process? (Standard IIA6) Yes No
- II-n X Describe the process the board uses to evaluate its own performance. Please provide any questionnaires, forms, or surveys which may illustrate your board evaluation procedure. (Standard IIC1)
- II-o X Attach a copy of the organization's bylaws. Indicate page numbers for the following:
- Term of service for board members defined—page 2 (Standard IIB4)
 - Frequency of meetings—page 5 (Standard IIC3)
 - Attendance for board members—page 5 (Standard IIC4)
 - Participation for board members—page 5 (Standard IIC4)
 - Consequences for noncompliance with board policies—page 3 (Standard IIC4)
 - Circumstances under which committee acts on behalf of board—page 6 (Standard IIC5)
- II-p X Provide any documents that outline expectations for board members. (Standard IIC2)



III. CONFLICT OF INTEREST

A. Conflict-of-Interest Policy

III-a X Attach a copy of the organization's conflict-of-interest policy which covers board and staff and volunteers with significant independent decision making authority and identifies conduct or transactions that raise concerns, outlines procedures for disclosure of actual and potential conflicts and provides for transaction review by uninvolved members of the board. (Standard IIIA1)

B. Conflict-of-Interest Statements

III-b X Attach a copy of the conflict-of-interest statements that board members, staff, and volunteers with significant independent decision making authority must complete which provides space for disclosure of financial interest. (Standard IIIB1)

III-c X Describe how conflict-of-interest statements are used in the organization, including who must complete, how often, and what is done with the completed statements. (Standard IIIB1)

IV. HUMAN RESOURCES

A. Personnel Policies

IV-a X Attach a copy of the organization's personnel policies. (Standards IVA1, IIA2)

- Indicate the date these personnel policies were reviewed and approved by the board of directors. 10 / 23 / 14

• Indicate pages in personnel policies that address the following topics (Standard IVA1, IVB1):

		Employee	Volunteer
• working conditions	page	<u> 5, 23 </u>	<u> n/a </u>
• employee benefits	page	<u> 16-22 </u>	<u> n/a </u>
• vacation	page	<u> 12 </u>	<u> n/a </u>
• sick leave	page	<u> 13 </u>	<u> n/a </u>
• employee evaluation	page	<u> 8 </u>	<u> See II-n </u>
• grievance procedures	page	<u> 5-6 </u>	<u> See I-i </u>
• confidentiality of employee, client and organization records and information	page	<u> 29-30 </u>	<u> 29-30 </u>
• growth and development	page	<u> 16 </u>	<u> See II-i </u>

IV-b X Attach a copy of policies or procedures covering the following. Indicate pages in policies or procedures that address the following topics (Standard IVA2):

		Employee	Volunteer
• initial assessment and screening	page	<u> 5, 7-8 </u>	<u> See II-l or II-m </u>
• assignment to and training for appropriate work responsibilities	page	<u> 7 </u>	<u> See II-i </u>
• ongoing supervision and evaluation	page	<u> 8 </u>	<u> See II-n </u>
• opportunities for advancement	page	<u> 7 </u>	<u> See II-i </u>



STANDARDS FOR EXCELLENCE

B. Employee Performance Evaluation

- IV-c X Describe organization's method for regular evaluation of employees. (If performance evaluations are addressed in personnel policies or other requested documents, label document IV-c and indicate page 8 .) Applicants are encouraged to attach forms or questionnaires used in annual employee evaluation. (Standard IVB1)

C. Employee Orientation

- IV-d X Describe organization's orientation for new employees. Describe how the orientation provides that employees acknowledge the receipt of the organization's personnel policies and the Standards for Excellence in writing. (If employee orientation is addressed in personnel policies or other requested documents, mark document IV-d and indicate page See IV-d). (Standard IVC1)
- IV-c X Attach three sample position descriptions for 1) an exempt employee; 2) a non-exempt employee; 3) a volunteer.

V. FINANCIAL AND LEGAL

A. Financial Accountability

The organization's most recent annual budget was requested in the Governing Board section. (Standard IIA3, VA1)

- V-a X Attach a copy of the organization's most recent Form 990 Internal Revenue Service filing, if applicable; if revenues are under \$25,000 per year, attach the most recent filing of the organization's State of Ohio Charitable Organizations Act Annual Financial Report.
- V-b X If the organization has annual revenue in excess of \$300,000, provide a copy of the organization's most recent audit (including management letter, if any) conducted by a Certified Public Accountant. (Standard VA3)
- V-c X Attach the four most recent internal financial statements or reports. Explain how material variation between actual and budgeted expenditures and revenues is reported to the board. Include document(s) which reflect that this reporting takes place. (Standard VA4)
- V-d X Describe how the organization provides employees with a confidential means to report known or suspected financial improprieties or misuse of organization funds. (If this is included in the employee handbook or personnel policies, label document V-d and indicate page See V-d). (Standard VA5)
- V-e X Attach board-approved financial policies. Indicate pages on which the following board approved topics are addressed: (Standard VA6)
- investment of organization's assets—page See V-e, PBO Investment Policy
 - internal control procedures—page See V-d, Bylaws, page 21
 - purchasing practices—page See V-d, Accounting Manual, pages 7-8
 - unrestricted current net assets—page See V-d, Investment Policy, Pages 1-6
- (If financial policies are addressed in bylaws or other requested documents, mark document V-e and indicate page See V-d, Bylaws, Page 21)

B. Legal Compliance and Accountability

- V-f X Describe how the organization monitors changes in legal and regulatory requirements. (Standard



STANDARDS FOR EXCELLENCE

VB1)

V-g X Does the organization have general liability insurance? Yes No (Standard VB2)

If so, provide a copy of the declaration page.

V-h X Does the organization have directors and officers liability insurance? Yes No (Standard VB2)

If so, provide a copy of the declaration page.

If the organization does not have general liability or directors and officers liability insurance, provide a copy of board minutes indicating that the board specifically considered and elected not to obtain such coverage.

V-i X Describe how the organization internally reviews its compliance with existing legal, regulatory, and financial requirements. (Standard VB3)

VI. PUBLIC ACCOUNTABILITY

A. Annual Report

VI-a X Attach a copy of the most recent annual report available to the public. (Standard VIA1)
(If organization does not produce a single annual report document, attach documents which are available for public inspection and which satisfy the Standards for an annual report: mission and program activities, basic financial data, names of board members and management staff.)

B. Public Access

VI-b X Describe the procedures the organization has in place for allowing members of the general public to provide input to the organization. (Standard VIB1)

- List the individual in the organization who is responsible for assuring that the organization complies with the letter and the spirit of state and federal disclosure laws. (Standard VIB2)

Name Sherill K. Williams

Title CEO

VII. FUNDRAISING

A. Fundraising Activities

VII-a For the last five years, provide the total amount of charitable contributions raised from fundraising activities and the total amount of funds spent on fundraising. (Standard VIIA1) Please include regular fundraising as opposed to fundraising in capital campaigns.

Year (Period)	Total Raised from Fundraising	Total Spent on Fundraising	Ratio
14-15	\$1,683,434	\$150,346	9%
13-14	\$1,637,043	\$136,865	7%
12-13	\$1,617,086	\$150,063	9%
11-12	\$1,733,273	\$142,558	9%



STANDARDS FOR EXCELLENCE

10-11

\$1,586,789

\$145,017

8.7%

If the amount raised from fundraising activities is not at least three times as large as the amount of money spent on fundraising over a five year period, either demonstrate that the organization is making steady progress toward achieving this goal or justify why a 3:1 ratio is not appropriate for the organization. (Standard VIIA1)

The requested fundraising attachments will be judged for compliance with the fundraising section of the Standards for Excellence, the Ohio Charitable Organizations Act (Chapter 1716 Ohio Revised Code), and the Internal Revenue Service disclosure requirements.

- VII-b X Attach copies of the organization's last three solicitation materials.
(e.g., fundraising letters, grant applications, scripts developed for paid solicitors or volunteers)
(Standards VIIA2, VIIA3)
- VII-c X Attach copies of four fundraising receipts or acknowledgments provided for the following types of gifts: (1) charitable gifts under \$250; (2) charitable gifts over \$250; (3) charitable gifts given in which the donor receives something in return for his/her contribution; and (4) in-kind charitable gifts.
- VII-d X Attach one copy of a pledge card or response device issued by the organization in fundraising activities.
- VII-e X Describe practices and/or procedures of the organization that serve to assure that the organization honors the known intentions of the donors. (Standard VIIA4)

B. Donor Relationships and Privacy

- VII-f X Provide copies of the organization's fundraising policies or describe the organization's fundraising procedures that address the following topics (policies may be management policies rather than board-approved policies):
- privacy of donors (Standard VIIB1)
 - confidentiality of information donors reasonably would expect to be private (Standard VIIB1)
 - provision for donors to state that they prefer to remain anonymous and that their name, the amount of their gift, or other information not be publicly released (Standard VIIB2)
 - provision for donors to have their names removed from any mailing lists other than the organization's (Standard VIIB3)
 - honor requests by a donor to curtail repeated mailings or telephone solicitations generated from in-house lists (Standard VIIB4)
 - insure that personal solicitations are free from undue influence or excessive pressure, and are respectful of the needs and interests of the donor or potential donor (Standard VIIB5)
- (If found in bylaws or other requested document, label document VII-f.)

C. Acceptance of Gifts

- VII-g X Attach a copy of the organization's board-approved fundraising policy governing acceptance of gifts which includes: procedures that determine limits on individuals or entities from which the organization will accept a gift, purposes for which donations will be accepted, type of property accepted, and whether to accept an unusual or unanticipated gift in light of mission and organizational capacity. (Standard VIIC1)



STANDARDS FOR EXCELLENCE

D. Employment of Fundraising Personnel

Are the organization's fundraising personnel, either employees or independent consultants, compensated based on a percentage of the amount raised or other commission formula? Yes No (Standard VIID1)

VII-h X If you have employed fundraising consultants or professional solicitors in the past 12 months, please provide their names and a description of the services rendered (with the exception of grantwriters who are not required to register as a counsel or solicitor). (Standard VIID2)

VII-i X Describe how the organization monitors any parties (staff, volunteers, consultants, contractors, other organizations, businesses) who are soliciting contributions on behalf of the organization, if applicable. (Standard VIID3)

VIII. PUBLIC AFFAIRS AND PUBLIC POLICY

A. Public Policy Advocacy

Does the organization engage in advocacy? Yes No
Keep in consideration that advocacy is defined as "active support...(for)...a cause, idea, or policy." (*American Heritage Dictionary*) while lobbying is considered a special type of advocacy. Lobbying generally consists of communications that are intended to influence *specific legislation* (*Advocacy Forum, Being a Player, 1991*).

Does the organization have a paid lobbyist? Yes No
If so, is this person registered with the Ohio Joint Legislative Ethics Committee? Yes No

VIII-a X Attach the board-approved advocacy policy which defines the process by which the organization determines positions on specific issues. (Standard VIIIA1)

B. Public Education

VIII-b X Describe the process by which any educational information provided to the media or distributed to the public is reviewed for (1) factual accuracy and (2) sufficiency of contextual information. (Standard VIIIB1)

VIII-c X Attach the three most recent public education/advocacy documents the organization has released or indicate that such documents have not been produced (example: letters to members of organization, letter to the editor, letters to legislators, newsletters, etc.). (Standard VIIIB1)

C. Promoting Public Participation

VIII-d X If the organization engages in promoting participation in community affairs, describe how the organization assures that its activities are strictly nonpartisan. (Standard VIIIC1)

IX. OTHER-LAWSUIT DISCLOSURE

IX Are there currently, or have there been in the last five years, any lawsuits or formal administrative complaints (such as Equal Employee Opportunity Commission suit or a complaint pending before a regulatory body) brought against the organization? Yes No
Please describe such lawsuits or administrative complaints (or any pending administrative complaints or lawsuits). Address the following: (1) involvement of senior staff as subjects of lawsuit(s); (2) board involvement responding to the lawsuit(s); and (3) finding of liability or guilt.



STANDARDS FOR EXCELLENCE

Standards for Excellence requested documents/policies:

Mission and Program

- I-a Mission statement
- I-b Description of how organization's current activities are consistent with mission
- I-c Description of organizational planning activities
- I-d Review of infrastructure, including technology
- I-e List of programs; percentage, description of organizational effort
- I-f Description of program evaluations/sample evaluations
- I-g Program participant policy
- I-h Description of program participant satisfaction and/or dissatisfaction measures
- I-i Grievance policy for program participants

Governing Body

- II-a Board minutes from the last 12 months
- II-b Committee minutes from the last 12 months
- II-c Explanation of how board engages in ongoing planning
- II-d Most recently approved budget
- II-e Description of executive director search and hire process
- II-f Description of board's review of salary structure
- II-g List of current board members (name, address, principal employer, occupation, term-end date)
- II-h Rationale for employees serving on board
- II-i Board development, rotation, succession process
- II-j Description of board diversity
- II-k Details of board member compensation arrangement
- II-l Description of board selection and recruitment process
- II-m Description of board orientation process
- II-n Description of board evaluation
- II-o Organization bylaws
- II-p Board member expectations

Conflict of Interest

- III-a Conflict-of-interest policy
- III-b Conflict-of-interest statement
- III-c Explanation of conflict-of-interest statement use

Human Resources

- IV-a Personnel policies
- IV-b Policies and procedures
- IV-c Description of employee performance evaluations
- IV-d Description of employee orientation
- IV-e Sample position descriptions

Financial and Legal

- V-a Most recent form 990/Ohio Annual Financial Report
- V-b Audit for most recently completed fiscal year with material variation reported
- V-c Four most recent internal financial statements
- V-d Explanation of how employees can confidentially report financial improprieties/misuse of funds
- V-e Financial policies governing investment of resources, internal control policies, purchasing, net assets
- V-f Description of monitoring changes in legal and regulatory requirements
- V-g General liability insurance declaration page or minutes from meeting at which general liability insurance was discussed
- V-h Directors and officers liability insurance declaration page or minutes from meeting at which directors and officers insurance was discussed
- V-i Description of internal review of compliance with existing legal, regulatory, and financial requirements

Public Accountability

- VI-a Annual report (or documents comprising annual report)
- VI-b Explanation of how members of the public can provide input to the organization

Fundraising

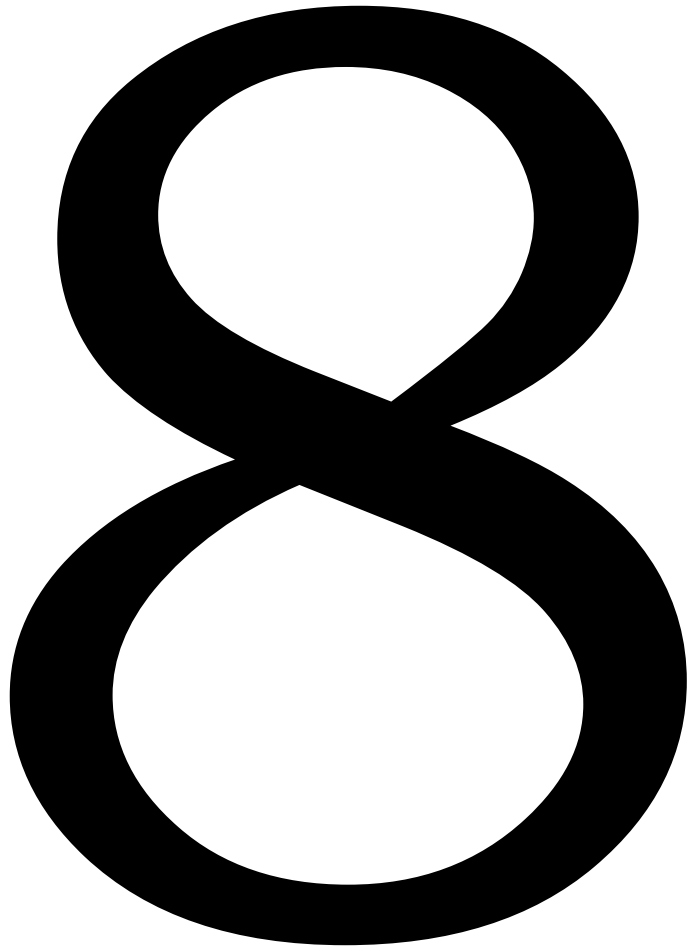
- VII-a Fundraising results for last 5 years and explanation of fundraising ratios
- VII-b Three most recent solicitations and promotional materials
- VII-c Four receipts used in fundraising
- VII-d Pledge card or response device used in fundraising
- VII-e Description of organization's procedure for honoring donor requests
- VII-f Fundraising policies or procedures
- VII-g Acceptance of charitable gifts policy
- VII-h List of fundraising consultants or professional solicitors hired in the last 12 months
- VII-i Explanation: how organization monitors any parties soliciting contributions

Public Policy and Public Affairs

- VIII-a Policy for determining positions on public policy issues
- VIII-b Explanation: how organization insures accuracy and sufficiency of information for public education
- VIII-c Three most recent public education/advocacy pieces
- VIII-d Explanation: how organization insures that its activities are strictly nonpartisan

IX Lawsuit disclosure





**PREVENT BLINDNESS, OHIO
AFFILIATE**

**Annual Calendar of
Events & Meetings
2020-2021**

Last Update: April 9, 2020

April 2020

Women's Eye Health and Safety

Women often manage family health concerns. Do you know how to protect your sight? Hormonal changes, age and smoking can endanger sight. Information on women's and family eye-health issues will be provided.

- 8 Miami Valley Ohio Executive Council Meeting, Noon-1:15pm, Teleconference , Dayton
- 9 PBO Management Staff Meeting, 2pm, PBO Office Teleconference, Columbus
- 9 PBO Volunteer Leadership Recruitment and Development Committee, 4-6pm, Teleconference , Columbus
- 22 SWOH Nominating Committee Meeting, 8:30-9:30am, Teleconference
- 24 PBO Advocacy Committee Meeting, 8-9am, Teleconference

May 2020

Ultraviolet Awareness Month

Exposure to UV rays can burn delicate eye tissue and raise the risk of developing cataracts and cancers of the eye. Protecting your eyes from UV dangers and choosing the right sunglasses will be the topic of the month.

- 6 PBO Marketing and Development Committee Meeting, Noon-1pm, PBO Office, State Office & Chapters
- 14 PBO Board Meeting 4-6 pm, Teleconference Only
Club, Hilliard
- 14 Miami Valley Ohio Nominating Committee Meeting, Noon-1pm, Levin Family
Foundation, Dayton
- 21 NWOH Nominating Committee Meeting, 4-5pm, Teleconference
- 21 NEOH Nominating Committee Meeting, 8-9am, Northeast Ohio Chapter Office, Mayfield Heights
- 25 Holiday
- 27 SWOH Executive Council Meeting, 8-9am, Messer Construction Co., Cincinnati
- 28 NEOH Executive Council Meeting, Noon-2pm, Roetzel, Cleveland

June 2020
Cataract Awareness Month

Cataract is the leading cause of blindness in the world. There are close to 22.3 million Americans age 40 and older with cataracts. More than half of all Americans will have cataracts by age 80. Prevent Blindness America will offer tips about prevention and information about surgery.

- 4 NWOH Executive Council Meeting, Noon-1:30pm, Shumaker, Loop & Kendrick, Toledo
- 12 PBO Community Service Committee Meeting, 8-9 am, PBO Office, State & Chapters
*Chapters combined with State Community Service Committee Meetings
- 23 PBO Budget & Finance Committee Meeting, 4-6pm, PBO Office, Columbus

July 2020
Fireworks Safety Month

Activities during this period will alert parents and children to the dangers of playing with fireworks. Prevent Blindness America will offer safer ways to celebrate the Fourth of July.

- 2 Fireworks Safety Press Conference, Time and Location TBD
- 3 Holiday
- 8 Miami Valley Ohio Executive Council Meeting, Noon-1:15pm, Levin Family Foundation, Dayton
- 13 NEOH Swing for Sight Golf Tournament, 10-8pm, Lake Forest Country Club, Hudson
- 15 National Vision Summit, 7:30-3:30pm, National Press Club, Washington, D.C.
- 27 Swing Fore Sight Golf Tournament, 10-8pm, Heritage Golf Club, Hilliard

August 2020
Children's Eye Health and Safety Month

Included in this month will be information about amblyopia, a condition that can affect two to three percent of children and cause permanent vision loss. Also included will be tips about preventing eye injuries in children, signs of possible eye problems and general eye health.

- 5 PBO Marketing and Development Committee Meeting, Noon-1pm, PBO Office, State Office & Chapters
*Chapters combined with State Development Committee Meetings
- 7 PBO Advocacy Committee Meeting, 8-9am, Paul's Pantry, Columbus
- 12 SWOH Executive Council Meeting, 8-9am, Messer Construction Co., Cincinnati
- 13 Miami Valley Ohio Nominating Committee Meeting, Noon-1pm, Levin Family Foundation, Dayton
- 20 PBO Board of Directors Meeting, 4-6pm, VSP, Columbus
- 20 NWOH Nominating Committee Meeting, 3-4pm, Teleconference

- 20 NEOH Nominating Committee Meeting, 8-9am, Northeast Ohio Chapter Office, Mayfield Heights
- 24 SWOH Swing Fore Sight Golf Tournament, 10 am-8 pm, Shaker Run Golf Club, Lebanon
- 27 NEOH Executive Council Meeting, Noon-2pm, Roetzel, Cleveland
- 26 PBO All Staff Meeting, 9:30-3:30pm, Location TBD

**September 2020
Sports Eye Safety Month**

There are thousands of eye injuries a year related to sports and hazards around the house. Tips on how to protect yourself and your children from such eye injuries will be discussed.

- 3 NWOH Executive Council Meeting, Noon-1:30pm, Shumaker, Loop & Kendrick, Toledo
- 7 Holiday
- 17 Human Resources Committee Meeting, 4-6pm, PBO Office, Columbus
- 18 PBO Community Service Committee Meeting, 8-9am, PBO Office, State Office & Chapters
*Chapters combined with State Community Service Committee Meetings
- 22 PBO Budget & Finance Committee Meeting, 4-6pm, PBO Office, Columbus
- 23 SWOH Nominating Committee Meeting, 8:30-9:30am, Teleconference
- 28 NEOH Swing Fore Sight Golf Tournament, 10-8pm, Lake Forest Country Club, Hudson
- 28 State Swing Fore Sight Golf Tournament, 10-8pm, Heritage Golf Club, Hilliard

**October 2020
Home Eye Safety Month**

Approximately half of all eye injuries occur in or around the home. Information will be provided on how to keep the eyes safe while at home.

- TBD Aging Eye Summit, 9:30-3pm, The Ohio State University, Columbus
- 14 Miami Valley Ohio Executive Council Meeting, Noon-1:15pm, Levin Family Foundation, Dayton
- 15 PBO Volunteer Recruitment and Development Committee Meeting, 4-5:30pm, PBO Office, Columbus
- 26,27 Prevent Blindness National Meeting, The Conrad, Chicago, IL

**November 2020
Diabetic Eye Disease Month**

Can people with diabetes prevent the onset of diabetic eye disease? During this observance, Prevent Blindness America will offer information to help the 4.5 million Americans age 40 and older who suffer from diabetic eye disease.

- 4 PBO Marketing and Development Committee Meeting, Noon-1pm, PBO Office, State Office & Chapters

- 5 PBO Board of Directors Meeting, 4-6pm, VSP, Columbus
- 11 SWOH Executive Council Meeting, 8-9am, Messer Construction Co., Cincinnati
- 12 Miami Valley Ohio Nominating Committee Meeting, Noon-1pm, Levin Family Foundation, Dayton
- 12 NWOH Nominating Committee Meeting, 4-5pm, Teleconference
- 12 NEOH Nominating Committee Meeting, 8-9am, Northeast Ohio Chapter Office, Mayfield Heights
- 13 PBO Advocacy Committee Meeting, 8am, Paul's Pantry, Columbus
- 18 NWOH Phonathon
- 19 NEOH Executive Council Meeting, 12-2pm, Roetzel, Cleveland
- 19 All Phonathons, 4-6pm
- 23 Manager Annual Finance Meeting, 10-2pm, PBO Office, Columbus
- 26-27 Holiday

<p>December 2020 Safe Toys and Gifts Month</p>

What are the most dangerous toys to children's eyesight? Tips on how to choose age appropriate and safe toys will be distributed.

- 2 SWOH Nominating Committee Meeting, 8:30-9:30am, Teleconference
- 3 NWOH Executive Council Meeting, Noon-1:30pm, Shumaker, Loop & Kendrick, Toledo
- 3 PBO Volunteer Leadership Recruitment and Development Committee Meeting, 4-6pm, PBO Office, Columbus
- 4 PBO Community Services Committee Meeting, 8-9 am, PBO Office, State Office & Chapters
 *Chapters combined with State Community Service Committee Meetings
- 15 PBO Budget & Finance Committee Meeting, 4-6pm, PBO Office, Columbus
- 24-25 Holiday
- 31 Holiday

<p>January 2021 National Glaucoma Awareness Month</p>
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More than 2.2 million Americans age 40 and older suffer from glaucoma. Nearly half do not know they have the disease—it causes no early symptoms. Prevent Blindness America will provide insightful information about this “Sneak Thief of Sight.”

- 1 Holiday

- 13 Miami Valley Ohio Executive Council Meeting, Noon-1:15pm, Levin Family Foundation, Dayton
- 26 PBO Budget & Finance Committee Meeting, 4-6pm, PBO Office, Columbus
- 28 PBO Volunteer Leadership Recruitment and Development Committee Meeting, 4-6pm, PBO Office, Columbus

**February 2021
AMD/Low Vision Awareness Month**

Age-related macular degeneration is a leading cause of vision loss, affecting more than 2 million Americans age 50 and older. Low vision aids can make the most of remaining vision. Information on eye disease warning signs and treatment will be available.

- 4 Human Resources Committee Meeting, 4-6pm, PBO Office, Columbus
- 3 PBO Marketing and Development Committee Meeting, Noon-1pm, PBO Office, State Office & Chapters
- 5 PBO Advocacy Committee Meeting, 8-9 am, Paul's Pantry, Columbus
- 11 Miami Valley Ohio Nominating Committee Meeting, 3-4pm, Levin Family Foundation, Dayton
- 12 SWOH Executive Council Meeting, 8-9am, Messer Construction Co., Cincinnati
- 17 SWOH Nominating Committee Meeting, 8:30-9:30am, Teleconference
- 18 PBO Board of Directors Meeting, 4-6pm, VSP, Columbus
- 18 NWOH Nominating Committee Meeting, 3-4pm, Teleconference
- 18 NEOH Nominating Committee Meeting, 8-9am, Northeast Ohio Chapter Office, Mayfield Heights
- 25 NEOH Executive Council Meeting, 12-2pm, Roetzel, Cleveland
- TBD Miami Valley Ohio Chapter, People of Vision Award Lunch, 11:30-1:30pm, Location TBD, Dayton
- TBD NEOH People of Vision Award Dinner, 5:30-8pm, Music Box Supper Club, Cleveland

**March 2021
Workplace Eye Wellness Month**

When it comes to eye health, the more vision ailments employees have, the more medical care they utilize, increasing healthcare related expenses. Employers are encouraged to contact Prevent Blindness America for information on the Healthy Eyes Vision Wellness Program, promoting vision care services in the workplace.

- 4 NWOH Executive Council Meeting, Noon-1:30pm, Shumaker, Loop & Kendrick, Toledo
- 5 PBO Community Services Committee Meeting, 8-9am, PBO Office, State Office & Chapters
*Chapters combined with State Community Service Committee Meetings

TBD Columbus People of Vision Award Dinner, 5:30-8pm, Columbus

TBD NWOH People of Vision Award Dinner, 5:30-8 pm, Toledo

16 SWOH People of Vision Award Dinner, 5:30-8pm, Cincinnati

STANDING COMMITTEE MEETINGS

2020-2021

Last Update: April 9, 2020

Board, Executive Committee and Chapter Executive Councils

PREVENT BLINDNESS, OHIO

PBO Board of Directors

Location: Teleconference Only

Time: 4-6 pm

Date: May 14, 2020

Location: VSP, 3400 Morse Crossing, Columbus

Time: 4-6pm

Date: August 20, 2020, November 5, 2020, February 18, 2021

NEOH Executive Council

Location: Roetzel, Cleveland

Time: Noon-2 p.m.

Dates: May 28, 2020, August 27, 2020, November 19, 2020, February 25, 2021

SWOH Executive Council

Location: Messer Construction Co., Cincinnati

Time: 8-9am

Dates: May 27, 2020; August 12, 2020; November 11, 2020; February 12, 2021

NWOH Executive Council

Location: Shumaker, Loop & Kendrick, 1000 Jackson Street, Toledo

Time: Noon-1:30pm

Dates: June 4, 2020; September 3, 2020; December 3, 2020; March 4, 2021

Miami Valley Ohio Executive Council

Location: Levin Family Foundation, Dayton

Time: Noon-1:15pm

Date: April 8, 2020; July 8, 2020; October 14, 2020; January 13, 2021

Advocacy Committee

Location: Paul's Pantry, Columbus

Time: 8-9 a.m.

Dates: April 24, 2020 (teleconference) , August 7, 2020, November 13, 2020, February 5, 2021

Budget and Finance Committee

Location: PBO Office, Columbus

Time: 4–6 p.m.

Dates: June 23, 2020; September 22, 2020; December 15, 2020; January 26, 2021

PBO Community Services Committees

Location: PBO Office, Columbus

Chapters combined with State Community Services Committee Meetings

Time: 8-9 a.m.

Dates: June 12, 2020; September 18, 2020; December 4, 2020; March 5, 2021

PBO Marketing and Development Committee

Location: PBO Office, Columbus

***Chapters combined with State Development Committee Meetings**

Time: Noon-1pm

Dates: May 6, 2020, August 5, 2020; November 4, 2020, February 3, 2021

PBO Volunteer Leadership Recruitment and Development Committee

PBO Volunteer Development Committee

Location: PBO Office, Columbus

Time: 4-5:30pm

Dates: April 9, 2020; October 15, 2020; December 3, 2020; January 28, 2021

NEOH Nominating Committee

Location: Northeast Ohio Chapter Office, Mayfield Heights

Time: 8-9am

Dates: May 21, 2020; August 20, 2020; November 12, 2020 February 18, 2021

SWOH Nominating Committee

Location: Teleconference

Time: 8:30-9:30am

Dates: April 22, 2020; September 23, 2020; December 2, 2020; February 17, 2021

NWOH Nominating Committee

Location: Teleconference

Time: 4-5pm

Dates: May 21, 2020; August 20, 2020; November 12, 2020; February 18, 2021

Miami Valley Ohio Nominating Committee

Location: Levin Family Foundation, Dayton

Time: Noon-1pm

Date: May 14, 2020; August 13, 2020; November 12, 2020; February 11, 2021

Human Resources Committee

Location: Prevent Blindness Office, Columbus

Time: 4-6 p.m.

Date: September 17, 2020; February 4, 2021

Special Events

- 4-9-2020 PBO Management Meeting, 2pm, PBO Office/Teleconference, Columbus
- 7-2-2020 Fireworks Safety Press Conference, TBD am, State Fire Academy, Reynoldsburg
- 7-15-2020 National Vision Summit, 7:30 am – 3:30 pm, National Press Club, Washington, DC
- 8-24-2020 SWOH Swing Fore Sight Golf Tournament, 10am-8 pm, Shaker Run Golf Club, Lebanon
- 8-26-2020 PBO All Staff Meeting, 9:30-3:30pm, Location TBD
- 9-28-2020 NEOH Swing Fore Sight Golf Tournament, 10-8pm, Lake Forest Country Club, Hudson
- 9-28-2020 State Swing Fore Sight Golf Tournament, 10-8pm, Heritage Golf Club, Hilliard
- 10-2020 Aging Eye Summit, 9:30-3pm, The Ohio State University, Columbus (tentative)
- 10-26, 27 Prevent Blindness National Meeting, The Conrad, Chicago, IL
- 11-23-2020 Management Annual Finance Meeting, 10-2pm, PBO Office, Columbus
- 11-18-2020 NWOH Phonathon
- 11-19-2020 All Phonathons except Toledo
- 2-2021 Miami Valley Ohio People of Vision Award Luncheon, 11:30-1:30pm, TBD, Dayton
- 2-2021 NEOH People of Vision Award Dinner, 5:30-8 pm, Music Box Supper Club, Cleveland
- 3-2021 Columbus People of Vision Award Dinner, 5:30-8pm, TBD, Columbus
- 3-2021 NWOH People of Vision Award Dinner, 5:30-8 pm, TBD, Toledo
- 3-16-2021 SWOH People of Vision Award Dinner, 5:30-8pm, Cintas Center, Cincinnati