



Building Brighter Futures for People with Vision Loss

**2020 – 2022 Strategic Plan
Process Summary and Plan Introduction
October 30, 2019**

2019 Strategic Planning Team included all members of CABVI's Board Strategic Planning Committee: Patti Bresler, Brenda Gumbs, Dennis Dern, Eric Kearney, Steve Kenat, Michael Lichstein, Mark Meyers, Mary Rust, Kelly Schlafman, Stephanie Smith, John Tolos, Aaron Bley, Dave Bush, Jen DuBois, John Mitchell and Bill Neyer.

Facilitator: Krissi Barr, Barr Corporate Success

Planning support: Anne Hissett

The Strategic Planning Committee Team is chaired by Patti Bresler and Steve Kenat and they worked with Krissi Barr to facilitate the Objectives, Goals, Strategies and Measures (OGSM) planning process. Ms. Barr was selected to facilitate the process by Patti, Steve and John Mitchell after vetting several professional strategic planning facilitators.

The Committee met for three half day sessions at Xavier University on the afternoons of August 5, August 20 and September 10 to complete the plan development process. Additionally, the staff Leadership Team met three times in addition to the full-team meetings. In total, team members logged more than 220 hours to put this proposed plan together.

Ms. Barr guided the team through a discussion using the Key Survey Findings from 49 responses to the Strategic Planning Questionnaire survey that was provided to Board, Committee and Staff members in June. The Committee prioritized the most important issues that were identified in the survey. They then developed four Strategic Objectives for CABVI to accomplish over the next three years. As the team looked toward the future, discussions focused on affirming CABVI's Vision of ***Ensuring Full Lives and Community Inclusion***. Over the next three years, **our strategies** will be to:

- Leverage innovation to enable CABVI to inspire and earn customers.
- Change CABVI's economic engine to provide predictable financial sustainability.
- Increase CABVI's offerings to underserved/underutilized and disadvantaged individuals.
- Become more data-driven across all parts of CABVI.

The Committee then developed Goals, Strategies and Measures to ensure CABVI will move forward through a clear and measurable focus on four Strategic Objectives (SO). Champions were identified for each of the SOs to develop action plans for each initiative. Progress with this plan will be reviewed quarterly by the Strategic Planning Committee and regular updates will be provided at Board meetings.

This proposed 2020-2022 Strategic Plan is being shared with CABVI's Board with the Committee's recommendation for its approval. The document is a compilation of the rich discussion and debate we engaged in over the last five months. This new plan provides an improved focus for CABVI's work to provide more opportunities to serve people who are blind or visually impaired through new or modified services and employment opportunities. Our intent is to grow blind employment in manufacturing and service areas, expand and enhance our rehabilitation and information services and to increase social enterprise, fees for services and fundraising revenues.