



The National Association for the Employment of People who are Blind

NAEPB Operations Committee Update
Presented by Ken Fernald NAEPB VP/Operations
August 7, 2017 Board Meeting

An in-person meeting of the NAEPB Operations Committee was held on June 26, 2017 – during the NAEPB/NIB National Symposium.

The Strategic Tactics for this committee were reviewed and discussed with the meeting attendees.

Tactics:

1. Establish pricing methodology for a Fair and Equitable Commodity Pricing Process
Lead: Ken Fernald
Timeline: Late summer 2017 – present proposal to AbilityOne Commission, goal of response/fine tuning December 2017.
2. “Mandatory” support and enforcement
Lead: Rich Wiegold and Jenn King
Timeline: February 2018
3. Pursue business diversification/job growth via commercial market opportunities
Lead: TBD
Timeline: February 2018
4. Identify “best practices” or scoring system in customer service delivery and measurements
Lead: Dan Carson
Timeline: December 2018
5. Develop/implement “LEAN” new product introduction process
Lead: TBD
Timeline: September 2017

Sub-committee chairs supported by NIB staff reported on current activities and progress. Andy Mueck provided a NIB Business Outlook for the remainder of FY 17 and FY 18. Presentation included with this report.

The Strategic Pricing Committee held a conference call on July 10, 2017.

The majority of the call focused on reviewing the slide presentation developed by NIB to discuss the current acquisition landscape and considerations for the pricing subcommittee. Comments were made in reference to the slides, which are in the works. The subcommittee discussed that although the acquisition landscape has changed, the sponsorship process has not changed. Within the sponsorship process, establishing the FMP occurs. However, what the FMP represents has changed. Today there is an impression that the FMP represents the price as the product enters the supply chain and not the consumption price as mentioned on the call. There is no recommended price at the end of the supply chain.

The subcommittee agreed on the following action steps:

1. Clearly identify and understand the channels of distribution that AbilityOne products sell. Should focus beyond GSA and DLA and consider prime vendor participation.
2. Define the level of service each partner/ channel offers in supporting the distribution of AbilityOne products.
3. Once the level of service is defined, identify the associated cost/mark ups necessary to support our products.
4. Review the current distribution policy (attached).
5. Analyze methodology to arrive at FMP.

The Pricing Committee agreed to increase meeting frequency to by weekly.

An in-person meeting of the Operations Committee is being planned for the upcoming NAEPB/NIB conference in October.

2017 Operation Committee Members

Name	Committee
Ken Fernald	Vice President/Chair
Dave Wells	Vice Chair
Dan Carson	Office Products

Stephanie Benedetti	Jan San
Julie Ellison	Military Resale
Curtis Eatman	TAG
Brenda Mee	MAG
Rich Wiegold	Writing Instruments
Ken Fernald	Pricing Strategy (Ad Hoc)
Kevin Campbell	NIB Representative
Amanda Alderson	NIB Rep – Office Products and Writing Instruments
Shawn Spengler	NIB Rep – Jan San
Anne-Marie Wallace	NIB Rep – Military Resale
Sally DiDonato	NIB Rep – TAG
Tom Black	NIB Rep- MAG
Andy Mueck	NIB Rep – Pricing Strategy
Ellen Najjar	Exec. Admin. Coordinator
Jenn King	NIB Rep – Pricing



STRATEGIC GOALS

Ken Fernald

June 26, 2017

Strategic Goals

- a. Establish pricing methodology for a Fair and Equitable Commodity Pricing Process
- b. “Mandatory” support and enforcement
- c. Pursue business diversification/job growth via commercial market opportunities
- d. Identify “best practices” or scoring system in customer service delivery and measurements
- e. Develop/implement “LEAN” new product introduction process

Strategic Pricing Committee

- Ken Fernald (Chair)
- Jim Kerlin
- Shelly Taylor
- John Mitchell
- Dave Wells
- David Horton (Ken Edwards)
- Renee Vidrine (Stephanie Benedetti)
- Andy Mueck
- Jenn King
- Kevin Lynch (as schedule permits)

Objective and Scope of Committee

- a. Define FMP
- b. Restate and clarify, based on the JWOD statute, relevant congressional legislation, and relevant AbilityOne Commission policy, what products and/or services FMP pricing should use market based pricing and what products should use cost based pricing.
- c. Create a recommended methodology for:
 - i. a consistently applied means of establishing FMP when a historical and relevant market price exists for a product or service. (Market based methodology)
 - ii. a consistently applied means of establishing FMP when no market price exists for a product or service. (Cost based methodology)
- d. Evaluate the Commission's request on removing the 2% administrative fee
- e. Engage AbilityOne Commission for Support and Approval
- f. Adopt and Implement new pricing method



Office Products

NPA Chair – Dan Carson

NIB Chair – Amanda Alderson

Year over Year Sales

	2017							2017 Total
AbilityOne Grouping	Oct	Nov	Dec	Jan	Feb	Mar	Apr	
APPOINTMENT BOOKS			-99.98%	-99.34%				-99.97%
BADGES	84.71%	28.96%	80.27%	8.52%	19.94%	62.75%	-12.27%	35.90%
BINDER	25.83%	-13.99%	-54.97%	1.10%	17.12%	19.15%	-17.54%	-4.89%
CARTONS & MAILERS	-13.47%	-1.32%	-17.38%	23.76%	-1.57%	1.11%	22.86%	2.09%
CLASSIFICATION FOLDERS	-8.64%	4.91%	-10.38%	-17.50%	-17.44%	-48.29%	-0.43%	-18.43%
CLOCKS	7.89%	-25.35%	-31.80%	-11.79%	8.50%	-7.37%	-10.84%	-9.22%
COMPUTER SUPPLIES	-2.80%	90.60%	54.50%	43.39%	14.22%	-13.57%	-9.51%	12.42%
CUT SHEET PAPER, COPY	40.88%	53.80%	-10.78%	87.67%	-33.59%	-25.53%	-17.32%	4.85%
EASELS	48.14%	126.51%	1.42%	116.64%	-18.59%	-48.94%	-33.16%	-9.17%
FILE FOLDERS	-22.47%	-25.73%	-7.15%	-15.88%	-13.98%	-23.32%	-3.81%	-15.99%
FURNITURE	40.93%	93.96%	16.38%	189.02%	5.73%	-9.63%	-21.78%	24.07%
GENERAL OFFICE SUPPLIES	28.38%	32.23%	13.81%	36.91%	-20.36%	-2.39%	-9.28%	6.51%
LABELS	-34.11%	-18.52%	-45.80%	-40.64%	3.61%	-20.76%	-19.53%	-24.71%
PORTFOLIOS & PADFOLIOS	-30.12%	-29.02%	4.38%	1.15%	-10.17%	5.63%	-20.11%	-12.00%
SELF STICK	1.67%	53.46%	-48.01%	46.80%	-34.05%	8.06%	-21.58%	-6.79%
SHREDDERS	532.93%	436.22%	20.35%	-65.00%	126.84%	20.09%	118.29%	73.70%
STAMPS	-97.73%	-31.03%	87.40%	221.24%	161.46%	371.51%	-10.77%	66.24%
TAPE	-3.37%	38.82%	13.58%	-22.32%	-0.78%	-29.30%	-25.94%	-9.19%
TONER	-27.36%	55.73%	23.75%	-7.10%	-31.49%	62.82%	-113.59%	-22.87%
WALL CALENDARS	337.75%	313.51%	539.73%	224.63%	81.93%	-55.02%	-73.18%	250.95%
WALLBOARDS	-5.15%	11.68%	3.97%	-1.34%	46.85%	1.50%	2.74%	7.02%
WRITING PAD	-47.27%	12.73%	33.78%	-1.57%	-43.06%	19.71%	-8.74%	-10.66%
BUSINESS CARDS	-23.22%	-32.22%	-19.42%	-3.06%	-15.08%	-8.37%	-9.30%	-14.23%
Grand Total	3.23%	19.07%	-3.45%	14.03%	-9.99%	-10.95%	-11.85%	-2.29%

NAEPB Update

- Office Product sales are down and NPAs are feeling it
 - Several requests from NPAs about why sales are down
 - Fear that the Government market has caught up to the Commercial market
 - Digitalization is an increasing problem

- GSA Region 7 has not been approving BCAs in a timely manner

- GSA Region 2 and Region 3 have become good partners

- Next call to be held late July

- Need more participation from the NPAs



JanSan/MRO

NPA Chair – Stephanie Benedetti

NIB Chair – Shawn Spengler

JanSan/MRO Sales Update

SLOB	FY16 v FY15 thru April	FY17 v FY16 thru April
Commodity	-0.7%	2.6%
C-Food Service	16.1%	26.0%
JanSan	-4.1%	5.7%
MRO	-14.1%	-5.0%

Top FSCs by SLOB

	FY16 v FY15 thru April	FY17 v FY16 thru April
C-Food Service	16.1%	26.0%
7350	13.8%	21.3%
7360	9.1%	577.7%
7340	106.1%	-21.3%
8540	-15.8%	-44.3%
8415	-57.4%	140.1%

	FY16 v FY15 thru April	FY17 v FY16 thru April
MRO	-14.1%	-5.0%
8010	-24.1%	-34.3%
7920	-26.7%	0.9%
4235	-17.0%	19.9%
5340	26.3%	13.8%
4020	31.7%	-24.6%
8415	-38.8%	-11.0%
6230	9.6%	26.6%
8305	10.3%	-21.9%
5120	45.0%	89.7%
8020	-47.6%	45.6%

	FY16 v FY15 thru April	FY17 v FY16 thru April
JanSan	-4.1%	5.7%
8540	12.9%	5.8%
8105	-5.7%	-3.1%
7920	-11.5%	-10.7%
8520	-9.9%	19.9%
7930	-10.1%	12.2%
6840	35.6%	7.8%
8415	7.6%	2528.9%
6545	-50.9%	55.8%
7220	-17.7%	11.9%
7230	-32.3%	33.2%

Channels by SLOB

	FY16 v FY15 thru April	FY17 v FY16 thru April
C-Food Service	16.1%	26.0%
BSC Stock (Sales to Base Supply Center's)	-5.8%	34.0%
Commercial Distributors	15.8%	117.7%
Commercial Wholesalers	-3.3%	24.2%
Department of Defense	77.1%	-3.2%
E-Commerce	25.8%	203.5%
General Services Administration	475.8%	-100.1%
Other Federal Government	-1.5%	-11.8%
Other Government Distributor	-33.8%	-37.6%
Veteran's Administration	23.3%	-10.0%

	FY16 v FY15 thru April	FY17 v FY16 thru April
JanSan	-4.1%	5.7%
BSC Stock (Sales to Base Supply Center's)	-10.0%	-18.3%
Commercial Distributors	-7.5%	15.5%
Commercial Wholesalers	-13.2%	20.5%
Department of Defense	-72.2%	139.0%
E-Commerce	69.5%	-18.5%
General Services Administration	545.9%	-35.9%
Other Federal Government	-5.9%	0.2%
Other Government Distributor	-1.1%	3.3%
Veteran's Administration	-6.8%	-14.2%

	FY16 v FY15 thru April	FY17 v FY16 thru April
MRO	-14.1%	-5.0%
BSC Stock (Sales to Base Supply Center's)	-14.1%	-24.5%
Commercial Distributors	-5.4%	84.0%
Commercial Wholesalers	-23.7%	3.1%
Department of Defense	-22.6%	-15.4%
E-Commerce	30.2%	-56.7%
Other Federal Government	-19.7%	1995.7%

Comments:

- JanSan FSSI having a positive impact
- **Food Service:**
- **JanSan:**
- **MRO:** Paints largest category, driven by stock orders – down YTD;

NAEPB Update

- Sub-Committee Goals
 - Primary goal has been sales/support of JanSan & MRO FSSI Awardees - limited direct involvement
 - General NIB (Channel) and NPA Updates

- GSA Region 6 – changing KO

- DLA FASI Contract – anticipate a few MRO projects resulting

- ISSA September 12-14, contact Amanda NLT June 29



Writing Instruments

NPA Chair – Rich Weigold

NIB Chair – Amanda Alderson

Year over Year Sales

	2017							2017 Total
	Oct	Nov	Dec	Jan	Feb	Mar	APR	
ADVANCED INK	19.99%	14.89%	-28.51%	17.23%	-4.61%	4.80%	-17.56%	-2.45%
BALLPOINT RETRACTABLE	99.60%	10.19%	-28.62%	-7.43%	-5.98%	-6.91%	-40.39%	-6.17%
BALLPOINT STICK	38.48%	-14.37%	-27.20%	2.62%	-23.37%	8.01%	-11.46%	-6.82%
DRY ERASE	11.27%	84.57%	84.62%	21.68%	-6.55%	-2.63%	-37.90%	7.09%
GEL RETRACTABLE	406.09%	24.36%	-33.73%	-30.17%	15.53%	70.90%	4.71%	21.32%
GEL STICK	41.44%	-17.07%	-26.80%	-45.74%	13.68%	45.85%	3.86%	5.74%
HIGHLIGHTER	16.81%	27.25%	2.80%	-16.39%	-23.25%	-5.79%	-19.86%	-6.11%
MECHANICAL PENCIL	49.47%	24.47%	-28.10%	-11.53%	-32.95%	-15.39%	-5.41%	-7.37%
PERMANENT	27.95%	22.13%	-0.14%	30.07%	6.55%	2.29%	-12.23%	8.82%
PORUS POINT	66.84%	78.03%	-74.85%	51.66%	5.03%	-31.15%	160.56%	-8.56%
REFILL	25.09%	-2.08%	46.76%	-28.26%	29.43%	-9.63%	-34.10%	-1.25%
ROLLERBALL RETRACTABLE	117.63%	155.31%	107.74%	67.71%	92.60%	-14.92%	-44.21%	47.17%
ROLLERBALL STICK	17.35%	-8.53%	-43.37%	9.73%	40.92%	-52.87%	-38.18%	-18.81%
SPECIALTY	34.53%	42.81%	93.50%	-34.04%	75.98%	21.36%	3.49%	26.95%
Grand Total	50.19%	18.40%	-10.95%	-10.84%	1.30%	2.39%	-14.73%	2.75%

Writing Instruments Stats FY16

2016 AbilityOne Increase

NPA	FY16 Total BWYs for all WIs	% Labor Increase FY16	% AbilityOne Sales Increase FY16
Dallas	18.7	61%	13%
San Antonio	48	-2%	-3%
West Texas	17.4	23%	-9%
Winston-Salem	18.95	24%	4%
Alphapointe	22.3	-4%	-9%
Greensboro	28.1	30%	-4%
Milwaukee	21.48	95%	13%
Totals	174.93	20%	1%

NAEPB Update

- Gel Retractable believed to be up due to successful ETS designation to the popular G2 Pilot Pen
- Government sales are in line with Commercial market
- Next call will be held in late July
- Need more participation from the NPAs



Operations Committee
Business Outlook
Remainder FY 17 & FY 18

NPA Chair – Ken Fernald

NIB Co-Chair – Kevin Campbell

Outlook for FY17

New Employment Summary					
	Effective YTD FY17	In Process / At Commission	Pipeline	EOY Goal FY17	Projected BWY FY17
Total BWY	224.64	72.62	76.51	350.00	373.77

FY17 projected landing point \$725.5M (-5.5% YoY)

- Improved from previous forecast of \$717.2M
- Still will be 2nd highest sales year in NIB history

Drivers:

- Original Driver of the Decrease was in Textile products (Almost all of the decline due to Textiles)

However, we are seeing unexpected Textile new orders and increases in existing items:

- MTO Medical Kits (\$1.55M)
- Operating Tables (\$100K)
- Increases (\$10.6M) – Navy T-shirt, ECWCS Jacket, Ballistic Nape Pad, Barracks Bag, Submarine Bag, Hydration Replacement
- Impacts:
- Extended CR / VA (Kingdomware)
- Fee calculation could negatively impact revenue (not sales) for this year

Outlook for FY18

Pipeline	
	Projected BWY FY18
Total BWY	265.69

FY18 projected landing point \$763.1M (4.1% YoY)

- Will become the 2nd highest sales year in NIB history

Drivers:

- Increase in planned orders for Textile products of \$38.4M

FY18 Threats:

- CR
- VA Kingdomware & PDS
- Fee calculation (revenue impact only)

FY18 Opportunities:

- DLA Fleet Automotive Support Initiative (FASI)
- Buy American
- DoD budget increase
- DoD end strength increase

Najjar, Ellen

From: Reinhard Mabry <rmabry@alphapointe.org>
Sent: Monday, July 24, 2017 9:19 AM
To: Najjar, Ellen
Subject: FW: FY 2017-2019 NAEPB Strategic Planning Format (please distribute to the NAEPB membership)
Attachments: FY2017-2019 NAEPB Strategic Plan Final.pptx

Dear Members of the NAEPB,

This email is intended to detail for you the updated strategic plan (copy attached) as devised jointly by the strategic planning committee and the board of the NAEPB. I hope you take a few minutes to study the document, which demonstrates the evolution of the plan as well as the current status against the plan. Please feel free to call or email me if you have any questions. The NAEPB Strategic Plan is our "Roadmap to Success" as an association of like-minded Agencies. This document is designed to help us "ignite" NAEPB's membership engagement, while increasing collaboration and advancing "constant improvement" of our Agencies collective efforts. Our Strategic Planning Committee recently presented a number of changes to the plan format for our NAEPB Board members, and they have asked us to share this with the full membership.

Our annual CEO meetings are a vital forum in which we take the opportunity to prioritize our resources for the benefit of all Agencies, and it is especially important that we pay attention to a disciplined Strategic Planning approach at this critical time in our history. Upon completion of our Winter Conference, several attendees expressed a genuine sense of appreciation for the inter-agency collaboration created by building such a relevant agenda, resulting in a clear strategic direction for NAEPB's 2017 goals. Participants expressed a belief that this year's President & CEO Winter Planning Conference continued to gain a clear focus on setting a new & improved course for NAEPB to pursue several lucid, achievable strategies & goals in the coming year. During the planning session, we recognized it was time to do things differently, and we focused on 5 key strategic areas. These 5 major themes emerged as the "Strategic direction" that has guided the thinking of our strategic planning committee and lends clarity to our priorities for the year ahead:

- 1) A clearly defined set of Public Policy Strategies that will have both near-term and long-term impact.**
- 2) Develop meaningful and productive contribution from AbilityOne "Think Tank". NPAs to provide real-time feedback and cascade communication back to /NAEPB Agencies.**
- 3) Employment Growth - Identify further diversity of revenue streams in order to Increase B/VI employment.**
- 4) Clearly define NIB & NPAs (Agencies') mutual Stakeholder Goals.**
- 5) Establish a fair and equitable Commodity Pricing Process that Strategically positions all Programs.**

Based on your input at the Winter Conference in January, here is what we've determined success looks like:

We sought practical application of endeavors which would achieve a measurable increase in blind jobs. We pared our goals down to the key areas. We also realized that "we are all in this together", and that our 2017 strategic initiatives are evident in the ideas summarized in the amended strategic plan (attached). Below are some highlights of the newly framed Strategic Plan:

- 1) We differentiated between aspirations of NAEPB's strategic pillars and tactics that are the focus of our time and attention.**
 - Moved those tactics into a matrix that defines results we intend to achieve.
 - Included in that matrix assignees, deadlines & outcomes for greater accountability.
 - Balanced committee assignments to ensure that no one is overloaded.
 - Established a scorecard to track our performance as a membership body.
- 2) We determined 19 metrics to track.**
 - We track as many as 4 metrics per each of our 5 strategic pillars in a scorecard.

- The scorecard will be updated on a quarterly basis and distributed to all members.
- Metrics to be tracked are a combination of leading and lagging indicators.
- Metrics are weighted relative to the degree of correlation with the outcome sought by the strategic pillar:
 - Green indicates the measurement is on or ahead of pace to achieve goal;
 - Yellow indicates the measurement is within 20% of pace to achieve goal;
 - Red indicates measurement is more than 20% behind pace to achieve goal
 - Stoplight is the weighted average of the metrics being tracked for the strategic pillar, giving members a clear indication of what outcomes are at risk.

Here are 10 Key Principles outlined in the 5 Strategic Pillars critical to our success as NAEPB Agency Affiliates:

- 1) NAEPB and its members operate ethically for the good of the field and the AbilityOne program.
- 2) Members are transparent, sharing their best practices and skills to mutually improve the field and the people we serve.
- 3) NAEPB strives to maintain open communication and cooperation with its stakeholders, most notably the AbilityOne Commission, NIB, SourceAmerica and NCSE, to ensure the AbilityOne program endures.
- 4) NAEPB strives to collaborate with other blind-focused national organizations for the betterment of the constituents they serve.
- 5) NAEPB strives to expand employment in both volume and diversity, to offer the widest array of job opportunities practical to people who are blind and explores technology to help provide employment.... to any person who is blind who wants to work.
- 6) NAEPB seeks to ensure the business and regulatory environment promotes and encourages the AbilityOne program to thrive.
- 7) NAEPB members seek to be recognized as a best in class supplier to the federal government... and to apply various leading edge methods to ensure continuous improvement to improve its results and deliver maximum value for its customers.
- 8) NAEPB values its customers and strategic partners who collaborate to enhance job opportunities for people who are blind.
- 9) NAEPB seeks opportunities to improve the efficiency of the AbilityOne program to ensure it is responsive to the needs of the government customer.
- 10) Ensure that NAEPB members are provided with the support they need to promote their businesses and their mission within the AbilityOne program... while promoting collaboration and information sharing among and between members to foster the health and vitality of the membership.

The "5 W's" for NAEPB:

- **What:** Collaborating amongst our Agencies allows us to be stronger both individually and collectively.
- **Why:** It is vitally important we are on the same page - especially at this challenging point of our history.
- **Where:** Through excellent communication throughout all of our Agencies, because we are stronger together.
- **When:** During the next 4 months, we are asking for leaders to make a commitment to attend the 2018 NAEPB CEO & President Winter Conference (Our annual opportunity to "Advance" the goals outlined herein).
- **Who:** As CEOs, and as leaders of our organizations, it will take each of us to create the collective strength necessary to focus on our unique mission, core values, and operating goals within a clear framework of our Association's work.

Summary:

Eric Stueckrath, the NAEPB Board Chair, and I, as Chair of the Strategic Planning Committee, have committed to monitoring this action plan on a quarterly basis to ensure success. This year's exchange of ideas at the CEO & President Winter Conference was "more definitive and specific" in regard to practical application and provides for a more measurable opportunity for creating blind jobs. Our effort in this strategic planning summary has helped to crystallize the action plan quickly to provide continued clarity and direction. There is also a recognition that "we are all in this together", and that our 2017 strategic initiatives are clear, straightforward and measurable.

Ultimately, everyone at our NAEPB conference made an "all-in" commitment to continue to grow agency collaboration, transparency, and trust through mutually supportive relationships. Attendees also got a much closer glimpse into the meaningful work of NAEPB through the creative co-design of the agenda and resulting strategic plan (see attached). We can all feel genuinely inspired and privileged to be a part of the cooperative work we all share in serving our employees, our communities AND each other.

Reinhard Mabry

President & CEO



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FY2016 Strategic Plan

Current Plan Format

FY2016 NAEPB Strategic Plan

To represent the collective interest of its member organizations to enable them to maximize employment opportunities for people who are blind.

Program Stewardship (Strengthen The Ability One Program and Prepare for the Future)

- Anticipate/address factors that will impact Agencies AO/VA/GSA
- Establish proactive public policy strategy (advocating Program to legislators & addressing threats) (PP, BSC)
- Develop and execute strategic communications plan (advocating Program to all key stakeholders) (COMM, BSC)
- Establish pricing methodology that strategically positions all programs
- Strengthen relationships with blindness Community (PP)
- Establish AD HOC BSC Advisory Board of BSC/NON BSC Agencies

METRICS: #Ability One Champions Meetings with AO/VA/GSA

Employment Growth & Employment Satisfaction (Grow And Diversify Employment)

- “Mandatory “ support and enforcement (OPERATIONS, PP)
- Leverage NPA’s combined capabilities in new business opportunities (SERVICES, OPERATIONS)
- Develop business models that can be easily replicated (SERVICES, OPERATIONS)
- Embrace and support the Quality Work Environment initiative (NAEPB/NIB)
- Develop/implement “LEAN” new product introduction process (OPERATIONS)
- Pursue business diversification/job growth via commercial market opportunities (OPERATIONS)
- Broaden “choice” in career opportunities, i.e. High Tech

METRICS: Blind Employees, Total AO Sales, Total Sales, Total Blind Managers, ETS Capture, QWE- Participating Agencies

Customer Satisfaction & Operational Excellence (Be Supplier Of Choice)

- Publicize/recognize agencies’ outstanding customer service (ALL)
- Establish customer recognition and contact program (PP)
- Identify Agencies in need of “customer satisfaction” assistance (quality, delivery) (OPERATIONS)
- Identify “best practices” or scoring system in customer service delivery and measurements (OPERATIONS)
- Optimize Customer Satisfaction across all NAEPB Agencies

METRICS: Customer Satisfaction, On-Time Delivery, Quality Delivered, Best practice implementation

Membership Engagement and Value (Engage Members and Provide Value)

- Strengthen partnership/communication /coordination with NIB (PP)
- Define NAEPB legislative needs and associated funding methodologies (NAEPB BOARD)
- Coordinate with NIB to devise “information center” of products and services, core competencies and relationships (SERVICES, OPERATIONS)
- Review, refresh, and redistribute best practices across all NPA’s and all disciplines (BSC, OPERATIONS, SERVICES)
- Encourage larger, stronger agencies to mentor smaller, resource-challenged agencies (NAEPB BOARD)
- Identify opportunities where joint “pooling” approaches will generate member benefits (OPERATIONS, SERVICES)

METRICS: #Member Agencies, Community Participation.

Sales & Business Growth (Grow and Strengthen)

- Have federal agencies establish goals (NIB)
- Leverage Federal Acquisition Regulations to better position BSC’s (BSC)
- Strengthen and Develop partnerships that will lead to opportunities with Small Business, VOSB, SDVOSB’s, Commercial entities, etc.
- Leverage “Best Practices” within member agencies to help market our program and capabilities

METRICS:

- Monetary growth**

FY2016 NAEPB Strategic Plan

To represent the collective interest of its member organizations to enable them to maximize employment opportunities for people who are blind.



Program Stewardship (Strengthen The Ability One Program and Prepare for the Future)

- Anticipate/address factors that will impact Agencies AO/VA/GSA
- Establish proactive public policy strategy (advocating Program to legislators & addressing threats) (PP, BSC)
- Develop and execute strategic communications plan (advocating Program to all key stakeholders) (COMM, BSC)
- Establish pricing methodology that strategically positions all programs
- Strengthen relationships with blindness Community (PP)
- Establish AD HOC BSC Advisory Board of BSC/NON BSC Agencies

METRICS: #Ability One Champions Meetings with AO/VA/GSA

Employment Growth & Employment Satisfaction (Grow And Diversify Employment)

- “Mandatory “ support and enforcement (OPERATIONS, PP)
- Leverage NPA’s combined capabilities in new business opportunities (SERVICES, OPERATIONS)
- Develop business models that can be easily replicated (SERVICES, OPERATIONS)
- Embrace and support the Quality Work Environment initiative (NAEPB/NIB)
- Develop/implement “LEAN” new product introduction process (OPERATIONS)
- Pursue business diversification/job growth via commercial market opportunities (OPERATIONS)
- Broaden “choice” in career opportunities, i.e. High Tech

METRICS: Blind Employees, Total AO Sales, Total Sales, Total Blind Managers, ETS Capture, QWE-Participating Agencies

Customer Satisfaction & Operational Excellence (Be Supplier Of Choice)

- Publicize/recognize agencies’ outstanding customer service (ALL)
- Establish customer recognition and contact program (PP)
- Identify Agencies in need of “customer satisfaction” assistance (quality, delivery) (OPERATIONS)
- Identify “best practices” or scoring system in customer service delivery and measurements (OPERATIONS)
- Optimize Customer Satisfaction across all NAEPB Agencies

METRICS: Customer Satisfaction, On-Time Delivery, Quality Delivered, Best practice implementation

Membership Engagement and Value (Engage Members and Provide Value)

- Strengthen partnership/communication /coordination with NIB (PP)
- Define NAEPB legislative needs and associated funding methodologies (NAEPB BOARD)
- Coordinate with NIB to devise “information center” of products and services, core competencies and relationships (SERVICES, OPERATIONS)
- Review, refresh, and redistribute best practices across all NPA’s and all disciplines (BSC, OPERATIONS, SERVICES)
- Encourage larger, stronger agencies to mentor smaller, resource-challenged agencies (NAEPB BOARD)
- Identify opportunities where joint “pooling” approaches will generate member benefits (OPERATIONS, SERVICES)

METRICS: #Member Agencies, Community Participation.

Sales & Business Growth (Grow and Strengthen)

- Have federal agencies establish goals (NIB)
- Leverage Federal Acquisition Regulations to better position BSC’s (BSC)
- Strengthen and Develop partnerships that will lead to opportunities with Small Business, VOSB, SDVOSB’s, Commercial entities, etc.
- Leverage “Best Practices” within member agencies to help market our program and capabilities

METRICS: •Monetary growth

- Mix of “strategic” or aspirational objectives and “tactical” projects
- There is duplication
- Some projects have multiple assignees

- Potential metrics that could be tracked are identified
- No deadlines have been established

FY2016 NAEPB Strategic Plan

To represent the collective interest of its member organizations to enable them to maximize employment opportunities for people who are blind.

Program Stewardship
(Strengthen The Ability One Program and Prepare for the Future)

Employment Growth & Employment Satisfaction
(Grow And Diversify Employment)

Customer Satisfaction & Operational Excellence
(Be Supplier Of Choice)

Membership Engagement and Value (Engage Members and Provide Value)

Sales & Business Growth
(Grow and Strengthen)

Themes –

- Anticipate future needs of NPAs
- Message the good work NPA's do
- Build coalitions that support what NPAs do
- Champion the AbilityOne program and the good work that NPAs do
- Promote policies that make the AbilityOne program and NPAs stronger

Themes –

- Make the NPAs an employer of choice rather than a last resort or dead end
- Grow both the quantity and quality of jobs
- Improve working conditions
- Promote leadership and upward mobility

Themes -

- Improve quality and delivery to enhance the customer experience
- Convey the value proposition versus the mandatory status
- Improve customer service
- Ensure that the AbilityOne "process" serves the needs of the customer
- Ensure that customers value the work NPAs do

Themes –

- Ensure members know and value what they get for their dues
- Promote information sharing and collaboration
- Help agencies in need to thrive

Themes –

- Promote the AbilityOne program and the products and services offered
- Promote ways to make it easier for customers to do business with AbilityOne and the NPAs
- Help NPAs develop and grow their businesses

Boxes contain themes embedded in objectives and projects.

Amended Plan Format

- Add clarifying verbiage to better explain the aspirations of the strategic pillars
- Move the tactical elements of the plan into a matrix
- Include in that matrix assignees, deadlines & outcomes
- Balances committee assignments to ensure that no one is overloaded and to prioritize
- Establishes a scorecard to track our performance as a membership body

FY2017 NAEPB Strategic Plan Structure

Strategic Pillar

Strategic Pillar

Strategic Pillar

Strategic Pillar

Strategic Pillar

Key principles
1,2 3...

Key principles
1,2,3...

Key principles
1,2,3...

Key principles
1,2,3...

Key principles
1,2,3...

	Tactics		

	Tactics		

	Tactics		

	Tactics		

	Tactics		



Outcomes

FY2017-2019 NAEPB Strategic Plan

To represent the collective interest of its member organizations to enable them to maximize employment opportunities for people who are blind.

Program Stewardship (Strengthen The Ability One Program and Prepare for the Future)

- NAEPB and its members operate ethically for the good of the field and the AbilityOne program
- Members are transparent, sharing their best practices and skills to mutually improve the field and the people we serve
- NAEPB strives to maintain open communication and cooperation with its stakeholders, most notably the AbilityOne Commission, NIB, SourceAmerica and NCSE, to ensure the AbilityOne program endures
- NAEPB strives to collaborate with other blind-focused national organizations for the betterment of the constituents they serve
- Is a thought leader in employment

Employment Growth & Employment Satisfaction (Grow And Diversify Employment)

- NAEPB strives to expand employment in both volume and diversity, to offer the widest array of job opportunities practical to people who are blind and explores technology to help
- NAEPB seeks to provide employment, whether within its member agencies or in the broader business community, to any person who is blind who wants to work
- NAEPB members encourage opportunities for advancement and economic independence for all people who are blind
- NAEPB seeks to ensure the business and regulatory environment promotes and encourages the AbilityOne program to thrive

Customer Satisfaction & Operational Excellence (Be Supplier Of Choice)

- NAEPB members seek to be recognized as a best in class supplier to the federal government
- NAEPB seeks continuous improvement to improve its results and deliver maximum value for its customers
- NAEPB values its customers and strategic partners who collaborate to enhance job opportunities for people who are blind
- NAEPB seeks opportunities to improve the efficiency of the AbilityOne program to ensure it is responsive to the needs of the government customer

Membership Engagement and Value (Engage Members and Provide Value)

- Ensure that NAEPB members are provided with the support they need to promote their businesses and their mission within the AbilityOne program
- Ensure there are forums to address the individual needs and aspirations of the members
- Promote collaboration and information sharing among and between members to foster the health and vitality of the membership
- Provide relevant, useful and timely information to the membership

Sales & Business Growth (Grow and Strengthen)

- Promote and encourage policies and initiatives that maximize the growth of the AbilityOne program
- Encourage initiatives to research new lines of business to diversify business
- Develop sales and marketing plans and initiatives to promote the high quality lines of business offered by member agencies
- Promote collaboration between its members to enhance marketability and grow business

Program Stewardship

(Strengthen The AbilityOne Program and Prepare for the Future)

Activity/Tactic		Timeline	Goal	Measurement
Description	Owner	Estimated Delivery	Expected	Specific Results
Tactic #1: Establish proactive public policy strategy (advocating Program to legislators & addressing threats)	Public Policy Committee	Updated annually by March of each year	<ul style="list-style-type: none"> a) Present draft platform at annual retreat (ex: WIOA, AbilityOne jobs count) and publish final version by March b) Adopt a clearly defined strategy that will have near-term and long-term impact with results of efforts reviewed annually; c) Adopt a clear and consistent messaging plan to continue year round till the issue is addressed by policymakers or abandoned 	<ul style="list-style-type: none"> • Schedule a public policy summit attended by at least three of the following: VSA, ACB, AFB and NFB to align platform planks • Build back to 170 AbilityOne Champions
Tactic #2: Develop and execute Long Term NIB Impact Story	Marketing Committee	December 2017	<ul style="list-style-type: none"> a) Develop storyboard b) Communicate to all relevant stakeholders: NIB Staff, NIB Board, NAEPB Board, NAEPB Membership, AbilityOne Commission staff, AbilityOne Commission members, etc. 	<ul style="list-style-type: none"> • Develop story brd • Plan comms to key stakeholders • Roll out and communicate to stakeholders.
Tactic #3: Establish pricing methodology for a Fair and Equitable Commodity Pricing Process	Operations Committee	December 2017	<ul style="list-style-type: none"> a) Secure membership, NIB and AbilityOne Commission consensus of a new pricing methodology that is equitable & strategically positions all programs; b) Establish guidelines that are fair & balanced to ALL while advancing the mission. 	<ul style="list-style-type: none"> • Submit proposal to Commission and work for approval/adoption
Tactic #4: “Mandatory “ support and enforcement	Operations Committee	February 2018	<ul style="list-style-type: none"> a) Secure Commission approval of procedure on policing authorized distributors b) Adopt MOU between CEOs to purchase AbilityOne from each other 	<ul style="list-style-type: none"> • AbilityOne procedure • Less ETS violations • NPAs adopt MOU • Total AO Sales
Tactic #5: Establish AD HOC BSC Advisory Board of BSC/NON BSC Agencies	BSC Committee	January 2018	<ul style="list-style-type: none"> a) Secure joint BSC operator MOU committing to support all appropriate new AbilityOne product launches by stocking and testing them in customer-appropriate stores. b) Revisit AbilityOne sales ratio listed in 21 directives 	<ul style="list-style-type: none"> • Total AbilityOne sales

Employment Growth & Employment Satisfaction

(Grow And Diversify Employment)

Activity/Tactic		Timeline	Goal	Measurement
Description	Owner	Estimated Delivery	Expected	Specific Results
Tactic #1: Develop business models that can be easily replicated	Services Committee	Ongoing	<ul style="list-style-type: none"> a) Refine Call Center Model and provide best practices on the association website b) Support PROMote program to ensure Technology training is expanded 	<ul style="list-style-type: none"> • Number of successful new businesses, • Number of new AbilityOne jobs • Number of Blind employees promoted
Tactic #2: Embrace and support the Quality Work Environment initiative (Amended: Overhaul Quality Work Environment program to ensure it demonstrates an ROI and can be embraced by NPA's on a voluntary basis)	Ethics Committee	July 2018	<ul style="list-style-type: none"> a) NIB, Commission and NAEPB jointly adopt a specific set of standards that members will voluntarily follow (that are user friendly) and demonstrates an ROI b) Certify NPAs who already meet basic set of standards 	<ul style="list-style-type: none"> • 100% of NPAs complete phase 1 of the QWE • Compensation • Upward Mobility
Tactic #3: Pursue business diversification/job growth via commercial market opportunities	Operations Committee	February 2018	<ul style="list-style-type: none"> a) Develop best practices for commercial business growth b) Information sharing via breakout sessions during NAEPB/NIB conferences c) Highlight commercial/merger-acquisition successes among NPAs 	<ul style="list-style-type: none"> • Total Sales
Tactic 4: Support Roll Out of NIB Employee Satisfaction Survey	Board of Directors	Q1-2018	<ul style="list-style-type: none"> a) NIB announce roll out of survey b) NAEPB board endorse completion 	<ul style="list-style-type: none"> • 90% of NPAs participate

Customer Satisfaction & Operational Excellence

(Be Supplier Of Choice)

Activity/Tactic		Timeline	Goal	Measurement
Description	Owner	Estimated Delivery	Expected	Specific Results
Tactic #1: Identify “best practices” or scoring system in customer service delivery and measurements	Operations Committee	December 2018	a) Review practices by NPAs b) Subject to funding, hire an expert in Customer Service Excellence that evaluates our industry-specific customer needs and customer service expectations OR simply aspiring to a Customer Service Excellence standard like http://www.customerserviceexcellence.uk.com/homeCSE.html	<ul style="list-style-type: none"> Best practice sharing
Tactic #2: Develop a branding strategy for services	Marketing Committee	September 2017	a) Review NIB branding study results b) Determine two options for branding c) Present to all agencies for discussion/vote	<ul style="list-style-type: none"> Increased A1 sales Increased blind employment
Tactic #3: Develop SKILCRAFT product promotion marketing collaboration	Marketing Committee	July 2017	a) Collect and download all available SKILCRAFT materials from NIB b) Provide all collateral in template format for personalization c) Share access to all NPAs	<ul style="list-style-type: none"> Increased A1 sales Increased blind employment

Membership Engagement and Value

(Engage Members and Provide Value)

Activity/Tactic		Timeline	Goal	Measurement
Description	Owner	Estimated Delivery	Expected	Specific Results
Tactic #1: Coordinate with NIB to devise “information center” of products and services, core competencies and relationships	Board of Directors	December 2017	In coordination with Operations and Services Committees, develop a central resource in conjunction with NIB and disseminate to all NPAs	<ul style="list-style-type: none"> • NPAs sourcing more from one another
Tactic #2: Review, refresh, and redistribute best practices across all NPA's and all disciplines	Board of Directors	December 2017	BSC Committee, Operations Committee and Services Committee each review and update their portion. Board to announce completion of review to NPAs	<ul style="list-style-type: none"> • # Member Agencies
Tactic #3: Encourage larger, stronger agencies to mentor smaller, resource-challenged agencies	Ethics Committee	December 2017	a) Review existing and recommend improvements to NIB mentoring grants. Secure NIB Board approval to enhance the existing mentor grant programs b) Evaluate alternative methods of assisting target NPAs c) Develop outreach to encourage all NPAs serve on at least one committee	<ul style="list-style-type: none"> • NIB board approval • Community Participation
Tactic #4: Identify NIB & NPAs Key Stakeholder Goals	Strategic Planning Committee	September 2017	a) Conduct a broad based survey of what NPAs want (i.e., how WIOA is affecting). Understand our constituents, people we serve (e.g., what do they want in terms of benefits, incentives); b) Clarify 'transient' vs. high paying job choices	<ul style="list-style-type: none"> • # of NPAs who participate in survey • Develop white paper on needs of the NPAs

Sales & Business Growth

(Grow and Strengthen)

Activity/Tactic		Timeline	Goal	Measurement
Description	Owner	Estimated Delivery	Expected	Specific Results
Tactic #1: Have federal agencies establish goals	Public Policy Committee and BSC Committee	December 2018	<ul style="list-style-type: none"> a) Enact FAR regulation government-wide to monitor and report on purchases from AbilityOne and promote YOY growth b) A1 “flow down” language in all government contracts c) Continue to collaborate with resources in order to mine data for collection and analysis to demonstrate value of the BSC channel 	<ul style="list-style-type: none"> • Convince oversight committee to make reporting a requirement • Sales growth • Job growth
Tactic #2: Leverage Federal Acquisition Regulations to better position BSC’s	BSC Committee	December 2017	<ul style="list-style-type: none"> a) Adopt standard pricing for a subset of AbilityOne items (+/- 500) across all BSC operators to be made available for system-wide procurement b) Secure approval of new payments methods for customers to access BSCs 	<ul style="list-style-type: none"> • Secure (MIPR) as a payment method • BSC sales growth
Tactic #3: Strengthen and Develop partnerships that will lead to opportunities with Small Business, VOSB, SDVOSB’s, Commercial entities, etc.	Services Committee	July 2017	<ul style="list-style-type: none"> a) Establish a list of targets and tiger team to identify specific strategies deployable. Ie; 5 partners that deal in x, y, and z products, meet them, know them and ID their goals and joint objectives 	<ul style="list-style-type: none"> • Sales growth
Tactic #4: Develop/implement “LEAN” new product introduction process	Operations Committee	September 2017	<ul style="list-style-type: none"> a) Develop process map and obtain signed off by NAEPB and NIB b) Review plan with AbilityOne Commission for concurrence 	<ul style="list-style-type: none"> • Reduce time for P/L addition • A1 sales growth

Scorecard (Final)

PROGRAM STEWARDSHIP						
Measurement	Wt	Last Full Yr	Full Yr Goal	Curr YTD		Comments
Program Direct Labor Ratio	35	82.8%	83%	0%		NIB
NPA Compliance	30	95%	95%	0%		NIB
Support for AbilityOne	20	173	173	151		NIB
NPA BSC Compliance	15	100.0%	100.0%	100.0%		NIB

EMPLOYMENT GROWTH AND EMPLOYMENT SATISFACTION						
Measurement	Wt	Last Full Yr	Goal for Year	Curr YTD		Comments
Direct Labor Hours Growth	30	6.1%	2%			NIB
White Collar Jobs	30					NIB
Market Compliance	25	105	75	0		BSC Committee
Upward Mobility	15	162	160			NIB

CUSTOMER SATISFACTION AND OPERATIONAL EXCELLENCE						
Measurement	Wt	Last Full Yr	Goal for Year	Curr YTD		Comments
Delivery Performance	30	57.58%	90.00%	58.78%		Essendant average of an average
Social Media Followers	20	5986	7000	5986		NIB
NPA Growth	20	47	50			NIB

MEMBERSHIP ENGAGEMENT AND VALUE						
Measurement	Wt	Last Full Yr	Goal for Year	Curr YTD		Comments
Number of Members	35	62	62	59		Treasurer
Member Engagement	25	70%	75%	57%		Treasurer
Board Reports	25	59%	75%	69%		Board Chair
Member Support	15	37	38	6		NIB

SALES AND BUSINESS GROWTH						
Measurement	Wt	Last Full Yr	Goal for Year	Curr YTD		Comments
AbilityOne Sales Growth	25	8.2%	3.5%			NIB
BSC Sales Growth	25			27.7%		NIB
Portfolio Management	25	121				NIB
NPA Project Support	15	43	50			NIB

Note: The signal light represents the weighted average of the color ratings in each section. Green indicates NAEPB is on pace to meet or exceed the goal, yellow represents current pace will attain 80%-99% of goal and red represents current pace will attain 79% of goal or below.
Scorecard current as of Wednesday, June 07, 2017

- 19 metrics to be tracked
- As many as 4 metrics per strategic pillar
- Metrics to be tracked can be updated at least quarterly
- Metrics to be tracked are a combination of leading and lagging indicators
- Metrics are weighted relative to the degree of correlation with the outcome sought by the strategic pillar
- Green indicates the measurement is on or ahead of pace to achieve goal; Yellow indicates the measurement is within 20% of pace to achieve goal; Red indicates measurement is more than 20% behind pace to achieve goal
- Stoplight is the weighted average of the metrics being tracked for the strategic pillar, giving board members clear indication of what outcomes are at risk



PROGRAM STEWARDSHIP								
	Measurement	Wt	Last Full Yr	Full Yr Goal	Curr YTD		Comments	
Program Direct Labor Ratio	Combined NPA direct labor ratio	35	72.7%	83.0%	80.0%		NIB	
NPA Compliance	Ratio of NPA's in compliance with labor ratio requirements	30	95.3%	100.0%	95.3%		NIB	
Support for AbilityOne	Number of AbilityOne Champions	20	154	173	139		NIB	
NPA BSC Compliance	Percent of BSC inspections w/no ETS violations in FY	15	100.0%	100.0%	100.0%		NIB: Represents NIB NPAs only	



EMPLOYMENT GROWTH AND EMPLOYMENT SATISFACTION								
	Measurement	Wt	Last Full Yr	Goal for Year	Curr YTD		Comments	
Direct Labor Hours Growth	Percent increase in AbilityOne direct labor hours	30	6.3%	2.0%	0.4%		NIB	
White Collar Jobs	Number of blind employees in service jobs	30	1,055	1,055	988		NIB: These numbers reflect only AbilityOne service employees who are blind	
Market Compliance	Number of violations in Non-NPA BSC's	25	98	75	8		BSC Committee (source: NIB ETS team)	
Upward Mobility	Number of blind employees promoted	15	162	160	91		NIB	



CUSTOMER SATISFACTION AND OPERATIONAL EXCELLENCE								
	Measurement	Wt	Last Full Yr	Goal for Year	Curr YTD		Comments	
Delivery Performance	Essendant AbilityOne on time fill rate percentage	30	57.6%	90.0%	59.0%		Essendant average of an average; Full year based on calendar year, YTD based on Jan-	
Social Media Followers	Number of NIB Facebook, LinkedIn, and Twitter followers	20	5,840	7,000	6,175		NIB	
NPA Growth	Number of NPAs whose sales increased YOY	20	37	50	28		NIB: ARL and NYC are included as separate NPAs, per NIB sales tracking	



MEMBERSHIP ENGAGEMENT AND VALUE

	Measurement	Wt	Last Full Yr	Goal for Year	Curr YTD		Comments
Number of Members	Number of NAEPB Member Agencies in Good Standing	35	62	62	59		Treasurer
Member Engagement	Percent attendance at Retreat, PPF and Annual Mtg	25	70%	75%	57%		Board Secretary
Board Reports	Percent of committees who issue reports at board mtgs	25	59%	75%	69%		Board Chair
Member Support	Number of members who receive a grant from NIB	15	37	38	6		NIB: NPAs receiving at least one NIB grant



SALES AND BUSINESS GROWTH

	Measurement	Wt	Last Full Yr	Goal for Year	Curr YTD		Comments
AbilityOne Sales Growth	Year over year sales increase in %	25	8.2%	3.5%	-10.8%		NIB
BSC Sales Growth	Year over year sales increase in %	25	6.0%	6.0%	6.9%		NIB: includes AbilityOne sales only, NIB and SourceAmerica BSCs
Portfolio Management	Number of projects added to the P/L	25	121	121	39		NIB
NPA Project Support	Number of NPAs who added a project to the P/L	15	37	50	16		NIB

Committee Assignments

- Board of Directors (Was 9, Now is 3)
 - Support Roll Out of NIB Employee Satisfaction Survey
 - Coordinate with NIB to devise “information center” of products and services, core competencies and relationships
 - Review, refresh, and redistribute best practices across all NPA’s and all disciplines
- Public Policy and Communications (Was 6, Now is 2)
 - Establish proactive public policy strategy (advocating Program to legislators & addressing threats)
 - Have federal agencies establish goals
- Services (Was 5, Now is 2)
 - Develop business models that can be easily replicated
 - Strengthen and Develop partnerships that will lead to opportunities with Small Business, VOSB, SDVOSB’s, Commercial entities, etc.
- Operations (Was 11, Now is 5)
 - Establish pricing methodology for a Fair and Equitable Commodity Pricing Process
 - “Mandatory “ support and enforcement
 - Pursue business diversification/job growth via commercial market opportunities
 - Identify “best practices” or scoring system in customer service delivery and measurements
 - Develop/implement “LEAN” new product introduction process
- Base Supply Centers (Was 5, Now is 3)
 - Establish AD HOC BSC Advisory Board of BSC/NON BSC Agencies
 - Have federal agencies establish goals
 - Leverage Federal Acquisition Regulations to better position BSC’s
- Marketing (Was 0, Now is 3)
 - Develop and execute strategic communications plan (advocating to all key stakeholders to include AbilityOne Commission, NIB and Blindness Community)
 - Develop a branding strategy for services
 - Develop SKILCRAFT product promotion marketing collaboration
- Strategic Planning (Was 0, Now is 1)
 - Identify NIB & NPAs Key Stakeholder Goals
- Ethics (Was 0, Now is 2)
 - Overhaul Quality Work Environment program to ensure it demonstrates an ROI and can be embraced by NPA’s on a voluntary basis
 - Encourage larger, stronger agencies to mentor smaller, resource-challenged agencies

There are 20 total tactics; 1 Tactic (*Have federal agencies establish goals*) has multiple assignees.

Highlighted areas denote follow up required by the assigned committee to review, refine and/or adopt the text.

QUESTIONS

Najjar, Ellen

From: Reinhard Mabry <rmabry@alphapointe.org>
Sent: Monday, July 24, 2017 9:19 AM
To: Najjar, Ellen
Subject: FW: FY 2017-2019 NAEPB Strategic Planning Format (please distribute to the NAEPB membership)
Attachments: FY2017-2019 NAEPB Strategic Plan Final.pptx

Dear Members of the NAEPB,

This email is intended to detail for you the updated strategic plan (copy attached) as devised jointly by the strategic planning committee and the board of the NAEPB. I hope you take a few minutes to study the document, which demonstrates the evolution of the plan as well as the current status against the plan. Please feel free to call or email me if you have any questions. The NAEPB Strategic Plan is our "Roadmap to Success" as an association of like-minded Agencies. This document is designed to help us "ignite" NAEPB's membership engagement, while increasing collaboration and advancing "constant improvement" of our Agencies collective efforts. Our Strategic Planning Committee recently presented a number of changes to the plan format for our NAEPB Board members, and they have asked us to share this with the full membership.

Our annual CEO meetings are a vital forum in which we take the opportunity to prioritize our resources for the benefit of all Agencies, and it is especially important that we pay attention to a disciplined Strategic Planning approach at this critical time in our history. Upon completion of our Winter Conference, several attendees expressed a genuine sense of appreciation for the inter-agency collaboration created by building such a relevant agenda, resulting in a clear strategic direction for NAEPB's 2017 goals. Participants expressed a belief that this year's President & CEO Winter Planning Conference continued to gain a clear focus on setting a new & improved course for NAEPB to pursue several lucid, achievable strategies & goals in the coming year. During the planning session, we recognized it was time to do things differently, and we focused on 5 key strategic areas. These 5 major themes emerged as the "Strategic direction" that has guided the thinking of our strategic planning committee and lends clarity to our priorities for the year ahead:

- 1) A clearly defined set of Public Policy Strategies that will have both near-term and long-term impact.**
- 2) Develop meaningful and productive contribution from AbilityOne "Think Tank". NPAs to provide real-time feedback and cascade communication back to /NAEPB Agencies.**
- 3) Employment Growth - Identify further diversity of revenue streams in order to Increase B/VI employment.**
- 4) Clearly define NIB & NPAs (Agencies') mutual Stakeholder Goals.**
- 5) Establish a fair and equitable Commodity Pricing Process that Strategically positions all Programs.**

Based on your input at the Winter Conference in January, here is what we've determined success looks like:

We sought practical application of endeavors which would achieve a measurable increase in blind jobs. We pared our goals down to the key areas. We also realized that "we are all in this together", and that our 2017 strategic initiatives are evident in the ideas summarized in the amended strategic plan (attached). Below are some highlights of the newly framed Strategic Plan:

- 1) We differentiated between aspirations of NAEPB's strategic pillars and tactics that are the focus of our time and attention.**
 - Moved those tactics into a matrix that defines results we intend to achieve.
 - Included in that matrix assignees, deadlines & outcomes for greater accountability.
 - Balanced committee assignments to ensure that no one is overloaded.
 - Established a scorecard to track our performance as a membership body.
- 2) We determined 19 metrics to track.**
 - We track as many as 4 metrics per each of our 5 strategic pillars in a scorecard.

- The scorecard will be updated on a quarterly basis and distributed to all members.
- Metrics to be tracked are a combination of leading and lagging indicators.
- Metrics are weighted relative to the degree of correlation with the outcome sought by the strategic pillar:
 - Green indicates the measurement is on or ahead of pace to achieve goal;
 - Yellow indicates the measurement is within 20% of pace to achieve goal;
 - Red indicates measurement is more than 20% behind pace to achieve goal
 - Stoplight is the weighted average of the metrics being tracked for the strategic pillar, giving members a clear indication of what outcomes are at risk.

Here are 10 Key Principles outlined in the 5 Strategic Pillars critical to our success as NAEPB Agency Affiliates:

- 1) NAEPB and its members operate ethically for the good of the field and the AbilityOne program.
- 2) Members are transparent, sharing their best practices and skills to mutually improve the field and the people we serve.
- 3) NAEPB strives to maintain open communication and cooperation with its stakeholders, most notably the AbilityOne Commission, NIB, SourceAmerica and NCSE, to ensure the AbilityOne program endures.
- 4) NAEPB strives to collaborate with other blind-focused national organizations for the betterment of the constituents they serve.
- 5) NAEPB strives to expand employment in both volume and diversity, to offer the widest array of job opportunities practical to people who are blind and explores technology to help provide employment.... to any person who is blind who wants to work.
- 6) NAEPB seeks to ensure the business and regulatory environment promotes and encourages the AbilityOne program to thrive.
- 7) NAEPB members seek to be recognized as a best in class supplier to the federal government... and to apply various leading edge methods to ensure continuous improvement to improve its results and deliver maximum value for its customers.
- 8) NAEPB values its customers and strategic partners who collaborate to enhance job opportunities for people who are blind.
- 9) NAEPB seeks opportunities to improve the efficiency of the AbilityOne program to ensure it is responsive to the needs of the government customer.
- 10) Ensure that NAEPB members are provided with the support they need to promote their businesses and their mission within the AbilityOne program... while promoting collaboration and information sharing among and between members to foster the health and vitality of the membership.

The "5 W's" for NAEPB:

- **What:** Collaborating amongst our Agencies allows us to be stronger both individually and collectively.
- **Why:** It is vitally important we are on the same page - especially at this challenging point of our history.
- **Where:** Through excellent communication throughout all of our Agencies, because we are stronger together.
- **When:** During the next 4 months, we are asking for leaders to make a commitment to attend the 2018 NAEPB CEO & President Winter Conference (Our annual opportunity to "Advance" the goals outlined herein).
- **Who:** As CEOs, and as leaders of our organizations, it will take each of us to create the collective strength necessary to focus on our unique mission, core values, and operating goals within a clear framework of our Association's work.

Summary:

Eric Stueckrath, the NAEPB Board Chair, and I, as Chair of the Strategic Planning Committee, have committed to monitoring this action plan on a quarterly basis to ensure success. This year's exchange of ideas at the CEO & President Winter Conference was "more definitive and specific" in regard to practical application and provides for a more measurable opportunity for creating blind jobs. Our effort in this strategic planning summary has helped to crystallize the action plan quickly to provide continued clarity and direction. There is also a recognition that "we are all in this together", and that our 2017 strategic initiatives are clear, straightforward and measurable.

Ultimately, everyone at our NAEPB conference made an "all-in" commitment to continue to grow agency collaboration, transparency, and trust through mutually supportive relationships. Attendees also got a much closer glimpse into the meaningful work of NAEPB through the creative co-design of the agenda and resulting strategic plan (see attached). We can all feel genuinely inspired and privileged to be a part of the cooperative work we all share in serving our employees, our communities AND each other.

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