



The National Association for the **Employment** of People who are Blind

**NAEPB Strategic Planning Committee
June 26, 2017 Board Meeting
Reinhard Mabry, Vice President**

Members: David LoPresti, Eric Stueckrath, CJ Lange, Shelly Taylor, Platt Allen, Rudy D'Amico, Matt Wieseler and Karen Walls

Update: The Strategic Planning committee has been active, refining the plan. It was determined at the retreat that we were working on too many tactics and needed to focus. In interviews with the committee chairs, some did not believe the plan was relevant to the agenda of their committee at all. Thus, the strategic plan was, in many instances, not being actively worked. We sought to improve alignment and accountability.

Initially, we developed a new structure for the plan, separating the aspirational tactics from the actionable ones. A total of 16 tactics, or 44% of the tactics in the original document, were determined to be aspirational or out of date. Thus, we are left with a more manageable list of actionable tactics to attend to for the period of this plan consistent with the membership's wishes.

We then refined those remaining tactics to include expected outcomes and deadlines with the concurrence of the chairs of the respective committees. All committee chairs reviewed the revisions and, with input from their respective committees, adopted the revisions. We also worked with the chairs to realign the tactics, ensuring that every committee had at least one assignment and no committee had more than 5 assignments. This ensured no committee was overloaded as appeared to be the case in the past.

Committee chairs agreed to provide regular reports to the board and membership on progress with the assigned tactics.

Finally, we developed a scorecard of metrics and a methodology for tracking our performance. All metrics align with the strategic plan and can be updated at least quarterly. NIB has agreed to update the scorecard for the NAEPB. This will provide the board and membership a clear indication of problem areas so we can attend to them as a deliberative body. As an example, the committee noted that our field's average delivery performance to Essendant was less than satisfactory and should be a focus of our attention.

A document detailing the work of the committee and the scorecard to date is provided with this report for your easy reference.

I want to thank the members of the committee and the chairs of the standing committees of the board for their help in this process.



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:

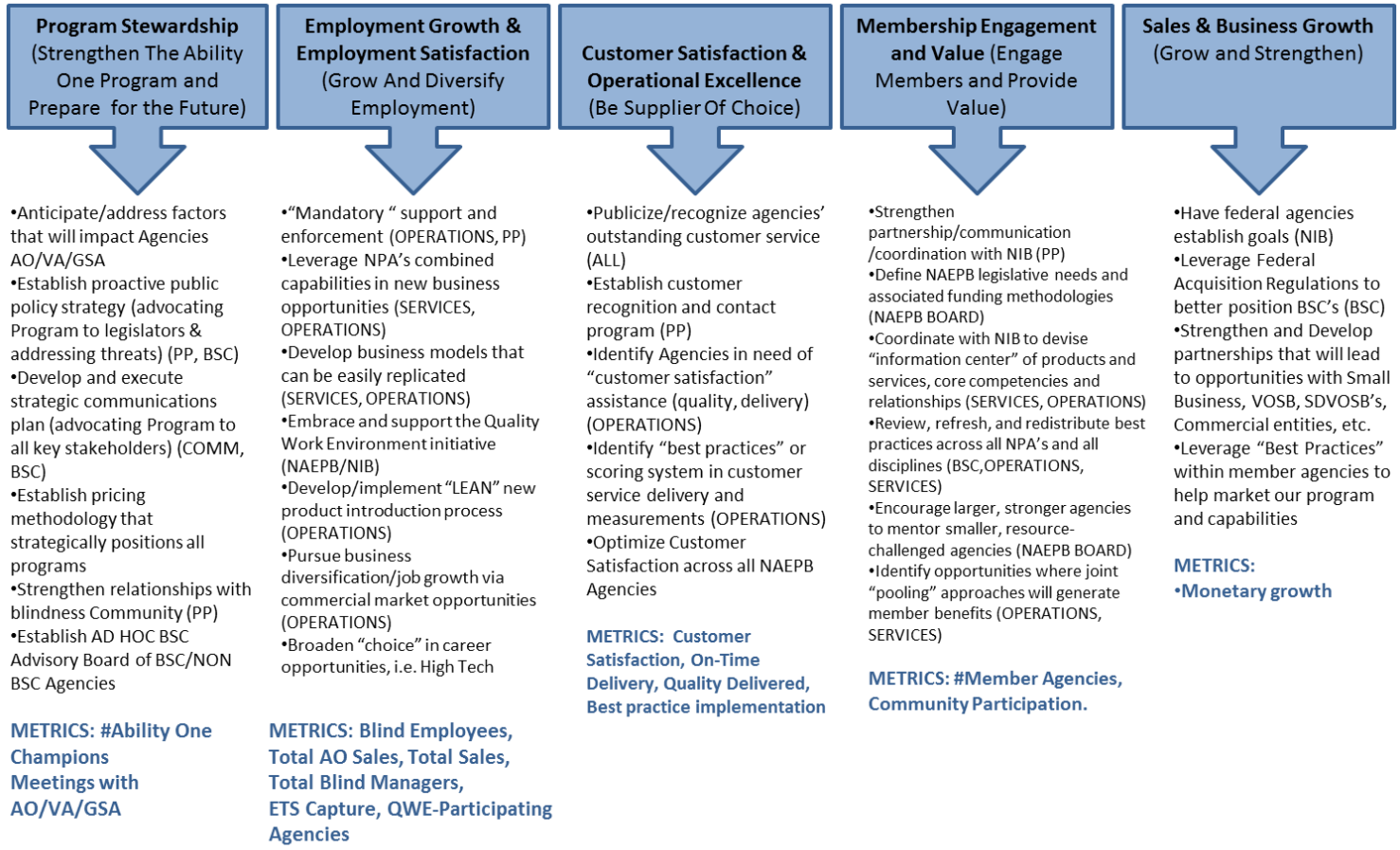
- Monetary growth**

Approved by NAEPB Board 10-

13-15

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.



- 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

Approved by NAEPB Board 10-13-15

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	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.



The National Association for the Employment of People who are Blind

**NAEPB BSC Committee Report
June 26, 2017 Board Meeting
Michael Monteferrante, Vice President**

Working very closely with BSC Best Practices Committee to assist and support the key issues they feel are most important. The items covered from the last report continue to make progress and action teams are mobilized. The below items are current focus areas and status. We have some sensitive items that need NIB NPA CEO input so we will convene the CEO's in conjunction with a Best Practice meeting in the Fall NIB meeting to address and make decisions. The CEOs will be needed to ensure alignment with some of the proposed recommendations.

**NIB BSC PROGRAM UPDATE
June 2017**

SUBJECT #1: New BSC Business Model Initiative

LEAD: Tommy Thomas

STATUS: Ongoing. Andy Mueck and Tommy Thomas met with Mr. Pete Bechtel, SES, Army G-4 Director of Supply Policy at the Pentagon on June 20, 2017 to discuss BSC GCSS-Army Pilot. The meeting with Mr. Bechtel was collaborative and positive. Mr. Bechtel wants to see what CASCOM's Class II consumable data analysis is on and stated he is not relying solely on that to make his decision on the pilot. Mr. Bechtel said he will get back to NIB in 2-3 weeks.

Target date: TBD pending feedback from Mr. Bechtel in 2-3 weeks

SUBJECT #2: BSC Assignments and 50-mile Radius

LEAD: Tommy Thomas

STATUS: NIB is hosting a meeting with designated BSC operators on 29 June to explore solutions to the 50-mile territorial issue as it pertains to BSC assignments and proximity to existing stores.

Target date: 29 June for meeting and recommended solution

SUBJECT #3: GSA Fleet Readiness Centers (FRC) Partnerships and Other 4PL Opportunities

Lead: Tommy Thomas

STATUS: Ongoing. The latest GSA 4PL partnership opportunity is at Naval Air Station Lemoore. A package is being prepared to add GSA Contracting as an authorized customer of that Envision location, joining eight other locations in this ongoing partnership.

Target Date: September 30, 2017

SUBJECT #4: BSC Compliance Initiatives on AbilityOne Sales Ratios and Staffing of Blind Labor

LEAD: Tommy Thomas

STATUS: After eight months of FY 17 reporting, the number of stores falling below the 25% AbilityOne sales ratio target dropped from 43 to 41. There were 4 stores with sales ratios below 10%. NIB continues to work with agencies to analyze causative factors, customer spending habits and explore potential ways to enhance AbilityOne sales. 4 stores are reporting zero blind labor. The overall ratio for all stores for the month of May was 30.20% and for the first 8 months of FY 17 is 29.18%.

Target Date: September 30, 2017

SUBJECT #5: Support to DLA Document Print Services (DPS)

LEAD: Jamie Huffman

STATUS: Ongoing. NIB is currently analyzing consumption data received from DLA on their Print Service locations. Once analysis is complete, NIB will recommend next steps to establish support for these locations.

Target Date: June 30, 2017

SUBJECT #6: BSC Assignment List

LEAD: Tommy Thomas

STATUS: The updated Assignment List was published in NIB This Week on 9 June. This list will appear in the publication every six month.

Target Date: December 2017

SUBJECT #7: Marketing New AbilityOne Products to BSCs

LEAD: Johnette Lee/Jamie Huffman

STATUS: Johnette Lee has conducted 2 preliminary meetings with the team of BSC Operators tasked to assess issues surrounding marketing and placement of new AbilityOne products in the stores. The team has invited several manufacturing agencies to participate in the next meeting on 23 June. West Texas and AVRE have agreed to participate at this point.

Target Date: Next team meeting on 23 June.

Informational Notes.

- BSC Sales Trends:** BSC AbilityOne sales for the first 8 months of FY 17 (1 October – 31 May) are as follows:

AbilityOne:	\$38.46M	(+2.3% over FY 16)
Commercial:	\$93.35M	(-1.5% below FY 16)
HAZMAT:	\$12.36M	(+3.6% over FY 16)
IEE:	\$M	(+23.7% over FY 16)
TOTAL:	\$M	(+8.8% over FY 16)