



# 2023 Strategic Plan

# FY2022-2023 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. NAEPB 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.

# NAEPB Scorecard







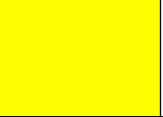

<b>PROGRAM STEWARDSHIP</b>	<b>Measurement</b>	<b>Wt</b>	<b>Last Full Yr</b>	<b>Full Yr Goal</b>	<b>Previous Year YTD</b>	<b>Curr YTD</b>		<b>Source / Comments</b>
<b>Program Direct Labor Ratio</b>	Combined NPA AbilityOne direct labor ratio	25					Green	
<b>NPA Compliance</b>	Ratio of NPAs in compliance with labor ratio requirements	20					Red	
<b>Market Compliance</b>	Total ETS sales of top 15 selling GSA Advantage Authorized vendors	10					Red	
<b>NPA BSC Compliance</b>	Percent of BSC inspections w/no ETS violations in FY	10					Yellow	
<b>Support for AbilityOne</b>	Number of AbilityOne Champions	15					White	




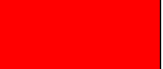

**EMPLOYMENT GROWTH  
AND EMPLOYMENT  
SATISFACTION**

	Measurement	Wt	Last Full Yr	Goal for Year	Previous Year YTD	Curr YTD		Source / Comments
<b>Direct Labor Hours Growth</b>	Percent change in AbilityOne direct labor hours	25						
<b>Indirect Labor Hours Growth</b>	Percent change in indirect labor hours by NPA employees who are blind	25						
<b>Service Jobs</b>	Number of blind employees in AbilityOne service jobs	20						
<b>Upward Mobility</b>	Promotions of employees who are blind from Direct to Indirect labor (supervisory)	10						
	Promotions of Direct labor employees who are blind to other Direct labor positions (non-supervisory)	10						
	Placements of existing direct labor NPA employees outside the NPA	5						
	Placements (not employees of NPAs), e.g. rehab-only clients	5						

**CUSTOMER SATISFACTION  
AND OPERATIONAL  
EXCELLENCE**

	Measurement	Wt	Last Full Yr	Goal for Year	Previous Year YTD	Curr YTD		Source / Comments
<b>Delivery Performance</b>								
<b>NPA Growth</b>								

<b>MEMBERSHIP ENGAGEMENT AND VALUE</b>								
	Measurement	Wt	Last Full Yr	Goal for Year	Previous Year YTD	Curr YTD		Source / Comments
Number of Members	Number of NAEPB Member Agencies in Good Standing	35	58	58	58	56		How many members do we have? Should we measure by %?
Member Engagement	Percent attendance at Advance, Symposium, and Annual Mtg	25						
								

<b>SALES AND BUSINESS GROWTH</b>								
	Measurement	Wt	Last Full Yr	Goal for Year	Previous Year YTD	Curr YTD		Source / Comments
AbilityOne Sales Growth	Year over year sales increase in %							
AbilityOne Products Growth	Year over year sales increase in %	15						
AbilityOne Services Growth	Year over year sales increase in %	15						
BSC AbilityOne Sales Growth	Year over year sales increase in %	25						
NPA Growth	Number of NPAs whose program sales increased YOY	25						
NPA Project Support	Number of NPAs who added a project to the P/L	20						

# Program Stewardship

(Strengthen The AbilityOne Program and Prepare for the Future/Transformation)

Activity/Tactic		Timeline	Goal	Measurement
Description	Owner	Estimated Delivery	Expected	Specific Results
<b>Tactic #1: Revised PP strategy for CY2023 to include aligned policy message amongst NAEPB/NCSE and other stakeholders</b>	Public Policy Committee	Updated annually	<ul style="list-style-type: none"> <li>a) PP Strategy to support four key initiatives: (1) NDAA, (2) WIOA, (3) GSA Amazon initiative(4) Ongoing compliance JWOD Act</li> <li>b) Continue to evaluate financial investment in our own GR firm to include development of limited and focused priority</li> <li>c) Explore NAEPB/NCSE collaboration for funding of focused GR effort</li> <li>c). Revamp AbilityOne Champions program into an <b>AbilityOne caucus</b> to provide enhanced legislative support on an as-needed basis</li> </ul>	
<b>Tactic #2: Develop focused plan for influencing AB1 Commission draft legislative initiatives regarding proposed rules, regulations and policies</b>	Board of Directors/PP Committee		<ul style="list-style-type: none"> <li>a) Be prepared for possible hearings and opening of the Act (jointly with PP committee)</li> <li>b) Gain alignment on reopening of the Act with NIB, SourceAmerica and NCSE and have a coalition of support on the Hill</li> <li>c) Continue to educate the new private sector commission members on the benefits of our program and allay some of the concerns/issues raised regarding CIE and competition to help guide priorities and solutions that support the strengthening of the program.</li> <li>d) Create proposed pilot programs to be presented to the A1 Commission to address issues around pricing, competition and ratio (integrated employment)</li> <li>e) Decouple competition issue from contractor performance</li> </ul>	
<b>Tactic #3: Continue to provide representation on and provide feedback to the Compliance Council established by the AB1 Commission.</b>	Board of Directors		<ul style="list-style-type: none"> <li>a) Incorporation of Compliance Council feedback into AB1 policies</li> </ul>	
<b>Tactic #4: Continue to build upon survey data collection to reframe messaging to key stakeholders and program influencers. Identify additional data points to collect and develop and infographic and narrative to better reflect and tell the full impact story of the AbilityOne program.</b>	<b>Marketing Committee/Public Policy Committee</b>		<ul style="list-style-type: none"> <li>a) Identify and analyze data currently being collected.</li> <li>b) Continue to evaluate and Identify additional data points and put out a call to agencies for additional information</li> <li>c) Create an infographic and white paper along with an NPA toolkit</li> </ul>	<ul style="list-style-type: none"> <li>• Educated legislators who support AB1</li> <li>• Develop and deliver toolkit to individual agencies for use in local markets</li> </ul>
<b>Tactic #5: Develop recommended list of key performance/program compliance indicators and framework for compliance with consensus from NCSE and AB1, then work with NIB to develop best practices to support program compliance</b>			<ul style="list-style-type: none"> <li>a) Publish scorecard with agreed upon metrics</li> </ul>	
		Ongoing	<ul style="list-style-type: none"> <li>a) NAEPB members to sign MOU supporting reciprocal purchasing</li> <li>b) Support FAR language requiring AB1 contracts to utilize AB1 products</li> <li>b) NAEPB continue to promote clear ordering options for AbilityOne products</li> </ul>	<ul style="list-style-type: none"> <li>• 6 All NPAs adopt MOU</li> <li>• Total AO Sales</li> </ul>

# Employment Growth & Employment Satisfaction

(Grow And Diversify Employment)

Activity/Tactic		Timeline	Goal	Measurement
Description	Owner	Estimated Delivery	Expected	Specific Results
<b>Tactic #1: Continue to support obtaining a statutory DOD 1% procurement goal</b>	Board of Directors/PP Committee		<ul style="list-style-type: none"> <li>a) Gain alignment with NCSE/SA as they are the lead on this initiative</li> <li>b) Garner support for DOD to insert language in all of their contracts to buy AB1 with contracting goals established</li> <li>c) Garner support from DOD to assist in replicating small business goal acknowledgement for AB1 requirements to other federal agencies.</li> </ul>	<ul style="list-style-type: none"> <li>• Inclusion of procurement goal in the NDAA</li> </ul>
<b>Tactic #2: Continue to advocate for allowing remote BSC workers to be counted in ratio</b>	BSC committee		<ul style="list-style-type: none"> <li>a) Review policy directives that require at least one blind person physically in the stores</li> <li>b) Expand policy to allow customer service reps to be counted in ratio for BSCs</li> </ul>	
<b>Tactic #3: Continue to support AB1/NIB expansion of procurement of AB1 products/services within AB1 contracts</b>	Operations Committee		<ul style="list-style-type: none"> <li>a) NAEPB continue to promote clear ordering options for AbilityOne products</li> </ul>	

# Customer Satisfaction & Operational Excellence

## (Be Supplier Of Choice)

Activity/Tactic		Timeline	Goal	Measurement
Description	Owner	Estimated Delivery	Expected	Specific Results
<p><b>Tactic #1: Establish additional criteria for “good standing” to include contract performance criteria and agreed upon, enforceable remediation</b></p>	Board of director with Operations committee		<p>a) Establish Best Practices for product producing agencies around supply chain management and performance.</p> <p>b) Establish a program to support and mentor underperforming agencies to improve agency performance and on-time delivery</p> <p>c) Work with NIB to identify mechanisms NIB has or could implement to help mitigate some of the drivers of NPA poor performance</p> <p>d) Create policy that is included in definition of “good standing” that has tiered interventions/corrective action plans that are monitored.</p>	<ul style="list-style-type: none"> <li>Engagement and incremental improvement of low performing agencies.</li> <li>Mentor NPA’s with systemic performance issues. (need to establish incremental performance measure)</li> </ul>
<p><b>Tactic #2: Create and support mechanism to provide greater visibility into performance issues beyond GSA.</b></p>	Operations committee		<p>a) Be able to monitor DLA/DOD performance possibly through collection of CPARS data</p>	<ul style="list-style-type: none"> <li>Reduction of purchase exceptions</li> </ul>

# Membership Engagement and Value

(Engage Members and Provide Value)

Activity/Tactic		Timeline	Goal	Measurement
Description	Owner	Estimated Delivery	Expected	Specific Results
<b>Tactic #1: Work on value proposition so we can engage more NIB affiliates to become NAEPB members and reenage those agencies who have dropped membership.</b>	Membership Committee		Develop NAEPB value proposition and proactively outreach to non-members about NAEPB membership	<ul style="list-style-type: none"> <li>• <b>Increased membership</b></li> </ul>
<b>Tactic #2: Develop a framework to create a more robust agency mentoring program.</b>	Membership Committee		Longer term mentoring program in place with increased funding through the NIB mentoring grant program and create incentives for both mentors and mentees. Formalize match process.	

# Sales & Business Growth

(Grow and Strengthen)

Activity/Tactic		Timeline	Goal	Measurement
Description	Owner	Estimated Delivery	Expected	Specific Results
<b>Tactic #1: Have federal agencies establish AB1 goals</b>	Public Policy	Ongoing	a) 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"> <li>• Convince oversight committee to make reporting a requirement</li> <li>• Sales growth</li> <li>• Job growth</li> </ul>
<b>Tactic #2: Engage NAEPB membership to work with their legislators on the 1.5% set-aside opportunity to be included in NDAA</b>	Board of Directors/Full Membership		a) Establish a 1.5% AB1 goal within DOD	<ul style="list-style-type: none"> <li>• 1.5% goal included in 2023 NDAA</li> <li>• Increased AB1 opportunities</li> </ul>
<b>Tactic #3: Develop/implement “LEAN” new product introduction process</b>	Operations Committee		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"> <li>• Reduce time for P/L addition</li> <li>• A1 sales growth</li> </ul>
<b>Tactic #4: Implement a plan to support the mandatory sourcing of AB1 jan/san products within AB1 service contracts.</b>	Operations Committee/BSC Committee			

# 2022 Committee Assignments Project Report

- Board of Directors
  - Create a “hip pocket” bill to prepare for the opening of the JWOD Act
  - Support Roll Out of NIB Employee Satisfaction Survey
  - Engage NAEPB membership to work with their legislators on the 1,5% set-aside opportunity to be included in NDAA
- Public Policy and Communications
  - Revised Public Policy strategy for CY2022 to include:
    - Supporting key initiatives around NDAA, WIOA, GSA, JWOD compliance/**M**odernization
    - Create a more robust legislative champion program
    - Support Spring PP Symposium
    - Federal agency AB1 goals
- Services
  - Grow current services program which includes hiring a BDM for the consortium
  - Identify one additional business line that can be supported by the NIB agencies
- Operations
  - Establish pricing methodology for a Fair and Equitable Commodity Pricing Process
  - Use the BSC Operators’ model to establish an Operations group focused on supply chain management excellence to improve operational results in the area of on-time delivery and customer satisfaction.
  - Develop/implement “LEAN” new product introduction process
- Base Supply Centers
  - Promote Agency sales through BSC Channel
- Marketing
  - Develop a social media campaign and repository that highlights products, services and great works created by member agencies
  - Develop SKILCRAFT product promotion marketing collateral collaboration
- Strategic Planning
  - Provide ongoing monitoring of the Strategic Plan
- Membership Committee
  - Develop membership plan that includes possible revised dues structure, membership levels, recruitment/retention and value propositions
  - Develop a framework to create a more robust agency mentoring program
- Ad Hoc Data Committee
  - Identify additional data points to collect and develop an infographic and narrative to better reflect and tell the full impact story of the AB1 Program
- Business Development
  - Develop a strategy to expand state use business into agencies who are not doing state use