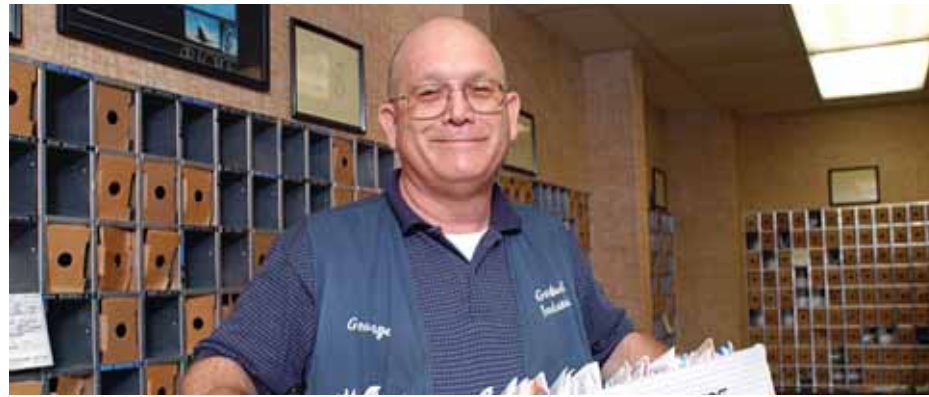


The NISH vision of the future is **“employment for every person with a severe disability.”** This 2011–2015 Strategic Plan is our architecture for success.



#### MISSION

NISH creates employment opportunities for people with severe disabilities.

#### VISION

Employment for every person with a severe disability.

#### VALUES

Excellence  
Innovation  
Accountability  
Diversity  
Collaboration  
Integrity

#### NISH NATIONAL OFFICE

8401 Old Courthouse Road  
Vienna, VA 22182  
Phone: (571) 226-4660  
Fax: (703) 849-8916  
TDD: (703) 560-6512

#### PRODUCTS

8401 Old Courthouse Road  
Suite 430  
Vienna, VA 22182  
Phone: (571) 226-4625  
Fax: (703) 208-7326

#### EAST REGION

8401 Old Courthouse Road  
Suite 200  
Vienna, VA 22182  
Phone: (571) 226-4600  
Fax: (703) 849-8741

#### NORTH CENTRAL REGION

1400 East Touhy Avenue  
Suite 300  
Des Plaines, IL 60018  
Phone: (847) 789-8400  
Fax: (847) 789-3240

#### NORTHWEST REGION

200 West Mercer, Suite E-301  
Seattle, WA 98119  
Phone: (206) 272-3500  
Fax: (206) 285-8558

#### SOUTH REGION

112 Town Park Drive  
Suite 200  
Kennesaw, GA 30144  
Phone: (770) 424-9093  
Fax: (770) 426-7666

#### SOUTH CENTRAL REGION

2401 E. Randol Mill Road  
Suite 200  
Arlington, TX 76011  
Phone: (817) 622-7000  
Fax: (817) 652-1032

#### PACIFIC WEST REGION

2633 Camino Ramon  
Suite 150  
San Ramon, CA 94583  
Phone: (925) 543-5100  
Fax: (925) 328-1907



## Strategic Plan 2011 - 2015

# Double the number of jobs by 2015



We are proud to share NISH's 2011-2015 Strategic Plan. There are over 10 million working age people with significant disabilities who do not have jobs; and dramatic actions are needed if we are to achieve our vision of employment for every person with a severe disability. Developed by the NISH Board of Directors with input from staff and key stakeholders, this plan provides the framework to pursue this vision.

With that in mind, we are challenging the AbilityOne Network of Community Rehabilitation Programs (CRPs), the Federal government, and other key stakeholders to join with us in pursuing our vision. The first goal of our strategic plan sets the tone of our ambitious goals - double the number of employment opportunities by 2015. Clearly this goal can only be attained through the collaborative efforts of all of our partners. NISH's role in achieving this goal is, of course, paramount; and we have established additional goals on how we intend to support this effort. Specifically, we will pursue this aggressive goal through promoting CRP excellence; earning "preferred partner status" with the Federal government; developing innovative and diverse employment solutions; and enhancing the performance excellence of NISH. Because of the magnitude of our "doubling goal", we will also be facilitating employment opportunities for people with significant disabilities outside the Federal sector. And, finally, we have established a goal of achieving recognition as the national leader in employment for people with significant disabilities.

To ensure congruence with the basic elements of the AbilityOne Program Strategic Plan, the fundamental underpinnings to this plan were developed in conjunction with the Committee for Purchase and the National Industries for the Blind. Effective stewardship; employee and customer satisfaction; employment growth; and business excellence are

embedded in the NISH Strategic Plan ensuring alignment and a joint focus on the most critical issues facing the Program.

This plan is bold, and we hope it will serve as a roadmap for the way forward to address the monumental lack of employment opportunities faced by people with significant disabilities.

We extend our thanks and gratitude to everyone who contributed to the development of the 2011-2015 Strategic Plan. As we developed this plan, we identified numerous challenges and we knew our goals were ambitious. But as one NISH board member reminded us – "if not now, then when; if not us, then who?"

We look forward to working in close collaboration with the AbilityOne Network of nonprofit agencies to make our plan become reality. Through this strong, effective network, we will work collectively to create substantially more employment opportunities for people with significant disabilities.

**GREGORY D. BENDER**  
Chairman of the Board

**E. ROBERT CHAMBERLIN**  
President and Chief Executive Officer

"The vast possibilities of our great future will become realities only if we make ourselves responsible for that future."

-Gifford Pinchot

► **GOAL 1**  
**Double the Number of Employment Opportunities by 2015**

Increase Jobs for People with Significant Disabilities by Growing Existing Markets and Developing New Opportunities and Lines of Business

**STRATEGIC ISSUE:** Of the 10 million working age people with significant disabilities, nearly 70 percent do not have jobs. The AbilityOne Network is the largest employer of people with significant disabilities in the United States. In 2009, the NISH-affiliated producing Community Rehabilitation Programs in the network reported employing approximately 124,000 individuals with disabilities, including over 41,000 individuals employed through the AbilityOne Program. While these results are laudable, a dramatic increase in employment opportunities is needed for NISH to achieve its vision of employment for every person with a significant disability. A 15 percent annual growth rate is required to achieve the goal of a quarter of a million more employment opportunities within the NISH-affiliated producing Community Rehabilitation Programs by 2015.

NISH is committed to leveraging the success of the AbilityOne Program to increase employment for people with significant disabilities nationwide. Doubling the employment rate of people with significant disabilities through the NISH-affiliated producing Community Rehabilitation Programs in the AbilityOne Network within five years will require expanding current methods as well as implementing new strategies, collaborative approaches and business models.

First, NISH will expand business development efforts with existing and new customers, in both current and additional lines of businesses, in the Federal government and the commercial marketplace. Second, NISH will continue to support existing Community Rehabilitation Programs within the AbilityOne Network and to attract additional providers, specifically targeting providers in unserved geographic areas and situations in which additional capability and capacity are required to satisfy the needs of Federal and non-Federal customers. Third,

NISH will implement systemic, political, and procedural strategies to remove barriers to creating jobs for people with significant disabilities both within and beyond the AbilityOne Program.

**OBJECTIVES**

**Grow Existing Market Opportunities**

- Create sector growth strategies (Department of Defense, Civilian and Commercial)

**Develop New Business Opportunities**

- Create sector new business strategies (Department of Defense, Civilian and Commercial)

**Expand Community Rehabilitation Program Participation Based Upon Business Requirements**

- Develop and encourage Community Rehabilitation Program participation strategies
- Create Community Rehabilitation Program collaboration strategies and opportunities
- Expand the network of qualified Community Rehabilitation Program providers to support growth

**Identify and Remove the Barriers to Doubling the Number of Employment Opportunities by 2015**



► **GOAL 2**  
**Promote CRP Excellence**

Support Long-Term Job Creation through the Performance Excellence and Sustainability of Community Rehabilitation Programs

**STRATEGIC ISSUE:** The AbilityOne Program is only as strong as the network of Community Rehabilitation Programs participating in the Program. NISH will continue to emphasize performance excellence, including adherence to high standards of integrity to ensure public trust and confidence; compliance with AbilityOne Program and statutory requirements; and provision of high quality goods and services to Federal and non-Federal customers. In addition, NISH will assist members of the AbilityOne Network in a new area of focus: creating a quality work environment for people with significant disabilities.

To double employment over five years, the AbilityOne Network must have both the required capability and the capacity. NISH is committed to helping Community Rehabilitation Programs expand their capability and capacity to meet the needs and requirements of their customers and create additional employment opportunities for people with significant disabilities. Through close collaboration in providing exceptional performance and customer satisfaction, Community Rehabilitation Programs, NISH and the AbilityOne Program can position themselves for long-term sustainability and growth while fulfilling their joint missions.

**OBJECTIVES**

**Enhance the Excellence of Community Rehabilitation Programs**

- Continue expanding Community Rehabilitation Program capability and capacity
- Support and encourage the sharing of Community Rehabilitation Program best practices

**Ensure Integrity of Community Rehabilitation Programs and the AbilityOne Program**

**Ensure Long-Term Sustainability of Community Rehabilitation Programs**

- Establish standards that enhance Community Rehabilitation Program performance

**Ensure Compliance with the AbilityOne Program and Statutory Requirements**

► **GOAL 3**  
**Earn “Preferred Partner Status” with Federal Government**

Partner and Collaborate to Create Customer Loyalty to the AbilityOne Program as the First Choice Provider of Services and Products

**STRATEGIC ISSUE:** For significant growth in employment opportunities to occur, the Federal government must view the AbilityOne Program as their provider of choice. Government customers expect excellent performance, high quality and value in support of their mission objectives. To earn “preferred partner status,” the AbilityOne Program must not only deliver quality and value but also understand and respond to customer needs and constraints, competitive forces, political factors and environmental changes. NISH will work with Community Rehabilitation Programs to expand awareness and use of the unique opportunities afforded by the AbilityOne Program to partner with our Federal customers to help them achieve their priorities. One of NISH’s highest priorities will be to establish close collaboration with Federal customers to craft proactive solutions and partnerships that result in fulfilling and exceeding customer expectations. NISH will continue to improve the processes and infrastructure required to support growth and be responsive to customer needs.

**OBJECTIVES**

**Increase Quality Performance by Community Rehabilitation Programs to the Federal Government**

**Increase Partnering Opportunities with Federal Customers**

**Improve Processes and Infrastructure**

- Expand strategies to anticipate and respond to customer requirements/needs
- Boost strategies to provide rapid response and flexible solutions

► **GOAL 4**  
**Develop Innovative and Diverse Employment Solutions for People with Significant Disabilities**

Design New, Promising and Diverse Employment Opportunities as well as Enhance the Quality Work Environment for People with Significant Disabilities

**STRATEGIC ISSUE:** For people with significant disabilities to achieve their maximum employment potential, they must have access to career choices and options that provide competitive wages and benefits, and advancement opportunities. To provide a quality work environment, Community Rehabilitation Programs must provide training, supports, flexibilities, and career paths that enable successful employment and promotion. To ensure that individuals with the most significant disabilities are afforded an opportunity to work and contribute to their own well being, NISH will focus on providing access to assistive technology, rehabilitation engineering, and other enhancements that increase productivity in the workplace. NISH will support implementation of best practices and innovative solutions to complex problems to enable the AbilityOne Network to meet the needs of people with significant disabilities and the customers they serve, as well as the broader disability community. NISH will work through their network of Community Rehabilitation Programs to access and impact the satisfaction of people with significant disabilities with AbilityOne jobs.

**OBJECTIVES**

**Improve the Quality Work Environment of Producing Community Rehabilitation Programs**

**Maximize the Productivity and Improve the Wages Benefits of People with Disabilities**

**Assist Community Rehabilitation Programs in Developing Innovative Employment Solutions**

► **GOAL 5**  
**Enhance the Performance Excellence of NISH**

Meet or Exceed the Expectations of our Customers by Advancing NISH as a High Performing Organization that Operates with Integrity and Excellence

**STRATEGIC ISSUE:** NISH has distinct customer groups with different needs: the Federal government, which purchases goods and services, Community Rehabilitation Programs, which provide the goods and services, and the workforce, people with significant disabilities who manufacture the products or provide the services. In the next five years, NISH will place increased emphasis on another customer group as well — the non-Federal customer as a purchaser of goods and services outside the AbilityOne Program.

To achieve the goal of doubling the number of employment opportunities for people with significant disabilities, NISH will work with Community Rehabilitation Programs to become the provider of choice for each customer segment. In addition, NISH will continue to exercise stewardship through proper budget management and efficient and effective use of resources. Operating with excellence and the utmost integrity and practicing good governance are necessary foundations to growth in employment for people with significant disabilities. NISH will maintain its emphasis on integrity and good governance, and will strive to be a high performing organization that focuses on its customers, values diversity, inspires trust and demonstrates commitment to continuous improvement.

**OBJECTIVES**

**Increase Satisfaction in All Customer Areas**

- People with significant disabilities
- Community Rehabilitation Programs
- Federal/non-Federal

**Promote Stewardship, Integrity, Diversity and Good Governance Practices by the NISH Board and Management**

**Maximize NISH Organizational Excellence**

► **GOAL 6**  
**Achieve Recognition as the National Leader in Employment for People with Significant Disabilities**

Develop and Broaden Support for the AbilityOne Network in Order to Exponentially Increase Employment Opportunities

**STRATEGIC ISSUE:** The expansion of employment opportunities for people with significant disabilities is highly dependent upon support in the Federal and non-Federal marketplaces, Congress and the disability community. To be recognized as providers of choice for the Federal government and premier employers of people with significant disabilities, the AbilityOne Program and the Community Rehabilitation Programs in the AbilityOne Network must demonstrate the value they provide. To support the AbilityOne Program and employment of people with significant disabilities, procurement and acquiring offices and the disability community must not only be aware of and familiar with the Program, they also must have a preference for the Program. NISH will continue efforts to increase preference for AbilityOne in all customer segments. In addition, NISH will continue work to increase the awareness and support of Congress and other key decision makers on modernization and other critical issues impacting the employment and lives of people with disabilities.

**OBJECTIVES**

**Increase Awareness, Understanding, and Preference for the AbilityOne Program and the Employment of People with Significant Disabilities**

**Gain Support of AbilityOne within the Broader Disability Community**

**Advance Public Policy Impacting the Employment and Lives of People with Disabilities**

