

GOAL 1: To grow the Ohio Business Enterprises Program

Objective 1a: Increase the number of opportunities for blind entrepreneurs.

Initiatives

- Assert priority more forcefully including using all available legal channels.
- Market the program to non-priority locations.
- Investigate partnering opportunities and follow through when appropriate.
- Investigate and develop non-food service locations as appropriate.
- BEP (Staff/Operators) get involved with local Chambers of Commerce.
- Create new marketing materials and develop new strategies for their distribution and use.
- OVRC, working in conjunction with the Agency, develop strategies for legislative advocacy.
- Seek to make presentations to procurement officials leasing officials, etc. to educate them about BEP.
- Follow through with Director Miller to implement strategies to increase the number of locations on Board of Regents campuses.

Key Executive Performance Measures

- ✓ Number of surveys conducted.
- ✓ Number of new facilities created.
- ✓ Number of new satellites added to existing facilities.

Objective 1b: Increase sales of individual facilities and the program as a whole.

Initiatives

- Expand product lines and product mix in BEP facilities.
- Ensure that methods are in place so that BEP staff and Operators can stay current with industry trends.
- Develop a checklist to evaluate all current facilities for sales, service, appearance, and efficiency and develop individual plans to upgrade facilities as appropriate based upon these evaluations.
- Consult with appropriate experts to explore BEP branding, standardization of design and marketing strategies.

- Create a BEP logo and tag line.
- Develop a forum for the exchange of ideas between operators (blog, conference calls, social network, etc.)
- Acquire/purchase existing vending operations from private sector vendors (acquisition of competition).
- Develop contract language specific to non-priority locations.

Key Executive Performance Measures

- ✓ Sales of individual Operators when compared to previous year.
- ✓ Sales as reported on the RSA-15 when compared to previous year.

Objective 1c: Increase net profit of individual facilities and program as a whole.

Initiatives

- Create an income related criteria for configuring new and existing vending facilities.
- Create incentives (awards, financial bonuses, etc.) to recognize achievements of operators.
- Incorporate, into annual Upward Mobility training, area meetings, regional trainings, etc., training on increasing net proceeds of individual vending facilities (theft prevention, disability expense deductions, opportunities for free labor, new product lines and product mix, etc).
- Develop and implement a Return on Investment (ROI) strategy--develop standards to evaluate and eliminate non-productive equipment that negatively impacts net proceeds.
- Develop and expand collective buying strategies.

Key Executive Performance Measures

- ✓ Net profit of individual Operators when compared to prior year.
- ✓ Net proceeds to vendors as reported on RSA-15 when compared to prior year.

GOAL 2: To improve the overall quality of BE staff and Operators.

Objective 2a: Increase the number and quality of Operators.

Initiatives

- BEP staff and Operators make presentations at meetings of Vocational Rehabilitation Counselors and other potential referral sources to educate them about BEP.
- Designate specific facilities as training facilities.
- Make entry level training more stringent to weed out less qualified trainees.
- Develop structured approach for Business Enterprise Specialist to work one-on-one with newly licensed operators.
- Upgrade Upward Mobility training to focus on business and marketing practices.
- Reinstate an in-class component of entry level training to be held in combination with the on-line curriculum.
- Review and revise criteria for entry into BEP with specific standards (Math grade level, written communication skills, independent travel skills, etc.) and require a formal vocational evaluation.
- Explore creation of a process to recruit non-VR clients into BEP to offset the barriers created by Order of Selection.

Key Executive Performance Measures

- ✓ Development of formal criteria and screening for prospective Operators.
- ✓ Development of new training program for prospective Operators.
- ✓ Number of non VR clients accepted for BEP.

Objective 2b: Improve training throughout the organization.

Initiatives

- Bring entry level training in-house with a greater emphasis on OJT and operator provided training (see also the initiatives under Objective 2a related classroom portion entry level training).
- Create network for newly licensed operators and trainees to share ideas and resolve problems.
- Develop a post training evaluation form for trainees to evaluate the quality of training.
- Incorporate professional management skill building training into Upward Mobility Training and promote staff participation.
- Develop a formal training outline for new BEP staff.

- Define and establish roles and expectations for Business Enterprises Specialists and communicate these to all stakeholders.
- Require all staff to complete the same training required of new operators.
- Require all BEP staff to participate in OJT in an existing vending facility operation.
- Promote staff participation in out service training opportunities.

Key Executive Performance Measures

- ✓ Number of out service training opportunities for BEP staff.
- ✓ Number of Operators participating in trainee network.
- ✓ Number of Upward Mobility sessions that include professional management skill building.
- ✓ Number of staff completing entry level training.
- ✓ Number of staff completing the newly developed training outline for new BEP staff that includes the Operators, entry level training.

GOAL 3: To enhance active participation between the OVRC and agency

Objective 3a: Improve the relationship between OVRC and agency.

Initiatives

- Incorporate Rules of Engagement in all BEP activities including OVRC meetings, staff meetings, Operator meetings, etc.
- Provide training to all OVRC members and BE staff on Rules of Engagement.
- Redefine and clarify in the rules the definition of Active Participation and how it is to be carried out in Ohio.
- Develop a comprehensive training program on Active Participation for all participants.
- Strengthen the OVRC subcommittee structure--distribute list of members, identify functions and expectations and invest authority to act.
- Revise the OVRC bi-laws.
- Obtain legislative approval, if possible, to conduct public meetings via conference calls and other means when necessary to conduct business.
- Amend the BEP rules to standardize the election cycle so that there is turnover every 2 years instead of every year.

- Incorporate into the BEP rules a requirement that the BEP director and OVRC chair have regular calls at mutual agreed upon intervals to discuss issues and resolve conflicts.

Key Executive Performance Measures

- ✓ Amendment of BEP rules.
- ✓ Adoption of the Rules of Engagement by OVRC and SLA.
- ✓ Implementation of training on active participation.

Objective 3b: Make decision making more efficient, collaborative, transparent and consistent.

Initiatives

- Share management meeting notes with staff as appropriate.
- The two Area Managers will send joint e-mails to staff as appropriate.
- Create a more formal communication between the two area managers to improve consistency between their areas.

Key Executive Performance Measures

- ✓ Number of objections at OVRC meetings to SLA decisions.
- ✓ Number of grievances filed.

GOAL 4: Improve communication throughout the organization.

Objective 4a: Keep all stakeholders informed of BEP activities.

Initiatives

- Create a BEP website for both internal and external use.
- Move more to digital formats to meet accessibility needs.
- Promote teleconferencing for local meetings between OVRC, Operators, and staff to insure that OVRC representatives are keeping Operators informed.

- Follow up on all action items at staff meetings and insure closure so that new topics can be added to the agendas of future meetings.
- Create a message line Operators and staff can call to learn about program updates.
- Incorporate Rules of Engagement in BEP staff activities including staff meetings, in-service training, etc.

Key Executive Performance Measures

- ✓ Number of complaints by Operators.
- ✓ Number of grievances filed by Operators.

GOAL 5: To provide the best customer service possible throughout the organization.

Objective 5a: Continuously improve customer service to all internal and external customers.

Initiatives

- Utilize focus groups of stakeholders to develop and define customer service standards.
- Create voluntary customer service evaluation tools that are not punitive but provide feedback to Operators on improving service in their facilities (mystery shoppers, customer service surveys, interviews, customer focus groups, etc.).
- Hire an outside customer service professional to develop and provide training to BEP staff and Operators.
- Create a system to recognize outstanding customer service throughout the organization.
- Incorporate customer service into individual marketing plans as part of the selection process.
- Develop a system that allows for anonymous evaluations by Operators of BEP staff.

Key Executive Performance Measures

- ✓ Number of customer complaints.
- ✓ Sales of individual facilities.

GOAL 6: To improve the relationship between Operators, OVCR, and the agency.

Objective 6a: Reduce conflict and build trust among the Operators, OVRC, and staff.

Initiatives

- Conduct area Q & A meetings to include Business Enterprises Specialists, management staff, and Operators at least annually.
- Develop conflict resolution training (to include effective listening skills) for BEP staff and OVRC.
- Distribute staff contact information to all Operators.
- Create opportunities of social interaction between staff and Operators.

Key Executive Performance Measures

- ✓ Number of complaints by Operators.
- ✓ Number of grievances filed by Operators.

Objective 6b: Overcome the perception of favoritism, retaliation, and unfair treatment.

Initiatives

- Develop methods to ensure decisions by Agency and OVRC are transparent.
- Finalize and implement the procedure for attaching satellite locations to existing vending facilities.
- Develop and implement a policy for assigning temporary facilities to current operators insuring that the policy is consistent with the rules.
- Develop internal mediation to resolve conflicts before they reach agreement stage.

Key Executive Performance Measures

- ✓ Number of grievance filed by Operators.

GOAL 7: To improve the overall administration of the Ohio Business Enterprises Program.

Objective 7a: Maximize efficiency of BEP.

Initiatives

- With the active participation of the OVRRC, develop new rules for the Program that will allow flexibility for policy development.
- Reevaluate state wide repair and maintenance service and change if appropriate.
- Explore potential resources to be used for the continuation or expansion of fringe benefits for the Operators.
- Evaluate current process for assignment of Operators to vending facilities and make adjustments as appropriate.
- Explore options for providing liability insurance for Operators.

Key Executive Performance Measures

- ✓ Amount
- ✓ spent on Operator benefits as reported on RSA-15.
- ✓ Amount spent on repair and maintenance services and the number of repeat calls.
- ✓ Development and implementation of new rules and policies.
- ✓ Amount of losses not covered by liability insurance.