



bestwork
INDUSTRIES FOR THE BLIND

STRATEGIC PLAN

FY 2026 – FY 2028

Bestwork Industries for the Blind, Inc.
1940 Olney Avenue
Suite 200
Cherry Hill, NJ 08003

Welcome to the next era of Bestwork Industries for the Blind.

We are excited to present our Strategic Plan for FY 2026–2028, a bold declaration of our ambitions and a clear blueprint for our future. This plan captures the momentum we have built and channels it toward a period of unprecedented growth, expansion, and transformation.

Bestwork has always been more than a company; it is a beacon of hope in the community built on the powerful mission of creating opportunities for individuals who are blind or visually impaired. Now, it is time to amplify that mission. Our vision for the next three years is not just about getting bigger—it's about spreading hope for continued independence through employment and blindness and low vision rehabilitation.

This plan is built on three core pillars:

1. **Growth:** We are setting our sights on significant growth, which means creating more quality jobs, developing our talented workforce, and increasing our positive influence in the community.
2. **Expansion:** We will strategically push into new markets, cultivate our service and product offerings, and build powerful new partnerships that extend our reach and secure our financial health.
3. **Transformation:** We will become a more agile, tech-forward organization. This means embracing innovation, streamlining our processes, and investing in the tools and training that will empower every employee to excel. We will also establish roots as a trusted blindness and low vision service provider.

The path ahead is exciting and will challenge us to think differently. It will require creativity, collaboration, and a shared commitment to excellence. We believe wholeheartedly in the potential of our team to meet this challenge head-on.

This document is your guide to that future. We encourage you to engage with it, ask questions, and find your place in this incredible journey. Together, we will build a stronger, more dynamic Bestwork for the years to come.

With great anticipation for what lies ahead,

A stylized, handwritten signature in black ink, appearing to be 'Jon Katz'.

Jon Katz
President & CEO

A stylized, handwritten signature in black ink, appearing to be 'Jack Shaw'.

Jack Shaw
Board Chair

OUR HISTORY

Where did we come from?

The story of Bestwork Industries is one of resilience and mission-driven growth. It began in 1981 with our founder Jim Varsaci, a WWII veteran who was blinded in combat, and his determination to prevent job losses for his visually impaired colleagues after the state-funded workshop lost funding. With community support and key partnerships, Bestwork launched as a private, not-for-profit agency, securing its first AbilityOne contract to produce the Navy neckerchief.

From that courageous beginning, Bestwork continues to expand opportunities for people who are blind and visually impaired, honoring the legacy on which it was built.

Bestwork has evolved from a small, self-sustaining manufacturing agency with one line of business and one location to a full-scale social enterprise with multiple lines of business, multiple locations, and a Blindness and Low Vision Services Center.



Where are we going?

A Journey of Transformation: Our Path to Progress

Bestwork's evolution has been a deliberate, four-part story:

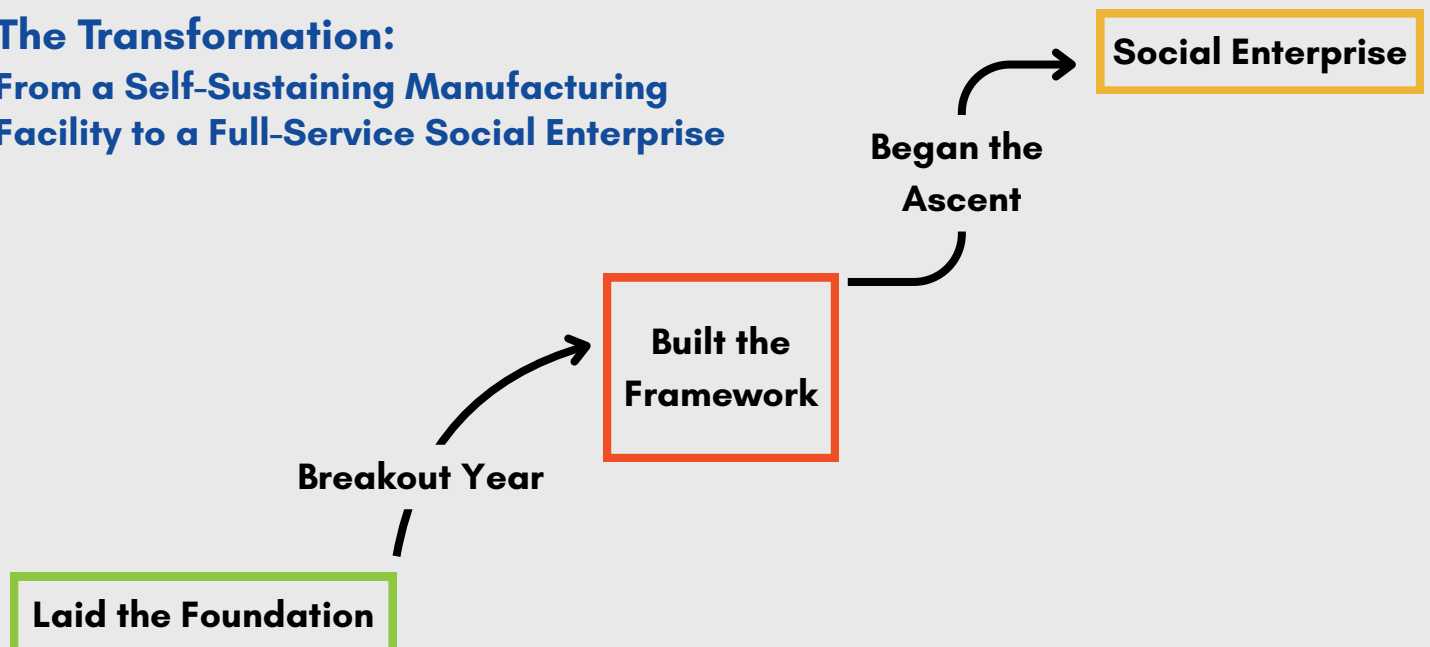
Fiscal Year 2022 **Laid the Foundation** for a new era, shifting the organization's focus toward diversification and growth. We created a new organizational design and performed a complete overhaul of policies, systems, and processes. Bestwork was certified by the State of New Jersey as a competitive, integrated place of employment.

Fiscal Year 2023 was our **Breakout Year**. We introduced automation into production and launched three new lines of business: kitting/packaging/light assembly, document scanning/digital imaging, and our e-Commerce business – BestworkSupplyCenter.com. We proved our foundation was strong and our ambition even stronger.

Building on that success, Fiscal Year 2024 **Created the Framework** for a scalable future by sharpening the focus on strategic growth, workforce development, and amplifying our mission throughout the community and across the state. Bestwork opened its first satellite in Montclair, NJ.

Fiscal Year 2025 marked the year we officially **Began the Ascent**, turning strategic vision into concrete action. We accelerated our mission impact as new lines of business took flight, creating a surge of high-quality jobs. This was matched by an expansion of our geographic footprint with the opening of a second and third satellite locations and a leap in future-focused empowerment through the launch of landmark AI implementation.

The Transformation: From a Self-Sustaining Manufacturing Facility to a Full-Service Social Enterprise



MISSION

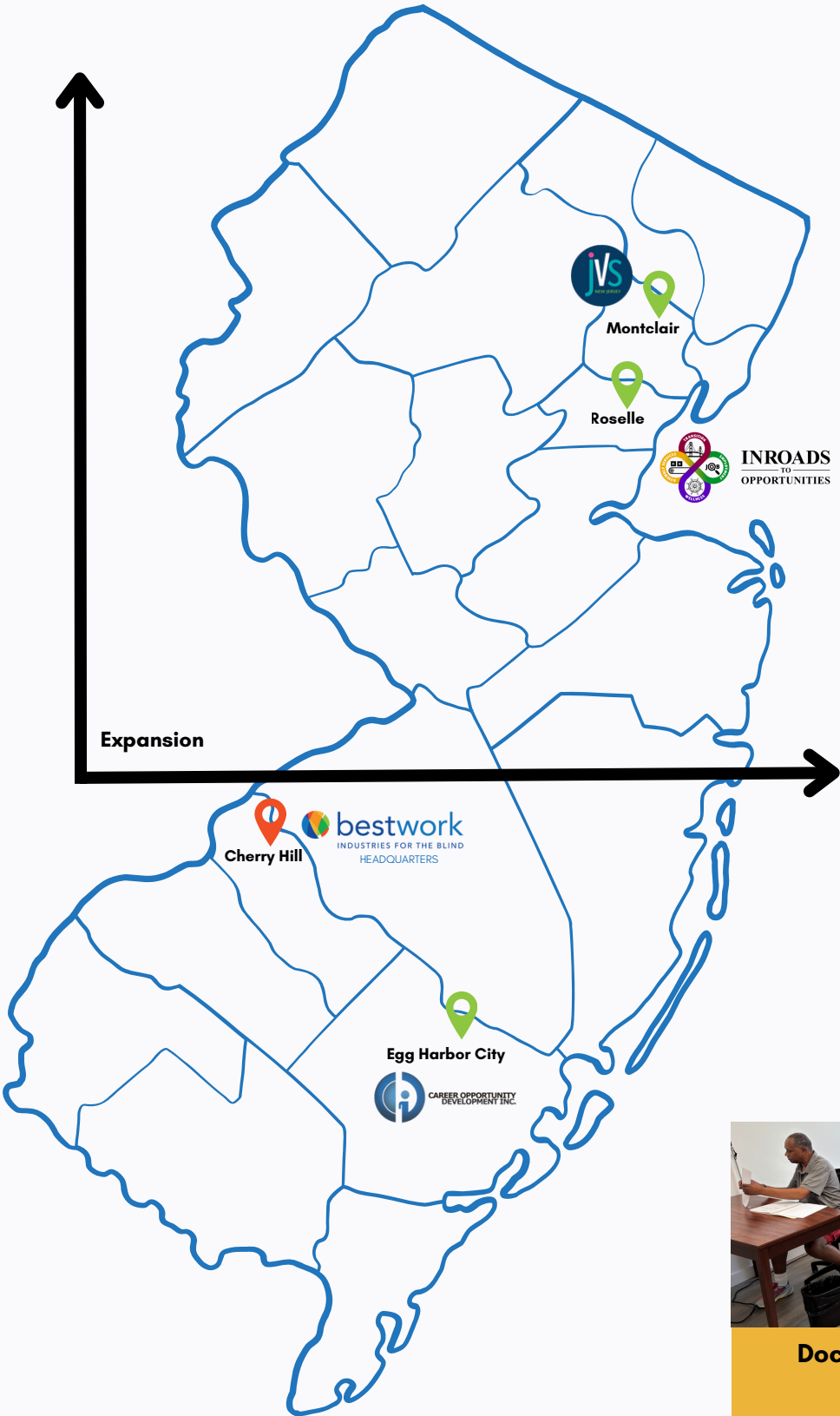
Bestwork empowers people who are blind or visually impaired by creating employment opportunities, providing training, and offering blindness and low-vision services.

VISION

Bestwork is a leading advocate and innovative employer for people who are blind or visually impaired and is recognized as a Center of Excellence for blindness and low-vision services.

Expanding our Impact

Growth in Action



OUR VALUES

Our strategy for the future is fundamentally people-powered. By investing in our human capital and valuing the diverse perspectives that make us stronger, we create a culture of excellence and an environment of success. Empowering our talent at every level unleashes the potential and accountability needed to achieve relentless efficiency in all we do. Grounded in an unwavering commitment to ethical practices, our values ensure that as we grow over the next three years, we do so with integrity, purpose, and unparalleled performance.

■ **Commitment to
Ethical Practices**

■ **Valuing
Diversity**

■ **Investing in
Human Capital**

■ **Empowering at
Every Level**

■ **Relentless
Efficiency**



CORE VALUES

Commitment to Ethical Practices

We uphold integrity and honesty in all organizational actions, ensuring transparency and ethical behavior as foundational tenets. This commitment involves listening with openness, embracing a diversity of perspectives, and learning from our historical experiences. We are dedicated to doing the right thing and safeguarding trust among our stakeholders.



Valuing Diversity

We embrace diversity and proactively strive for an inclusive environment where all voices are heard, respected, and valued. By addressing implicit biases and ensuring representation at every level, we create a culture that mirrors the community we serve, enhances decision-making and collaboration, and fosters an inclusive workplace.

Empowering at Every Level

We encourage leadership and empowerment throughout the organization. Authority and autonomy are aligned with our mission, allowing employees to innovate, grow personally, and make informed decisions in line with organizational goals. Empowerment fosters a dynamic work environment where individuals contribute meaningfully to our shared mission.

CORE VALUES

■ **Relentless Efficiency**

We are committed to continuous improvement, innovation, and data-driven decision-making, ensuring efficiency without compromising effectiveness. By challenging the status quo, maintaining flexibility, and optimizing resources, we enhance operational outcomes, staying competitive and responsive in creating employment opportunities, and delivering blindness and low-vision services.

■ **Investing in Human Capital**

Recognizing that people are at the heart of our mission, we uplift our workforce and invest in human capital through training, development, support, and fair compensation. This commitment ensures that employees can achieve their full potential, drive organizational success, and contribute to our mission.



How will we get there?

Our Strategic Focus

Bestwork is focused on Growth, Expansion, and Transformation, ensuring job creation and financial sustainability, broadening partnerships, and our geographic footprint, cultivating our lines of business, and advancing blindness and low vision services in the community. We are committed to continuing to create sustainable pathways that support independence, employment, and inclusion today, tomorrow, and for generations to come.



THREE PILLARS



Continuing the Ascent: Our Vision for FY26-FY28

Now in Fiscal Year 2026, our momentum is stronger than ever. As we accelerate our ascent, the next three years are dedicated to scaling our successes by focusing on our **three core pillars: Growth, Expansion, and Transformation.**

- **Strategic Growth:** We are committed to fueling our mission by increasing revenue and employment opportunities through our four diversified Lines of Business. Our growth is driven by an unwavering commitment to Operational Excellence and a world-class Customer Experience.
- **Meaningful Expansion:** We are actively expanding our footprint, with the goal of extending our reach throughout the state by bringing employment to people who are blind or visually impaired.
- **Transformation:** This area includes two main focuses. The first builds on a foundation of long-term sustainability for our lines of business. We are securing our future by investing in our people and processes, ensuring our enterprise is resilient and self-sustaining for generations to come. Second, we are launching a Blindness & Low Vision Services Center to include Adult Vision Screenings, Low Vision Exams, Accessible Technology training, and Vision Rehabilitation, bringing vital resources to an underserved community.

The story of Bestwork is one of progress and unwavering commitment. We invite you to join us on this exciting journey as we continue to build a future where our impact grows alongside our business, creating a world of opportunity for people with visual impairments.



KPIs

Key Performance Indicators

■ Strategic Growth

Ensuring Job Creation and Financial Sustainability

Employment

We have sufficient labor to meet production demands and adequate corporate staff to meet organizational needs

Revenue

We are achieving sufficient Gross Margin to cover G&A and have enough Surplus Gross Margin to invest in continued growth

■ Expansion

Broadening Partnerships and Geographic Footprint

LOB across Market Segments

We are growing income streams across Market Segments (state/local and commercial)

Locations

We are gaining access to BVI populations to meet increased labor capacity needs

KPIs

■ Transformation

Cultivating Existing Lines of Business and Advancing BLVS in the Community

Long-term Sustainability (4 LOB)

We are growing and maintaining all four lines of business to increase BVI employment opportunities and revenue

Blindness & Low Vision Services

Individuals with blindness and low vision are using Bestwork's BLVSC services, tools, and resources



HELP US GROW

Drive Growth. Create Jobs.

Our strategic growth in e-Commerce and Document Scanning and Digital Imaging (DS/DI) is the engine for our mission. Your business partnership and support help us expand these channels, directly creating meaningful career opportunities for people who are blind, and proving that a diverse workforce is a stronger workforce.

Let's connect: JKatz@bestworkindustries.org

Fund the Vision.

Your financial contribution empowers every initiative in this plan. A donation to Bestwork is a direct investment in our people, our infrastructure, and our future, turning our shared vision into reality.

Invest in opportunity: LScarpa@bestworkindustries.org



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