



**Committee for Purchase From People
Who Are Blind or Severely Disabled**

**2005-2007
Strategic Plan
For the Javits-Wagner-O'Day (JWOD) Program**

December 2003

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1 Introduction

This section introduces the strategic plan, including background on the Javits-Wagner-O'Day (JWOD) Program, the context of both the disability community and the Federal government, delineation of the scope of the strategic plan, an overview of the program's stakeholders, and definitions of the primary terms used in the plan.

1.1 Background

In 1938, the Wagner-O'Day Act was passed under President Franklin D. Roosevelt in order to provide employment opportunities for people who are blind by allowing them to manufacture mops and brooms and other commodities to sell to the Federal government. The Javits Amendments of 1971 created the Javits-Wagner-O'Day (JWOD) Act (41 U.S.C. 46-48c) and amended the Act to include providing employment opportunities for people with other severe disabilities and allow the Program to also provide services to the Federal government. The amendments established The Committee for Purchase from People Who Are Blind or Severely Disabled (the Committee) as an independent Federal agency with a professional civilian staff to administer the JWOD Program.

The Committee accomplishes its mission by working through the JWOD Program's two Committee-designated Central Nonprofit Agencies (CNAs), the National Industries for the Blind (NIB) and NISH, a national organization serving people with other severe disabilities, to identify Government procurement requirements that can generate employment opportunities for individuals who are blind or have other severe disabilities. The Committee places such product and service requirements on the JWOD Procurement List to be furnished by approximately 600 State and private nonprofit agencies (NPAs) employing approximately 38,000 people who are blind or have other severe disabilities. If Federal agencies have a requirement to procure such products and services and the NPA can provide them when the government needs them, the Federal agency must procure such products and services at fair market prices established by the Committee from the nonprofit agencies authorized by the Committee.

1.2 Disability Community Context

The 2000 Census estimated that almost 50 million people age 5 and over have a disability; this is a ratio of nearly 1-in-5 U.S. residents. Of these, almost 31 million were between the ages of 21 and 64 and only about 10 million were employed. Harris has been tracking employment trends among adults with disabilities since 1986, before and after the passage of the Americans with Disabilities Act (ADA). Harris Polls show that over the past decade and half, the proportion of people with disabilities under 65 years of age who are working remains stagnant at 32%; many people with disabilities are not getting jobs.

A survey in April 2003 by Rutgers University showed that only one in four companies in the U.S. employ workers who are known to have disabilities. From the survey, only 40% of the employers surveyed provide training of any kind to their employees regarding working with or providing reasonable accommodations to people with disabilities.

Sixty-five years after the Wagner-O'Day Act was enacted this nation is still faced with a monumental unemployment problem for people with disabilities. Even with the 1971 Javits Amendment to the Wagner-O'Day Act, the Federal Government still faces many challenges in helping people with disabilities to get jobs.

As of the end of FY 2002, the Committee facilitated the participation in the JWOD program of over 600 nonprofit agencies located in all fifty States and the District of Columbia, Guam and Puerto Rico. Through the JWOD program, these agencies employ over 38,000 people who are blind or severely disabled. Some of these nonprofit agencies employed just a few persons with disabilities, while others employed over a thousand people who are blind or severely disabled. While the JWOD Program's efforts are modest relative to the overall unemployment rate for people with disabilities, these efforts are making a difference for thousands of people with disabilities that might never work if it was not for the JWOD Program.

1.3 Scope

The scope of this strategic plan is the JWOD Program, rather than any single organizational entity. The plan addresses the mission, vision, and goals for the program for the next three to five years. The plan was developed and approved by the Committee, with input from the Committee staff, NIB and NISH leadership, and the leadership of the National Association for Employment of People Who Are Blind (NAEPB) and the National Council of Work Centers (NCWC). Each organization affiliated with the JWOD Program should have its own strategic plan that is aligned with this plan, and that shows how the organization supports achievement of the JWOD Program goals. Appendix A contains definitions for the key terms used in this document.

1.4 Federal Management Context

This strategic plan is being developed in accordance with the Federal framework of:

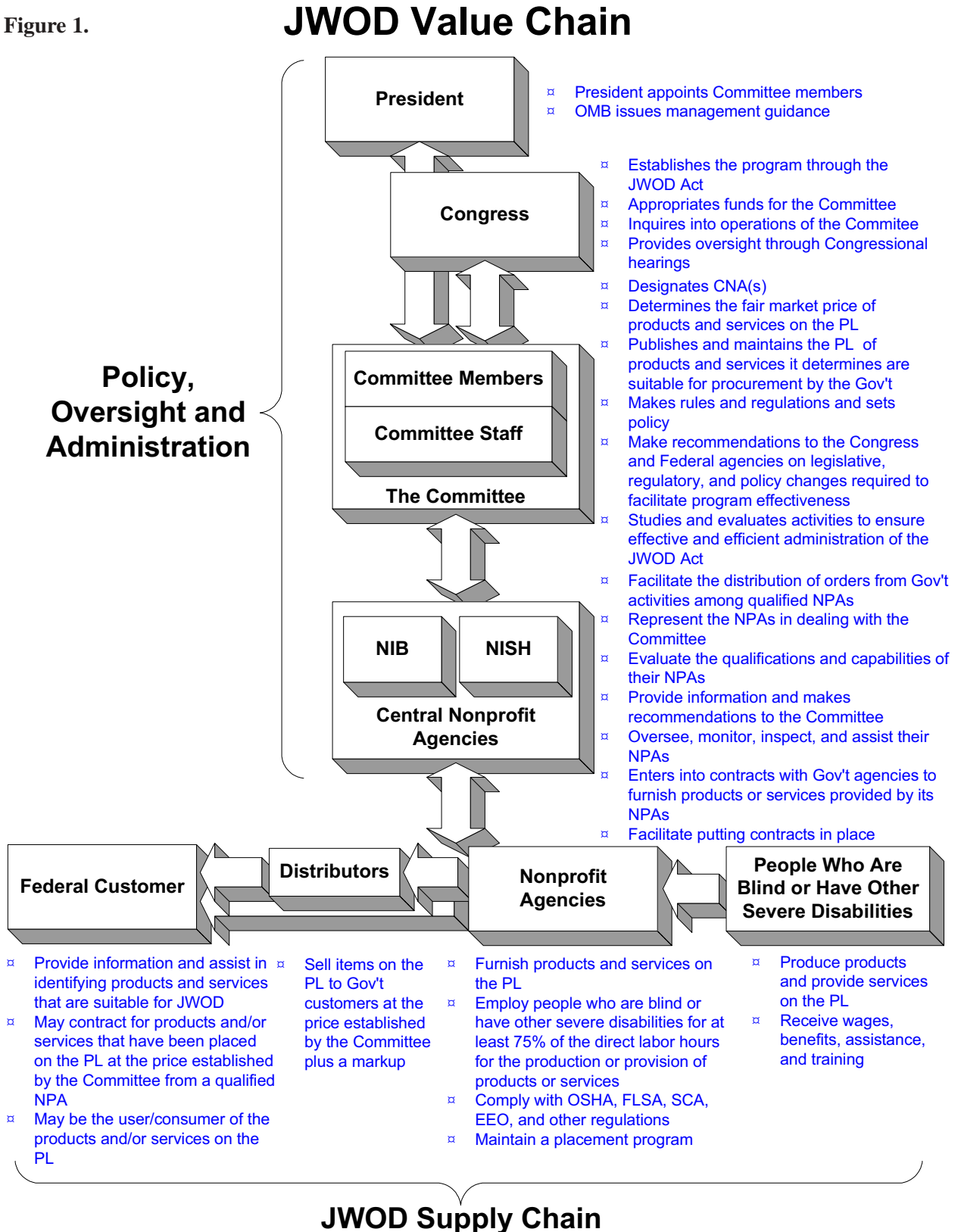
- The Government Performance and Results Act (GPRA), which requires Federal agencies to develop strategic and annual plans, and to report performance against those plans
- The Program Assessment Rating Tool (PART), a tool developed by The Office of Management and Budget (OMB) for conducting comprehensive program assessments. OMB staff typically work closely with agency staff to conduct the assessments, which evaluate the following areas: program purpose and design, strategic planning, program management, and program results. OMB has integrated these assessments into the budget procedures, as part of implementing the Budget and Performance Integration element of the President's five-point Management Agenda. OMB plans to evaluate all Federal programs over the five year cycle represented by the FY 2004 – 2008 Budgets.

Both GPRA and PART emphasize performance measures that focus on both outcomes and annual progress toward achieving long-term goals. PART emphasizes the importance of both Federal managers and program partners being held accountable for achieving measurable results. The expectation is that this strategic plan will cascade down to the organizations that implement the JWOD Program, with each organization committing to goals that align directly to achieving the results identified in this plan for the program.

1.5 JWOD Stakeholders

This section identifies the primary stakeholders of the JWOD program. Figure 1 below shows the entities involved in policy, oversight and administration vertically, and the entities directly involved in providing products and services to customers horizontally. The roles and responsibilities of the various organizations involved in the JWOD Program are presented at a high level in the bullets.

Figure 1.



2 SWOT Analysis

This section presents a high-level summary of the Strengths, Weaknesses, Opportunities, and Threats (SWOT) analysis for the JWOD program.

Strengths

- Social value of program
- Mandatory use provision
- Employment growth for people who are severely disabled
- Competitive wage and benefits package
- Engaged leadership
- Quality products and services
- Customer loyalty
- Critical role played in military industrial base
- High retention rates for employees who are blind or severely disabled

Weaknesses

- Difficulty of program provision enforcement
- Turnaround time for procurement list additions
- Lack of effective customer feedback mechanism
- Weak performance assessment process
- Lack of growth in employment of people who are blind
- Confusion over proper structure and use of fees
- Lack of clarity on roles and responsibilities
- Lack of coordination and communication
- Conflict/competition with other social programs
- Lack of compliance with direct labor hour requirements
- SSDI benefits providing a disincentive to work
- RSA rule prohibiting the treatment of JWOD jobs as a competitive outcome

Opportunities

- Strong market with growth potential
- Opportunity for long-term customer relationships
- Process improvement supported by enabling technology
- Enhanced collaboration and coordination
- Subcontracting expansion
- Refreshed Committee membership

Threats

- Increasing market competition
- Increasing enforcement challenge resulting from expanding credit card usage
- Competing socio-economic programs
- Customer demand for lower prices as they seek to drive down costs
- Weakening public recognition of the program
- Loss of customer confidence as a result of:
 - Lack of responsiveness
 - Non-competitive prices
 - Performance inconsistencies
- Restrictions on subcontracting
- Restrictive policies and procedures

3 Mission and Vision

The mission of the JWOD Program is to:

Provide employment opportunities for people who are blind or have other severe disabilities in the manufacture and delivery of products and services to the Federal Government.

The vision of the JWOD program is:

The JWOD program enables all people who are blind or have other severe disabilities to achieve their maximum employment potential.

This vision will be realized when:

- Every person who is blind or severely disabled and who wants to work is provided an opportunity to be employed productively.
- Every JWOD employee earns not only the Federal minimum wage (or higher applicable state minimum wage) but also a living wage and benefits package appropriate to his or her geographic locality.
- JWOD employees are provided the training and development they need to be successful in their current positions, and ultimately achieve their maximum employment potential.
- Every JWOD employee is provided the opportunity, with or without accommodations, to advance to his or her maximum employment potential, including internal or external competitive placement or management and administrative positions.
- All JWOD products and services provide best value to Federal customers, thus earning their continued support and loyalty.

4 Strategic Goals and Objectives

This section presents five high-level strategic goals for the JWOD Program for FY 2005 through FY 2007, with a number of specific objectives under each goal. Performance measures and target levels of performance for Fiscal Years 2005 through 2007 are presented for each goal and strategic objective; in some cases, FY 2004 is also addressed. In some cases, the responsible organizations are identified. The Committee plans to use the key performance measures at the goal level to monitor performance at every Committee meeting. The table in Appendix B presents the same information in a table format, with goals, objectives, performance measures, and target levels of performance by fiscal year.

4.1 Goal 1. People Who Are Blind Or Have Other Severe Disabilities

Continue to expand employment opportunities for people who are blind or have other severe disabilities under the JWOD Program, including wage progression, benefits, upward mobility and personal job satisfaction.

Goal 1 Key Measure 1. Percentage increase in direct labor hours performed by people who are blind or have other severe disabilities on JWOD products and services.

<u>Targets</u>	NIB	NISH
FY2005-Realistic	4%	10%
FY2005-Stretch	8%	15%
FY2006-2007	To be determined	

Primary Implementation Responsibility. NIB and NIB nonprofit agencies, NISH and NISH nonprofit agencies

Goal 1 Key Measure 2. Percentage increase in the number of people who are blind or have other severe disabilities who are employed in direct labor positions on JWOD products and services.

<u>Targets</u>	NIB	NISH
FY2005	2.5%	6%
FY2006-2007	To be determined	

Primary Implementation Responsibility. NIB and NIB nonprofit agencies, NISH and NISH nonprofit agencies

4.1.1 Objective 1.a. Employment Opportunities

Significantly increase the number of employment opportunities provided through the JWOD program to people who are blind or have other severe disabilities.

Measure 1. Percentage increase in direct labor hours performed by people who are blind or have other severe disabilities on JWOD products and services. See Key Measure 1 under Goal 1.

Measure 2. Percentage increase in the number of people who are blind or have other severe disabilities who are employed in direct labor positions on JWOD products and services. See Key Measure 2 under Goal 1.

Related Initiative To Establish Measures and Targets. Conduct a demographic study of JWOD employees who are blind or have other severe disabilities in order to determine any future objectives. The study should measure diversity in the type of JWOD jobs, number of people who are blind or severely disabled working in management, supervision or indirect labor positions; number of hours worked on average per week and reasons for less than full time; type of disabilities; and turnover rate.

This study will be conducted by Committee Staff in FY 2004. Results will be analyzed and presented to the Committee to establish baseline measures and targets for FY 2005-2007. The Committee may elect to revise the strategic objectives based on results of study. Issues to be considered will include encouraging diversity in the types of jobs offered and expansion of the diversity of type of jobs within the JWOD Program, diversity of work within the NPAs, and the mix of JWOD and non-JWOD work as well as the type of work available within an NPA.

Primary Implementation Responsibility. Committee Staff

4.1.2 Objective 1.b. Wages and Fringe Benefits

Provide equitable wages and fringe benefits to all employees who are blind or have other severe disabilities within the JWOD program.

Initiative to Establish Measures. The Committee currently does not have sufficient information to establish specific measures and targets. Additional information is required on the current wage levels of people who are blind or severely disabled working in JWOD jobs at all JWOD nonprofit agencies. The information should specifically determine the current wages and fringe benefits of all JWOD employees, how many are making commensurate wages, and why they are making commensurate wages, in addition to determining relative executive compensation levels in each NPA. Based on this information, the Committee will determine appropriate objectives, measures and targets related to wages and fringe benefits for employees in the JWOD Program.

Targets. Conduct a study in FY 2004 on current wage levels and fringe benefits of JWOD employees at every NPA in the JWOD Program. Establish appropriate objectives/measures/targets for FY2005-2007.

Primary Implementation Responsibility. Committee Staff with CNA assistance for data collection.

4.1.3 Objective 1.c. Career Advancement and Upward Mobility

Provide career advancement and upward mobility opportunities to people who are blind or have other severe disabilities who are employed through the JWOD program, either within or outside the JWOD program.

Measure 1. Increase in the number of employees who are blind or have other severe disabilities who are promoted into a new job, other than supervisory or management positions, which included increased wages and/or fringe benefits, not cost of living raises or productivity increases of less than 20%. Promotions can be considered for movement between JWOD and non-JWOD jobs.

<u>Targets</u>	<u>NIB</u>	<u>NISH</u>
FY2005	50	1200
FY2006-2007	To be determined	

Primary Implementation Responsibility. JWOD Nonprofit Agencies

Measure 2. Increase in the number of employees who are blind or have other severe disabilities who are promoted into a new job requiring supervisory, management, or technical skills, that included increased wages and/or fringe benefits, not cost of living raises.

<u>Targets</u>	<u>NIB</u>	<u>NISH</u>
FY2005	20	250
FY2006-2007	To be determined	

Primary Implementation Responsibility. JWOD Nonprofit Agencies

Measure 3. Increase in the number of employees who are blind or have other severe disabilities who leave the nonprofit agency through competitive or supported employment placements.

Targets	NIB	NISH
FY2005	70	2,600
FY2006-2007	To be determined	

Primary Implementation Responsibility. JWOD Nonprofit Agencies

Measure 4. Increase in the number of people who are blind or have other severe disabilities (not necessarily only those who meet the definition for direct labor) who are employed at the NPAs in management, supervision or indirect labor positions.

Targets. This data is not currently available for a baseline of the current number. The baseline will be determined as a function of the demographic study in FY 2004 and targets will be established for FY2005-2007.

Primary Implementation Responsibility. Committee staff to conduct demographic study and provide data to Committee. NPAs are responsible for increasing people who are blind or have other severe disabilities who are employed in management, supervision, and indirect labor positions.

4.1.4 Objective 1.d. Employee Job Satisfaction

Provide personally satisfying employment opportunities through the JWOD program to people who are blind or have other severe disabilities.

Measure 1. The percentage of JWOD employees who indicate they are satisfied or highly satisfied with their jobs, measured via an employee satisfaction survey with results compared against industry standards.

Targets

- FY2004 Plan and develop methodology to conduct periodic job satisfaction surveys for JWOD employees. Coordinate with the results of NIB's recently completed survey and NISH's FY 2004 survey effort.
- FY2005 The percent of JWOD employees who indicate they are satisfied or highly satisfied with their jobs will be equal to or greater than the percent for employees in comparable commercial industries.

Primary Implementation Responsibility. NIB and NIB nonprofit agencies, NISH and NISH nonprofit agencies

4.1.5 Objective 1.e. Fee Structure

Ensure the JWOD fee structure incentivizes creation of employment opportunities.

Measure 1¹. Percentage increase in direct labor hours. See Key Measures under Goal 1.

¹ Employment churn rate, or the percentage of turnover of employees on existing JWOD contracts, was tabled as a long term measure of the quality of employment opportunities.

4.2 Goal 2. Customers

Partner with Federal customers to increase customer satisfaction and loyalty, so the JWOD program becomes their preferred source for products and services.

Goal 2 Key Measure. Percentage increase in customer satisfaction, including separate measures for responsiveness, consistency, reliability, quality, timeliness, and price, as measured by a survey. The survey will segment by Federal agency, new vs. current customers, and customer responsibility (contracting officer, purchase card holder, end-user, etc.). The survey will also segment by type/category of product or service. The survey will identify the percentage of customers who perceive JWOD to be their source of choice. As a measure for Goal 5, the survey should include a question about whether JWOD provides best value products and services.

Targets and Implementation Plan

- FY 2004 The Committee, NIB and NISH shall collect existing customer satisfaction data and data collection methodologies, and will plan the primary research to take place in 2005.
- FY 2005 The first JWOD Program-wide customer satisfaction survey shall be administered. The 2005 results will become the baseline for measuring increased satisfaction in 2006 and 2007. At a minimum, the target for FY 2005 is an overall satisfaction level of at least 85% based on existing customer satisfaction data for 2003². More specific segmented targets will be established in 2005 after the baseline is established and in comparison with industry standards.
- FY 2006 and FY 2007 Percentage increase for each customer segment and satisfaction indicator TBD. Overall, customer satisfaction should meet or exceed industry standards.

Primary Implementation Responsibility. Committee Staff will be responsible for the data collection and survey execution, to ensure consistent measurement across CNAs and nonprofit agencies. NIB/NISH should collaborate closely with the staff. CNAs and NPAs will be responsible for customer satisfaction.

4.2.1 Objective 2.a. Customer Satisfaction

Increase customer satisfaction with JWOD products and services. Customer satisfaction encompasses responsiveness, consistency, reliability, quality, timeliness, and price.

Measure 1. Percentage increase in customer satisfaction, including separate measures for responsiveness, consistency, reliability, quality, timeliness, and price, as measured by a survey. See Key Measure for Goal 2.

Measure 2. Repeat business, as measured by increase in sales for existing customers. See Measure 3 in Objective 5.a.

4.2.2 Objective 2.b. Collaborative Plans

Establish collaborative plans with Federal agencies to support the JWOD program.

Measure 1. Milestone tracking of the establishment and implementation of collaborative plans with Federal agencies (for support of and value received from the JWOD Program). For the purposes of this objective under Goal 2 (Partner with Federal customers to increase customer satisfaction and loyalty, so the JWOD program becomes their preferred source for products and services.), a collaborative plan will be developed via a thorough, two-way process with the customer agency and the JWOD Program to identify barriers to the customer's satisfaction and discuss the customer's unique business needs. The resulting plan will establish mutual solutions that will result in greater customer satisfaction (and thus more JWOD business). The expected outcomes of a collaborative plan are (1) in-depth exploration of customer needs and barriers to joint business expansion, (2) unique, mutually-identified and implemented solutions to meet those needs, and (3) increasing customer satisfaction and new business opportunities.

Targets and Implementation Plan

- FY 2004 The Committee/NIB/NISH will develop a process, template and evaluation system for collaborative agreements, and initiate collaborative plans with Committee-represented agencies. Plans should address employment and sales targets, as well as business and/or customer service improvements. The project plan should prioritize agencies by size and market potential.

² 85% is the current level of customer satisfaction measured by NISH's 2003 survey of purchasing activities.

FY 2005, FY 2006 and FY 2007 Continue to establish preliminary collaborative plans with prioritized Committee-represented agencies, based on the targets established in the project plan. In addition, continue implement and update existing collaborative plans and measure results against evaluation criteria.

Primary Implementation Responsibility. The Committee staff, NIB and NISH shall participate equally and jointly in the establishment of each collaborative plan.

Measure 2. Reduction in lost opportunities segmented by reason. Reasons should include drivers or indicators of customer dissatisfaction, severe impact on existing contractors, timing of the JWOD acquisition process, and procurement through other socioeconomic programs.

Targets and Implementation Plan

FY 2004 The Committee, NIB and NISH will establish a consistent methodology for tracking lost opportunities. They will plan for the collection and reporting of such information by the end of FY 2004. Begin to identify trends or problem areas that should be addressed quickly to remove business develop barriers.

FY 2005 Identify the largest categories/reasons for lost opportunities from both NIB and NISH and reduce the percentage of lost opportunities attributable to those categories/reasons by at least 5% per year.

FY 2006 and FY 2007 Identify the largest categories/reasons from the customer satisfaction perspective for lost opportunities from both NIB and NISH and reduce the percentage of lost opportunities attributable to those categories/reasons by at least 5% per year.

Primary Implementation Responsibility. NIB/NISH shall be responsible for collecting and reporting the data on lost opportunities, and shall collaborate with the Committee staff to interpret the results and develop strategies to remove impediments.

Measure 3. Percentage increase in direct labor hours. See Key Measure 1 under Goal 1

4.3 Goal 3. Process and Procedures

Improve efficiency and effectiveness of the JWOD Program (the Committee, CNAs, and NPAs) by streamlining and automating processes and procedures, and improving communication, while continuing to ensure program integrity.

Goal 3 Key Measure. Reduction in the cycle time for the addition of a new JWOD product or service to the Procurement List. Key milestones to be tracked include:

- The identification of the opportunity. This is defined as the point that the CNA assigns the opportunity to an NPA, or there is an agreement on the part of the Government customer to pursue JWOD as the acquisition strategy, whichever comes first.
- Receipt by the Committee staff of the addition package from the CNA.
- Routing of the vote letter for the addition to the Committee for vote.
- Completion of the Committee vote to add the item to the Procurement List.
- The effective date of the Procurement List addition
- The effective date of the contract for the product or service that was added to the Procurement List. For common use products, the effective date of the Procurement List addition is considered the effective date of the contract.

Targets and Implementation Plan. Targets will be established in first quarter FY 2005 based on a baseline established in FY 2004. The following plan will be used to establish the baseline.

1. NIB and NISH will provide data reflecting the average time (for products and services separately) it takes from initiation of a possible addition until the package is submitted to Committee staff, and the time between the effective date of the item being added to the Procurement List and the execution of the contract. Data will be submitted using a timeline that reflects key milestones. (March 2004)
2. Committee Staff will provide the average time for processing an addition from date of receipt by the Committee to the end of the process and notification that the item has been added to the Procurement List. Data will be submitted using a timeline that reflects key milestones, including submission to Committee staff, initial Federal Register publication, vote process, final Federal Register publication, and the effective date of the addition. (March 2004)
3. The baselines developed from 1 & 2 above will then be analyzed to identify areas of opportunity for possible reduction in process times and target percentage reductions. (September 2004)
4. Percentage reduction goals will be established. (December 2004)

Primary Implementation Responsibility. To be determined.

4.3.1 Objective 3.a. Accessibility of Products and Services

Increase the accessibility of JWOD and NPA products and services to Federal customers.

Measure 1. Reduction in the cycle time for the addition of a new JWOD product or service to the Procurement List. See Key Measure under Goal 3.

Measure 2. Reduction in lost opportunities. See Measure 2 for Objective 2.b.

4.3.2 Objective 3.b. Socioeconomic Procurement Preference Programs

Develop a mechanism to enable the JWOD program and other socioeconomic procurement preference programs to cooperate in meeting their respective missions.

Measure 1. Milestone tracking of implementation of a solution.

Targets. To be determined. One key milestone should be a meeting between Committee members and stakeholders of other programs to address this issue (e.g., Small Business Administration, Randolph-Shepherd Program, House and Senate Small Business Committee). (December 2003)

Primary Implementation Responsibility. To be determined.

4.3.3 Objective 3.c. Distribution Processes

Improve distribution processes to ensure effective, fair, and efficient distribution channels for JWOD products.

Measure 1. Percentage increase in sales of products, segmented by distribution channel and size of distributor (small or large).

Targets

- FY 2004 Establish baselines for sales through each distribution channel; track rate for past three years and develop specific quantitative targets by segment for 2005.
- FY 2005 Achieve overall increase in commercial distribution sales of 10%. Additional sales targets by distribution channel TBD.
- FY 2006 and FY 2007 Achieve overall increase in commercial distribution sales of 10%. Additional sales targets by distribution channel TBD.

Primary Implementation Responsibility. Committee Staff, NIB and NISH shall jointly establish mutual business plans with each distributor³, prioritized by size and market potential. Through these plans, sales and performance increases will be addressed. NIB/NISH may weight the degree of their participation based on the number of products they have or expect to have within the specific distribution channel.

Measure 2. Ranking of distributors, evaluated against consistent program performance expectations, segmented by distribution channel and size of distributor (small or large).

Targets

- FY 2004 Establish baselines for performance through each distribution channel; track rate for past three years and develop specific quantitative targets by segment for 2005.
- FY 2005 Achieve 10% increase in the percentage of distributors receiving Outstanding (90% or better) rating against performance expectations. Additional performance targets by segment TBD.
- FY 2006 and FY 2007 Achieve 10% increase in the percentage of distributors receiving Outstanding (90% or better) rating against performance expectations. Additional performance targets by segment TBD.

Primary Implementation Responsibility. Committee staff, NIB and NISH to work jointly with distributors.

Measure 3. Increased efficiency of distribution process measured by the ratio of total distributor sales to JWOD distribution management (Committee/NIB/NISH) labor hours, segmented by Committee, NIB, and NISH, and by distribution channel. Note that distribution channels include direct distribution and Government depots as well as commercial distributors, base supply centers, etc.

Targets

- FY 2004 The Committee, NIB and NISH shall collect distribution efficiency data and develop a baseline ratio.
- FY 2005 Achieve at least 10% increase in the ratio of sales to distribution program management labor.
- FY 2006 and FY 2007 Achieve at least 5% increase in the ratio of sales to distribution program management labor.

Primary Implementation Responsibility. Committee staff, NIB and NISH shall participate jointly in the data identification, collection, efficiencies implementation and tracking.

4.3.4 Objective 3.d. Processes and Information Technology

Streamline processes and implement a technology infrastructure that facilitates collaboration, communication, and interoperability, and enables rapid flow of and access to information electronically among the Committee members, Committee Staff, the CNAs, and the NPAs.

Measure 1. Overhead cost as a percentage of JWOD program direct labor hours, calculated as total Committee budget plus CNA operating and support costs⁴, divided by total number of direct labor hours. This should be segmented by overall program (Committee plus CNA overhead), NIB and NISH. NPA overhead costs are not included.

Targets. To be determined.

Primary Implementation Responsibility. To be determined.

Measure 2. Reduction in the cycle time for the addition of a new JWOD product or service to the Procurement List. See Key Measure under Goal 3.

³Note that at present there are approximately 200 commercial distributors, many of which are small.

⁴Overhead costs do not include capital expenditures.

4.4 Goal 4. Communication and Information Sharing

Expand support for the JWOD Program within the public, Congress, Federal agencies, the disability community, and other JWOD stakeholders through effective communication and information sharing.

Goal 4 Key Measure. Effectiveness of communication and information sharing, segmented by stakeholder. Stakeholders to be considered include Committee members, Committee staff, CNAs, NPAs, the disability community, customers, etc.

Targets. To be determined.

Primary Implementation Responsibility. To be determined.

4.4.1 Objective 4.a. Strategic Communications Plan

Create and implement a strategic communications plan that addresses all JWOD stakeholders.

Measure 1. Milestone tracking of creation and implementation of a plan that addresses communication and information sharing with and among both internal and external stakeholders.

Targets and Implementation Plan

FY 2004 The Committee/NIB/NISH will compare organizational communications plans and/or activities for 2005 and develop an umbrella JWOD plan with messages aligned, redundancies minimized and resources maximized. The plan will include tailored messages for different target audiences. The organizations will execute activities in a coordinated manner and will evaluate the plan and activities for future enhancement.

FY 2005, FY 2006 and FY 2007 The Committee/NIB/NISH will create and execute together a JWOD Program-wide plan with messages aligned, redundancies eliminated and resources maximized. The organizations will evaluate the plan together for future enhancement.

Primary Implementation Responsibility. Committee Staff, NIB and NISH shall participate equally and jointly in the establishment of the strategic communication plan, with the Committee staff taking the lead for administrative/ coordination/messaging activities as needed.

Measure 2. Effectiveness of communication and information sharing, segmented by stakeholder. See Key Measure under Goal 4.

Measure 3. Percentage of procurement officials, purchase card holders, and other Federal purchasers who are aware of the JWOD Program and demonstrate support by consistently buying JWOD products and/or services, and/or by routing business opportunities to the JWOD Program [Note: data collection relates to that for Objective 2(a)].

Targets

FY 2004 Establish baseline awareness and support through Federal customer survey administered to purchase card holders, procurement officials and other Federal purchasers.

FY 2005, FY 2006 and FY 2007 Increase percentage by 5 percent each year according to data collection methodology above.

Primary Implementation Responsibility. The Committee staff has a contractor performing the survey in FY 2004, with NIB/NISH input to the survey instrument having been received. Committee staff, NIB and NISH shall participate equally and jointly in the establishment of the strategic communication plan, with the Committee staff taking the lead for administrative, coordination and messaging activities as needed.

Measure 4. Milestone tracking of the establishment collaborative plans with disability organizations to increase mutual understanding and support. Note: NPAs are included in the population of disability organizations.

Measure 5. The level of understanding/positive perception of the JWOD Program by the disabilities organizations, measured via opinion survey or focus group feedback.

Targets and Implementation Plan

FY 2004 The Committee/NIB/NISH will determine the universe of such organizations with whom to seek collaborative plans, prioritize the list, and will develop a project plan, process, template and evaluation system for collaborative agreements. The evaluation system could include measurement via survey or focus groups.

FY 2005, FY 2006, and FY 2007 Establish collaborative plans and increase in level of understanding/positive perception of the JWOD Program, in accordance with the project plan.

Primary Implementation Responsibility. Committee staff, NIB and NISH shall participate equally and jointly in the planning and implementation of these activities, with each organization contributing to the extent of its authority and competencies. NIB and NISH may work more closely with different disability organizations that are aligned with the population each serves.

4.5 Goal 5. Market Development

Strategically develop new markets and expand existing markets in which the JWOD Program can provide best value products and services to Federal customers in order to expand employment opportunities that meet the needs of people who are blind or have other severe disabilities.

Goal 5 Key Measures. Percent increase in the employment of people who are blind or have other severe disabilities under the JWOD Program, measured in direct labor hours and jobs by existing and new market segment (type of product or service, agency, geographic area).

Targets

FY 2004 Develop methodology to measure jobs and direct labor hours, by market segment.

FY 2005 Establish baseline. The CNAs should set percentage increase targets per segment for the next two fiscal years that when combined with new business will meet their targets for employment established in Objective 1.a.

FY 2006 and FY 2007 Achieve percentage increase by segment as targeted by CNAs.

Primary Implementation Responsibility. Committee staff, NIB and NISH shall participate equally and jointly in these activities, with each organization contributing to the extent of its ability and competencies.

4.5.1 Objective 5.a. Existing Markets

Expand business in existing markets that results in the creation of employment opportunities that meet the needs of people who are blind or have other severe disabilities.

Measures 1 and 2. Percent increase in the employment of people who are blind or have other severe disabilities under the JWOD Program, measured in direct labor hours and jobs by existing market segment (type of product or service, agency, geographic area). See Measures 1 and 2 under Goal 5.

Measure 3. Percent increase in sales, by existing market segment (type of product or service, agency, geographic area).

Targets

FY 2004 Develop methodology to measure sales by market segment.

FY 2005, 2006 and FY 2007 Monitor sales levels to identify any areas of concern.

Primary Implementation Responsibility. Committee staff, NIB and NISH shall participate equally and jointly in these activities, with each organization contributing to the extent of its ability and competencies.

4.5.2 Objective 5.b. New Products, Services, and Markets

Develop new products, services, and markets within the Federal Government that have potential to create employment opportunities that meet the needs of people who are blind or have other severe disabilities.

Measures 1 and 2. Percent increase in the employment of people who are blind or have other severe disabilities under the JWOD Program, measured in direct labor hours and jobs by new market segment (type of product or service, agency, geographic area). See Measures 1 and 2 under Goal 5.

Measure 3. Percent increase in sales, by new market segment (type of product or service, agency, geographic area).

Targets

FY 2004 Develop methodology to measure sales by market segment.

FY 2005, 2006 and FY 2007 Monitor sales levels to identify any areas of concern.

Primary Implementation Responsibility. Committee staff, NIB and NISH shall participate equally and jointly in these activities, with each organization contributing to the extent of its ability and competencies.

4.5.3 Objective 5.c. Underserved Populations

Provide employment opportunities that meet the needs of people who are blind or severely disabled who are unemployed, underemployed, or who have not traditionally been employed in the JWOD program.

Measure 1. Milestone tracking of population research to identify and/or validate the employment needs of people who are blind or severely disabled who are unemployed, underemployed or who have not traditionally been employed in the JWOD Program. It is essential to identify the needs and barriers before the JWOD Program can devise solutions.

Targets and Implementation Plan

FY 2004 Identify existing research or pursue new research to capture population information relevant to employment needs. In addition to seeking data from individuals who are currently outside of JWOD employment, measure how many jobs/direct labor hours are done by people new to the JWOD Program, who were unemployed before taking the job, who have never participated in JWOD, etc. Segment to ascertain whether new hires are part of the underserved population, and if so, why they were not previously served by JWOD.

FY 2005 Analyze findings of population research; determine reasons for unemployment, underemployment or lack of service under the JWOD Program.

FY 2006 Development of plans with milestones to create employment that meets the needs of persons who are blind or severely disabled who are unemployed, underemployed or have not traditionally been employed in the JWOD Program. Such plans shall be incorporated into business development activities that address customer needs, to seek fits.

FY 2007 Develop targets for such employment plans and begin implementation.

Primary Implementation Responsibility. Committee staff, NIB and NISH shall participate equally and jointly in these activities, with each organization contributing to the extent of its ability and competencies.

4.5.4 Objective 5.d. Subcontracting

Develop policies and procedures to accommodate subcontracting portions of a project or adding a subcontract to the Procurement List.

Measure 1. Milestone tracking of development and implementation of a solution to subcontracting issues.

Targets. Key milestones and dates include the following:

1. Obtain resolution as to whether subcontracts can legally be added to the Procurement List. (December 2003)
2. For subcontracting portions of a project added to the Procurement List, ensure definitions and procedures are consistent with what the Finance Subcommittee is doing with regard to assessing the CNA fee on subcontracts. (February 2004)
3. CNAs will provide information and data about their subcontracting policies and efforts, especially with regard to subcontracts with small businesses. (March 2004)
4. Establish baselines with proposed percentage goals for number of categories of JWOD qualified employees who work for subcontractors. (December 2004)

Primary Implementation Responsibility. The existing Working Group on Subcontracting will continue to pursue its charter in terms of proposing new guidelines for nonprofit agencies to follow when selecting subcontractors.

4.6 Summary

The table below presents a summary of the goals, objectives, and performance measures.

GOALS AND OBJECTIVES	PERFORMANCE MEASURES
Goal 1. People Who Are Blind Or Have Other Severe Disabilities	% increase in direct labor hours (NIB and NISH)
	% increase in the number of people (NIB and NISH)
Objective 1.a. Increase employment opportunities	% increase in direct labor hours (NIB and NISH)
	% increase in the number of people (NIB and NISH)
Objective 1.b. Provide equitable wages and fringe benefits	Conduct study on current wage levels and fringe benefits
Objective 1.c. Provide career advancement and upward mobility opportunities	Increase in non-supervisory promotions
	Increase in supervisory, management or technical promotions
	Increase in competitive or supported employment placements
	Increase in management, supervision or indirect labor opportunities
Objective 1.d. Provide personally satisfying employment opportunities	Employee job satisfaction
Objective 1.e. Ensure the JWOD fee structure incentivizes creation of employment opportunities.	% increase in direct labor hours (NIB and NISH)
Goal 2. Federal Customers	% increase in customer satisfaction
Objective 2.a. Increase customer satisfaction	% increase in customer satisfaction
	Repeat business, as measured by increase in sales for existing customers
Objective 2.b. Establish collaborative plans with Federal agencies	Milestone tracking of collaborative plans
	Reduction in lost opportunities
	Job creation, as measured by % increase in direct labor hours
Goal 3. Process and Procedures	Reduction in cycle time for a Procurement List addition
Objective 3.a. Increase the accessibility of JWOD and NPA products and services to Federal customers.	Reduction in cycle time for a Procurement List addition
	Reduction in lost opportunities
Objective 3.b. Develop a mechanism to enable the JWOD program and other socioeconomic procurement preference programs to cooperate	Milestone tracking of implementation of a solution
Objective 3.c. Improve distribution processes	Percentage increase in sales of products, segmented by distribution channel and size of distributor
	Ranking of distributors
	Ratio of total distributor sales to JWOD distribution management (Committee/NIB/NISH) labor hours
Objective 3.d. Streamline processes and implement a technology infrastructure	Overhead cost per JWOD program direct labor hour
	Reduction in cycle time for a Procurement List addition
Goal 4. Communication and Information Sharing	Effectiveness of communication and information sharing
Objective 4.a. Create and implement a strategic communications plan	Milestone tracking of creation and implementation of the plan
	Effectiveness of communication and information sharing
	% of procurement officials, purchase card holders, and other Federal purchasers who are aware of the JWOD Program and consistently demonstrate support
	Milestone tracking of the establishment of collaborative plans with disability organizations
	Level of understanding/positive perception of the JWOD Program by the disabilities organizations
Goal 5. Market Development	% increase in direct labor hours, by existing market segment
Objective 5.a. Expand business in existing markets	% increase in jobs, by existing market segment
	% increase in direct labor hours, by existing market segment
	% increase in jobs, by existing market segment
	Sales, by existing market segment
Objective 5.b. Develop new products, services, and markets	% increase in direct labor hours, by new market segment
	% increase in jobs, by new market segment
	Sales, by new market segment
Objective 5.c. Provide employment opportunities for the underserved	Milestone tracking of population research
Objective 5.d. Accommodate subcontracting	Milestone tracking of development and implementation of a solution

Appendix A: Strategic Planning Terminology

There are many terms that are used in the strategic planning discipline. For purposes of this plan, the following terms and definitions apply:

- **Mission**, the purpose of the program, the business with which the program is charged; why the organization exists. The mission should remain fairly stable over time.
- **Vision**, the view of the future for the program that clarifies the direction of the program and helps individuals to understand why they should support the program. The vision provides the forward movement from the mission to the strategy.
- **Goal**, something to be achieved or worked toward. A goal typically is written with an action verb and the desired result or consequence/outcome of the action. Goals should be SMART:
 - Specific
 - Measurable
 - Achievable
 - Realistic
 - Time-bound

In the case of this strategic plan, the **strategic goals** will be high level, and should be fairly constant over time. The addition of objectives, measures, and targets will provide the specificity to create operational **performance goals**⁵ that are SMART.

- **Objective**, in the dictionary, the definition of an objective is a goal, and the definition of a goal is an objective. In the Balanced Scorecard framework, the term objective is used to define the goals or desired results within each balanced scorecard perspective. For purposes of this strategic plan, we use the term objective to reference sub-goals, or elements that contribute to achieving the high-level goal. The objectives will evolve over time to meet the changing conditions faced by the program.
- **Performance measure**, the indicator used to determine whether a goal has been achieved.
- **Target**, the level of performance desired for a particular goal within a specified timeframe.
- **Initiative**, the activities to be undertaken to close the performance gap between the targets and the program's current performance. Initiatives provide the linkage between the planning process (goals, objectives, measures, and targets) and operational plans and resource allocation.
- **Stakeholder**⁶, any group or individual that has a vested interest in the program, anyone who can affect, or is affected by, the achievement of the organization or program's mission or purpose. JWOD stakeholders include people who are blind and have other severe disabilities, the President, OMB, Congress, employees, Federal procurement activities, users of products and services, suppliers, distributors, current contractors, advocacy groups, Federal, state and local governments, and other groups who can help or hurt the program.
- **Customer**, according to the American Heritage Dictionary, "one that buys goods or services."⁷ For purposes of this strategic plan, the customer for the JWOD Program is the Federal government purchaser of JWOD products and services. Other participants in the program, including the CNAs and the NPAs are considered stakeholders.

⁵ The instructions for the Program Rating Assessment Tool issued by the Office of Management and Budget makes the distinction between strategic and performance goals, and defines performance goals as the combination of performance measures and targets.

⁶ Definition adapted from R. Edward Freeman, *Strategic Management, A Stakeholder Approach*, Marshfield, Mass, Pitman, 1984, p. vi.

The stakeholder model of corporate governance is based on the notion that there are other groups in society besides owners and employees to whom the corporation is responsible, and that the firm's objectives should be achieved by balancing the often-conflicting interests of these different constituencies.

⁷ Excerpted from *The American Heritage® Dictionary of the English Language, Third Edition* © 1996, Houghton Mifflin Company.

Appendix B: Goals, Objectives, Measures and Targets

GOALS AND OBJECTIVES	PERFORMANCE MEASURES	TARGETS				PRIMARY IMPL. RESP.
		FY 2004	FY 2005	FY 2006	FY 2007	
Goal 1. People Who Are Blind Or Have Other Severe Disabilities Continue to expand employment opportunities for people who are blind or have other severe disabilities under the JWOD Program, including wage progression, benefits, upward mobility and personal job satisfaction.	Percentage increase in <u>direct labor hours</u> performed by people who are blind or have other severe disabilities on JWOD products and services.		NIB: 4-8 % increase; NISH: 10-15 % increase.	To be determined.	To be determined.	NIB, NISH, NPAs.
	Percentage increase in the <u>number of people</u> who are blind or have other severe disabilities who are employed in direct labor positions on JWOD products and services.		NIB: 2.5% increase; NISH: 6% increase.	To be determined.	To be determined.	NIB, NISH, NPAs.
Objective 1.a. Employment Opportunities Significantly increase the number of employment opportunities provided through the JWOD program to people who are blind or have other severe disabilities.	Percentage increase in <u>direct labor hours</u> , as measured under Goal 1.					
	Percentage increase in the <u>number of people</u> who are blind or have other severe disabilities who are employed in direct labor positions, as measured under Goal 1.					Committee staff.
	Conduct demographic study of JWOD employees who are blind or have other severe disabilities in order to determine any future objectives.	Complete study.				
Objective 1.b. Wages and Fringe Benefits Provide equitable wages and fringe benefits to all employees who are blind or have other severe disabilities within the JWOD program.	Conduct a study on current wage levels and fringe benefits of JWOD employees at every NPA in the JWOD Program.	Complete study and set FY 2005 – 2007 targets.				Committee staff and CNAs.
Objective 1.c. Career Advancement and Upward Mobility Provide career advancement and upward mobility opportunities to people who are blind or have other severe disabilities who are employed through the JWOD program, either within or outside the JWOD Program.	Increase in the number of employees who are blind or have other severe disabilities who are promoted into a new job, other than supervisory or management positions, which included increased wages and/or fringe benefits, not cost of living raises or productivity increases of less than 20%. Promotions can be considered for movement between JWOD and non-JWOD jobs.		NIB: 50 NISH: 1,200	To be determined.	To be determined.	NPAs.
	Increase in the number of employees who are blind or have other severe disabilities who are promoted into a new job requiring supervisory, management, or technical skills, that included increased wages and/or fringe benefits, not cost of living raises.		NIB: 20 NISH: 250	To be determined.	To be determined.	NPAs.
	Increase in the number of employees who are blind or have other severe disabilities who leave the nonprofit agency through competitive or supported employment placements		NIB: 70 NISH: 2,600	To be determined.	To be determined.	NPAs.
	Increase in the number of people who are blind or have other severe disabilities (not necessarily only those who meet the definition for direct labor) who are employed at the NPAs in management, supervision or indirect labor positions.	Establish baseline and targets.				Committee staff to conduct study; NPAs to implement.
Objective 1.d. Employee Job Satisfaction Provide personally satisfying employment opportunities through the JWOD program to people who are blind or have other severe disabilities.	The percentage of JWOD employees who indicate they are satisfied or highly satisfied with their jobs, measured via an employee satisfaction survey with results compared against industry standards.	Develop data collection methodology.	Equal or greater than industry average.			NIB, NISH, NPAs.
Objective 1.e. Fee Structure Ensure the JWOD fee structure incentivizes creation of employment opportunities.	Percentage increase in direct labor hours, as measured under Goal 1.					

Appendix B: Goals, Objectives, Measures and Targets (cont'd)

GOALS AND OBJECTIVES	PERFORMANCE MEASURES	TARGETS				PRIMARY IMPL. RESP.
		FY 2004	FY 2005	FY 2006	FY 2007	
Goal 2. Federal Customers Partner with Federal customers to increase customer satisfaction and loyalty, so the JWOD program becomes their preferred source for products and services.	Percentage increase in customer satisfaction, including separate measures for responsiveness, consistency, reliability, quality, timeliness, and price, as measured by a survey.	Collect existing data and develop data collection.	85% overall satisfaction.	TBD; meet or exceed industry standards.	TBD; meet or exceed industry standards.	Committee staff has lead on data collection; CNAs and NPAs are responsible for customer satisfaction.
Objective 2.a. Customer Satisfaction Increase customer satisfaction with JWOD products and services. Customer satisfaction encompasses responsiveness, consistency, reliability, quality, timeliness, and price.	Percentage increase in customer satisfaction, as measured under Goal 2.					
	Repeat business, as measured by increase in sales for existing customers in Objective 5.a.					CNAs.
Objective 2.b. Collaborative Plans Establish collaborative plans with Federal agencies to support the JWOD program.	Milestone tracking of the establishment and implementation of collaborative plans with Federal agencies.	To be determined, based on the project plan.	To be determined, based on the project plan.	To be determined, based on the project plan.	To be determined, based on the project plan.	Committee staff, NIB and NISH.
	Reduction in lost opportunities, segmented by reason.	Establish data collection methodology.	5% reduction.	To be determined.	To be determined.	
	Job creation, as measured by percentage increase in direct labor hours, as measured under Goal 1.					

Appendix B: Goals, Objectives, Measures and Targets (cont'd)

GOALS AND OBJECTIVES	PERFORMANCE MEASURES	TARGETS				PRIMARY IMPL. RESP.
		FY 2004	FY 2005	FY 2006	FY 2007	
Goal 3. Process and Procedures Improve efficiency and effectiveness of the JWOD Program (the Committee, CNAs, and NPAs) by streamlining and automating processes and procedures, and improving communication, while continuing to ensure program integrity.	Reduction in the cycle time for the addition of a new JWOD product or service to the Procurement List.	Establish baseline.	Set targets.			
Objective 3.a. Accessibility of Products and Services Increase the accessibility of JWOD and NPA products and services to Federal customers.	Reduction in the cycle time for the addition of a new JWOD product or service to the Procurement List, as measured under Goal 3.					
	Reduction in lost opportunities as measured under Objective 2.b.					
Objective 3.b. Socioeconomic Procurement Preference Programs Develop a mechanism to enable the JWOD program and other socioeconomic procurement preference programs to cooperate in meeting their respective missions.	Milestone tracking of implementation of a solution.					
Objective 3.c. Distribution Processes Improve distribution processes to ensure effective, fair, and efficient distribution channels for JWOD products.	Percentage increase in sales of products, segmented by distribution channel and size of distributor (small or large).		Overall increase in commercial distribution sales of 10%.	Overall increase in commercial distribution sales of 10%.	Overall increase in commercial distribution sales of 10%.	Committee staff, NIB, NISH.
	Ranking of distributors, evaluated against consistent program performance expectations, segmented by distribution channel and size of distributor (small or large).	Establish baselines and targets by segment.	10% increase in the percentage of distributors receiving Outstanding rating.	10% increase in the percentage of distributors receiving Outstanding rating.	10% increase in the percentage of distributors receiving Outstanding rating.	Committee staff, NIB, NISH.
	Increased efficiency of distribution process measured by the ratio of total distributor sales to JWOD distribution management (Committee/NIB/NISH) labor hours, segmented by Committee, NIB, and NISH, and by distribution channel.	Establish baseline.	10% increase.	5% increase.	5% increase.	Committee staff, NIB, NISH.
Objective 3.d. Processes and Information Technology Streamline processes and implement a technology infrastructure that facilitates collaboration, communication, and interoperability, and enables rapid flow of and access to information electronically among the Committee members, Committee Staff, the CNAs, and the NPAs.	Overhead cost as a percentage of JWOD program direct labor hours, calculated as total Committee budget plus CNA operating and support costs, divided by total number of direct labor hours. This should be segmented by overall program (Committee plus CNA overhead), NIB and NISH.					
	Reduction in the cycle time for the addition of a new JWOD product or service to the Procurement List, as measured under Goal 3.					

Appendix B, Goals: Objectives, Measures and Targets (cont'd)

GOALS AND OBJECTIVES	PERFORMANCE MEASURES	TARGETS				PRIMARY IMPL. RESP.
		FY 2004	FY 2005	FY 2006	FY 2007	
Goal 4. Communication and Information Sharing Expand support for the JWOD Program within the public, Congress, Federal agencies, the disability community, and other JWOD stakeholders through effective communication and information sharing.						
Objective 4.a. Strategic Communications Plan Create and implement a strategic communications plan that addresses all JWOD stakeholders.	Milestone tracking of creation and implementation of a plan that addresses communication and information sharing with and among both internal and external stakeholders.	Establish plan.				Committee staff, NIB, NISH.
	Effectiveness of communication and information sharing, segmented by stakeholder, as measured under Goal 4.					
	Percentage of procurement officials, purchase card holders, and other Federal purchasers who are aware of the JWOD Program and demonstrate support by consistently buying JWOD products and/or services, and/or by routing business opportunities to the JWOD Program.	Establish baseline.	To be determined.	To be determined.	To be determined.	Committee staff, NIB, NISH.
	Milestone tracking of the establishment collaborative plans with disability organizations to increase mutual understanding and support, as well as results-oriented measure via opinion survey or focus group feedback.	To be determined based on plan.	To be determined.	To be determined.	To be determined.	Committee staff, NIB, NISH.
	The level of understanding/positive perception of the JWOD Program by the disabilities organizations, measured via opinion survey or focus group feedback.		Establish baseline.	Increase.	Increase.	Committee staff, NIB, NISH.

Appendix B: Goals, Objectives, Measures and Targets (cont'd)

GOALS AND OBJECTIVES	PERFORMANCE MEASURES	TARGETS				PRIMARY IMPL. RESP.
		FY 2004	FY 2005	FY 2006	FY 2007	
Goal 5. Market Development Strategically develop new markets and expand existing markets in which the JWOD Program can provide best value products and services to Federal customers while expanding employment opportunities to meet the needs of people who are blind or have other severe disabilities.	Percent increase in direct labor hours, by existing and new market segment (type of product or service, agency, geographic area).	Establish data collection methodology.	To be determined based on market analysis and demographic study.	To be determined.	To be determined.	Committee staff, NIB, NISH.
	Percent increase in jobs, by existing and new market segment (type of product or service, agency, geographic area).	Establish data collection methodology.	To be determined based on market analysis and demographic study.	To be determined.	To be determined.	Committee staff, NIB, NISH.
Objective 5.a. Existing Markets Expand business in existing markets that results in the creation of employment opportunities that meet the needs of people who are blind or have other severe disabilities.	Percent increase in direct labor hours, by existing market segment (type of product or service, agency, geographic area), as measured in Goal 5.					
	Percent increase in jobs, by existing market segment (type of product or service, agency, geographic area), as measured in Goal 5.					
	Sales, by existing market segment (type of product or service, agency, geographic area).	Establish data collection methodology.				Committee staff, NIB, NISH.
Objective 5.b. New Products, Services, and Markets Develop new products, services, and markets within the Federal Government that have potential to create employment opportunities that meet the needs of people who are blind or have other severe disabilities.	Percent increase in direct labor hours, by new market segment (type of product or service, agency, geographic area), as measured in Goal 5.					
	Percent increase in jobs, by new market segment (type of product or service, agency, geographic area), as measured in Goal 5.					
	Sales, by new market segment (type of product or service, agency, geographic area).	Establish data collection methodology.				Committee staff, NIB, NISH.
Objective 5.c. Underserved Populations Provide employment opportunities that meet the needs of people who are blind or severely disabled who are unemployed, underemployed, or who have not traditionally been employed in the JWOD program.	Milestone tracking of population research to identify and/or validate the employment needs of people who are blind or severely disabled who are unemployed, underemployed or who have not traditionally been employed in the JWOD Program.	Collect data.	Analyze data.	Develop plans.	Develop targets.	Committee staff, NIB, NISH.
Objective 5.d. Subcontracting Develop policies and procedures to accommodate subcontracting portions of a project or adding a subcontract to the Procurement List.	Milestone tracking of development and implementation of a solution to subcontracting issues.		Establish baselines and targets.			Working Group on Subcontracting.