



FINAL

**FY 2007 - 2009
Strategic Plan
For the Javits-Wagner-O'Day (JWOD) Program**



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

October 16, 2006

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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, and an overview of the program's stakeholders.

1.1 Background

In 1938, the Wagner-O'Day Act was signed into law by 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 (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 devoted to creating employment opportunities for people with 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 state and private nonprofit agencies (NPAs) employing 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 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 FY 2007 through FY 2009.

The current JWOD Program Strategic Plan was approved in December 2003 for Fiscal Years 2005 to 2007. On April 12 and 13, 2006, the Committee and key stakeholders met to review the current strategic plan and FY 2005 results and to update the plan to create the FY 2007 to 2009 Strategic Plan. Targets established for FY 2006 are shown at Appendix A.

Participants in the process included appointed and nominated Committee Members, the Committee Executive Director, the Chief Executive Officers (CEOs) and the Chairmen of the Boards of Directors of NISH and NIB, and the Presidents of the National Council of Work Centers (NCWC) and the National Association for Employment of People Who Are Blind

(NAEPB). Other key stakeholders who participated as observers in the plenary sessions and participants in the breakout sessions included Committee Staff, NIB and NISH staff and Board members, JWOD direct labor employees who are blind or severely disabled and key Committee member liaisons.

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.

1.3 Disability Community Context

According to Americans with Disabilities: 2002, a report published by the US Census Bureau in May 2006 based on their Survey of Income and Program Participation, approximately 18 percent of Americans, or 51.2 million people, reported that they had a disability, and 12 percent or 32.5 million people reported that they had a severe disability. Only 42 percent of people ages 21 to 64 who had a severe disability were employed at some point in the one-year period prior to the interview, which translates to 16.1 million people with severe disabilities who did not work at all during the one-year period.

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 for people with disabilities.

Sixty-eight 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 2005, the Committee authorized the participation in the JWOD Program of more than 600 nonprofit agencies located in all fifty States and the District of Columbia, Guam and Puerto Rico. Through the JWOD Program, these agencies employ more than 46,000 people who are blind or severely disabled. Some of these nonprofit agencies employ just a few persons with disabilities, while others employ 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. In 2006, the JWOD Program is the single largest employer in the United States of people who are blind or have other severe disabilities.

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.
- ◆ 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. 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.

The Committee recognizes the importance of having quality data to support decision making and strategic communications, and the need to establish data collection and analysis processes and tools to better understand the demographics and needs of individuals who are blind or have severe disabilities, both within and outside the JWOD Program.

2 Environmental Scan

The key points of the environmental scan include:

- ◆ According to 2002 data from the Census bureau, 16.1 million working-age people with severe disabilities are not employed, emphasizing the continuing need to address employment.
- ◆ The JWOD Program operates in a dynamic Federal procurement environment and must deal with:
 - Contracting changes such as contract consolidation, strategic sourcing, and competing socioeconomic goals. One particular new emphasis is on service-disabled veterans.
 - Balancing budgetary pressures with increased expectations.
 - Reconciling the competitive pressures of price, quality, time, and customer satisfaction.
 - Challenges inherent in breaking into new markets requiring significant experience.
 - Responding to complex, fast-changing military requirements, including the impacts of the war surge and Base Realignment and Closure (BRAC) on JWOD business.
 - Organizational changes in customer agencies, such as the consolidation to create the Department of Homeland Security, necessitating additional marketing of the JWOD Program
 - Competing in a world of multi-channel distribution of commodities.
- ◆ Congressional interest in the JWOD Program has shifted from a procurement focus to an employment focus. This means that Congress may have different expectations of the JWOD Program than it has in the past, and that the JWOD Program will likely be evaluated in the context of the other disability programs versus the context of a

socioeconomic procurement program.

- ◆ The Administration and the Committee have placed increasing emphasis on governance, effective stewardship, and accountability, resulting from negative media attention and critical scrutiny (to some extent warranted) from Program detractors. In particular, a few participating nonprofit agencies were identified as having severe non-compliance with the Committee's regulations. Both policy change and remedial public relations are necessary.
- ◆ The JWOD Program must be proactive in managing the unparalleled growth in sales to insure creation of the maximum number of job opportunities. The effects of war surge requirements and the success of the JWOD Program in meeting war fighter needs have significantly increased the level of sales and jobs created. It is critical that the program identify proactive strategies to maintain jobs as the war surge requirements begin to diminish. The effects of peaks and valleys in war surge will significantly impact the number of jobs for people who are blind or severely disabled.

3 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.

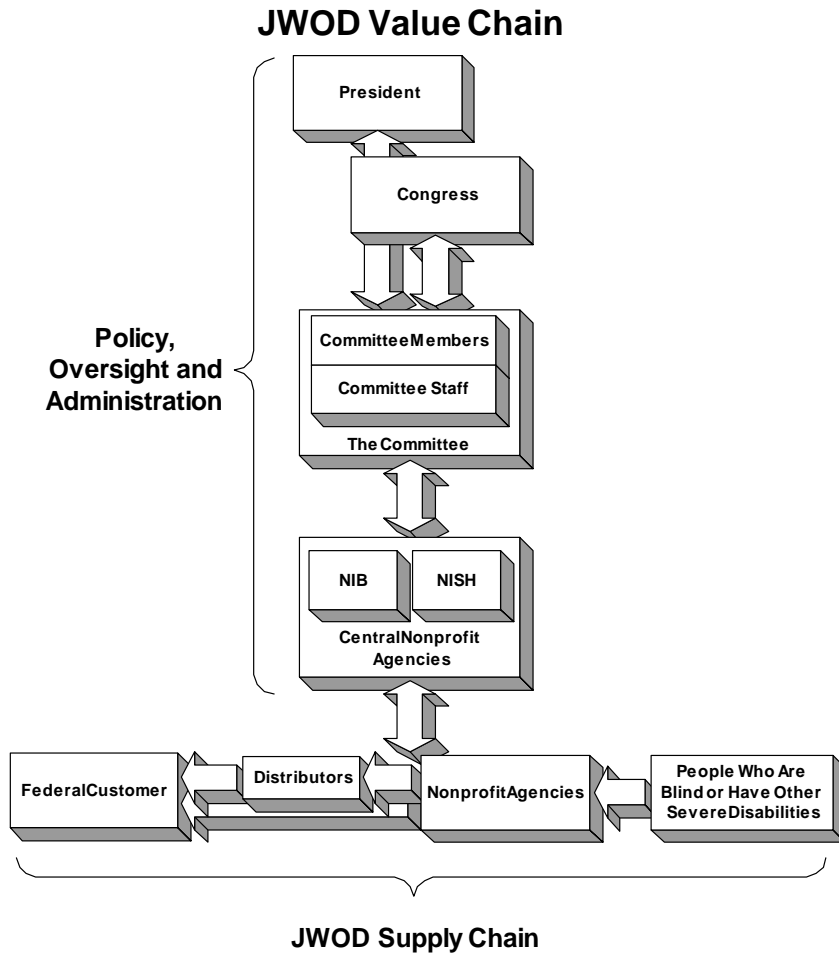


Figure 1, JWOD Value Chain

4 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 or local 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.

5 Strategic Goals and Objectives

This section documents the JWOD Program's high-level strategic goals for FY 2007 through FY 2009. Specific objectives are identified under each goal. Performance measures and target levels of performance for Fiscal Years 2007 through 2009 are presented, where available, for each goal and objective. The activities to achieve the objectives will be incorporated into specific Action Plans.

5.1 Goal 1. Employment for People Who Are Blind Or Have Other Severe Disabilities

Continue to expand employment opportunities for people who are blind or have other severe disabilities (people who are currently unable to engage in normal competitive employment over an extended period of time) 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.

Goal 1 Key Measure 2. Percentage increase in the number of people who are blind or have

other severe disabilities employed in direct labor positions on JWOD products/services.

5.1.1 Objective 1a. 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. (Note: this is also one of the key measures at the goal level.)

<u>Targets</u>	<u>NIB</u>			<u>NISH</u>		
	<u>Realistic</u>	<u>Stretch</u>	<u>BHAG</u>	<u>Success</u>	<u>Excellent</u>	<u>Exceptional</u>
FY2007	3%	8%	10%	3%	4.5%	6%
FY2008	4%	9%	12%	-	-	9%
FY2009	5%	10%	14%	-	-	10%

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. (Note: this is also one of the key measures at the goal level.)

<u>Targets</u>	<u>NIB</u>	<u>NISH</u>
FY2007	2.5%	4.2%
FY2008	2.5%	5.0%
FY2009	3.0%	5.0%

5.1.2 Objective 1b. 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.

Measure 1. Percentage increase in the number of people receiving benefits versus not receiving benefits

Measure 2. Percentage decrease in the number of people receiving less than the Federally-mandated minimum wage or Service Contract Act wage rate, segmented by disability.

The following actions are milestone targets for all of these measures:

- FY 2007 Establish data collection process and obtain OMB approval for data collection.
- FY 2008 Implement measurement and establish a baseline.
- FY 2009 Establish targets.

Action plans should focus upon removal of barriers related to Supplemental Security Income (SSI) and Social Security Disability Insurance (SSDI). Suggested strategies were: that JWOD wages be excluded from the definition of substantial gainful employment (SGA), although there was recognition that it might be difficult for the JWOD Program to orchestrate changes to other disability programs; and that the JWOD Program could change the way it counts people against the direct labor ratio to include supervisory positions.

An action item was proposed for the CNAs to provide training to the NPAs to correct any myths on disincentives, so that employees avail themselves of any waivers or other options currently available to enable them to earn more and retain benefits. At both NIB and NISH NPAs, the overwhelming majority of employees receive SSI/DI and many limit their hours because of these program limitations. This is a bigger issue for people with severe disabilities than it is for people who are blind because the income allowed before you lose benefits is higher for people who are blind than it is for people with other disabilities.

Another action item was proposed, training vocational rehabilitation (VR) counselors on the JWOD definition of disability. The suggestion was made that the Committee work with the Department of Education to do a circular to provide this information to the field.

5.1.3 Objective 1c. 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. The number of employees who are blind or have other severe disabilities who are promoted into a direct labor job, other than supervisory or management positions, which includes increased wages and/or fringe benefits, not attributed to cost of living or productivity increases of less than 20%. Promotions can be movement between JWOD and non-JWOD jobs.

<u>Targets</u>	<u>NIB</u>	<u>NISH</u>
FY2007	50	1300
FY2008	60	1350
FY2009	60	1400

Measure 2. The number of employees who are blind or have other severe disabilities who are promoted into an indirect labor job requiring supervisory, management, or technical skills, that included increased wages and/or fringe benefits, not attributed to cost of living raises.

<u>Targets</u>	<u>NIB</u>	<u>NISH</u>
FY2007	20	275
FY2008	30	300
FY2009	30	300

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

<u>Targets</u>	<u>NIB</u>	<u>NISH</u>
FY2007	70	2600
FY2008	60	2650
FY2009	60	2700

5.1.4 Objective 1d. 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.

The following milestones were established for this objective:

- | | |
|---------|---|
| FY 2007 | Workforce Development workgroup develop methodologies to identify underserved populations |
| FY 2008 | Establish objectives based on the outcomes of the reports. |
| FY 2009 | Evaluate success to set new targets |

Note: The 2005-2007 Strategic Plan established milestones to identify underserved populations in FY 2004 and 2005. Given the emphasis that NISH has placed on underserved populations, it should be possible to establish some specific targets by the end of FY 2007. The Workforce Development Workgroup has been working under the guidance of the Business Development Subcommittee. It is recommended that the workgroup shift to working with the oversight of the Planning and Evaluation Subcommittee that has the goal related to Employment.

5.2 Goal 2. Customer Satisfaction

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 1. Federal agency scorecard that evaluates the level of satisfaction with JWOD products, services and/or customer experience among key Federal agencies, using a spotlight or similar summary format.

5.2.1 Objective 2a. Customer Feedback Mechanism

Create a central customer feedback mechanism(s) to gather Federal customer satisfaction, program-wide, on a real time basis.

Customer satisfaction data should be segmented by type of customer and type of product or service to better understand both performance and satisfaction.

The following milestones were established for this objective:

- | | |
|---------|--|
| FY 2007 | Establish/adopt a real time customer satisfaction feedback mechanism within 12 months of the approval and launch of this Strategic Plan ¹ .
Monitor feedback, response time and resolutions; develop performance |
|---------|--|

¹ The Department of Defense Interactive Customer Evaluation (ICE) system was suggested as a possible vehicle. NISH has plans to develop a real-time mechanism for customer feedback this year, and the Committee's PLIMS will include a mechanism for customer feedback on specific projects. Further investigation is needed to determine whether any of these systems will meet the needs of this objective, whether there is a need for two systems, etc.

measures and reporting format and present to Committee on a quarterly basis.

FY 2008 Increase customer survey participation and registration by a minimum of 25% [Note: this is a valid objective if using the Department of Defense Interactive Customer Evaluation (ICE) system or similar passive system to capture satisfaction across all customer segments].

FY 2009 Establish improvement goals and continue to expand usage.

Measure 2. Time to resolve customer questions or complaints received via the central customer feedback mechanism(s) or other means of communication.

The following milestones were established for this measure:

FY 2007	Establish tracking system, baseline and goal for response time.
FY 2008	Reduce response time to meet goal.
FY 2009	Review and revise goal accordingly.

5.2.2 Objective 2b. Quality Products and Services

Satisfaction with the JWOD Program overall, including the consistent delivery of products and services that meet customer requirements for quality, timeliness, and price.

Measure 1. Increased customer satisfaction with quality, timeliness, and price, based on customer surveys and/or alternative qualitative research (e.g., focus groups)

The following milestones were established for this measure:

FY 2007	Milestone tracking to implement customer survey.
FY 2008	Analyze results and establish targets for improvements.
FY 2009	Initiate action plans aimed at achieving targets

5.3 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. Overhead cost as a percentage of JWOD Program direct labor hours, calculated as total Committee budget plus CNA operating and support costs², divided by total number of direct labor hours, segmented by overall program (Committee plus CNA overhead), NIB and NISH.

5.3.1 Objective 3a. Accessibility of Products and Services

Increase the accessibility of JWOD and NPA products and services to Federal customers, in a timely manner, consistent with the JWOD Act and Federal Acquisition Regulations.

² Overhead costs do not include capital expenditures.

Measure 1. Reduction in the cycle time for the addition of a new JWOD product or service to the Procurement List. The processes for which cycle time will be measured may be based on the definitions being developed by the JOBS Team. The portions of the process prior to submission to the Committee are included in the measure and present an opportunity for reductions in total cycle time to add an item to the PL. Possible milestones may include:

- | | |
|---------|---|
| FY 2007 | JOBS Team continues to define the entire cycle time. |
| FY 2008 | Establish baseline and recommend improvements. |
| FY 2009 | Measure cycle time reduction in average number of days. |

Possible milestones for a solution outside of improvements to the current processes include:

- | | |
|---------|--|
| FY 2007 | Workgroup identifies options within the current law and FAR. |
| FY 2008 | Workgroup identifies options with any changes to the law by mid 2007; Committee decides which options to pursue by the end of 2007. |
| FY 2009 | Begin implementation of changes within the law, or initiate changes to the JWOD Act to support options that require statutory changes. |

5.3.2 Objective 3b. Committee Membership

Revise Committee membership to maximize effectiveness of Federal government representation, e.g., Department of Homeland Security (DHS), United States Postal Service (USPS), Small Business Administration (SBA), and others.

The following milestones were established for this objective:

- | | |
|---------|---|
| FY 2007 | Recommend additions to Committee membership (voting or ex officio). |
| FY 2008 | New Committee members in place. |
| FY 2009 | Review effectiveness of changes. |

Additional Committee Members could be advisory rather than voting if this could be done in advance of the legal process to add Committee Members. This objective is to revise membership, not just expand the number.

5.3.3 Objective 3c. Fee Structure

Ensure the JWOD fee structure incentivizes creation of employment opportunities.

Measure 1. Overhead cost as a percentage of JWOD Program direct labor hours, calculated as total Committee budget plus CNA operating and support costs³, divided by total number of direct labor hours, segmented by overall program (Committee plus CNA overhead), NIB and NISH.

Note: measures and targets will be established for this objective through the annual Finance and Information Management Subcommittee fee ceiling budget guidance.

³ Overhead costs do not include capital expenditures.

5.3.4 Objective 3d. Distribution Processes

Improve distribution processes to ensure effective, fair, and efficient distribution channels for JWOD common use products through commercial channels.

Measure 1. Percentage increase in sales of products through the commercial distribution channels, segmented by product category.

FY 2007 Establish benchmarks and targets for percentage increase.

FY 2008 Reach target for percentage increase.

FY 2009 Reach target for percentage increase.

Measure 2. Ranking of commercial distributors, evaluated against consistent program performance expectations, including compliance with the Committee's Essentially the Same (ETS) requirements, segmented by product category.

FY 2007 Refine evaluation system and establish benchmarks.

FY 2008 5% increase in the number of Outstanding Distributors.

FY 2009 5% increase in the number of Outstanding Distributors.

Measure 3. Milestone tracking of evaluation of commercial distribution processes, including staff resources and financial resources.

The following milestones were proposed for evaluation of commercial distribution processes:

FY 2007 Frame problems and issues, including evaluation of the processes, resources and perspectives (Committee, CNA, and NPA).

FY 2008 Make recommendations including value, cost structure, and employment generated. These recommendations should be based on an objective cost/benefit analysis of the particular distribution process/product base.

FY 2009 Implement approved recommendations.

5.3.5 Objective 3e. Processes and Information Technology

Collaborate to 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 costs, divided by total number of direct labor hours, segmented by overall program (Committee plus CNA overhead), NIB and NISH.

Measure 2. Percent of IT projects on which the Committee, CNAs and NPAs collaborated to increase efficiency and exchange of information.

Measure 3. Reduction in the cycle time for the addition of a new JWOD product or service to the Procurement List. (same as Key Measure above).

5.3.6 Objective 3f. Program Integrity

Ensure integrity of the JWOD Program in order to sustain and enhance current levels of Federal, Congressional, and public trust.

Measure 1. Decrease in the percentage of JWOD nonprofit agencies found out of compliance, segmented by reason.

Measure 2. Consider a future measure linked to the results of Governance and Executive Compensation actions.

5.4 Goal 4. Communication and Information Sharing

Expand awareness, understanding and preference 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 measured by increased percentages in awareness, familiarity (understanding) and preference, segmented by key stakeholders. Data is expected to be refreshed every two years via survey. Targets will be weighted toward awareness in FY 2007-2008 and understanding in FY 2009-2010.

(a) Awareness

	<u>Federal</u>	<u>Nonprofit Agencies</u>	<u>Disability Community</u>
Targets			
FY 2005 Baseline	56%	75%	12%
FY 2007	61% (10% delta)	82% (10% delta)	14% (15% delta)
FY 2009	65% (5% delta)	87% (5% delta)	16% (15% delta)

(b) Understanding (among those with some familiarity)

	<u>Federal</u>	<u>Nonprofit Agencies</u>	<u>Disability Community</u>
Targets			
FY 2005 Baseline	49%	31%	38%
FY 2007	52% (5% delta)	34% (10% delta)	40% (5% delta)
FY 2009	56% (10% delta)	39% (15% delta)	44% (10% delta)

(c) Preference

	<u>Federal</u>	<u>Nonprofit Agencies</u>	<u>Disability Community</u>
Targets			
FY 2005 Baseline	30%	59%	8%
FY 2007	32% (5% delta)	62% (5% delta)	9% (10% delta)
FY 2009	35% (10% delta)	68% (10% delta)	10% (10% delta)

5.4.1 Objective 4a. Strategic Communications Plan

Continue to update and implement the JWOD Strategic Communications Plan that addresses all JWOD stakeholders.

Measure 1. Milestone tracking of annual update and implementation of a plan that addresses communication and information sharing with and among both internal and external stakeholders. Report on annual update due to Business Development Subcommittee NLT September 30 of each Fiscal Year, beginning with 2007.

5.4.2 Objective 4b. Collaboration among Internal Stakeholders

Collaborate to align messages (including branding) and delivery throughout the Program, in order to more effectively and consistently disseminate information, with all internal stakeholders able to serve as program ambassadors.

Measure 1. Analysis of program-level communications execution to ensure that program resources are used in support of the Strategic Communications Plan.

Target (FY 2007): Establish guidelines for program identity communications, establish a methodology to measure alignment and establish a baseline.

Target (FY 2008): TBD based on guidelines and baseline established.

Measure 2: Analysis of program-level publications, events, and other communications tools to evaluate message alignment.

Target (FY 2007): Establish baseline and targets.

Target (FY 2008): To be determined once baseline and targets are established.

Measure 3: Facilitate NPA adoption of program messaging and branding.

Target (FY 2007): Milestone tracking of the establishment of a Strategic Brand Council, its development and implementation of a training and communications plan (with clear definition of the participating nonprofit agencies' role), a transition and roll-out plan.

Target (FY 2008) To be determined based on brand roll-out plan.

5.4.3 Objective 4c. Increase Awareness, Understanding and Preference for JWOD Program among External Stakeholders.

Raise awareness, familiarity, and preference for the JWOD Program among key stakeholders (Federal customers, the disability community, private sector employers and the public) by telling the JWOD Program's story.

Measure 1. Awareness, understanding, preference among Federal customers, segmented by Department of Defense and civilian agencies.

(a) Awareness

Targets	<u>Federal</u>
FY 2005 Baseline	56%
FY 2007	61% (10% delta)
FY 2009	65% (5% delta)

(b) Understanding (among those with some familiarity)

Targets	<u>Federal</u>
FY 2005 Baseline	49%
FY 2007	52% (6% delta)
FY 2009	56% (10% delta)

(c) Preference

Targets	<u>Federal</u>
FY 2005 Baseline	30%
FY 2007	32% (5% delta)
Y 2009	35% (10% delta)

5.4.4 Objective 4d. Public Policy Support for JWOD Program**Raise awareness, build understanding, and increase support for the JWOD Program among those who are influence public policy.**

Measure 1. Awareness, understanding, preference for “the Disability Community,” comprised of government policy makers, academia, and private membership or advocacy organizations for people who are blind or have other severe disabilities.

(a) Awareness

Targets	<u>Disability Community</u>
FY 2005 Baseline	12%
FY 2007	14% (15% delta)
FY 2009	16% (15% delta)

(b) Understanding (among those with some familiarity)

Targets	<u>Disability Community</u>
FY 2005 Baseline	38%
FY 2007	40% (5% delta)
FY 2009	44% (10% delta)

(c) Preference

Targets	<u>Disability Community</u>
FY 2005 Baseline	8%
FY 2007	9% (10% delta)
FY 2009	10% (10% delta)

Measure 2. Among members of Congressional Committees or Subcommittees with oversight or other significance for the JWOD Program, number who have been educated about the JWOD Program and/or are actively engaged with their local JWOD-participating nonprofit agency(ies).

FY 2006: Establish Baseline

FY 2007: Net increase TBD

FY 2008: Net increase TBD

5.5 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. Milestone tracking of establishment and implementation of a program Market Development plan that addresses existing customers, existing products/services, new customers and new products/services.

5.5.1 Objective 5a. Develop and implement Market Development Plan

Using a Collaborative Market Development team with shared leadership between CNAs and Committee staff, develop and implement a strategic program Market Development Plan that defines market plans for customer segments and lines of business.

The plan will address:

- ◆ Market penetration and retention (sell more of current products/services to new and current customers)
- ◆ Development of new products/services to meet the needs of new and current customers.
- ◆ Collaborative business plans with key Federal agencies
- ◆ Capacity issues
- ◆ Stakeholders, as well as other potential business partners and industry competition

Measure 1: Milestone tracking of establishment and implementation of a program Market Development Plan that addresses existing customers, existing products/services, new customers and new products/services.

Target: FY 2007	Team established and first version of plan delivered by 3/31/07.
FY 2008	Implement and refine plan.
FY 2009	Implement and refine plan.

Measure 2: Market penetration – measure JWOD market share in all major lines of business relative to changes in the Federal market, and relative to the market share of JWOD competitors.

Measures 3, 4, 5 and 6. Percent increase in the employment of people who are blind or have other severe disabilities under the JWOD Program, measured in (1) actual direct labor hours, (2) actual jobs, (3) projected direct labor hours on PL additions and (4) projected jobs on PL additions by key market segment.

Targets: to be determined.

5.5.2 Objective 5b. Federal Agency Goals

Establish JWOD preference goals within large Federal procuring agencies.

Measure 1. JWOD goal achievement, by agency and overall Federal government

The following milestones were established for this objective:

- | | |
|---------|--|
| FY 2007 | Establish a methodology and priorities for seeking agency enactment of a JWOD preference goal, and establish initial JWOD preference goals in at least three Federal agencies. |
| FY 2008 | Establish initial JWOD preference goals with all Federal agencies that are represented on the Committee. |
| FY 2009 | Establish initial JWOD preference goals with the five largest Federal agencies not already targeted. |

5.5.3 Objective 5c. 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 establishment and implementation of a strategy for greater cooperation between JWOD and the Small Business community, which may explore counting appropriate JWOD awards toward the annual Small Business procurement goals and/or the Federal Government's inclusion of disability-owned businesses within the Small Business measured categories (relates to leveraging the JWOD Program to create additional jobs in the commercial sector).

Measure 2. Milestone tracking of implementation of a strategy for greater cooperation between JWOD and Randolph-Sheppard Program.

Measure 3. Milestone tracking of establishment and implementation of a strategy for greater cooperation with Service Disabled Veterans businesses.

Appendix A

FY 2006 Targets

5.1 Goal 1. Employment for People Who Are Blind Or Have Other Severe Disabilities

Continue to expand employment opportunities for people who are blind or have other severe disabilities (people who are currently unable to engage in normal competitive employment over an extended period of time) 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.

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

5.1.1 Objective 1a. 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. (Note: this is also one of the key measures at the goal level.)

<u>Targets</u>	<u>NIB</u>	<u>NISH</u>
FY2006	8%	5

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. (Note: this is also one of the key measures at the goal level.)

<u>Targets</u>	<u>NIB</u>	<u>NISH</u>
FY2006	2.5%	4.2%

5.1.3 Objective 1c. 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. The number of employees who are blind or have other severe disabilities who are promoted into a direct labor job, other than supervisory or management positions, which included increased wages and/or fringe benefits, not cost of living or productivity increases of less than 20%. Promotions can be movement between JWOD and non-JWOD jobs.

<u>Targets</u>	<u>NIB</u>	<u>NISH</u>
FY2006	50	1200

Measure 2. The number of employees who are blind or have other severe disabilities who are promoted into an indirect labor 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>
FY2006	20	275

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

<u>Targets</u>	<u>NIB</u>	<u>NISH</u>
FY2006	70	2500

5.1.4 Objective 1d. 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.

End FY 2006 Workforce Development workgroup develop methodology to identify underserved populations.

5.2 Goal 2. Customer Satisfaction

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 1. Federal agency scorecard that evaluates the level of satisfaction with JWOD products, services and/or customer experience among key Federal agencies, using a spotlight or similar summary format.

5.2.1 Objective 2a. Customer Feedback Mechanism

Create a central customer feedback mechanism(s) to gather Federal customer satisfaction, program-wide, on a real time basis.

Customer satisfaction data should be segmented by type of customer and type of product or service to better understand both performance and satisfaction.

The following milestones were established for this objective:

FY 2006/07 Establish/adopt a real time customer satisfaction feedback mechanism within 12 months of the approval and launch of this Strategic Plan

5.3 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. 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, segmented by overall program (Committee plus CNA overhead), NIB and NISH.

5.3.1 Objective 3a. Accessibility of Products and Services

Increase the accessibility of JWOD and NPA products and services to Federal customers, in a timely manner, consistent with the JWOD Act and Federal Acquisition Regulations.

Measure 1. Reduction in the cycle time for the addition of a new JWOD product or service to the Procurement List. The processes for which cycle time will be measured may be based on the definitions being developed by the JOBS Team. The portions of the process prior to submission to the Committee are included in the measure and present an opportunity for reductions in total cycle time to add an item to the PL. Possible milestones include:

FY 2006 JOBS Team continues to define the entire cycle time.

5.3.2 Objective 3b. Committee Membership

Revise Committee membership to maximize effectiveness of Federal government representation, e.g., DHS, USPS, SBA, and others.

The following milestones were established for this objective:

FY 2006 Recommend additions to Committee membership (voting or ex officio).

5.3.3 Objective 3c. Fee Structure

Ensure the JWOD fee structure incentivizes creation of employment opportunities.

Measure 1. Overhead cost as a percentage of JWOD program direct labor hours, calculated as total Committee budget plus CNA operating and support costs⁵, divided by total number of direct labor hours, segmented by overall program (Committee plus CNA overhead), NIB and NISH.

Note: measures and targets need to be established for this objective through the F&IM budget guidance.

5.3.4 Objective 3d. Distribution Processes

Improve distribution processes to ensure effective, fair, and efficient distribution channels for JWOD common use products through commercial channels.

Measure 1. Percentage increase in sales of products through the commercial distribution channels, segmented by product category.

⁴ Overhead costs do not include capital expenditures.

⁵ Overhead costs do not include capital expenditures.

FY 2006 Establish benchmarks and targets for percentage increase.

Measure 2. Ranking of commercial distributors, evaluated against consistent program performance expectations, including compliance with the Committee’s Essentially the Same (ETS) requirements, segmented by product category.

FY 2006 Refine evaluation system and establish benchmarks.

Measure 3. Milestone tracking of evaluation of commercial distribution processes, including staff resources and financial resources.

The following milestones were proposed for evaluation of commercial distribution processes:

FY 2006 Frame problems and issues, including evaluation of the processes, resources and perspectives (Committee, CNA, and NPA).

5.4 Goal 4. Communication and Information Sharing

Expand awareness, understanding and preference 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 using perceptual data for awareness, understanding and preference, individually and blended into a Return on Marketing Index (RMI)(See Appendix B)⁶. The RMI will be weighted toward awareness in FY 2007-2008, weighted toward understanding in FY 2009-2010.

Return on Marketing Index (RMI) blended score:

Targets	Federal	Nonprofit Agencies	Disability Community
FY 2005 Baseline	27	54	4
FY 2007	33	59	9
FY 2009	37	64	14

[A five-point increase in RMI is sought for each stakeholder in FY 2007 and FY 2009.]

5.4.1 Objective 4a. Strategic Communications Plan

Continue to update and implement the JWOD Strategic Communications Plan that addresses all JWOD stakeholders.

Measure 1. Milestone tracking of annual update and implementation of a plan that addresses communication and information sharing with and among both internal and external stakeholders. Report on annual update due to Business Development Subcommittee NLT September 30 of each Fiscal Year, beginning with 2006.

⁶ RMI combines overall program familiarity with the depth of understanding of the breadth of product and service offerings. Index score ranges from 0 (poor) to 100 (perfect). The number can be increased by either increasing general familiarity with the program or increasing the depth of understanding of those already familiar.

Measure 2: Analysis of program-level publications, events, and other communications tools to evaluate message alignment.

Target (FY 2006): Establish baseline and targets.

5.4.4 Objective 4d. Public Policy Support for JWOD Program

Raise awareness, build understanding, and increase support for the JWOD Program among those who are influence public policy.

Measure 2. Number of members of Congressional Committees or Subcommittees with oversight or other significance for the JWOD Program that have been educated about the Program and/or are actively engaged with their local JWOD-participating nonprofit agencies.

FY 2006: Establish Baseline

Appendix B

Return on Marketing Index (RMI)TM

The Return on Marketing Index (RMI) is an effective tool to demonstrate basic awareness and familiarity with a company, and to determine the depth of understanding of the product and service offerings within that company. The RMI provides a succinct metric against which to measure and demonstrate success.

The RMI combines overall familiarity with the depth of understanding of breadth of product and service offerings, allocating equal weight to the overall aided familiarity of a company (somewhat to very familiar) and the respondents awareness that various products and services are offered by the company. For example, while a company's familiarity may be very high, customers may only think that you provide one thing. In this case the overall familiarity is tempered by the fact that they only think of you for one discreet service rather than the 10 you may offer. The RMI can be raised by either increasing overall familiarity of the company (through general branding), or increasing the depth of knowledge of the product and service lines among those already familiar (targeted marketing).

The RMI is an index score that ranges from 0 (poor: little familiarity or understanding) to 100 (perfect: high familiarity and understanding of product/service breadth). Market Connections works with each client to develop an RMI that best meets their needs and reflects their business. The RMI for JWOD is based on the full range of products and service categories offered through the program.

This measurement is especially helpful to companies that offer a broad range of products and services, but are particularly well know for a specific few. Clients have used the RMI to better identify certain demographic groups and service/product offerings in greatest need of marketing push.