



# STRATEGIC PLAN 2016–2018

Expand Employment Opportunities In New Markets

## GOAL

## 1

Employment  
Expansion

Create new employment opportunities to expand choices in diverse markets, while maintaining existing offerings

**STRATEGIC ISSUE**

Over 70 percent of working-age people with significant disabilities do not have jobs. The SourceAmerica® network of nonprofit Community Rehabilitation Programs (CRPs) is the largest employer of people with disabilities in the country, employing more than 115,000 people with disabilities. While these results are laudable, making considerable positive impacts on the lives of those employed, efforts to increase employment for this segment of our society must continue. In fact, it is imperative we do more if the vision of employment choices for every person with a disability is to be achieved.

SourceAmerica works with our network of 1000+ CRPs to grow opportunities in a variety of business lines and markets to afford people with significant disabilities the options and choices that meet their unique and individual needs. A quality work environment that incorporates wage and career advancement for people with significant disabilities remains an area of focus.

SourceAmerica's commitment to customers in the Federal Government marketplace ensures the AbilityOne® Program is competitive and responsive to ever-changing needs and requirements. We will leverage successes through the AbilityOne Program to create jobs by introducing lines of business in the commercial arena.

**OBJECTIVES**

- Grow the employment of people with significant disabilities in government and commercial markets
- Develop new, innovative and diverse employment solutions to enhance job quality, career advancement and employment
- Maintain existing AbilityOne employment opportunities for people with significant disabilities in a competitive Federal marketplace

## GOAL

## 2

Customer  
Satisfaction

Continually improve customer satisfaction and loyalty

**STRATEGIC ISSUE**

Customers who buy the products and services provided by our network of CRPs expect excellent performance, quality and value. SourceAmerica must understand and respond to the customer's changing needs while balancing competitive forces, political factors and environmental influences. SourceAmerica strives to partner and collaborate with customers to provide solutions that address their challenges and achieve their goals.

Our network of CRPs fulfills the product and service needs of our customers while providing employment opportunities for people with disabilities. SourceAmerica supports the network in their efforts by ensuring high-quality performance and responsiveness to customers while building on past performance and assisting to expand the capabilities and capacities. SourceAmerica's training, technical support and financial assistance contribute to the continued success of the SourceAmerica network.

Through exceptional performance and meeting the needs of the customer, SourceAmerica and CRPs collaborate to achieve our mission of creating employment choices and opportunities for people with significant disabilities.

**OBJECTIVES**

- Understand the different needs and expectations of each customer segment in order to provide tailored solutions and support
- Support the improvement of the quality and performance of CRPs in the delivery of products and services
- Improve quality across the SourceAmerica network

GOAL

3

## Advocacy

Be a leading advocate in the employment of people with significant disabilities

## STRATEGIC ISSUE

People with disabilities are the greatest untapped labor force. They consistently have an unemployment rate double that of the general population and maintain only about a 20 percent participation rate in the workforce. People with disabilities also represent a segment of our society that is willing and able to work. Yet, over the years there are no notable positive changes in their employment rates.

There are misconceptions about contributions people with disabilities can bring to the workplace. The value of CRPs as an employment model can sometimes be misunderstood. The employment model enables the CRPs to provide exceptional products and services to customers and to the communities they serve. Likewise, there are misconceptions about the AbilityOne Program. The Program and all it represents, demonstrates the positive impacts of employing people with disabilities. There is much to be proud of — more than 115,000 people with disabilities are employed through our network of CRPs, including more than 40,000 employed through the AbilityOne Program.

SourceAmerica continues to focus on demonstrating the value of employing people with significant disabilities. We recognize that our efforts in promoting the employment of those with significant disabilities will ultimately benefit all people with disabilities.

## OBJECTIVES

- Promote and demonstrate the value and success of people with disabilities in the workplace
- Educate employers on the benefits and leading practices in employing people with disabilities
- Convene and collaborate with business, government and nonprofits toward the goal of increasing employment of people with disabilities
- Support changes to the Javits-Wagner-O'Day Act to modernize the AbilityOne Program and effect related policy

GOAL

4

## Excellence and Innovation

Implement strategies to achieve long-term impact on the mission

## STRATEGIC ISSUE

Commitment to continuous improvement and innovation remains tantamount to success. Personal and organizational accountability are critical to operate in increasingly competitive environments. Capable and competent staff must be supported by systems and processes that afford them the opportunity to be as effective and efficient as possible. SourceAmerica must be a high-performing organization that focuses on our customers, delivers on our promises and creates trust.

## OBJECTIVES

- Transform culture to emphasize agility, innovation, accountability and responsibility
- Ensure required workforce capability, capacity and succession planning to develop staff and future leaders
- Remove roadblocks and self-imposed barriers to meet our mission



## MISSION

Create employment opportunities and choices for people with significant disabilities

## VISION

Employment choices for every person with a disability

## GUIDING PRINCIPLES

We support and believe in:

- Providing a spectrum of employment opportunities, options and choices for people with significant disabilities that considers the needs, interests, desires and abilities of the individual
- Creating a quality work environment for people with significant disabilities that provides meaningful employment and careers with wages that lead to self-sufficiency and financial independence. A quality work environment is achieved through:
  - Enhancing wages through productivity, accommodations or other means
  - Creating opportunities for work of choice
  - Providing access to services, supports, training and skill acquisition
  - Providing supports and flexibilities in the work environment
- Delivering the best-value products and services in terms of cost, quality and timeliness
- Increasing capability and capacity with CRPs in order to benefit the lives of people with significant disabilities