

NATIONAL COUNCIL ON DISABILITY STRATEGIC PLAN

FISCAL YEARS 2027 – 2031



INTRODUCTION

The National Council on Disability (NCD) is an independent federal agency established at 29 U.S.C. 780 et seq. NCD's purpose is to promote policies, programs, practices, and procedures that (A) guarantee equal opportunity for all individuals with disabilities, regardless of the nature or severity of the disability; and (B) empower individuals with disabilities to achieve economic self-sufficiency, independent living, and inclusion and integration into all aspects of society. The duties of NCD include:

- Reviewing and evaluating on a continuing basis (A) policies, programs, practices, and procedures concerning individuals with disabilities conducted or assisted by Federal departments and agencies; and (B) all statutes and regulations pertaining to Federal programs which assist such individuals with disabilities in order to assess their effectiveness in meeting the needs of individuals with disabilities;
- Assessing the extent to which such policies, programs, practices, and procedures facilitate or impede the promotion of the policies in the Americans With Disabilities Act (ADA);
- Gathering information about the implementation, effectiveness, and impact of the (ADA);
- Making recommendations to the President, the Congress, the Secretary, the Director of the National Institute on Disability and Rehabilitation Research, and other officials of Federal agencies or other Federal entities;
- Providing the Congress on a continuing basis, advice, recommendations, legislative proposals, and any additional information that NCD or the Congress deems appropriate; and
- Reviewing and evaluating on a continuing basis new and emerging disability policy issues affecting individuals with disabilities at the Federal, State, and local levels, and in the private sector, including policies that operate as disincentives for the individuals to seek and retain employment.
- Preparing and submitting to the President and the appropriate committees of the Congress an annual report entitled “National Disability Policy: A Progress Report” that assesses the nation’s progress in achieving the policies, programs, practices and procedures that guarantee equal opportunity for all individuals with disabilities; and empower individuals with disabilities to achieve economic self-sufficiency, independent living, and inclusion and integration into all aspects of society.

STAKEHOLDER ENGAGEMENT

NCD actively engages a wide range of stakeholders to help inform its advisement - including members of Congress, federal agencies, disability advocacy groups, and individuals with disabilities - through regular telephonic, electronic, and in-person meetings. The Council facilitates broad input via invitational presentations, public comment sessions, and town halls at its quarterly meetings. Outreach is further supported through social media, the agency website, and research activities such as interviews, focus groups, and questionnaires. Stakeholder feedback is integral to shaping NCD's strategic planning and policy recommendations.

MISSION STATEMENT

The mission of NCD is to be a trusted advisor regarding the impact of federal policies on the lives of people with disabilities to the President, Congress, and other federal agencies by developing policy recommendations; reviewing existing policies' effects on the quality of life of people with disabilities; and by engaging policymakers and responding to their requests for assistance accurately, efficiently, and impartially.

VISION STATEMENT

NCD's policy advisement and research reports help ensure that people with disabilities in the United States, regardless of where they live, what kind of disability they have, or their socio-economic status, can reach their highest potential and be helped, not hindered, by federal policies in that pursuit.

STRATEGIC GOALS

Throughout our history, NCD has diligently worked to fulfill its statutory mandate to serve as an independent, bipartisan, federal agency charged with making recommendations on disability policy that embody the goals of equal opportunity for all people with disabilities.

NCD's FY2027 - FY2031 Strategic Plan is focused on the attainment of five strategic goals:

Strategic Goal 1: Develop new disability policy recommendations with a particular emphasis on the financial stability of individuals with disabilities, including building a disability middle class.

Objectives	Strategies	Performance Measures	Examples of Performance Targets
Develop disability policy recommendations aimed at increasing the disability middle class	Relate all underway projects to how they will help achieve a disability middle class and will analyze all developments in the same vein. Meet with Members of Congress on a regular basis to educate and inform on disability policy issues Elevate the public profile of the Council as a national authority on disability policy issues	Specific recommendations in each report and policy issuance that addresses a disability middle class. All policy proposals will include a description of how the topic will help create a disability middle class	Three briefs or reports annually Three staff briefings annually One town hall annually At least four Chair speaking engagements of national reach annually
Gather information from subject matter experts and members of the disability community both of Washington, DC, and nationally	NCD will offer the opportunities for the public to provide comments, respond to Requests For Information, and provide testimony/comments in-person or virtually at NCD meetings	On an annual basis, conduct a review of the opportunities provided and analyze which provided the most relevant information for our work	At least four opportunities for the public to provide input each year, online or in-person

Strategic Goal 2: Engage policymakers of both the Administration and Congress and fellow federal agencies, and respond to their requests for assistance accurately, neutrally, and effectively.

Objective	Strategies	Performance Measures	Examples of Performance Targets
Keep the Congress and fellow federal agencies informed of disability policy issues and NCD annual priorities	Meet with Congressional stakeholders on a regular basis to educate and inform on disability policy issues	Increased engagement and responses to their requests for information	At least two staff briefings for policymakers each year At least 10 staff meetings with policymakers each year
Disseminate its findings and recommendations to its advisees	Routinely seek out meetings with congressional appropriators, congressional staffers, and federal agency leadership to discuss our reports and recommendations.	Increased engagement to proactively inform on policy findings and recommendations	Hold at least one educational event per issued report to disseminate findings and recommendations Hold at least one public town hall per year at a Council quarterly meeting

STRATEGIC GOAL 3: Review and evaluate on a continuing basis new and emerging disability policy issues affecting individuals with disabilities at the Federal, State, and local levels, and in the private sector, and use this information to inform our advisement.

Objective	Strategies	Performance Measures	Examples of Performance Targets
Maintain a strong pipeline of information about new and emerging issues that may impact people with disabilities	Continue to rigorously review new policies, proposed rules, administrative rules, Executive Orders, etc. that may impact people with disabilities Maintain connection a and relationships with nonprofit advocacy organizations, government offices, and private industry	Maintain the current volume of subscriptions and memberships to information sources Staff maintain their current protocols for reviewing information as it is sent to the agency and sharing with the team	At least four advisement letters a year to advisees each year At least 2 briefs or reports each year

Strategic Goal 4: Recruit and maintain a highly skilled and high performing staff that adheres to ethical standards.

Objective	Strategies	Performance Measures	Examples of Performance Targets
A highly skilled staff	Performance management and ongoing training opportunities Utilizing OPM for job posting and skills tests for applicants	Employees achieve high marks from supervisors on their critical performance elements	Staff that is rated fully successful or higher each year Staff that attend job-related training each year
Staff that adheres to ethical standards	Performance management and ethics training	Employees do not make decisions that are contrary to	Annual ethics training

	Ongoing access to NCD's ethics advisor	ethics rules and avail themselves to ethics advisor when ethics questions arise	Semi-annual refresher (slides)
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Strategic Goal 5: Optimize taxpayer dollars by allocating and spending public funds efficiently to achieve mission without waste and ensuring financial integrity.

Objective	Strategies	Performance Measures	Examples of Performance Targets
Making Data-driven financial decisions	Use accurate financial data and regular reviews to guide spending choices Choosing contractors that offer the greatest value and quality of services	Improved financial performance by enabling better forecasting, cost control, and strategic planning	By the second quarter of each fiscal year, have an accurate spenddown plan for the remainder of the year
Ensuring a high level of financial integrity	Review internal financial controls to ensure they comply with federal standards and are followed by staff	Maintaining transparent reporting and strict controls to prevent fraud, improper payments, and abuse.	Clean bi-annual audits