



**The National Association for the Employment of People who are Blind**

NAEPB Operations Subcommittee Update  
November 4, 2017 Board Meeting  
Ken Fernald NAEPB VP/Operations

### Operations Committee Strategic Tactics:

1. Establish pricing methodology for a Fair and Equitable Commodity Pricing Process  
    Lead: Ken Fernald  
    Timeline: Late summer 2017 – present proposal to AbilityOne Commission, goal of response/fine tuning December 2017.
2. “Mandatory” support and enforcement  
    Lead: Rich Wiegold and Jenn King  
    Timeline: February 2018
3. Pursue business diversification/job growth via commercial market opportunities  
    Lead: TBD  
    Timeline: February 2018
4. Identify “best practices” or scoring system in customer service delivery and measurements  
    Lead: Dan Carson  
    Timeline: December 2018
5. Develop/implement “LEAN” new product introduction process  
    Lead: TBD  
    Timeline: September 2017

The Strategic Pricing Committee has held several bi-weekly conference calls over the past several months. Action steps have been established as follows.

1. Clearly identify and understand the channels of distribution that AbilityOne products sell. Should focus beyond GSA and DLA and consider prime vendor participation.
2. Define the level of service each partner/channel offers in supporting the distribution of AbilityOne products.
3. Once the level of service is defined, identify the associated cost/mark ups necessary to support our products.
4. Review the current distribution policy (attached).
5. Analyze methodology to arrive at FMP.

Small workgroups have been established to focus on each action step and report back to the subcommittee. Much work and effort by NPA representatives and NIB staff has brought the Strategic Pricing Committee to new decision considerations to identify its next steps to best meet the pricing needs of our current acquisition landscape.

A face-to-face meeting with sub-committee members, NIB staff, channel partners and AbilityOne representation is being proposed for early to mid-January 2018.

A small workgroup has been established to focus on the tactic for Mandatory” support and enforcement, Rich Wiegold has been leading this effort. A survey of NAEPB NPAs was taken in September to gauge the participation in current ETS efforts. Please see attached survey results. With the recent change of the ETS staff at NIB now reporting under Channel Management, a phone conference call is being scheduled to reengage and determine next steps.

An MOU (attached) for NAEPB member agencies to purchase AbilityOne products/services from each other has been developed and provided to the NAEPB Board for consideration.

The Strategic Tactic to Pursue business diversification/job growth via commercial market opportunities does not currently have a lead, however a breakout session was held at the recent NIB/NAEPB conference focusing on commercial business best practices to further engage NPAs in this area.

An in-person meeting of the NAEPB Operations Committee was held on October 3, 2017 – during the NAEPB/NIB National Training Conference.

Two separate meeting times were allotted to allow a focused discussion of NPA customer service performance (specifically in the area of on-time delivery), and A list deletions. Both of these topics were discussed in detail with good participation from NIB staff and NAEPB member agencies. Please see attached meeting notes.

Dan Carson is leading the Customer Service Performance Improvement Tactic and has provided the below notes of actions since the conference.

At the conference, we sent everyone back to their NPAs with a homework assignment and then we would discuss their findings, challenges, suggestions at the next subcommittee calls for OP, WIG, and JanSan MRO. A bulletized update follows:

- At the NIB/NAEPB conference, the NPAs were asked to review their Grainger and Essendant report cards and to have some discussion among all of their NPA colleagues who had a hand on delivery performance.
- The next step is to discuss their findings and challenges at the next subcommittee meetings for OP, WIG, and JanSan MRO.
- Each of those subcommittees will have their individual calls in the month of January
- I will ask each subcommittee chair to send an email reminder to their group members that their “homework” is due in January.
- NIB has reported that several NPAs have been in contact to access their performance report cards.

During the October NIB/NAEPB Training Conference, the full Operations Committee met and sub-committee chairs and NIB staff involved with each committee provided reports and updates.

A new NAEPB sub-committee under Operations has been proposed to focus on the category of Food Services.

## **2017 Operation Committee Members**

<b>Name</b>	<b>Committee</b>
Ken Fernald	Vice President/Chair
Dave Wells	Vice Chair
Dan Carson	Office Products
Stephanie Benedetti	Jan San
Julie Ellison	Military Resale
Curtis Eatman	TAG
Brenda Mee	MAG
Rich Wiegold	Writing Instruments
Ken Fernald	Pricing Strategy (Ad Hoc)
Kevin Campbell	NIB Representative
Amanda Alderson	NIB Rep – Office Products and Writing Instruments
Shawn Spengler	NIB Rep – Jan San
Anne-Marie Wallace	NIB Rep – Military Resale
Sally DiDonato	NIB Rep – TAG
Tom Black	NIB Rep- MAG
Andy Mueck	NIB Rep – Pricing Strategy
Jenn King	NIB Rep – Pricing

## NAEPB Subcommittee Meeting October 3, 2017

### **Delivery Performance**

The center topic of the NAEPB Strategic plan focuses on Customer Satisfaction & Operational Excellence

The meaning behind this is “Be supplier of choice”

- Best in class supplier to federal government
- NAEPB values its customers and strategic partners
- Deliver maximum value for customers.
- Ensure responsiveness to the needs of the government customer

Delivery Performance serves as the key metric for “Be supplier of choice” objective

- NAEPB goal is 90%
- Current NAEPB standing is 57.6% (containing 9 months of FY performance, sourced from Essendant)
- It has been a problem for a while and it is time to dig in
- Wholesalers expect 95% from partners
- Not meeting expected percentage may have negative impacts.

How to improve

- Continually discuss and reevaluate
- If we do not fix the problem:
  - Not “Best in Class” suppliers
  - Customers will find other supplier and products
  - Decreased sales equates to decrease blind work years
  - Customers have less willingness to work with us on new productions or opportunities
  - Mission will be in jeopardy

How are we measured?

- NPAs are all lumped together
- Three report cards:
  - Essendant
    - Contains a “Comprehensive score card”
    - Outbound sales acceptable rate is 95%, expectation for NPAs 92-93%
    - If outbound sales are at acceptable level, Essendant will not look into drivers. If low then Essendant will begin to analyze causes: damaged/defective, backorder, ASN issues
    - To get your score card: Visit [www.ussco.com](http://www.ussco.com)
      - Enter your user name and password
      - Select “Solutions Central”
      - Select “Applications”
      - Select “Supplier Scorecard”
    - Questions or need a login:

- Contacts:  
Gerald Gogliotti, Essendant  
847-627-2238  
ggogliotti@essendant.com

Nathalie van Deetjen, National Industries for the Blind  
703-310-0337  
nvandeetjen@nib.org

- Grainger
  - Being too early is just as bad as being too late
  - Grainger requires delivery within 2 days of its stated delivery date on PO
  - Grainger report card – is pictorial, green good – red not good

Metric	Acceptable Rate
Stock Fill Rate	96.5%
Drop Ship Line Availability	93.0%
Stock Line Availability	99.6%
Average Days Late	< 3.5
Ship Date Changes	< 3
ASN Compliance	85.0%
Supplier Response Rate	76.0%

- To get your Grainger report card: Visit **www.supplierconnect.com**
  - Enter user name and password
  - Click on “Supplier Reports”
  - Go to “GIS Scorecard” section
  - Choose the month
  - Click to download report
  - Training video link:  
[http://graingerlearningcenter.net/grainger/ExternalLaunch/SupplierConn/Scorecard/presentation\\_html5.html](http://graingerlearningcenter.net/grainger/ExternalLaunch/SupplierConn/Scorecard/presentation_html5.html)
  - To get username and password:  
Contact Chris Holloway, Grainger  
847-535-1573  
christopher.holloway@grainger.com
  - Any questions:  
Contact Laminka Jones, National Industries for the Blind  
703-310-0503  
ljones@nib.org

- NCSS – has sent a report card as well

#### Next Steps

- Review your Essendant and Grainger report cards
- Questions? Call contacts for help
- Evaluate internally:
  - What is driving your performance?

- How can you improve?
- Meet with your team (customer service, shipping supply chain)
- By next Subcommittee meeting be well-versed on your agency's report card:
  - Know the "drivers" that make up your grade
  - Come with some ideas for improvement
  - Share your thoughts with the group

NAEPB Contacts:

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 Program Director, Consumer Products  
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 Director, Channel Management  
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**Annual A-List Review**

What is the Annual A-List Review

- All A-list items are reviewed annually to determine if list status should remain or if item should be moved to B-list
  - Involving the wholesalers has removed the once required 'must remove as many as you add' that was supported by the Commission
- 80% of A-list items are office products
- Wholesaler catalogue deadlines drive the timeline
  - They drop catalogues at the beginning of new calendar year, and have summertime as the deadline
- Items identified for A list removal will not be deleted from the Procurement List
- As a reminder, for an item to be deemed A List it requires SP Richards or Essendant support

Why does this process take place?

- Annual A-list review is tied to A-list addition process, commitment to wholesalers and Commission
  - A-list new PL addition needs wholesale support
- A-list status is not guaranteed for the lifecycle of the product
- Slow moving items are to be removed to give space for new items
- Product launch 4/year, removal 1/year

How does process work?

- NIB Channel team pulls together a Master Annual Review Report which includes:
  - Wholesaler sales data that is received from wholesalers by NSN
  - NPA reported sales by NSN

- Previous years reviews comments are incorporated (there are variables not just numbers)
- Product launch date
- Input from the wholesalers
- Product managers line item review, agency by agency, NSN by NSN
  - Factors include:
    - Sales trend YOY data
    - Life cycle (sufficient ramp up time is given)
    - Market challenges
    - Potential re-designs or other changes
    - Sales review in other channels
    - Other variable factors:
      - Feedback from wholesaler partners to delete low volume items
      - Objectively analyze sales quantity, trends, turns, value wholesaler input but do not wholeheartedly take it, ex: wholesalers had 250, landed at 60 NSNs
- Discussions with NPAs occur

#### Outcome

- Wholesalers and catalogue producing partners are provided results
- A List items are included in print catalogues
- NIB works with inventory carrying partners to deplete inventory - if discontinued in stock at EOY – optional to wholesalers
- Commission transaction to change to B-list
- YOY data supports approximately 2:1 ratio of additions vs. removals
- 2007- 650 A List NSNs, 2017- 1000 A List NSNs
- In support of the AbilityOne program, wholesalers do not hold our items to commercial inventory turn standards
- Note: items are not deleted from the PL when they are removed from A List
- Suggestion: evaluate your NSNs YOY in order to spot those trending down

#### NIB Contacts

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**ABILITYONE PURCHASING MEMORANDUM OF UNDERSTANDING**

**Between**

\_\_\_\_\_

**and**

**All other NIB AbilityOne Producing Agencies**

This Memorandum of Understanding (MOU) outlines the terms and understanding between the \_\_\_\_\_ and all other NIB AbilityOne Producing Agencies (NIBPA's) to agree to purchase AbilityOne products where available and understand there may be a price premium associated with the transaction.

**Background**

The \_\_\_\_\_ and NIB AbilityOne Producing Agencies support and are passionate about the mission of creating meaningful employment for individuals who are blind through the manufacturing of products.

**Purpose**

This MOU will ensure the \_\_\_\_\_ fully and actively supports the mission with their everyday product purchases by acquiring only AbilityOne products (and not commercial alternatives) when they are available---thus producing further employment for people who are blind.

**Reporting**

While not formalized as yet, parties entering into this agreement can anticipate some eventual self-reporting requirements associated with the AbilityOne product purchases, but not more frequently than quarterly.

**Duration**

This MOU shall become effective upon signature by the President and/or Chief Executive Officer from the \_\_\_\_\_ and will remain in effect until modified or terminated by consensus of the NAEPB Board of Directors.

**Signed**

Name: \_\_\_\_\_

Title: \_\_\_\_\_

Agency: \_\_\_\_\_

Date: \_\_\_\_\_

## NIB/ NAEPB ETS Survey Summary Results

September 2017

NIB and NAEPB conducted a joint survey to understand the current level of participation in Essentially the Same (ETS) activities among our nonprofit agencies and priorities for future initiatives. *The results of the survey are summarized below.*

Out of the 38 respondents to the survey, 85% (32 participants) participate in ETS activities. The majority of the respondents participate in the Office Products and JanSan product categories.

Of the participating agencies, 80% actively participate in catalog reviews and compliance monitoring. Table 1 outlines agency participation in ETS activities.

**Table 1: Agency participation in ETS Activities**

ANSWER CHOICES	RESPONSES	
Participate in catalog reviews with NIB to identify commercial equivalents	80.65%	25
Compliance monitoring	67.74%	21
Federal customer education/ training	32.26%	10
Other (please specify)	22.58%	7
Total Respondents: 31		

For those who do not participate currently in ETS activities, the main reason is a lack of education/ training. Table 2 outlines the reasoning for a lack of participation.

**Table 2: Reasoning for lack of participation**

ANSWER CHOICES	RESPONSES	
Lack of awareness of ETS	66.67%	4
Lack of training	16.67%	1
Lack of contact information/ knowledge whom to contact at NIB	33.33%	2
Lack of resources at agency to support	33.33%	2
Other (please specify)	50.00%	3
Total Respondents: 6		

NAEPB respondents recommended increased webinars and training to support agency participation in future ETS activities. Table 3 highlights the responses from our agencies and the recommended activities.

**Table 3: Tools to improve participation**

<b>ANSWER CHOICES</b>	<b>RESPONSES</b>	
Training webinar from NIB	66.67%	24
One-on-one training	36.11%	13
Mentoring from other NAEPB agencies	30.56%	11
Formal manual/ written documentation	66.67%	24
Other (please specify)	25.00%	9
Total Respondents: 36		

FY18 Initiatives- It is no surprise that the top activity respondents would like NIB and NAEPB to initiate is federal customer education and training on the AbilityOne Program and compliance. Table 4 identified the ETS efforts for NAEPB and NIB to consider for FY18 and beyond.

**Table 4: ETS efforts/ compliance measures for NAEPB and NIB to initiate for FY18 and beyond**

<b>ANSWER CHOICES</b>	<b>RESPONSES</b>	
Compliance monitoring	77.78%	28
One-on-one training	25.00%	9
Federal customer education/ training	88.89%	32
NPA education/ training	44.44%	16
Increased ETS designations	58.33%	21
None	0.00%	0
Other (please specify)	25.00%	9
Total Respondents: 36		



**The National Association for the Employment of People who are Blind**

**Public Policy Committee Report**

**Presented by Erika Petach, VP Public Policy Committee**

**To the Board, December 4, 2017**

(Meetings: October 3, 2017 and November 2, 2017)

**October 3, 2017**

Charles Cooper provided an updated on the state of Washington and reported the House and Senate passed a Continuing Resolution bill that extends the FY 2017 spending levels to keep the government operating and extends the debt limit until December 8, 2017.

**Department of Veterans Affairs Contracting Update**

NIB staff continues weekly conference calls with the three NIB associated agencies – IFB Solutions, Bosma and Alphapointe – which have joined in the lawsuit challenging the Department of Veterans Affairs (VA) on its procurement policy changes under the Administrative Procedures Act and the VA's new procurement policies. NIB has been working with the House Committee on Veteran Affairs to draft a legislative solution to the problem that would grandfather AbilityOne contracts with the VA. The House committee staff also indicated that some veteran service organizations will probably support a compromise solution around this issue, while others will not support it.

**Workforce Innovation and Opportunity Act Update**

NIB continues to press leadership within the Rehabilitation Services Administration to issue new guidance related to the harmful final rule issued by the Department of Education (ED) as a result of the Workforce Innovation and Opportunity Act (WIOA), which is causing some vocational rehabilitation (VR) agencies to sever relationships with NIB associated agencies. The impact is growing as VR agencies are unable to place clients in associated agencies, cannot make referrals and have discontinued funding. RSA indicated a willingness to consider issuing new guidance once the ED comment period on the rules and regulations closed on September 20, and DOE reviews all WIOA-related comments from the public. He thanked associated agencies that filed comments. NIB also filed comments, and staff was on Capitol Hill last week meeting with House and Senate Appropriations Committee staff about strategies to maintain pressure on ED and RSA to issue new guidance. NIB shared comments submitted by agencies in the districts of these Congressional committee members and explained why clarifying guidance is needed. NIB is also exploring options such as report language in a spending package, or a letter from a small group of appropriators to ED/RSA. On the authorizing committee side, NIB will be requesting all NIB associated agencies in North Carolina to sign onto a letter to the

Chairperson of the House Education and Workforce Committee. A similar letter is being planned for NIB associated agencies in New York to send to Senator Chuck Schumer, the Democratic leader of the Senate.

### **National Defense Authorization Act**

Signal and NIB continue working with the Senate Armed Services Committee staff in response to the Section 801 provision in the House-passed National Defense Authorization Act (NDAA). This bill creates an on-line marketplace for the Department of Defense and other government purchasers without strong protections for the AbilityOne Program. There is no comparable provision in the Senate-approved version of NDAA and the Senate Armed Services Committee staff has requested NIB to provide language to consider in developing a method to protect the AbilityOne Program should Section 801 move forward in the conference committee.

### **General Services Administration Administrator Nominee Hearing**

The President has nominated Emily Webster Murphy to be the Administrator of the General Services Administration. This nomination must be confirmed by the Senate, which is expected to take place in the next few weeks.

### **Federal Acquisition Regulations Clause Proposed Change**

NIB has worked for several years with the AbilityOne Commission, key federal partners and some associated agencies to update a clause in the Federal Acquisition Regulations (FAR) that requires private contractors performing services for federal government agencies to utilize mandatory sources of supply to perform that work. The 60-day comment period for this FAR clause is expected to start on October 17, and NIB will be asking associated agencies to file comments in support of this FAR clause update.

## **November 2, 2017**

The committee received a legislative overview and learned that the House rolled out their plan for tax reform. They intend to go to markup on the bill as early as Monday. They are taking a very aggressive approach to this bill, hoping to move it off the floor by Thanksgiving. There is a lot of skepticism that they will be able to do that. The Republicans are totally focused on this and have broken with party due to the state income tax elimination and sales tax. There are only 16 legislative days left in the year and December 8 is the deadline for all federal spending bills and the expiration of the continuing resolution.

### **VA update**

NIB has been working very intensively with both the House and Senate VA committees. There was a very productive meeting with the House VA committee and it is drafting a compromise bill that would essentially protect most of the business our agencies currently have with the VA. The committee is discussing what date to put in the language: 2006 vs 2010. It is hoped there will be a bill introduced in the next couple of weeks.

There was a discussion regarding the opinion of many that too much of a compromise is being made by confirming a date for when the work came to the AbilityOne agencies. Is it NIB's

thought that this is the law? Mr. Webster answered that the date they are proposing is 2006 because that is the date the VBA was signed into law, and that is the date the veterans services organizations would agree to. The Rule of Two was not law prior to that date.

Mr. Webster said that NIB has looked very carefully at what was added to the procurement list between the 2006 and 2010 date, and there were not a lot of items. The House VA committee is doing the best they can to work between NIB, SourceAmerica and the Veteran service organizations to get language that can be put through and passed. They hope to have a bill introduced in the next few weeks and stated that the language can be amended after being passed.

A discussion was held around the idea that the AbilityOne program would be superseded by other entities if the VA was able to secure this compromise. Mr. Webster believes the Rule of Two is so unique and it pertains only to the VA. It is not a rule at any other federal agencies, and no other agencies want it because it is too difficult to administer. It will be difficult to get business at the VA for items added after January 20, 2010. They are going to stick to the Rule of Two and that will be it. It is an issue that has been discussed and all are aware of it.

### **Workforce Innovation and Opportunity Act**

NIB is continuing to work with key contacts in the House and the Senate appropriations committees to get the Department of Education to insert clarifying language in the rules. Many senior people have left the Education Department, and there are not people in place to put the language in.

### **Strategic plan progress update**

The Public Policy committee goals and progress as stated within the strategic plan were reviewed.

The first tactic assigned to the public policy committee is to establish a proactive public policy strategy (advocating program to legislators and addressing threats). The committee has done a lot of work and is on track to achieve the specific results.

The committee is expected to provide a draft platform at the annual retreat and publish a final version by the following March. The public policy committee met shortly after last year's retreat and decided on three priorities, which were circulated to the committee. These were the priorities that were focused on during the National Symposium in June.

The committee was also tasked with adopting a clearly defined strategy that will have near-term and long-term impact with results of efforts reviewed annually. This ties back to the focus areas and the strategies that have been set forth, as well as having regular monthly committee meetings.

The final goal is to adopt a clear and consistent messaging plan to continue year round till the issue is addressed by policymakers or abandoned. Ms. Petach feels that this tactic is being met at the various levels.

The public policy committee is on pace for most of their goals. A positive report on the measurement of the specific results of having three or more of the blindness organizations

attending the symposium and working to build back the number of AbilityOne Champions was given.

NIB reported that there have been two additions to the Ability One Champions, but will probably not achieve the goal of 170 for the year.

Another goal of the public policy committee under Sales and Business Growth is enact FAR regulation government-wide to monitor and report on purchases from AbilityOne and promote YOY growth; A1 flow-down language in all government contracts; and continue to collaborate with resources in order to mine data for collection and analysis to demonstrate value of the BSC channel. Under the measurements we have to convince the oversight committee to make reporting a requirement; sales growth; and job growth.

A committee member mentioned that the BSC committee has engaged Todd Tiahrt to work on the FAR clause language.

The committee discussed the two ways the strategic plan targeted the FAR language. One is the oversight committee and the other is FAR case that was at the FAR council to clarify the scope of the AbilityOne program and that it is applicable to several contractors. It was thought that the changes that were singled out for contracts were going to go through, and that did not happen at the last minute.

### **SSDI taskforce**

Ms. Vidrine has agreed to chair the taskforce for the public policy committee. She will report back to the committee when progress is made. Mr. Webster will be putting together a long term plan on SSDI, which involved quite a few moving parts, which is why the taskforce was formed to assist.



**The National Association for the Employment of People who are Blind**

**Strategic Planning Committee Report  
Submitted by Reinhard Mabry, VP Strategic Planning Committee  
To the Board December 4, 2017**

Strategic Planning Update:

I am awaiting the end of the calendar year to obtain an update to the scorecard and committee assigned tactics. However, I want to mention the excellent response that has occurred since the publication of the scorecard. Several committees and break-out sessions that were held at our most recent annual meeting included discussions focused on improving delivery performance. Since those sessions occurred, Essendant reports having received numerous requests from our field to obtain their individual agency scorecards. Moreover, several members have contacted me to report on their own experience and efforts to improve their agency's delivery results. I want to thank everyone who made this issue a priority and acknowledge the work of the strategic planning committee to shine a light on opportunities for our field to improve and to demonstrate the field's excellence to the marketplace.

WIOA

As mentioned previously, the NAEPB engaged the services of Todd Tiaht for a six-month period to obtain regulatory relief from the U.S. Department of Education on the definition of "Competitive Integrated Employment" and reinstatement of the Homemaker Outcome. While Todd has been successful in building pressure to get these regulations amended, he believes that regulatory relief will not be achieved by the end of December as had been hoped. December is the last month of his engagement on this matter. He believes that regulatory relief is achievable by March 2018 if we continue to maintain pressure on the department through his efforts.

This, then, is a request to extend our engagement with Mr. Tiaht for an additional three months at the same terms and conditions to complete the project of securing regulatory relief from the Department of Education.



## Strategic Plan

Progress Report thru September 2017

# Program Stewardship

(Strengthen The AbilityOne Program and Prepare for the Future)

Activity/Tactic		Timeline	Goal	Measurement
Description	Owner	Estimated Delivery	Expected	Specific Results
<b>Tactic #1: Establish proactive public policy strategy (advocating Program to legislators &amp; addressing threats)</b>	Public Policy Committee	Updated annually by March of each year	<ul style="list-style-type: none"> <li>a) Present draft platform at annual retreat (ex: WIOA, AbilityOne jobs count) and publish final version by March</li> <li>b) Adopt a clearly defined strategy that will have near-term and long-term impact with results of efforts reviewed annually;</li> <li>c) Adopt a clear and consistent messaging plan to continue year round till the issue is addressed by policymakers or abandoned</li> </ul>	<ul style="list-style-type: none"> <li>• Schedule a public policy summit attended by at least three of the following: VSA, ACB, AFB and NFB to align platform planks</li> <li>• Build back to 170 AbilityOne Champions</li> </ul>
<b>Tactic #2: Develop and execute Long Term NIB Impact Story</b>	Marketing Committee	December 2017	<ul style="list-style-type: none"> <li>a) Develop storyboard</li> <li>b) Communicate to all relevant stakeholders: NIB Staff, NIB Board, NAEPB Board, NAEPB Membership, AbilityOne Commission staff, AbilityOne Commission members, etc.</li> </ul>	<ul style="list-style-type: none"> <li>• Develop story brd</li> <li>• Plan comms to key stakeholders</li> <li>• Roll out and communicate to stakeholders.</li> </ul>
<b>Tactic #3: Establish pricing methodology for a Fair and Equitable Commodity Pricing Process</b>	Operations Committee	December 2017	<ul style="list-style-type: none"> <li>a) Secure membership, NIB and AbilityOne Commission consensus of a new pricing methodology that is equitable &amp; strategically positions all programs;</li> <li>b) Establish guidelines that are fair &amp; balanced to ALL while advancing the mission.</li> </ul>	<ul style="list-style-type: none"> <li>• Submit proposal to Commission and work for approval/adoption</li> </ul>
<b>Tactic #4: “Mandatory “ support and enforcement</b>	Operations Committee	February 2018	<ul style="list-style-type: none"> <li>a) Secure Commission approval of procedure on policing authorized distributors</li> <li>b) Adopt MOU between CEOs to purchase AbilityOne from each other</li> </ul>	<ul style="list-style-type: none"> <li>• AbilityOne procedure</li> <li>• Less ETS violations</li> <li>• NPAs adopt MOU</li> <li>• Total AO Sales</li> </ul>
<b>Tactic #5: Establish AD HOC BSC Advisory Board of BSC/NON BSC Agencies</b>	BSC Committee	January 2018	<ul style="list-style-type: none"> <li>a) Secure joint BSC operator MOU committing to support all appropriate new AbilityOne product launches by stocking and testing them in customer-appropriate stores.</li> <li>b) Revisit AbilityOne sales ratio listed in 21 directives</li> </ul>	<ul style="list-style-type: none"> <li>• Total AbilityOne sales</li> </ul>

**On Pace**

**Complete**

**On Pace**

**On Pace**

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# Employment Growth & Employment Satisfaction

(Grow And Diversify Employment)

Activity/Tactic		Timeline	Goal	Measurement
Description	Owner	Estimated Delivery	Expected	Specific Results
<b>Tactic #1: Develop business models that can be easily replicated</b>	Services Committee	Ongoing	<ul style="list-style-type: none"> <li>a) Refine Call Center Model and provide best practices on the association website</li> <li>b) Support PROMote program to ensure Technology training is expanded</li> </ul>	<ul style="list-style-type: none"> <li>• Number of successful new businesses,</li> <li>• Number of new AbilityOne jobs</li> <li>• Number of Blind employees promoted</li> </ul>
<b>Tactic #2: Embrace and support the Quality Work Environment initiative</b>  <b>(Amended: Overhaul Quality Work Environment program to ensure it demonstrates an ROI and can be embraced by NPA's on a voluntary basis)</b>	Ethics Committee	July 2018	<ul style="list-style-type: none"> <li>a) NIB, Commission and NAEPB jointly adopt a specific set of standards that members will voluntarily follow (that are user friendly) and demonstrates an ROI</li> <li>b) Certify NPAs who already meet basic set of standards</li> </ul>	<ul style="list-style-type: none"> <li>• 100% of NPAs complete phase 1 of the QWE</li> <li>• Compensation</li> <li>• Upward Mobility</li> </ul>
<b>Tactic #3: Pursue business diversification/job growth via commercial market opportunities</b>	Operations Committee	February 2018	<ul style="list-style-type: none"> <li>a) Develop best practices for commercial business growth</li> <li>b) Information sharing via breakout sessions during NAEPB/NIB conferences</li> <li>c) Highlight commercial/merger-acquisition successes among NPAs</li> </ul>	<ul style="list-style-type: none"> <li>• Total Sales</li> </ul>
<b>Tactic 4: Support Roll Out of NIB Employee Satisfaction Survey</b>	Board of Directors	Q1-2018	<ul style="list-style-type: none"> <li>a) NIB announce roll out of survey</li> <li>b) NAEPB board endorse completion</li> </ul>	<ul style="list-style-type: none"> <li>• 90% of NPAs participate</li> </ul>

**On Pace**

**Behind Pace**

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**On Pace**

# Customer Satisfaction & Operational Excellence

(Be Supplier Of Choice)

Activity/Tactic		Timeline	Goal	Measurement
Description	Owner	Estimated Delivery	Expected	Specific Results
<b>Tactic #1: Identify “best practices” or scoring system in customer service delivery and measurements</b>	Operations Committee	December 2018	a) Review practices by NPAs b) Subject to funding, hire an expert in Customer Service Excellence that evaluates our industry-specific customer needs and customer service expectations OR simply aspiring to a Customer Service Excellence standard like <a href="http://www.customerserviceexcellence.uk.com/homeCSE.html">http://www.customerserviceexcellence.uk.com/homeCSE.html</a>	<ul style="list-style-type: none"> <li>Best practice sharing</li> </ul>
<b>Tactic #2: Develop a branding strategy for services</b>	Marketing Committee	September 2017	a) Review NIB branding study results b) Determine two options for branding c) Present to all agencies for discussion/vote	<ul style="list-style-type: none"> <li>Increased A1 sales</li> <li>Increased blind employment</li> </ul>
<b>Tactic #3: Develop SKILCRAFT product promotion marketing collaboration</b>	Marketing Committee	July 2017	a) Collect and download all available SKILCRAFT materials from NIB b) Provide all collateral in template format for personalization c) Share access to all NPAs	<ul style="list-style-type: none"> <li>Increased A1 sales</li> <li>Increased blind employment</li> </ul>

**Behind Pace**

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# Membership Engagement and Value

(Engage Members and Provide Value)

Activity/Tactic		Timeline	Goal	Measurement
Description	Owner	Estimated Delivery	Expected	Specific Results
<b>Tactic #1: Coordinate with NIB to devise “information center” of products and services, core competencies and relationships</b>	Board of Directors	December 2017	In coordination with Operations and Services Committees, develop a central resource in conjunction with NIB and disseminate to all NPAs	<ul style="list-style-type: none"> <li>• NPAs sourcing more from one another</li> </ul>
<b>Tactic #2: Review, refresh, and redistribute best practices across all NPA's and all disciplines</b>	Board of Directors	December 2017	BSC Committee, Operations Committee and Services Committee each review and update their portion. Board to announce completion of review to NPAs	<ul style="list-style-type: none"> <li>• # Member Agencies</li> </ul>
<b>Tactic #3: Encourage larger, stronger agencies to mentor smaller, resource-challenged agencies</b>	Ethics Committee	December 2017	a) Review existing and recommend improvements to NIB mentoring grants. Secure NIB Board approval to enhance the existing mentor grant programs b) Evaluate alternative methods of assisting target NPAs c) Develop outreach to encourage all NPAs serve on at least one committee	<ul style="list-style-type: none"> <li>• NIB board approval</li> <li>• Community Participation</li> </ul>
<b>Tactic #4: Identify NIB &amp; NPAs Key Stakeholder Goals</b>	Strategic Planning Committee	September 2017	a) Conduct a broad based survey of what NPAs want (i.e., how WIOA is affecting). Understand our constituents, people we serve (e.g., what do they want in terms of benefits, incentives); b) Clarify 'transient' vs. high paying job choices	<ul style="list-style-type: none"> <li>• # of NPAs who participate in survey</li> <li>• Develop white paper on needs of the NPAs</li> </ul>

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# Sales & Business Growth

(Grow and Strengthen)

Activity/Tactic		Timeline	Goal	Measurement
Description	Owner	Estimated Delivery	Expected	Specific Results
<b>Tactic #1: Have federal agencies establish goals</b>	Public Policy Committee and BSC Committee	December 2018	a) Enact FAR regulation government-wide to monitor and report on purchases from AbilityOne and promote YOY growth b) A1 “flow down” language in all government contracts c) Continue to collaborate with resources in order to mine data for collection and analysis to demonstrate value of the BSC channel	<ul style="list-style-type: none"> <li>Convince oversight committee to make reporting a requirement</li> <li>Sales growth</li> <li>Job growth</li> </ul>
<b>Tactic #2: Leverage Federal Acquisition Regulations to better position BSC’s</b>	BSC Committee	December 2017	a) Adopt standard pricing for a subset of AbilityOne items (+/- 500) across all BSC operators to be made available for system-wide procurement b) Secure approval of new payments methods for customers to access BSCs	<ul style="list-style-type: none"> <li>Secure (MIPR) as a payment method</li> <li>BSC sales growth</li> </ul>
<b>Tactic #3: Strengthen and Develop partnerships that will lead to opportunities with Small Business, VOSB, SDVOSB’s, Commercial entities, etc.</b>	Services Committee	July 2017	a) Establish a list of targets and tiger team to identify specific strategies deployable. Ie; 5 partners that deal in x, y, and z products, meet them, know them and ID their goals and joint objectives	<ul style="list-style-type: none"> <li>Sales growth</li> </ul>
<b>Tactic #4: Develop/implement “LEAN” new product introduction process</b>	Operations Committee	September 2017	a) Develop process map and obtain signed off by NAEPB and NIB b) Review plan with AbilityOne Commission for concurrence	<ul style="list-style-type: none"> <li>Reduce time for P/L addition</li> <li>A1 sales growth</li> </ul>

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# Committee Assignments Project Report

- Board of Directors
  - Support Roll Out of NIB Employee Satisfaction Survey
  - Coordinate with NIB to devise “information center” of products and services, core competencies and relationships
  - Review, refresh, and redistribute best practices across all NPA’s and all disciplines
- Public Policy and Communications
  - Establish proactive public policy strategy (advocating Program to legislators & addressing threats)
  - Have federal agencies establish goals
- Services
  - Develop business models that can be easily replicated
  - Strengthen and Develop partnerships that will lead to opportunities with Small Business, VOSB, SDVOSB’s, Commercial entities, etc.
- Operations
  - Establish pricing methodology for a Fair and Equitable Commodity Pricing Process
  - “Mandatory “ support and enforcement
  - Pursue business diversification/job growth via commercial market opportunities
  - Identify “best practices” or scoring system in customer service delivery and measurements
  - Develop/implement “LEAN” new product introduction process
- Base Supply Centers
  - Establish AD HOC BSC Advisory Board of BSC/NON BSC Agencies
  - Have federal agencies establish goals
  - Leverage Federal Acquisition Regulations to better position BSC’s
- Marketing
  - Develop and execute strategic communications plan (advocating to all key stakeholders to include AbilityOne Commission, NIB and Blindness Community)
  - Develop a branding strategy for services
  - Develop SKILCRAFT product promotion marketing collaboration
- Strategic Planning
  - Identify NIB & NPAs Key Stakeholder Goals
- Ethics
  - Overhaul Quality Work Environment program to ensure it demonstrates an ROI and can be embraced by NPA’s on a voluntary basis
  - Encourage larger, stronger agencies to mentor smaller, resource-challenged agencies



Of the 20 total tactics; 1 of which has multiple assignees (totaling 21 assignments):

3 have been completed  
9 are reportedly on pace  
9 are reportedly behind pace





# NAEPB Scorecard













<b>PROGRAM STEWARDSHIP</b>						
	Measurement	Wt	Last Full Yr	Full Yr Goal	Curr YTD	Source / Comments
<b>Program Direct Labor Ratio</b>	Combined NPA direct labor ratio	35	72.9%	83.0%	79.7%	NIB
<b>NPA Compliance</b>	Ratio of NPA's in compliance with labor ratio requirements	30	95.4%	100.0%	96.9%	NIB
<b>Support for AbilityOne</b>	Number of AbilityOne Champions	20	154	173	155	NIB
<b>NPA BSC Compliance</b>	Percent of BSC inspections w/no ETS violations in FY	15	100.0%	100.0%	96.7%	NIB



<b>EMPLOYMENT GROWTH AND EMPLOYMENT SATISFACTION</b>						
	Measurement	Wt	Last Full Yr	Goal for Year	Curr YTD	Source / Comments
<b>Direct Labor Hours Growth</b>	Percent increase in AbilityOne direct labor hours	30	6.3%	2.0%	0.2%	NIB
<b>White Collar Jobs</b>	Number of blind employees in service jobs	30	1,055	1,055	1,048	NIB: These numbers reflect only AbilityOne service employees who are blind
<b>Market Compliance</b>	Number of violations in Non-NPA BSC's	25	98	75	68	BSC Committee (source: NIB ETS team)
<b>Upward Mobility</b>	Number of blind employees promoted	15	162	160	124	NIB

<b>CUSTOMER SATISFACTION AND OPERATIONAL EXCELLENCE</b>							
	Measurement	Wt	Last Full Yr	Goal for Year	Curr YTD		Source / Comments
Delivery Performance	Essendant AbilityOne on time fill rate percentage	40	57.6%	90.0%	52.5%		Essendant average of an average; Full year based on calendar year 2016, YTD based on Jan-June 2017.
Social Media Followers	Number of NIB Facebook, LinkedIn, and Twitter followers	30	5,840	7,000	6,349		NIB
NPA Growth	Number of NPAs whose sales increased YOY	30	37	50	27		NIB: ARL and NYC are included as separate NPAs, per NIB sales tracking

<b>MEMBERSHIP ENGAGEMENT AND VALUE</b>							
	Measurement	Wt	Last Full Yr	Goal for Year	Curr YTD		Source / Comments
Number of Members	Number of NAEPB Member Agencies in Good Standing	35	62	62	59		Treasurer
Member Engagement	Percent attendance at Retreat, PPF and Annual Mtg	25	70%	75%	69%		Board Secretary
Board Reports	Percent of committees who issue reports at board mtgs	25	59%	75%	57%		Board Chair
Member Support	Number of members who receive a grant from NIB	15	37	38	24		NIB

<b>SALES AND BUSINESS GROWTH</b>							
	Measurement	Wt	Last Full Yr	Goal for Year	Curr YTD		Source / Comments
AbilityOne Sales Growth	Year over year sales increase in %	25	8.2%	3.5%	-6.5%		NIB
BSC Sales Growth	Year over year sales increase in %	25	6.0%	6.0%	1.9%		NIB: includes AbilityOne sales only
Portfolio Management	Number of projects added to the P/L	25	121	121	68		NIB
NPA Project Support	Number of NPAs who added a project to the P/L	15	37	50	26		NIB