



The National Association for the Employment of People who are Blind

NAEPB Board of Directors and Membership Meeting

Monday, April 16, 2018

3:00 PM – 4:45 PM ET

Dial-in number: 1-877-860-3058

Pass Code: 925356

Hilton Alexandria Mark Center

Plaza Ballroom B

*****Callers should plan to dial in at least 5 minutes prior to the start of the meeting. Please place your phones on mute to minimize background noise. ******

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|---|-------------------------|
| 1. Call to Order | Mabry |
| 2. Board Roll Call | Petach |
| 3. Minutes for Approval
NAEPB Board and Membership Meeting (1/23/18) | Petach |
| 4. Treasurer's Report: Annual Budget Discussion and Approval | D'Amico |
| 5. Consent Calendar Reports | Mabry |
| a. BSC Committee – received | |
| b. Ethics Committee | |
| c. Marketing Committee - received | |
| d. Operations Committee - received | |
| e. Public Policy Committee - received | |
| f. Services Committee – will update verbally | |
| g. Strategic Planning Committee - received | |
| 6. Veteran Stories from NPAs to NIB | Mabry |
| 7. Strategic Plan Update | Jeffrey Hawting |
| 8. Strategic Pricing Committee Update | Ken Fernald |
| 9. President's Update | Mabry |
| 10. NIB Update | Lynch |
| 11. Other Business and Open Forum Q&A | NAEPB Members and Board |
| 12. Adjourn Board Meeting | Mabry |



**The National Association for the Employment of People who are Blind
NAEPB Annual Board of Directors Meeting**

Tuesday, January 23, 2018

4:00 p.m. MT

Scottsdale, AZ

APPROVED APRIL 16, 2018

Call to Order

The joint meeting of the NAEPB Board of Directors and Membership was called to order by President Eric Stueckrath on Tuesday, January 23, 2018 at 4:02 p.m. MT.

Mr. D’Amico acted as Board Secretary. He proceeded with the Board Roll Call, after which he announced a quorum was reached. Names of guests, NIB Staff, and agency CEOs attending are listed below.

NAEPB Board Roll Call

Dave Wells	Assistant VP, Operations – on phone
David Horton	Vice President, Services
Dennis Steiner	Vice President, Ethics and Practices
Eric Stueckrath	President
Erika Petach	Vice President, Public Policy
Jim Kerlin	Vice President, Marketing
Ken Fernald	Vice President, Operations
Michael Monteferrante	Vice President, BSCs
Reinhard Mabry	Vice President, Strategic Planning
Rudy D’Amico	Treasurer and acting Secretary
Robert Garrett	Absent

NIB Staff Present

Kevin Lynch	President and CEO
Angela Hartley	Executive Vice President
Steve Brice	Vice President and CFO
Andrew Mueck	Vice President, Operations
Ellen Najjar	Executive Administrative Coordinator (NAEPB/NIB)
Matthew Wieseler	Director, Strategic Intelligence

Agencies Present

Alabama Industries for the Blind
 Arizona Industries for the Blind
 Bosma
 Horizon/ East Texas Lighthouse for the Blind
 IB Milwaukee
 IOB – Greensboro
 LC Industries
 Lighthouse Works! Inc.
 Lighthouse Louisiana
 Louisiana Association for the Blind
 Midwest Enterprises
 Mississippi Industries for the Blind
 NewView Oklahoma
 RLCB

San Antonio Lighthouse for the Blind
Seattle Lighthouse
South Texas Lighthosue
Virginia Industries for the Blind

Mr. Stueckrath thanked everyone for attending the meeting.

Approval of Minutes

Mr. D'Amico asked for a motion for the minutes of the December 4, 2017 Board Meeting to be approved. Mr. Kerlin moved that the minutes of the December 4, 2017 meeting be approved, Mr. Mabry seconded. The motion was approved unanimously.

Treasurer's Report – Rudy D'Amico

Mr. D'Amico presented the Treasurer's Report. The report had been sent to all members with the materials prior to the Board Meeting. An independent auditor has submitted the audited financials for FY 2016 as well as the form 990 for 2016. The budget committee met and recommended that the year- end statements and form 990 be presented for approval. Mr. D'Amico asked for a motion to accept the current financial statements, the FY2016 year-end financials and form 990 for 2016. Mr. Fernald moved and Mr. Mabry seconded. The motion was approved unanimously.

Mr. D'Amico asked if there was any discussion regarding the FY2018 Budget which had been sent out prior to the meeting. The budget shows a potential deficit of \$43,400. The budget committee recommended the budget be presented to the board for acceptance. Mr. D'Amico made a motion to approve the FY2018 Budget. Mr. Monteferrante moved it be accepted, Mr. Mabry seconded. The budget was approved unanimously.

Mr. D'Amico notified the board that there was one membership loss this year, The Carroll Center for the Blind, offset by the addition of one new member, Columbia Lighthouse for the Blind.

Consent Calendar – Eric Stueckrath, President

Mr. Stueckrath presented the consent calendar for approval. Reports were received from the Operations Committee, Public Policy Committee, Services Committee and Strategic Planning Committee. Mr. Stueckrath asked for a motion to approve the Consent Calendar Report as submitted. Ms. Petach moved the calendar be accepted, Mr. Fernald seconded. The motion was approved unanimously.

Mr. Stueckrath asked Mr. Steiner to review the Board Self Evaluation. The ratings on each of the questions were between 3.8 and 4.3. The highest related to financial management and the lowest was related to board member engagement. The comments centered on the topics that have been discussed all year: WIOA, ETS, AbilityOne and Amazon, proactive public policy, and better communication from NIB to member agencies.

The evaluation asks for three points on which each member believes the Board should focus its attention for the next year, and to be as specific as possible in identifying these points. The primary focal points were:

- Attend the Advance in January.
- Vote on three items to direct NIB to implement.
- Follow the strategic plan and contribute.
- Public Policy, WIOA, VA
- AbilityOne vs. Amazon
- Compliancy and Enforcement
- How can we move the needle for blind employment? According to NIB reports, we keep adding products and services to create jobs, but it seems like the net employment does not change very much.
- ETS – Continue to find ways to get a bigger share of the available market.
- The many attacks on the AbilityOne program. This should be the number one strategic focus.
- Work to building a better united front with SourceAmerica agencies.
- Increase member participants.

- Growing employment.
- Proactive Public Policy Strategy and Action Items geared to preserve the JWOD Act and the mandatory status of the procurement list.
- Utilize events and national conferences to better support strategic goals when many agencies are face to face.
- Better communicate to NIB and with NIB to the member agencies in order to be more thorough and proactive.

Mr. Steiner told the meeting that there are 11 board members and 8 responded. The running comment from year to year is the lack of membership engagement. This year only 45% of the members participated in the board election process.

Mr. Mabry said he thinks the board is becoming more active and trying to be responsive and engaged.

Mr. Stueckrath thanked Mr. Steiner for the report and discussion.

Mr. Stueckrath has received a request from VisionServe to financially support the VisionServe Compensation Study, for the amount of \$3,500. This is equal to one-third of the total cost, with NIB and VisionServe splitting the remaining two-thirds of the cost. Mr. Stueckrath made a motion to support this request. Mr. Mabry seconded the motion.

Mr. Stueckrath had included a copy of the request in the materials sent out prior to the meeting. There is not a line item in the budget for this support as the request was received after the budget was prepared. Mr. Mabry said this study is very useful for the members to have and should be supported. The motion was approved unanimously.

Mr. Stueckrath told the group that the Board was now convening to Executive Session and he asked that everyone stay in the room.

Mr. Stueckrath informed the group that Tina Ballard was not going to be able to attend the meeting.

Mr. Stueckrath asked Mr. D'Amico to seat the new members. He thanked Mr. Steiner, Mr. Wells and Mr. Garrett for their service. He welcomed the new members, Mr. Jeffrey Hawting, Ms. Renee Vidrine and Mr. Lou Money maker.

The new board members were seated.

Mr. Stueckrath welcomed the new board members.

Mr. Stueckrath thanked the group for allowing him to serve as the President for last two years. He commented that everyone has their own challenges, which makes it rewarding, but tiring, and he had found the opportunity a learning experience.

Mr. Stueckrath made a motion to nominate Reinhard Mabry to serve as the new NAEPB Board President. Mr. Mabry has accepted the nomination. Mr. D'Amico asked if there were any other nominations from the floor. There were not. Mr. Kerlin seconded the nomination. The motion was passed unanimously.

Mr. D'Amico asked Mr. Mabry to present his new slate of officers.

Mr. Mabry thanked everyone for their support and hoped to have everyone engage in the process. He also thanked Mr. Stueckrath for his service to the membership and for his time.

Mr. Mabry's new slate of officers are:

Mr. D'Amico – Treasurer

Ms. Petach – Secretary
Mr. Fernald – VP, Operations
Mr. Horton – VP, Services
Mr. Moneymaker – VP, Public Policy
Ms. Vidrine – Assistant VP, Public Policy
Mr. Monteferrante – VP, BSC
Mr. Hasting – VP, Strategic Planning
Mr. Stueckrath – VP, Ethics and Practices and Assistant, Operations
Mr. Kerlin – VP, Marketing

Mr. Mabry then asked Mr. Lynch to give a NIB update.

Mr. Lynch told the group that the CEO update was sent out last week and he hoped everyone had a chance to read it.

There is a lot of different activity going on, it has been a very busy last few months. On the VA Issue, there had been discussion regarding having legislative language drafted in support of the AbilityOne program, but it was decided legislation would not be successful. All the agencies involved in the VA cases as well as NIB, are waiting on the litigation process.

There are about 10 agencies who have indicated interest in participating in the intervening process and others are submitting amicus briefs. This shows a great deal of support among the agencies.

Mr. Kerlin asked the status of the information that had been submitted to Jessica Abrahams for the amicus brief. Mr. Stueckrath answered there are 9, potentially 10 agencies who will be intervening. It is scheduled to be submitted in the next 48 hours, so those who are participating should receive an email with the final draft in the next day to respond back to.

Those who has expressed interest in the amicus brief, will also be receiving an email in the next day or two to respond with their intention.

Mr. Lynch said NIB will continue to provide updates as received. He added that along with Mr. Moneymaker, Mr. Horton and Mr. Mabry, NIB is having discussions with SourceAmerica regarding acting as a collective group to find a way to move forward on the legislative side.

Mr. Lynch gave a quick update on the Workforce Innovation and Opportunity Act (WIOA). NIB was contacted by the Government Accountability Office (GAO) staff to answer questions on WIOA to help the GAO better understand the relationship between WIOA and the AbilityOne Program. Many of the questions pertained more to the state vocational rehabilitation agencies than NIB. Mr. Lynch recommended to the GAO that they should meet with agencies. The GAO met with the AbilityOne Commission and state vocational rehabilitation agencies. They will also meet with SourceAmerica.

This is part of a larger report GAO is preparing in response to a request from Senator Patty Murray, the ranking member of the Senate Committee on Health, Education, Labor and Pensions to measure the impacts of the WIOA law on disability employment.

Ms. Petach asked how the GAO report would be helpful to the NAEPB. Mr. Lynch answered that their report will go back to Congress and hopefully it will encourage Congress to take action on WIOA. The GAO is also waiting on comments from the Department of Education.

Mr. Lynch addressed the Amazon situation. He, Mr. Hawting and Mr. Monteferrante continue to have extensive conversations with the Commission regarding this effort. There was a meeting at Amazon headquarters in Seattle last November which was attended by NIB, the Commission and SourceAmerica. Amazon has demonstrated that they have the tools to support the program.

Mr. Lynch explained that it is Amazon Business which is marketed to businesses and public corporations and not the regular Amazon marketplace. One can search Amazon Business for the AbilityOne page. NIB is still trying to work through and understand the many issues in continuous conversations with the Commission and Amazon. The Commission is very anxious to build the Amazon landing page. They are trying to get AbilityOne authorized dealers to work with them to get the landing page set up.

Mr. Kerlin asked if the AbilityOne distributors and BSC operators will participate on the AbilityOne landing page. Mr. Lynch said yes, but Amazon has a lot of performance requirements that they place on their distributors. He thinks if a distributor asks to be considered, they would be added.

Another issue NIB has explained to the Commission is that items that are sold through Amazon will have price increases due to their markups. NIB has to be careful to appear to be receptive to Amazon, but at the same time careful in the approach.

Mr. Lynch told the group that one point he continues to make with Ms. Ballard and the Commission is that AbilityOne is a mandatory program and the Commission is the federal agency overseeing the program. The Commission has to continue to support it.

At the same time, Amazon is very aggressively pursuing other government agencies. The Department of Homeland Security (DHS) has signed up with Amazon for its procurement card holders to purchase items from the Amazon website. NIB has had conversations with DHS to ask how they are ensuring that the items being purchased are from AbilityOne and reminding them that it is a mandatory program.

Mr. Lynch will continue to update on the issue as he talks with other government agencies.

Mr. Lynch told the group that he was invited to make a presentation on the AbilityOne Program to the GSA/OMB National Defense Authorization Act (NDAA) town hall in January. His presentation emphasized the need for compliance with the program. GSA has been tasked by Congress to come up with an implementation plan for the commercial e-commerce portal and they are to report back by March 11.

Mr. Lynch, along with Mr. Soroka from SourceAmerica, was also invited to speak to the Department of Defense's 898 Panel in December. At that meeting, he asked for the opportunity for NIB to be more engaged in their activities going forward.

Mr. Lynch asked if there were any questions, and told the group these topics would be discussed in more detail over the next two days. There were no questions.

Mr. Mabry asked if there was any other business to discuss. There being nothing further to discuss, the meeting was adjourned at 5:30 p.m. MT.

NAEPB Treasurer's Report
For the Period Ending March 31, 2018
NAEPB Board Meeting April 16, 2018

Please see the financial statements for the period ending March 31, 2018. The checking account balance was \$4,960 and the savings account balance was \$164,837. Accounts receivable were \$2,500, which consisted of 57 agencies paying out of 60 for the current year, and 2 agencies with balances forward from the prior fiscal year. Collection efforts continue.

Accounts payable were \$72,886; consisting of Dentons for legal services for the amicus brief of \$50,386 and Tiaht Enterprises LLC for consulting services performed January through March of \$22,500, and which reflects the balance due for the final 3 months of WIOA Lobby. Additionally, \$1,021 of accounting fees have accrued. Total equity at the end of March was \$100,075.

Total revenues for the 2017 fiscal year to date were \$30,069, consisting of membership dues and \$69 of interest income. Expenses year to date were \$130,761. The change in net assets for the fiscal year to date is a loss of \$100,692.

Respectfully submitted,

Rudy D'Amico, *Treasurer*

NAEPB
Statement of Financial Position
As of March 31, 2018

ASSETS

Current Assets

Cash Checking	\$	4,960
Cash Savings		164,837
Accounts Receivable		2,500
Due from NIB		1,176
Prepaid Expenses		509
Total Current Assets		<u>173,982</u>
TOTAL ASSETS	\$	<u><u>173,982</u></u>

LIABILITIES & EQUITY

Current Liabilities

Accounts Payable	\$	72,886
Accrued Expenses		1,021
Total Current Liabilities		<u>73,907</u>

Equity

Opening Equity Balance		200,767
Change in Net Assets		<u>(100,692)</u>
Total Equity		<u>100,075</u>
TOTAL LIABILITIES & EQUITY	\$	<u><u>173,982</u></u>

NAEPB
Statement of Activities
For the Period Ending March 31, 2018

REVENUE	ACTUAL YTD	BUDGET YTD	VARIANCE	Budget 2018
Investment Income	\$ 69	\$ 50	\$ 19	\$ 100
Membership Dues	30,000	31,000	(1,000)	31,000
NIB Reimbursement	0	25,000	(25,000)	50,000
TOTAL REVENUE	30,069	56,050	(25,981)	81,100
EXPENSES				
Accounting Fees	956	750	206	1,500
Legal Fees	73,566	2,500	71,066	5,000
Consulting Fees	52,500	52,500	0	52,500
Website Maintenance	253	800	(547)	1,600
Awards / Honors	0	250	(250)	500
Insurance - Liability / D&O	254	600	(346)	1,200
Bad Debt Expense	0	750	(750)	1,500
Miscellaneous Other Costs	3,232	100	3,132	200
Officers Expenses	0	2,500	(2,500)	5,000
Annual Conference & Retreat	0	22,500	(22,500)	45,000
Service Committee	0	750	(750)	1,500
Operations Committee	0	750	(750)	1,500
BSC Committee	0	750	(750)	1,500
Public Policy Committee	0	750	(750)	1,500
Marketing Committee	0	750	(750)	1,500
Strategic Planning Committee	0	750	(750)	1,500
Ethics Committee	0	500	(500)	1,000
Annual Audit Meeting	0	250	(250)	500
TOTAL EXPENSES	130,761	88,500	42,261	124,500
CHANGE IN NET ASSETS	\$ (100,692)	\$ (32,450)	\$ (68,242)	\$ (43,400)

NIB BSC PROGRAM UPDATE

April 2018

SUBJECT #1: New BSC Business Model Initiative

LEAD: Tommy Thomas

STATUS: We are scheduling a meeting with a new set of GSA representatives to determine if GSA can resurrect the “DOD Express” system which was utilized several years ago for OCONUS requisitions. This option may allow GSA to implement a solution similar to what we have previously proposed without requiring significant system modifications. Additionally, Army G-4 and CASCOM are relooking the “virtual SSA” approach wherein AbilityOne consumable Class II products may be fulfilled through the local BSC and bypass the supporting Army SSA. We are coordinating a second meeting with Army representatives to discuss this option, which likely involves assigning a Routing Identifier Code (RIC) to the BSCs in order for GCSS-A to recognize them as the virtual SSA.

Target date: Coordinating with Paul Recklau at GSA to set up new meeting on “DOD Express” model. Also working with G-4 Supply Policy Directorate to set up a meeting with GCSS-A proponents at CASCOM headquarters (Fort Lee, VA). We now have a firm meeting established with the Army (G-4 and CASCOM GCSS-Arm experts) on 24 April to discuss the way ahead on our business model initiative (virtual SSA concept).

SUBJECT #2: Amazon pilot

LEAD: Jamie Huffman

STATUS: Ongoing. We continue to monitor the Amazon pilot taking place at 6 USAF installations (Barksdale, McConnell, Grand Forks, Luke, MacDill, Elmendorf) and 2 USCG bases (Alameda and Sand Island). Through the month of February, there has been no obvious negative impact on BSC sales, but we will continue to monitor closely. Jamie Huffman visited Wright-Patterson AFB in late March to gather information from Air Force Installation Contracting Activity on the status of the pilot, but USAF has not yet revealed any data or progress reports.

Target date: Continue to closely monitor through the duration of the pilot (September 2018)

SUBJECT #3: BSC Compliance Initiatives on AbilityOne Sales Ratios and Staffing of Blind Labor

Lead: Tommy Thomas

STATUS: The number of stores falling below the 25% AbilityOne sales ratio dropped from 54 to 47 in February, but the emphasis on analyzing causative factors behind stores that have chronically low ratios remains in effect. 18 stores were below 15% last month. NIB will coordinate with the NPAs with stores habitually falling below the threshold to gather transactional data that will identify the challenges. Recent visits to BSCs have shown that, in many cases, the number of in-store AbilityOne sales transactions matches or even exceeds the number of in-store commercial transactions, but the dollar value of the commercial buys (especially special orders of furniture, toner, etc) dramatically skews the ratio down. In these cases, we can demonstrate that low AbilityOne sales

ratios do not necessarily indicate low performing stores. Tracking this data will be important in articulating why some locations have low ratios that are beyond their control.

Target Date: Ongoing monthly.

SUBJECT #4: BSC Assignments and New Store Opportunities

LEAD: Tommy Thomas

STATUS: We continue to see interest from a variety of potential customers in establishing AbilityOne BSCs. FY 18 has seen renewed activity and new growth potential, either from agencies more aggressively marketing the BSC program or from word of mouth endorsements from existing customers. We are on track to add at least 6 and possibly 7 new BSC PL locations this year, with more likely in early FY 19. Some non-traditional federal customers appear to be interested in BSC opportunities and agencies are encouraged to focus your BD efforts on the most promising of your existing assignments or actively seek out and groom new ones. Reserve component stations, federal agency branches outside of the metro DC area, military depots and others may be worth your outreach efforts.

Target Date: Continuous.

SUBJECT #5: Amazon/Commercial E-Commerce portals

LEAD: Tommy Thomas

STATUS: NIB is aggressively engaging GSA, OMB, the Commission and our industry partners to reiterate our position that any e-commerce provider, including Amazon, must implement mechanisms that prevent vendors from uploading and offering non-compliant ETS products to federal customers. As new federal procurement pilots and other initiatives are undertaken, NIB expects the mandatory status of the AbilityOne program will be protected. With multiple Amazon initiatives underway across the federal government, including the Commission's landing page, and pilots with the Air Force, Navy, DHS and others, NIB has pushed GSA to highlight the need for compliance with mandatory sources in the joint implementation plan (GSA/OMB), to include explicit references to the AbilityOne program requirement.

Target Date: Continuous

Informational Notes.

- 1. BSC Sales Trends:** BSC AbilityOne sales for the first 5 months of FY 2018 (1 October – 28 February 2018) are as follows:

AbilityOne:	\$24.540M	(+11.8% over FY 17)
Commercial:	\$56.984M	(+4.0% over FY 17)
HAZMAT:	\$7.358M	(+5.3% over FY 17)
IEE:	\$92.506M	(+41.4% over FY 17)
TOTAL:	\$181.389M	(+23.7% over FY 17)



The National Association for the Employment of People who are Blind

**Marketing Committee Report
April 16, 2018
Submitted by Jim Kerlin**

Tactic: Develop Long-Term Marketing Plan

- Request for proposal (RFP): Proposal drafted to secure a marketing agency to help develop and launch a national awareness campaign targeted at federal policy decision makers and elected officials. Scope of work to include facilitation of a listening session with NIB and NAEPB stakeholders to prioritize messaging, audiences and deliverables. Responses due end of May.

Tactic: Develop 2-3 National Media Pitches (Telling NIB's Impact Story, Veterans Support)

Actively pitching several stories/angles to top tier national media outlets including, including ABC News, NBC News, Wall Street Journal, Associated Press (AP), NY Times, and others. Note: tailored messaging developed for each pitch; all pitches include a veteran message.

- **U.S.-based jobs:** Facilitated interview with Newsweek and the San Antonio Lighthouse; reporter awaiting feedback from editor on publishing potential. Nationally syndicated article to publish in early May.
- **U.S. Government Pen anniversary.** National press release and nationwide syndicated article timed for anniversary date. Associated Press (AP) reporter assigned to story; publish date TBD.
- **Army Magazine:** reporter expressed strong interest in potential veterans-focused story including profiles. On behalf of the NIB's communications team, Kevin Lynch and Reinhard Mabry, issued a call to agencies for veterans who are blind in late March to collect a database of potential veterans for media outreach efforts. To date, 19 agencies responded; 27 veterans who are blind were identified including five identified as suitable media spokespeople.
- **Veterans Awareness:** Publishing nationally syndicated article with focus on "Employing our Nation's Veterans"; scheduled to hit wire in late April. Additional marketing and communications activities engaged to tell our veterans support story include a veterans-themed Opportunity Magazine (Summer 2018) and developing social media campaign.

Tactic: Implement branding strategy for services

- Brand concept for the SKILCRAFT branding initiative finalized after highly engaged listening session with Marketing committee. Next milestone – Build out of Brand Architecture – on-schedule for April delivery.

Tactic: Collaboration on SKILCRAFT product promotion marketing content

- Ongoing effort to encourage more engagement.
- Planning to develop standardized process for product marketing content sharing across NPA family.
- NIB staff is presenting current SKILCRAFT product marketing methodologies at this conference.



The National Association for the Employment of People who are Blind

**Operations Committee Report
April 16, 2018
Presented by Ken Fernald – NAEPB, VP of Operations**

Updated Operations Committee Strategic Tactics are as follows:

1. Establish pricing methodology for a Fair and Equitable Commodity Pricing Process
2. “Mandatory” support and enforcement
3. Identify and improve metrics and source of metrics to get better operational results in the area of on time delivery and customer satisfaction.
4. Develop/Implement “LEAN” new product introduction process
5. Reciprocal Purchasing: “How we fit into each other’s supply chain to create jobs. Give feedback to NIB to make the purchasing process easier.”

Two new sub-committees have been started under the Operations Committee.

- Food Services
- Architectural and Construction

The Commercial Diversification sub-committee has been removed.

Phone meetings have been held between NPA sub-committee chairs and the VP of Operations to begin the process of developing common committee structures with goals and objectives. Quarterly meetings with VP, NPA chairs and NIB reps will begin to bring better focus and information sharing.

Strategic Pricing Committee:

The work of this committee continues. The committee has hosted channel and business partners on its regularly scheduled phone meetings to learn commercial best practices and understand how AbilityOne pricing models work within their environments. A study and analysis of the channel distribution costs, within and outside of NPAs was performed and discussed. AbilityOne Commission staff have been kept up to date on the work of this committee.

An in-person meeting was held in New Orleans (early March 2018) to dedicate the time to better understand our pricing models and constraints. Thank you to Rene and Stephanie for hosting and thank you to Ken Edwards (IFB) for being our Professor of Commercial Pricing. A “pricing continuum” was developed to provide a graphical illustration of pricing models.

This remains a Strategic Tactic within the NAEPB 2018 Strategic Plan with a revised due date of December 2018.

Office Products Subcommittee

- Customer Service / Supplier Performance Initiative
 - Essendant fill rate at Program level improved from 57% to 90.7% (calendar year 2018 through February).
 - Grainger fill rate at Program level not yet available
 - Calls with Grainger and Essendant with the Jan/San MRO and Office Product subcommittees, respectively, took place.
- SP-Essendant merger - OP subcommittee has asked NIB to report on the merger. Concern is that our Program remains a priority during and after implementation.

Writing Instruments Group Subcommittee

- Overall WIG sales are off by 0.48% YTD 17' vs 18'. We will provide a category breakdown during our session.
- April 20th officially launches the 50th Anniversary of the U.S. Government Retractable Pen. A marketing campaign summary will be presented during our session.

Jan/San MRO Subcommittee

- Establishment of the Food Service Working Group which is a spin off from Jan/San MRO
- FSSI Awardees for Jan/San and MRO categories
- For FY18-Feb sales for Jan San are up 5.7%, up 25% for Commodity Food Service, and up 14.5% for MRO

Food Service sub-committee:

This sub-committee has been recently established and is currently chaired by Nonie Knight with support from Jenn King.

Project Charter: NIB and NAEPB Food Service producing agencies collaboratively establish strategies to expand the sales of existing AbilityOne procurement products into known federal government contract mechanisms.

Strategies for Implementation: The following pillars assist to expand the sales of existing procurement list products.

1. Market Research: Clearly identify existing contract mechanisms, buying habits and customer requirements to understand the federal marketplace.
2. Customer Engagement: Clearly identify existing and target key customers, champions and partners to prioritize engagement. Clearly identify if policies exist to support the relationships.

3. Marketing Development: Establish a marketing plan that clearly identifies the collateral necessary to support NIB and NPA promotions to federal acquisition personnel, champions and partners.

4. Contract Compliance: Clearly define the process, roles, responsibilities, and metrics associated with service contract awardee/contractor engagement to ensure contract compliance.

We have had three conference calls and making some progress as well as identifying obstacles.

Obstacles: The main obstacle is that purchasing is all over the place. We will have to tackle each project one at a time.

Progress:

- Tom Black spoke with DLA and was provided a list of products they purchase. This list has been turned over to David Barrett to scrub for ETS as well as new PL opportunities
- We are having conversations with SODEXO to encourage them to support our mission by purchasing AbilityOne items for their contracts. More to come.
- We have identified the top 15 customer targets to start evaluating current support for AbilityOne.
- We have established a list of NSN's that fall under the Food Service category.
- Conversations about the need for an updated Food Service catalog.
- Conversations about the need for a letter from the Commission much like the one written for Construction and Architect.

LISTEN UP!

NIB/NAEPB 2018 NATIONAL SYMPOSIUM



#NIBAdvocacy



Operations Committee Meeting

Ken Fernald, NAEPB Vice President
April 16, 2018



#NIBAdvocacy

Presentation Agenda

1. Welcome
2. Committee Strategic Goals/Tactics
3. Office Products
4. Writing Instruments Group
5. JanSan/MRO
6. Textiles Advisory Group
7. Military Resale
8. Medical Advisory Group
9. Food Service
10. Strategic Pricing
11. NIB FY18 Update

Operations Committee Strategic Goals/Tactics – 2018

1. Establish methodology for a Fair and Equitable Commodity Pricing Process.
2. “Mandatory” support and enforcement.
3. Identify and improve metrics and source of metrics to get better operational result in the area of on time delivery and customer satisfaction.
4. Develop/Implement “LEAN” new product introduction process.
5. Reciprocal Purchasing “How we fit into each other’s supply chain to create jobs”. Give feedback to NIB to make the purchasing process easier.



Office Products Subcommittee Update

Dan Carson & Amanda Alderson

April 16, 2018



#NIBAdvocacy

Presentation Agenda

- NAEPB Customer Service Objective: Delivery Performance
- Upcoming Topics

NAEPB Goal: Be the Supplier of Choice

- Focus on Delivery Performance:
 - Fill Rate
 - ASN Compliance
 - Communication with Customer
- Targeted 2 Customers
 - Essendant (Office Product Subcommittee)
 - Grainger (Jan/San MRO Subcommittee)

Essendant

- Instructions on accessing Essendant Supplier Report Card
- Essendant
 - Fill Rate & On Time Delivery
 - ASN Compliance
 - Communication with Customer

Essendant – Successes

- Estimated Fill Rate
 - CY 2017 Q3*: 57.6%
 - CY 2017 Q4: 84.2%
 - CY 2018 Q2 (through Feb): 90.7%
- More focus on supplier performance at a Program level
- Essendant joined last OP call on Feb 8

Essendant – Challenges

- Getting Program level data (all NPAs) fill rate is difficult for current system
- Essendant report portal very cumbersome and not accurate in some areas
- New supplier portal is under development. Rollout estimated at May or June

Next Steps

- Track progress as best as possible given the challenges with getting Program-level data
- Add 'Supplier Performance' to every OP Subcomm call agenda
- LC Industries will roll out its supplier report card by end of CY2018

Upcoming Topics – OP Subcomm

- Mission statement and goals development
- Sales challenges
- ETS Challenges

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(WIG) Writing Instrument Group

Amanda Alderson & Rich Weigold

April 16, 2018



#NIBAdvocacy

Presentation Agenda

- Sales Update
- U.S. Government Pen, 50th Anniversary

WIG Sales Variance '18 vs '17

10/01/17 thru 2/28/18

Sum of Sales	Variance
ADVANCED INK	-19.94%
BALLPOINT RETRACTABLE	4.78%
BALLPOINT STICK	1.17%
DRY ERASE	-27.36%
GEL RETRACTABLE	3.75%
GEL STICK	-8.08%
HIGHLIGHTER	-3.62%
MECHANICAL PENCIL	-3.99%
PERMANENT	-23.57%
PORUS POINT	-6.09%
REFILL	5.37%
ROLLERBALL RETRACTABLE	35.84%
ROLLERBALL STICK	20.59%
SPECIALTY	10.41%
Grand Total	-0.48%

U.S Government Pen 50th Anniversary

- Official anniversary date is April 20th
- NIB supported marketing actions include a mix of media outreach, digital marketing/promotion, and publications.

U.S Government Pen 50th Anniversary

■ NIB Marketing Tactics

- Drafted Opportunity magazine feature article.
- Developed online landing page: <http://NIB.org/pen>
- Developed web and social media graphics: <http://NIB.org/pen-creative>
- Developed key messages and fact sheet.
- Developed special 50th anniversary edition of pen for use at tradeshow.
- Developed BSC in-store danglers, postcards and web graphics.
- Developed marketing email for federal government customers.
- Preparing a national press release.
- Pursuing national media coverage.
- Pursuing Congressional record statement.

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JanSan/MRO SubCommittee

Stephanie Benedetti & Shawn Spengler

April 16, 2018



#NIBAdvocacy

Recent Agenda (Feb 2018)

- Government Food Service Working
- Group Supplier Score Cards
- FSSI JanSan/MRO Contracts
- Pricing Sub Committee
- GSA/Navy Update

Granger will soon change its metrics

Today's metrics

Current Month			
Metric	Weight	Results	Score
Stock Fill Rate	25	70.47%	0
Drop Ship Line Availability	20	100.00%	20
Stock Line Availability	15	100.00%	15
Average Days Late	10	0.00	10
Ship Date Changes	10	1.27%	9
ASN Compliance	10	95.29%	10
Supplier Response Rate	10	100.00%	10
Subtotal			74
Non-Compliance Penalty			0
Final Score			74



Changes very soon

Current Month			
Metric	Weight	Results	Score
Stock Fill Rate	60		
Drop Ship Line Availability			
Average Days Late	15		
ASN Compliance	15		

Focus on Delivery – Early and Late

G36 7920-01-454-1147

	G	H	I	J	K	L	M	N	O	P	Q	R	S
22	Supplier Stock Number	Supplier Lead Time	Requested Ship Date	First Ship Date	Last Ship Date	PO Qty	On Time Qty	Early Qty	Late Qty	Ship Qty	Ship Proxy	Business Days Early/Late	
23	5110-01-241-4373	5	12/4/17	11/29/17	11/29/17	72	0	72	0	72	INV	-1	
24	5110-00-161-6912	5	12/4/17	11/29/17	11/29/17	30	0	30	0	30	INV	-1	
25	5110-00-293-9199	5	12/4/17	11/29/17	11/29/17	48	0	48	0	48	INV	-1	
26	7920-01-454-1150	3	12/7/17	12/5/17	12/5/17	48	48	0	0	48	INV	0	
27	8520-01-454-1144	3	12/7/17	12/6/17	12/6/17	12	12	0	0	12	ASN	0	
28	8520-01-454-1144	3	12/7/17	12/11/17	12/11/17	12	12	0	0	12	INV	0	
29	5110-00-161-6912	5	12/11/17	12/5/17	12/5/17	18	0	18	0	18	INV	-2	
30	7920-01-454-1147	3	12/7/17	12/6/17	12/6/17	31	31	0	0	31	INV	0	
31	7920-01-454-1147	3	12/7/17	12/6/17	12/6/17	68	68	0	0	68	INV	0	
32	5110-01-241-4373	5	12/11/17	12/5/17	12/5/17	222	0	222	0	222	INV	-2	
33	7920-01-454-1147	3	12/7/17	12/6/17	12/6/17	151	151	0	0	151	INV	0	
34	5110-01-241-4373	5	12/11/17	12/5/17	12/5/17	72	0	72	0	72	INV	-2	
35	4235-01-526-4342	3	12/7/17	12/6/17	12/6/17	12	12	0	0	12	INV	0	
36	7920-01-454-1147	3	12/7/17	12/6/17	12/6/17	58	58	0	0	58	INV	0	
37	5110-00-293-9199	5	12/11/17	12/5/17	12/5/17	18	0	18	0	18	INV	-2	
38	4235-01-526-4342	3	12/14/17	12/13/17	12/13/17	12	12	0	0	12	INV	0	
39	7920-01-454-1147	3	12/14/17	12/13/17	12/13/17	110	110	0	0	110	INV	0	
40	7920-01-454-1150	3	12/14/17	12/15/17	12/15/17	48	48	0	0	48	INV	0	
41	4235-01-526-4342	3	12/14/17	12/15/17	12/15/17	12	12	0	0	12	INV	0	
42	7920-01-454-1147	3	12/14/17	12/15/17	12/15/17	42	42	0	0	42	INV	0	
43	5110-01-241-4373	5	12/18/17	12/12/17	12/12/17	26	0	26	0	26	INV	1	

Report Guide Overall Scorecard Executive Summary **Stock Fill Rate** Drop Ship Line Availability Stock Line Availability Avg Days Late Ship Date Change

Supplier Performance – Next Steps

- Have a dedicated person on your team to access this report card, download, and disseminate
- Have monthly discussions on your performance. How can you improve?
 - Fill Rate
 - Drop ship availability (if applicable)
 - ASN Compliance
 - Average Days Late
- Implement and revisit

FY18 Sales Through February

	FY16-Feb	FY17-Feb	FY18-Feb	FY18 YoY %
Commodity	\$ 82,768,943	\$ 90,896,683	\$ 97,296,353	7.0%
C-Food Service	\$ 6,411,799	\$ 7,307,583	\$ 9,169,900	25.5%
JanSan	\$ 29,501,616	\$ 35,105,398	\$ 37,110,354	5.7%
MRO	\$ 4,560,982	\$ 4,606,669	\$ 5,273,926	14.5%
N-Food Service	\$ 4,919,366	\$ 5,257,673	\$ 8,129,293	54.6%

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Textiles Product Development

Gary Colello

April 16, 2018



#NIBAdvocacy

Textiles: What is a Textile Item?

- Typically Military Specific
- Requires Cutting and Sewing
- Simple to Complex
- Sub Lines of Business:
 - Military Clothing
 - Physical Fitness Items
 - Organizational Clothing
 - Organizational Equipment

Textiles: Types of Textile Items

- Military Clothing
- Physical Fitness Items
- Organizational Clothing
- Organizational Equipment



Textiles - Annual Sales

	2013 Total	2014 Total	2015 Total	2016 Total	2017 Total	2017 (Oct- Feb) Total	2018 (Oct- Feb) Total	2018 vs 2017
Textile	\$155,966,300	\$135,986,382	\$187,306,433	\$201,270,164	\$155,203,646	\$61,861,759	\$69,964,727	13%
Commercial			\$232,827	\$415,488	\$453,558	\$147,817	\$102,570	-31%
Organizational Clothing	\$22,567,486	\$23,361,354	\$29,347,451	\$28,095,112	\$28,286,000	\$11,318,790	\$13,200,167	17%
Organizational Equipment	\$76,337,451	\$64,003,521	\$79,068,857	\$88,688,175	\$65,576,612	\$24,676,614	\$30,509,602	24%
Uniforms	\$57,061,363	\$48,621,507	\$78,657,298	\$84,071,390	\$60,887,476	\$25,718,538	\$26,152,388	2%

Textiles: Challenges

- Customer Sponsorship
- Competitive Pricing
- Cost Margins
- Competition with Industry
- Erratic Customer Demand
- Labor Intensive
- Blind Worker Availability and Skill Sets
- Meeting Ratio (75%)

Textile Apparel Group (TAG)

- Formed Spring 2006
- Next TAG – Bestwork Ind, Cherry Hill, NJ
September 5-6
- Forum for NPAs manufacturing textiles to share ideas, work issues & mutual support
- TAG Co-Chair: Curtis Eatman - Retired from Alabama Industries
 - TAG members nominating and electing his replacement

Textiles Today

- **Supporting the War Fighters:**
 - EWOL
 - FRACU
 - IHWCU
 - Pinks & Greens
 - IHPS
 - Covers
 - Pads
 - Retention systems





Military Resale

Julie Ellison & Anne-Marie Wallace

April 16, 2018



#NIBAdvocacy

Current MR Business Landscape

- DOD:
 - DeCA Funded for FY 19
 - Military Resale Consolidation
 - DeCA Focus:
 - Reducing the appropriations
 - Offer savings on "core products" in high demand.
 - Establishing private label options.
 - Modernizing the Enterprise Business Solution
- Commissaries are going through a complete overhaul of their business processes.
 - Variable Pricing
 - Private Label
 - Ft Eustis
 - Product selection and space
 - Ordering
 - Shelfstocking

2018 Objectives and Initiatives:

- Exceeding customer expectations
- Educating military resale customers on the AB1 program.
- Category management
 - Refreshing product assortment
 - Adding items to current categories in keeping with retail trends
 - Evaluating product sales and removing items that are not selling well.
 - Shelf management – plan-o-grams
- Promotions
- Develop new categories for growth
- Develop new channels for growth
- Store execution

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Medical Advisory Group (MAG) Subcommittee Update

Katie Humphreys

April 16, 2018



#NIBAdvocacy

Presentation Agenda

- Subcommittee Charter
- Strategic Pillars for Success
- Working Groups
- Action Plan

Subcommittee Charter

- **Create a path for development and sales of medical product**

Strategic Pillars

- Mitigate the risks of this product category
 - Forecasting
 - Purchasing behavior
 - Specifications
- Policies
 - ETS
 - VA - Vets First
 - DLA – NSN establishment
- Market Research
 - Resource Share
 - Understanding requirements
 - Prime Vendor
- Best Practices
 - Identification of products
 - Management of products
 - Sales Efforts

Working Groups

Working Group 1 Mitigate the Risk			
Name	Agency	Email	Notes
Amanda Elam	AVRE	aelam@avreus.org	NPA Lead
Sumita Allen	NIB	sallen@nib.org	NIB Participant
Brenda Mee	Alphapointe	bmee@alphapointe.org	Other participant
Jim Martino	CABVI	jamesm@cabvi.org	Other participant

Working Group 2 Policies			
Name	Agency	Email	Notes
Katie Humphreys	CABVI	katieh@cabvi.org	NPA Lead
David Barrett	NIB	dbarrett@nib.org	NIB Participant
Kyle Johnson	Lighthouse Central Florida	kjohnson@lighthousecfl.org	Other participant
Remona Cowser	Seattle Lighthouse	rcowser@seattlelh.org	Other participant

Working Groups (con.)

Working Group 3 Market Research			
Name	Agency	Email	Notes
Linda Fitzgerald	IB Milwaukee	linda.fitzgerald@ibmilwaukee	NPA Lead
Shelley Foust	NIB	sfoust@nib.org	NIB Participant
Nonie Knight	Austin Lighthouse	nonie.knight@austinlighthouse.org	Other participant
Robert Renquist	LCI	Robert.renquist@lc-ind.com	Other participant

Working Group 4 Best Practices			
Name	Agency	Email	Notes
Kyle Johnson	Lighthouse Central Florida	kjohnson@lighthousecfl.org	NPA Lead
Dexter Drayton	NIB	ddrayton@nib.org	NIB Participant
Steve Fredwell	BOSMA	stevef@bosma.org	Other participant
Dan Carson	IFB Solutions	dcarson@ifbsolutions.org	Other participant

Action Plan

- Template for Success
 - Working Groups - Action Plan
 - Established by May 2018
- Schedule of Participation
 - Working groups – as needed
 - MAG Group – Monthly
 - May 14th 10:00 am EST

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Food Service Working Group Subcommittee Update

Nonie Knight & Jenn King

April 16, 2018



#NIBAdvocacy

Project Charter

- Working group formed in January 2018
- Goal: NIB and NAEPB Food Service producing agencies collaboratively establish strategies to expand the sales of existing AbilityOne procurement list products onto known federal government contract mechanisms.
- Pillars to meet the goal:
 1. **Market Research:** Clearly identify existing contract mechanisms, buying habits and customer requirements to understand the federal marketplace
 2. **Customer Engagement:** Clearly identify existing and target key customers, champions and partners to prioritize engagement. Clearly identify if policies exist to support the relationships

Project Charter Continued

3. Marketing Development: Support sales efforts with the creation of collateral and clear lists of all products within the category

4. Contract Compliance: Clearly define the process, roles and responsibilities and metrics associated with service contract awardee/ contractor engagement to ensure contract compliance

Current status

- Market Research:
 - Identify top 15 customer targets (by installation and prime vendor) to evaluate current support for AbilityOne
- Customer Engagement:
 - DLA subsistence:
 - Confirmation that our products are not included in non-food program. Working with DLA to incorporate pertinent products.
 - Identifying ETS products
 - Engage Sodexo
- Marketing Development
 - Identified listing of food service products
- Contract Compliance
 - On going

Other Initiatives

- Share best practices
- Events sharing: Based on experience, share which events are beneficial and which ones are not.

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Strategic Pricing Subcommittee Update

Ken Fernald & Jenn King

April 16, 2018



#NIBAdvocacy

Update

- Goal: Establish pricing methodology for a Fair and Equitable Commodity Pricing Process
- Key Activities Completed:
 - Identified touch points along the supply chain
 - Mark ups, players and service levels
 - Partner interviews: 3M, SP Richards (Private Label), MSC, and Huhtamaki America
 - Methodology for pricing
 - Distribution parity
 - MSRP vs MAP
 - Discounts/ rebates

Update Continued

- Key Activities Completed Continued:
 - Commission requested feedback on relevance of 2% admin fee:
 - Subcommittee recommended retention until solution socialized
 - Face to face meeting in New Orleans
- General Observations
 - Value of distribution channel (wholesalers and distributions)
 - Maintain parity among the distribution partners
 - Improve branding
 - Consistency among the 'family'
 - Re-define FMP with consideration for the supply chain

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NIB FY18 Update

Andy Mueck & Jon Katz

April 16, 2018



#NIBAdvocacy

FY18 Update

New Employment Summary (BWYs)					
	Effective YTD	At Commission	Pipeline	EOY Goal	Projected EOY
Total	197.35	39.52	155.47	325.00	392.34

- **Opportunities / Efforts:**
- **Textiles**
- **Toolkits: Refrigeration / Urban Ops**
 - **High Vis in Big Army, Stepping Stone for Major PEO (PM SKOT)**
- **Fleet Automotive Support Initiative (FASI) ... 17 opportunities, 10 NPAs**
- **CMS Center of Excellence ... Wright Patterson AFB**
- **NPA Working Groups: Food Service, Construction/Architecture-Engineering**
- **Online Marketplace Working Group: GSA/NDAA Initiative, AbilityOne Initiative**
- **GSA EUCOM OCONUS Fulfillment (Commodities) ... 1st Order=\$1.0M, 29 NPAs**
- **DLA: Warehousing/Distribution, Aviation, Document Services**
- **GSA: Central / Regions**
- **Commission Staff Engagement**
- **Commercial: Walmart – Duffle Bags, Pillows**
- **Humanitarian Aid / Disaster Relief (HADR)**



The National Association for the Employment of People who are blind

Public Policy Committee Meeting

March 20, 2018

2:00 p.m. ET

Ellen Najjar called the roll. All members of the committee except for Lauren Branch, were present.

Lou Moneymaker thanked everyone for attending. He told the committee that Renee Vidrine has agreed to fill in as vice chair, and will chair meetings if he is not available. He told the group that he plans to stay focused on the agenda today due to the length.

Lou would like for the committee to work collaboratively on future agendas. He will send a note prior to each future meeting asking for items for discussion that members would like on the agenda. He will then prepare the agenda and try to send it a week in advance of the meeting.

Charles Cooper gave the legislative climate update. Congress is reviewing the end of year FY2018 spending package but seems to be in a holding pattern. By the end of the day this Friday, Congress needs to pass either a continuing resolution or all of the Fiscal Year 2018 spending bills in order to avoid a shutdown. Congress met yesterday to try and lump all 12 bills together with some other bills that they hoped to pass last night, but they did not. Charles was informed this morning that the list of issues is larger than it was last night so they are hoping to get it finalized by midnight tonight and have it on the House floor on Thursday and the Senate floor on Friday.

If the package is not passed on Friday, they will have to do a continuing resolution. Senior leadership has said they will stay through the weekend to get it done because Congress goes into a two-week recess starting on Saturday.

They are also starting the FY2019 appropriations cycle which means all the appropriations committees are starting to hold hearings in the late April, early May time frame and will start doing markups on their own bills.

This week, all the focus is on passing the bill in order to avoid a shutdown and the need for a continuing resolution.

Lou asked Rick Webster to update on WIOA, followed by Todd Tiaht for his update.

Rick said he had two things to mention on WIOA and the VR rule which was passed in August of 2016. The first thing is that NIB is going to be reissuing a WIOA survey to the agencies. This survey will be the same one that was issued last year in partnership with NAEPB and VisionServe Alliance. This will allow for year over year data and get a better picture of what is going on as a result of that rule. The first survey was circulated when the VR rule had been in effect for only about five to six months, so it is hoped to get a better picture of what the impact has been since the first survey.

The second item to mention is that NIB is part of a coalition in Washington called the Consortium for Citizens with Disabilities, or CCD. NIB is very active on several of their task forces, but particularly the Employment and Training task force. NIB attended three very intense meetings that involved AbilityOne representative organizations (NIB, SourceAmerica, Goodwill, Easter Seals and ACCSES) along with other national disability organizations to talk about the VR rule, and integrated settings around WIOA. Following on those three meetings the group produced a compromise letter, which was sent on March 7, to the new Assistant Secretary for OSERS (Office of Special Education and Rehabilitative Services)

Johnny Collett. The letter requested that the Department of Education, through the Rehabilitation Services Administration (RSA), prepare new clarified guidance around the relationship between state VR agencies and AbilityOne/state use providers. This guidance should also remind all states to be looking at these employment opportunities on a case-by-case basis, and further that the law requires them under informed choice to make referrals. The letter also said that the group was not interested in re-opening the VR rule at this time.

Ellen will distribute the letter to committee members.

Lou asked Todd Tiahrt to report to the group.

Todd had talked to Ms. Ritchey, who is Deputy Assistant Secretary at OSERS, working for Mr. Collett. The Education Department (ED) is continuing to work through Executive Order 13777 which asks them to review all regulations for possible revisions. ED has previously reviewed and eliminated nearly 100 regulatory guidance letters, and it is considering 16,000 comments received last summer when they asked for public comment on all departmental regulations. They are non-committal on when they will be done with this regulatory review process.

On February 26, Reinhard Mabry, Lou MoneyMaker and Todd Tiahrt met with Mr. Collett and heard his perspective on how he is approaching the issue of integrated employment settings. The Assistant Secretary compared it to an individual education plan, and stressed they are not focusing entirely on the regulations, but on the best outcome for individuals.

Todd Tiahrt has been engaging offices to write a guidance letter to Secretary DeVos on the integrated settings issue. Most of these offices are ones that have been contacted by NAEPB agencies previously, so they are more interested in participating. This is positive because it allows the Department of Education to see that Senate offices are reacting to their process regarding policies and guidance.

Rick Webster arranged a lunch meeting so that Todd could meet with John Paré, head of public policy for National Federation of the Blind (NFB). Todd has run into people from NFB on the Hill, and heard that they are adamantly opposed to what NIB/NAEPB is doing. At lunch, Todd learned that there is some common ground between NIB and NFB. John Pare is not opposed to a guidance letter, but he does not want to see the regulations changed and there is some disagreement on whether AbilityOne is a competitive and integrated environment. NFB as an organization is opposed to paying less than the federal minimum wage, and this issue is a major public policy priority for the organization.

Lou commented on the meeting with Assistant Secretary Collett and Kim Richey. Ms. Richey also expressed the fact that she would not like to address individuals through broad categories and the group spoke to that in relationship to the preamble of the VR rule that targets a whole group of people without giving individuality any consideration whatsoever. The group was encouraged by Ms. Richey's comments.

Lou has had a chance to review state case closure activity in several states and how it is occurring in relationship to the initiation of WIOA. Kansas, Missouri and New York have had significant drops in placements, based on materials received. It appears there is a trend of significant drop-offs in placements or closures. Those figures come from the VR across the states, not the agencies. Rick has tried to get that information on a national level and the feds only have the information regarding the year 2015. They do not have anything on their website for 2016, 2017 or 2018.

Lou would like the committee to assemble information for their respective states, if the information is not difficult to come by from your state VR people, and would like to start assembling that information as quickly as possible from a trending standpoint to potentially use for upcoming Hill visits.

Matt Koch asked about the data being sought and for what time period. Lou responded depending on your state, collect the information as close as you can stating if it is for anything other than the federal fiscal year. The committee would like the information for placement or case closures, or whatever language your particular state may use.

If it is possible to get data for 2015, 2016, and 2017 we would be able to compare before the act, and after the act. From all the data that has been collected so far, there is a marked drop off for 2017.

Renee Vidrine mentioned that some states do not have stable funding for the vocational rehabilitation department from year to year, so that could affect the reporting as they might not be able to get the same information every year.

Lou noted that Rick mentioned that a second WIOA survey will be sent out to agencies in the next week or so. It is imperative that we get a better response rate this time around, so please respond when you receive it.

Lou asked Angela Hartley to give the NDAA on-line marketplace update. Angela sent an update earlier today to all agencies with a link to the GSA/OMB implementation plan. The NDAA instructed the GSA and OMB to go through a very rigorous plan to take a look at the on-line portals and come up with an implementation plan. The first phase was 90 days, and that period expired last week. Angela encouraged everyone to take the time to review the link, as it is very positive and supportive of the AbilityOne program and mandatory sources.

NIB feels positive about the advocacy to date on this, but Angela acknowledged the process is going to take a long time. The plan lays out what is going to happen next. Phase 2 is a year-long research project, and NIB will keep you informed of the plan and dates and deadlines. FY2019 will be the earliest for the rollout of the e-commerce portals, so there is plenty of time to engage on this.

Angela thanked everyone for their assistance and responses to the request for comments on NDAA/Sec. 846.

Lou asked Angela to give an update on Amazon. As everyone knows, the Commission has signed an agreement with Amazon to explore the possibility of having a landing page or some kind of e-commerce presence featuring AbilityOne on their business site. Most recently the Commission reached out to a small group of dealers and distributors of AbilityOne products, including NIB and SourceAmerica, to ask for a detailed summary of any concerns about the rollout of an Amazon pilot.

Angela will share NIB's response to the Commission with the group. She thinks that all of the NPAs who were contacted by the Commission also responded. NIB had conversations with some commercial distributor partners to confirm that the Commission would not implement something without going through a process or without making sure the distributors were authorized dealers. As the Commission reviews these responses, nothing is moving forward on the Amazon front right now.

NIB thinks and hopes that since this implementation plan has come out, it will encourage the Commission to see that they are in a position of strength when dealing with Amazon and requesting that Amazon become an authorized dealer. NIB will continue to work with the Commission, but there were some very strong and positive statements that were sent to the Commission expressing our concerns.

Lou thinks it is important to note that there is not an objection to the on-line marketplace, but to the lack of regard and lack of implementation of the blocking mechanisms in place to protect AbilityOne.

Lou asked for a VA issues update, and Angela reported that there are no legal updates. There has been some discussion about having a group get together to discuss what could be done with regard to a legislative option, and there will be some reporting on that at a later time.

Lise Pace recently received an email from Mimi Strobel from Representative Susan Brooks' office. Mimi has told Lise that there is no substantial update, but she has had meetings with the American Legion, Secretary Shulkin's office and conversations with the VA committees. These meetings helped to make sure they are better educated on the issues, and more importantly they know the whole story around this issue.

Lou asked Danny Kelly if he had anything to add and he said nothing to add from legislative perspective. Danny said from a legal side, all briefs are filed and they are just waiting for the appellate court to hear arguments to be scheduled later in spring or early summer.

Lou gave his take on the VA issue. There have been several lawsuits that had been filed, and they are all now currently in a stay mode. The only case that is not is the one filed by IFB Solutions against PDS, which is a service disabled veteran-owned small business, and that case is about eyewear. Other lawsuits have been stayed while this particular suit moves forward in the appeals courts.

Lou asked Renee to give a report on SSDI. Renee said that the SSDI Task Force has been meeting regularly, and Rick and NIB have been doing a lot of work. The research that has to be done on SSDI has been broken into five categories and have assigned members. The group is targeting September 1 to have a large portion of the research completed and put into a document to be distributed to NAEPB agencies. Rick has been working to put together a list of legislators who are potential sponsors of legislation to reform the SSDI "cash cliff." The group has come up with a list of questions to prepare a survey to gather concrete information to show on the usage of SSDI benefits by agency employees who are blind. A group of questions was sent to the members of the task force, and it was determined there is a lot of work to be done to collect all the information needed.

Lighthouse Louisiana and San Antonio Lighthouse have agreed to pilot a survey for the task force, and when it is refined, it will go out to the rest of NAEPB. Danny Kelly asked for the survey as IFB is interviewing employees who are blind who collect social security disability and it would be very helpful.

Lou informed the group that Mark Schultz from Nebraska has been nominated by the White House to be Rehabilitation Services Administrator, which is under the Department of Education. Inquiries are underway to learn more about Mr. Schultz. If anyone has information on Mr. Schultz, please pass it on. Matt Koch asked if it is true that RSA may be moved to the Department of Labor from Education. Angela does not believe this is currently in the works, but could be part of the larger government innovation plan.

Matt asked if NIB would have a position on this, and Angela said one would certainly be forthcoming should such a development move forward.

Lou wanted to review with the group the 2018 Legislative Agenda prepared by the previous public policy committee. That agenda established as priorities: WIOA, VA Rule of Two, Increasing Compliance with AbilityOne and prevent Program Erosion and SSDI Reform. Lou asked if anyone has any issues with these as the four priorities, and if not, Lou will send out the legislative agenda to the committee to review.

Lou reviewed the congressional Issues/Asks for the upcoming National Symposium. Two one-pagers had been circulated prior to the meeting on WIOA and the new E-Commerce Portals under the NDAA.

Most of the Hill visits typically last 20 minutes, which is only enough time to cover two issues and allow for questions and discussion. Also, many agencies will have one ask that pertains to just their agency.

Anne Jayes asked if it would make sense to ask questions regarding SSDI to gauge interest for next year. Lou said there is nothing that says you cannot, but we are identifying those things that are the biggest threats to our program at the moment, and that we are prepared to discuss.

It was agreed it would be better to wait on the SSDI matter until the task force has completed their work, and then take this issue to Capitol Hill hopefully next year.

Lou asked for comments on the two issue one-pagers, and asked if there are any additions, deletions or changes.

After a bit more discussion, Lou asked that anyone who has comments on the two one-pagers should send those to him and Rick so that they can be considered and added if necessary.

In wrapping up, Lou told the committee he is going to send out a note asking for the top three areas each member would be interested in working on to put together several subcommittees.

The meeting was adjourned at 3:05 p.m.



The National Association for the Employment of People who are blind

Monday, April 16, 2018

9:30am-11:00am

Plaza Ballroom A

Agenda

Dial-in number 1-877-860-3058, 925356#.

Opening Comments – David Horton

NIB Update

NIB Services Team Approach to New Opportunities – NIB Team

2018 Services Employment Goals – NIB Team

Services Opportunities – NIB Team

Customer Care Solutions Consortium – Jessica Watson/Lee Nasehi

Purpose of the Consortium

Subcommittee Accomplishments

Response to NIB-generated Business Opportunities to Date

Dialog Direct

FEMA

Other

Current Challenges

Next Steps

Strategic Initiatives Committee Update – Mary Ellen Mest

Rehabilitation and Training Services Networking Opportunity – Alicia Lansford/Mary Ellen Mest

Facility Security Clearance – Mark Koester/Bernie Anderson

ProMote Training and the Use of Training Grants – Billy Parker/Alicia Lansford

Contract Management Services Update – Shelley Sanders

Moving Forward – How can the NAEPB Services Committee Support NIB's Efforts and vice versa? -- ALL



2018-2019 Strategic Plan

April 16, 2018

FY2017-2019 NAEPB Strategic Plan

To represent the collective interest of its member organizations to enable them to maximize employment opportunities for people who are blind.

Program Stewardship (Strengthen The Ability One Program and Prepare for the Future)

- NAEPB and its members operate ethically for the good of the field and the AbilityOne program.
- Members are transparent, sharing their best practices and skills to mutually improve the field and the people we serve.
- NAEPB strives to maintain open communication and cooperation with its stakeholders, most notably the AbilityOne Commission, NIB, SourceAmerica and NCSE, to ensure the AbilityOne program endures.
- NAEPB strives to collaborate with other blind-focused national organizations for the betterment of the constituents they serve. NAEPB is a thought leader in employment.

Employment Growth & Employment Satisfaction (Grow And Diversify Employment)

- NAEPB strives to expand employment in both volume and diversity, to offer the widest array of job opportunities practical to people who are blind and explores technology to help.
- NAEPB seeks to provide employment, whether within its member agencies or in the broader business community, to any person who is blind who wants to work.
- NAEPB members encourage opportunities for advancement and economic independence for all people who are blind.
- NAEPB seeks to ensure the business and regulatory environment promotes and encourages the AbilityOne program to thrive.

Customer Satisfaction & Operational Excellence (Be Supplier Of Choice)

- NAEPB members seek to be recognized as a best in class supplier to the federal government.
- NAEPB seeks continuous improvement to improve its results and deliver maximum value for its customers.
- NAEPB values its customers and strategic partners who collaborate to enhance job opportunities for people who are blind.
- NAEPB seeks opportunities to improve the efficiency of the AbilityOne program to ensure it is responsive to the needs of the government customer






Membership Engagement and Value (Engage Members and Provide Value)






- Ensure that NAEPB members are provided with the support they need to promote their businesses and their mission within the AbilityOne program.
- Ensure there are forums to address the individual needs and aspirations of the members.
- Promote collaboration and information sharing among and between members to foster the health and vitality of the membership.
- Provide relevant, useful and timely information to the membership.


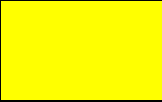

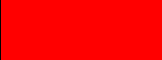
Sales & Business Growth (Grow and Strengthen)





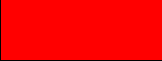
- Promote and encourage policies and initiatives that maximize the growth of the AbilityOne program.
- Encourage initiatives to research new lines of business to diversify business.
- Develop sales and marketing plans and initiatives to promote the high quality lines of business offered by member agencies.
- Promote collaboration between its members to enhance marketability and grow business.








NAEPB Scorecard - 2018

PROGRAM STEWARDSHIP							
	Measurement	Wt	Last Full Yr	Full Yr Goal	Curr YTD		Source / Comments
Program Direct Labor Ratio	Combined NPA AbilityOne direct labor ratio	35	80.6%	80.0%	79.6%		
NPA Compliance	Ratio of NPAs in compliance with labor ratio requirements	30	98.4%	100.0%	88.5%		
Support for AbilityOne	Number of AbilityOne Champions	20	157	160	167		Modest increase YOY
NPA BSC Compliance	Percent of BSC inspections w/no ETS violations in FY	15	92.3%	100.0%	100.0%		

EMPLOYMENT GROWTH AND EMPLOYMENT SATISFACTION							
	Measurement	Wt	Last Full Yr	Goal for Year	Curr YTD		Source / Comments
Direct Labor Hours Growth	Percent increase in AbilityOne direct labor hours	30	-1.2%	1.5%	2.5%		
White Collar Jobs	Number of blind employees in service jobs	30	1,085	1,100	911		
Market Compliance	Number of violations in Non-NPA BSC's	25	102	90	0		
Upward Mobility	Number of blind employees promoted	15	169	170	44		Future metric will measure both internal promotions and outside placements

CUSTOMER SATISFACTION AND OPERATIONAL EXCELLENCE							
	Measurement	Wt	Last Full Yr	Goal for Year	Curr YTD		Source / Comments
Delivery Performance	Essendant AbilityOne on time fill rate percentage	40	66.2%	90.0%	N/A		Essendant held meetings at the conference; held NPA webinars in February
Social Media Followers	Number of NIB Facebook, LinkedIn, and Twitter followers	30	6,591	7,000	6,688		
NPA Growth	Number of NPAs whose program sales increased YOY	30	28	50	36		

MEMBERSHIP ENGAGEMENT AND VALUE							
	Measurement	Wt	Last Full Yr	Goal for Year	Curr YTD		Source / Comments
Number of Members	Number of NAEPB Member Agencies in Good Standing	35	59	60	59		
Member Engagement	Percent attendance at Retreat, PPF and Annual Mtg	25	73%	75%	81%		48/59 attended 2017 Symposium, 2017 Annual Meeting, and/or 2018 Advance
Board Reports	Percent of committees who issue reports at board mtgs	25	89%	90%	79%		11 of 14 committee reports combined were issued for December, January meetings
Member Support	Number of members who receive a grant from NIB	15	36	38	2		Additional grants have been approved, but not yet distributed to NPAs

SALES AND BUSINESS GROWTH							
	Measurement	Wt	Last Full Yr	Goal for Year	Curr YTD		Source / Comments
AbilityOne Sales Growth	Year over year sales increase in %	25	-7.0%	3.0%	3.6%		
AbilityOne Products Growth	Year over year sales increase in %	N/A	-10.6%	N/A	3.4%		
AbilityOne Services Growth	Year over year sales increase in %	N/A	25.1%	N/A	5.1%		
BSC Sales Growth	Year over year sales increase in %	25	2.2%	3.0%	22.2%		
Portfolio Management	Number of projects added to the P/L	25	105	110	20		
NPA Project Support	Number of NPAs who added a project to the P/L	15	30	35	13		

Program Stewardship

(Strengthen The AbilityOne Program and Prepare for the Future)

Activity/Tactic		Timeline	Goal	Measurement
Description	Owner	Estimated Delivery	Expected	Specific Results
Tactic #1: Revised PP strategy for CY2018	Public Policy Committee	Updated annually by March of each year	a) PP Strategy to support four key initiatives: (1) NDAA, (2) WIOA, (3) VA, (4) Ongoing compliance JWOD Act b) Adopt a clearly defined strategy that will have near-term and long-term impact with results of efforts reviewed annually; c) Adopt a clear and consistent messaging plan to continue year round till the issue is addressed by policymakers or abandoned d) Support Spring NIB Public Policy Symposium e) Revamp AbilityOne Champions program to provide legislative support on an as-needed basis	<ul style="list-style-type: none"> Schedule a public policy summit attended by at least three of the following: VSA, ACB, AFB and NFB to align platform planks # of AbilityOne Champions who align behind NAEPB public Policy initiatives
Tactic #2: Develop long term marketing plan	Marketing Committee	Phase 1. April 16, 2018 Phase 2. May 1, 2018 Phase 3. June 1, 2018 Phase 4. TBD	a) To develop a marketing plan that is national in scope that tells the power of the AbilityOne program story. b) Develop and launch Marketing plan to reach key policy makers including the 4000 members of congress and staff inside the beltway.	<ul style="list-style-type: none"> Phase 1. Develop scope of work and vet with NAEPB Board Phase 2. Do RFP and identify the 3rd party marketing/PR firm. Phase 3. Fully develop national program marketing campaign plan. Phase 4. Launch campaign to policy makers and deliver digital content to NPA family for local use
Tactic #3: Develop a national marketing pitches	Marketing Committee	June 1, 2018	Develop a compelling story around employment of vets within the NIB and AbilityOne programs for a short-term marketing campaign. Focus on support for Veterans/military and the power of our program.	Story developed and launched by National news outlet (e.g. NY Times, Washington Post, etc.)
Tactic #4: Establish pricing methodology for a Fair and Equitable Commodity Pricing Process	Operations Committee	December 2018	a) Secure membership, NIB and AbilityOne Commission consensus of a new pricing methodology that is equitable & strategically positions all programs; b) Establish guidelines that are fair & balanced to ALL while advancing the mission.	<ul style="list-style-type: none"> Submit proposal to Commission and work for approval/adoption
Tactic #5: “Mandatory “ support and enforcement	Operations Committee	September 2018	a) Secure Commission approval of procedure on policing authorized distributors b) NAEPB members to sign MOU supporting reciprocal purchasing c) NAEPB provide clear ordering options for members to support reciprocal purchasing	<ul style="list-style-type: none"> AbilityOne procedure Less ETS violations All NPAs adopt MOU Total AO Sales
Tactic #6: Establish AD HOC BSC Advisory Board of BSC/NON BSC Agencies	BSC Committee	January 2018	a) Secure joint BSC operator MOU committing to support all appropriate new AbilityOne product launches by stocking and testing them in customer-appropriate stores.	<ul style="list-style-type: none"> Total AbilityOne sales

Behind Pace
On Pace
On Pace

Employment Growth & Employment Satisfaction

(Grow And Diversify Employment)

Activity/Tactic		Timeline	Goal	Measurement
Description	Owner	Estimated Delivery	Expected	Specific Results
Tactic #1: Develop business models that can be easily replicated	Services Committee	Ongoing	a) Refine Call Center Model and provide best practices on the association website b) Support PROMote program to ensure Technology training is expanded c) Set-up digital accessibility consortium	<ul style="list-style-type: none"> Number of successful new businesses, Number of new AbilityOne jobs Number of Blind employees promoted
Tactic #2: Support Roll Out of NIB Employee Satisfaction Survey	Board of Directors	Q1-2018	a) NIB announce roll out of survey b) NAEPB board endorse completion	90% of NPAs participate
Tactic #3: Implement branding strategy for Skilcraft products & services	Marketing Committee	1. Build out Brand Architecture – April, 2018 2. Define 5-year Plan – May, 2018 3. Communicate to stakeholders – TBD	Revitalize SKILCRAFT brand strategy which can be used collectively and individually by NIB and NPAs to market SKILCRAFT product and service offerings to prospective customers.	Print and digital media of revitalized SKILCRAFT brand for products and services complete

On Pace

On Pace

Customer Satisfaction & Operational Excellence

(Be Supplier Of Choice)

Activity/Tactic		Timeline	Goal	Measurement
Description	Owner	Estimated Delivery	Expected	Specific Results
<p>Tactic #1: Identify and improve metrics and <u>source</u> of metrics to get better operational results in the area of on time delivery and customer satisfaction</p>	Operations Committee	September 2018	Look at supply chain and best practices to improve on time and complete delivery metrics and improve quality.	<ul style="list-style-type: none"> Establish agreed metrics to measure agency performance; distribute to all members Deliver 90% on time and complete performance metric Mentor NPAs with systemic performance issues
<p>Tactic #2: Develop SKILCRAFT product promotion marketing collaboration</p>	Marketing Committee	Ongoing	<p>a) Collect and download all available SKILCRAFT materials from NIB</p> <p>b) Provide all collateral in template format for personalization</p> <p>c) Share access to all NPAs</p>	<ul style="list-style-type: none"> Increased A1 sales Increased blind employment

Behind Pace

Membership Engagement and Value

(Engage Members and Provide Value)

Activity/Tactic		Timeline	Goal	Measurement
Description	Owner	Estimated Delivery	Expected	Specific Results
Tactic #1: Coordinate with NIB to develop a LinkedIn “information center” to share information and best practices	Board of Directors	May 2018	Develop a LinkedIn site where NPAs can either share or request information and best practices Engage NIB to assist with coordination	Tool developed and rolled out to membership
Tactic #2: Engage G-5 for regular meetings with the Commission	Board of Directors	February 2018	To re-engage CNAs, NAEPB and NCSE with the AbilityOne Commission to drive more effective communication among all entities and greater alignment on key issues affecting the program	G5 meeting scheduled.
Tactic #3: Correlate Sales and Employment growth with membership engagement.	Strategic Planning Committee	May 2018	To validate whether a NPA’s participation in the NAEPB Annual Retreat indicates stronger sales and employment growth results.	Compare NAEPB Annual Retreat participants sales and employment growth results with non-participants results

Complete

Complete

Complete**

**DIRECT LABOR HOURS

DL Hours CAGR	All NPAs	Advance Attendees	Non-Attendees	DL Hours	All NPAs	Advance Attendees	Non-Attendees
Median 3-yr CAGR	0.5%	0.5%	-1.3%	Median FY17 Hours	61,657	89,006	29,009
Avg 3-yr CAGR	2.4%	1.0%	4.5%	Avg. FY17 Hours	93,049	127,691	43,166

**ABILITYONE SALES

A1 Sales CAGR	All NPAs	Advance Attendees	Non-Attendees	A1 Sales	All NPAs	Advance Attendees	Non-Attendees
Median 3-yr CAGR	1.4%	-0.3%	1.4%	Median FY17 Sales	\$ 5,324,860	\$ 12,248,456	\$ 2,120,321
Avg 3-yr CAGR	5.3%	2.9%	9.0%	Avg. FY17 Sales	\$ 11,984,634	\$ 16,406,032	\$ 5,064,185

Sales & Business Growth - REVISED

(Grow and Strengthen)

Activity/Tactic		Timeline	Goal	Measurement
Description	Owner	Estimated Delivery	Expected	Specific Results
Tactic #1: Have federal agencies establish goals	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"> Convince oversight committee to make reporting a requirement Sales growth Job growth
Tactic #2: Engage NAEPB membership to decide on the 2% set-aside opportunity	Board of Directors/Full Membership	May 2018	a) Need discussion on whether both a 2% set-aside and mandatory status can co-exist b) If yes, what is the path to achieving the 2% goal?	<ul style="list-style-type: none"> Membership decision on pursuing 2% goal Path defined to achieve goal
Tactic #3: Develop/implement "LEAN" new product introduction process	Operations Committee	December 2018	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"> Reduce time for P/L addition A1 sales growth

On Pace

Behind Pace

2018 Committee Assignments Project Report

- Board of Directors
 - Support Roll Out of NIB Employee Satisfaction Survey
 - Coordinate with NIB to develop a LinkedIn “information center” to share information and best practices
 - Engage G-5 for regular meetings with the Commission
 - Engage NAEPB membership to decide on the 2% set-aside opportunity
- Public Policy and Communications
 - Revised Public Policy strategy for CY2018
 - Have federal agencies establish goals (shared with BSC Committee)
- Services
 - Develop business models that can be easily replicated
- Operations
 - Establish pricing methodology for a Fair and Equitable Commodity Pricing Process
 - “Mandatory” support and enforcement
 - Develop/implement “LEAN” new product introduction process
 - Identify and improve metrics and source of metrics to get better operational results.
 - Reciprocal Purchasing: “How we fit into each other’s supply chain to create jobs. Give feedback to NIB to make the purchasing process easier” (p.9)
- Base Supply Centers
 - Establish AD HOC BSC Advisory Board of BSC/NON BSC Agencies
 - Have federal agencies establish goals (shared with PP/Communications Committee)
- Marketing
 - Develop long term marketing plan
 - Develop 2-3 national marketing pitches
 - Implement branding strategy for Skilcraft products & services
 - Develop SKILCRAFT product promotion marketing collaboration
- Strategic Planning
 - Correlate Sales and Employment Growth with membership engagement
- Ethics

Of the 17 total tactics; 1 is shared between two committees (totaling 16 assignments):

- 12 are holdover tactics from PY
- 5 are new tactics for 2018

What's Missing?

- 898 Panel
- Flowdown agreement*

* The Commission regards this matter is “on hold” unless it can obtain the authority to impose a flowdown agreement on the NPA’s.