

NISH

Workplace



September 2006

WORKTEC at Ft. MacPherson

NISH Centers of Excellence Program Update

“The NISH COE program has been extremely helpful regarding quality and innovation at ADI. Before entering the program we had two concerns; sudden exponential growth [because] we lacked the systems to sustain that growth [and] disclosure.

Our mentor was well prepared to answer our growth concerns [because] they had been through the same issues a few years ago. Moreover, disclosure became our greatest appreciation for the COE program.

The first question asked by a key member of our mentor’s senior staff was, ‘What level of disclosure are we talking about here?’ I am ecstatic to say that the response was FULL. I pick up the phone on a weekly basis and ask my mentor for advice on how to handle issues ranging from IT to staffing patterns. ADI’s participation in the COE program is ranked among the top three accomplishments for our organization as we close out our fiscal year. I cannot thank Shelia Sandford of NISH COE enough for pulling me aside last year and explaining this program to me.”

Nikki Dixon
Director of Business Services
Aspen Diversified Industries

NISH created the Centers of Excellence (COE) Program to maximize nonprofit agency (NPA) expertise in the areas of performance quality and customer satisfaction for the purpose of increasing employment opportunities for people with severe disabilities. The program’s goal is to improve quality and innovation of the service provided to the federal customer by matching mentors or COEs with protégés.

NISH recently selected Pride Industries to be the Quality and Innovation COE in grounds maintenance. Shawn Colvin is the program manager for Pride’s COE Program. Colvin has an extensive background in grounds maintenance, including a degree in ornamental horticulture from Cal Poly San Luis Obispo and more than 15 years in landscape construction and grounds maintenance. Pride is in the process of developing their COE and will compile a physical and electronic library as well as develop a Web site. This site will allow NPAs to access documentation and best practices in the area of grounds maintenance. NPAs will also be able to apply to be a protégé and receive technical assistance and training from Pride.

NISH selected the mail center operations service line as a New Business Incubator (NBI) initiative under the COE Program. ServiceSource has been selected as NBI mentor under the COE Program as a provider of mail center operations. Jim Hunt is currently ServiceSource’s COE division

manager. Mr. Hunt has 35 years of experience in project and program management and has specialized in federal government contracting and JWOD contract environment. In order to fulfill one of the responsibilities of the COE, ServiceSource has developed a COE Web site, www.mailcoe.org, which is accessible by NISH NPAs. ServiceSource compiled an expansive library of industry documents such as operating document templates, best practices, quality assurance programs and customer satisfaction programs. NPAs can also apply to be a protégé and receive technical assistance and training from ServiceSource.

Both Fedcap and Lakeview/Gulf Coast Enterprises released their COE Web sites: www.fedcapcoe.org and www.GCECOE.org, respectively. Both sites have many tools and resources that could benefit NPAs.

NPAs that are interested in the COE program or think that their agency would benefit from assistance and training from one of the COEs are strongly urged to consider applying to become a protégé. The protégé application as well as instructions on completing the required paperwork is available on the NISH Extranet. If interested, please visit the NISH Extranet and download the protégé application form at www.nish.org. Please call Sheila Sandford at 571/226-4574 with any questions.

Workplace

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First Aid Kits

Available from Cooperative Workshops, Inc.
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This office first aid kit contains 125 pieces and the case is wall mountable for easy access. A first aid kit is a necessary component for any office. Do you have one?

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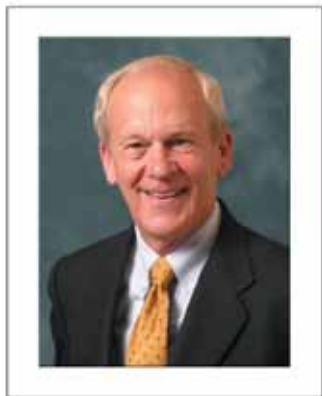
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Quality – The Key to JWOD Success



E. Robert Chamberlin
NISH President and CEO

Editor's Note:

Tell Us What You Think

For NISH customers, there is a new Web-based feedback alternative called C³ (pronounced C-Cubed for compliments, comments and complaints). Visit the NISH Web site and tell us what you think about any aspect of NISH and/or the JWOD Program. To access this feedback mechanism, go to www.nish.org

For the federal customer feedback form, click "Federal Agencies" to access that homepage. On the "Federal Agencies" homepage, click on the C³ logo in the navigation bar on the right.

For the CRP feedback form, click "Nonprofit Agencies (NPA/CRP)". On the "Nonprofit Agencies (NPA/CRP)" homepage, click on the C³ logo in the navigation bar on the right.

This month's *Workplace* highlights JWOD capabilities, innovative solutions, JWOD experiences of federal agencies, and some tips about the unique advantages the JWOD Program offers contracting officers. All of these articles provide different perspectives on what has worked in supporting JWOD federal customers.

But it's important to remember that regardless of the product, service or situation, there is one ingredient that is always absolutely essential for any JWOD success – QUALITY. In 2003, NISH embarked on a quality program. Following is what NISH has been doing since we began that quality journey:

■ **Quality Staff** - We have hired quality managers and quality specialists in each region and in the products business units and have filled a leadership position to head-up Quality & Training. These quality managers work with community rehabilitation programs and nonprofit agencies (CRPs/NPAs) to improve their quality programs through providing technical assistance and conducting quality assessments that provide a framework for addressing quality.

■ **Training Courses in Quality** - The NISH Training Institute now features a variety of courses focusing on quality that are available in both on site and e-Learning versions; a special certificate on quality is offered through the program. Additionally, we are increasing the number of courses targeted at specific business lines with emphasis on what's needed to provide services and products at high quality levels.

■ **Custodial Certification Program** - NISH has developed an independent certification program for the custodial business line; more than 50 CRPs/NPAs have been certified to date and by the end of 2007, 180 certifications will be completed.

■ **Centers of Excellence** - Two CRPs/NPAs have been designated Centers of Excellence for custodial and two more specialize in mail center operations and grounds and landscape maintenance; additional business lines are planned for FY07. Centers of Excellences have established several mentoring relationships with other CRPs/NPAs and have developed Web sites with best practices – these sites are available to all CRPs/NPAs.

■ **Quality Assistance Program** - NISH is in the process of rolling out a new Quality Assistance Program through which CRPs/NPAs can receive outside technical assistance to augment the services provided by the quality managers. CRPs/NPAs can receive such assistance with ISO 9000, OS1 assistance, and process improvement. NISH regional and products quality personnel are the gatekeepers for this assistance – currently 24 CRPs/NPAs are identified to receive assistance in the first phase of this program.

Quality is not just a CRP/NPA responsibility and NISH has also embarked on a quality journey to raise the quality level of support to federal customers and CRPs/NPAs through improving the quality of NISH's internal operations. We are using the Malcolm Baldrige criteria as our organizational excellence framework and are committed to quantum leaps in organizational effectiveness and efficiencies to better serve our customers.

Total customer satisfaction and the superior quality of every product and service are not just "nice to have" items – they are essential for continued success and growth of the JWOD Program. I encourage everyone to take advantage of the many tools available to improve quality.

JWOD Program - The Federal Customer's Perspective

Thirty-three years ago, Naval Air Station at Whidbey Island in Washington State signed the first JWOD Program service for base-wide grounds maintenance with a NISH-affiliated nonprofit agency (NPA), New Leaf, Inc. "It was the wave of the future at the time," said Audrey Fitzgerald, contracting officer for the Naval Facilities Engineering Command Northwest (NAVFAC-NW). "Now the success story continues as we morph into the next generation."

Flash forward. The number and scope of NISH contracts in Fitzgerald's region and across the nation have mushroomed, dramatically expanding the job market for people with disabilities. Federal contracting officers and the agencies they serve also have been major beneficiaries of this relationship. "Call me very, very impressed with my NISH contract," said Fitzgerald. "It's made my life so much easier."

What are the JWOD Program experiences of a cross-section of federal contracting officers nationwide? What are their insights and views? Here's what they told *Workplace* magazine.

Symbiosis

By law, federal government contracting officers have the mandate to hire companies employing people with disabilities and compliance with the JWOD Act is vital in providing jobs for individuals who might not otherwise find gainful employment in the economy. But the benefits work both ways.



Audrey Fitzgerald, contracting officer with Naval Facilities Engineering Command (NAVFAC), Bremerton Field Office looks over plans with her team.

"In my experience," said Barbara Maxwell, contracting officer and administrator at the Army Reserve Contracting Center in Los Alamitos, Calif., "JWOD workers are more reliable and take more pride in their work than employees from the private sector, who often become complacent in the same jobs and their work slacks off over time."

"NISH is a fabulous facilitator," said Maria L. Negrón, contract specialist of Homeland Security, U.S. Coast Guard, Maintenance & Logistics Command Atlantic. "Once you understand the mechanics of how NISH works it becomes second nature to turn to the organization."

NISH not only serves the NPA, Negrón is quick to point out. Just as importantly it bends over backwards

to accommodate the federal customer and its unique workplace requirements. Communication is key. "Whenever an issue arises," said Negrón, "the entire focus is on solutions. NISH plays a vital role as a liaison between the NPA and the federal customer. The better your communication with NISH, the better the NPA can tailor its services or products to the federal agency's needs."

At Air Station Borinquen in Puerto Rico, Negrón recalled that a contract with an NPA for janitorial services got off to a bumpy start. However, through the persistence and concerted efforts of the Contracting Officer Technical Representative (COTR) at AS Borinquen, the NISH South Region, the NPA and Negrón,

the on-site supervisor was finally replaced and performance quality improved dramatically. "Now everyone is so pleased with the work being done that we've expanded janitorial services to include two areas not covered in the original contract," said Negron.

In addition to performing its original duties, the NPA (The Corporate Source), is now cleaning a new exchange on the base and vacant houses for military personnel.

Within the General Services Administration (GSA) Northwest/Arctic Region 10, Susan Haas, supervisor of the building services team for GSA public building service, believes the partnership that exists among the federal contracting officer, NISH and the NPA, is the number one advantage of the JWOD Program. Haas oversees all custodial services contracts for Region 10 and supervises five contracting officers who oversee JWOD contracts. Ninety percent of GSA's custodial services contracts for the region have been awarded to JWOD-participating NPAs.

"In our region, we have worked in partnership with NISH to achieve the best market price," Haas said. "We can work together to find solutions for cleaning issues. They can help us craft statements of work to achieve our desired outcomes, like how to best implement the GSA's Green Cleaning initiative."

Quality, Efficiency & Competitive Price

"NISH is equal to or even ahead of the commercial marketplace," said Jeffrey Shaffer, contracting officer team lead, Bureau of Public Debt, Administrative Resource Center, Division of Procurement in Parkersburg, W. Va.

In charge of all procurement for the Armed Forces Retirement Home in Washington, D.C., Shaffer has found NISH to be acutely in tune with current business practices and demands. "My advice to other federal



The U.S. Armed Forces Retirement Home in Washington, D.C. contracts with Rappahannock Goodwill Industries (RGI) to launder and deliver almost 7,000 pounds of laundry weekly.

contracting officers is to let NISH demonstrate their capabilities," he said. "Several NISH workshops did oral presentations demonstrating their custodial services capabilities that knocked our socks off."

Beginning September 2006, Shaffer is contracting with a NISH-affiliated NPA, Rappahannock Goodwill Industries (RGI), to launder and deliver almost 7,000 pounds of laundry for the retirement home each week. The value of the contract—approximately \$200,000 per year—was comparable with the commercial sector. According to Shaffer, the facility has the newest technologies that comply with the latest industry standards and the people with disabilities that carry out the work are superbly trained. "It's a myth the people with disabilities will be less efficient or more costly to employ," he said. "These are some of the most motivated and cohesive employees. That's why the pricing was competitive."

In GSA Region 10, Haas echoed that sentiment. She emphasized that in contrast to commercial contractors, JWOD Program contractors better understand the job that needs to be done and make suggestions for improvement and even how to cut costs. "You don't often have contractors coming in and telling you how to **save** money," Haas said.

Haas also noted that even with a firm-fixed price contract, JWOD Program-participating NPAs provide full disclosure of pricing information—how many people will be employed, the labor costs, overhead and more.

Although the vast majority of federal contracting officers share the views of Shaffer and Haas, a few expressed the desire for even greater pricing competition within the JWOD Program.

"It can be a win-win situation, but it would be better for everyone involved if there was a way to compete JWOD contractors in order to keep costs down," said Lt. Col. Gary Deaton, commander of the 88th Contracting Squadron at Wright Patterson Air Force Base in Fairborn, Ohio.

Administrative Ease

Lt. Col. Deaton does acknowledge that avoiding the formal selection process of opening a bid up to commercial businesses by going straight to the JWOD contractor is a huge added value for the federal customer because it so significantly streamlines the contracting process.

"That enables quick execution of contracts, which is very important to us," said Lt. Col. Deaton.

The provisions of the JWOD Program also enable a long-term supplier relationship, eliminating the need to re-compete a contract. Therefore, parking a contract in the JWOD program greatly reduces the time a contracting officer must spend on administration.

"With a JWOD contract, renegotiating the base year requires no more effort by a contracting officer than determining if he or she is satisfied with the quality of the work performed and pricing," said Jack Townsend, NISH senior contracting manager and an expert on federal acquisition policy and the JWOD Program. "Once contracting officers commit to the JWOD Program, they no longer have to go into the market

every few years and go through the process of seeking competitive bids. It is ideal for services like grounds maintenance and janitorial because there is a stable requirement, expenditure and workforce.”

Furthermore, NISH has standardized contracts and procedures that contracting specialists say streamlines their work. Contracting officers and specialists also love the longevity of workforce and management that comes with JWOD Program contracts. Commercial contracts must be put up for bid every five years and often there is some upheaval for the federal customer during the period when new work teams are phased in.

“The continuity of workforce and management with a JWOD Program contract alone translates into greater productivity and efficiency for all involved,” said NAVFAC-NW contracting officer Fitzgerald.

Best of all, Fitzgerald also noted, NISH contracts lend themselves to consolidation, which greatly simplifies her workload. In the past, Fitzgerald had multiple contracts with NISH-affiliated NPAs to provide grounds and janitorial services to three major naval installations in the north and west Puget Sound area. She’s now swept all of those agreements into one regional contract administered by a prime contractor, the Washington State-based NPA, Skookum.

“That means I don’t have to go out and solicit a bunch of different contracts,” said Fitzgerald. “I have one contract, one expiration date, payment of invoices is simplified, and I have just one go-to-person to call if any problems arise. From an administrative perspective, this is a dream.”

CNA Support

Unlike a non-JWOD Program service provider, contracting officers are supported by the central nonprofit agencies (CNAs) of NISH and NIB for assistance overseeing compliance requirements, performance, quality and pricing issues.

“At NISH, we help facilitate the contract and assist in all contract details,” Townsend said. “We can help get the two parties together, assist with the pricing package and if necessary, help to enhance a NPA’s capabilities. We stay with the NPA and always are available to both parties of a contract in a supportive capacity.”

“It’s a myth the people with disabilities will be less efficient or more costly to employ. These are some of the most motivated and cohesive employees. That’s why the pricing was competitive.”

Jeffrey Shaffer, contracting officer team lead, Bureau of Public Debt

Fulfills Socioeconomic Goals


There’s also the intangible “feel good” factor that comes from helping those who face extra challenges in becoming self-sufficient. Hiring JWOD employees, said Lt. Col. Deaton, absolutely boosts morale at Wright Patterson AFB. “Diversity in the workplace is something that we value, that makes us stronger and allows us to do our mission,” Lt. Col. Deaton said.

Federal contracting officers who utilize the JWOD Program are fulfilling personal and professional socioeconomic objectives (FAR Part 8.7). People with severe disabilities face a staggering 70 percent unemployment rate. According to the 2000 Census, of the 31 million U.S. residents between the ages of 21 and 64 who have disabilities, nearly 21 million are unemployed or underemployed.

A steady job can provide a sense of dignity and self-worth to any employee. After experiencing unemployment for many years, in some cases, JWOD employees typically demonstrate an outstanding dedication to their jobs. They also report significantly lower turnover rates as compared to non-JWOD employees within the same industry sector.

With a job also comes greater independence. JWOD wages allow many people who are blind or have other severe disabilities to exercise more control over their lives. On JWOD product contracts, employees are paid based on the prevailing industry wage for a specific locality. On JWOD service contracts, employees are paid in accordance with the Service Contract Act (SCA). As of FY05, the average hourly wage for a JWOD employee was \$9.46 per hour (with some JWOD employees earning as much as \$14 per hour), compared to the federal minimum wage of \$5.15 per hour.

“The JWOD Program allows the federal customer to contribute toward the employment of people with disabilities,” said Haas in GSA Region 10. “A lot of contracting officers feel very fortunate they can support that community.”

By providing employment opportunities to nearly 48,000 people, JWOD Program contracts are the largest single source of employment for people who are blind or have other severe disabilities nationwide. The federal customer, and federal contracting officers in particular, play an immense and vital role in creating this success. In partnership with NISH and more than 600 participating NPAs, federal contracting officers are leading the way in providing quality goods and services to the federal government at a fair price while simultaneously employing tens of thousands of people with disabilities who might otherwise never experience the satisfaction of a job well done. 



Federal Customers: Going Above and Beyond



Federal government agencies that are the strongest supporters of the Javits-Wagner-O'Day (JWOD) Program are not simply trying to meet a quota. They're passionate about giving opportunities to people with disabilities.

Two outstanding federal customers, Anniston Army Depot (ANAD) in Anniston, Ala., and the 914th Airlift Wing at Niagara Falls Air Reserve Base, N.Y., exemplify that missionary zeal. Both were singled out in 2005 for NISH Government Awards in

recognition of their local federal customer support.

These agencies' enthusiastic backing of the JWOD Program is defined by—A Proactive Stance Toward Expanding Employment for People with Disabilities.

“We want to provide jobs for individuals with disabilities and endorse the JWOD Program 100 percent,” said Andrew Church, a contract specialist at the Niagara Falls Air Reserve Base. “We feel any opportunity we can provide is great for the NPA (nonprofit agency) and great for us.”

The Niagara Falls Air Reserve shares a long relationship with Opportunities Unlimited of Niagara, the NPA that serves the base, and Church is always looking out for more ways to utilize their services. Opportunities Unlimited of Niagara has long had the responsibility of providing janitorial services to 37 buildings at the base. Now a major new building on the base, the Military Entrance Processing Station (MEPS), has just opened its doors and it has heavy cleaning requirements. Among other things, the MEPS houses a medical clinic, which requires higher



From left to right, with Opportunities Unlimited of Niagara, N.Y.: Dave Bunford, manager of Environmental Services, and Rick DeMita, coordinator of Environmental Services, (holding plaque), and with the 914th Airlift Wing, of Niagara Falls, N.Y.: Colonel James B. Roberts, Jr., commander; and Andrew Church, contract specialist, accept the Government Award for Local Federal Customer Support.



Sandra Turner and Colonel Alexander Raulerson, Contracting Division, accept the NISH 2005 Government Award for Local Federal Customer Support on behalf of the Anniston Army Depot, Anniston, Ala.

Air Reserve, staff works closely with NPA managers to ensure that the goals of each JWOD employee are met. They also collaborate in the creation of the best environment for JWOD employees to succeed. Through the years, these federal agencies have made many changes in workplace design and procedures to assist employees with disabilities and they continue to be very receptive to new accommodations when such needs arise. Challenges and concerns are dealt with openly and constructively.

Recognition of JWOD Employees

Encouraging feedback for a job well done is a hallmark of good management so it should come as no surprise that leading federal government supporters of the JWOD Program are quick to recognize the workplace accomplishments of people with disabilities. Last year, ANAD organized a disability awareness luncheon that honored the work of people with disabilities and featured Ms. Wheelchair Alabama as the keynote speaker. Also, ANAD consistently recognizes people with disabilities who work at the Depot in its *Tracks* newspaper. Furthermore, it paid tribute to an exemplary employee with disabilities, Morey Gaddy, who was selected as

standards of hygiene and cleanliness. Church discussed with Opportunities Unlimited of Niagara whether its employees would be able to meet these more stringent requirements. The agency made it clear its employees were well up to the task—indeed, they were performing similar duties for other businesses. Opportunities Unlimited of Niagara received the contract and created six new jobs for people with disabilities at the base, as well as a supervisor position.

This year, the base also had a laundry and dry cleaning contract coming up for bid and Opportunities Unlimited of Niagara is among several service providers being considered for the contract.

Education

At ANAD, employees are shown educational videos of work done by people with disabilities and regularly tour Opportunity Center, the NPA that provides a staff of 50 to perform laundry, janitorial, cemetery maintenance and administrative services for the Depot. The goal is to better acquaint ANAD employees with the capabilities and talents of people with disabilities. As a result, when new service requirements arise, the Depot

staff is quick to think of people with disabilities for these functions when appropriate.

Recently, for example, a move to streamline work at the Depot generated a requirement for shadow boards—foam with cutout silhouettes of tools to keep workshops orderly. When Small Business Specialist Sandra Turner became aware of this need at the Depot, she immediately thought of a NISH-affiliated NPA, Action Industries, for the job of manufacturing the foam boards.

“Turner’s familiarity with the work of individuals with disabilities at the NPA made all the difference,” said Kathy Harvey, ANAD director of contracting who herself was honored with a NISH Outstanding Contribution Award in 2000. The result is that Action Industries got a contract that might otherwise have gone to the commercial sector.

Flexibility

Federal government supporters of the JWOD Program demonstrate a willingness to accommodate the needs of people with disabilities. Both at ANAD and the Niagara Falls



Army Material Command Disabled Employee of 2005.

Similarly, the Niagara Falls Air Reserve featured a JWOD employee on a calendar created at the base and it regularly rewards people with disabilities for excellence in performing their duties. In 2004, for example, the base asked Opportunities Unlimited of Niagara to provide janitorial services to the Thunder Over Niagara Air Show. The JWOD employees kept the grounds spotless for the huge crowd and in recognition of that achievement, the base commander presented the work team with certificates of appreciation from the Department of the Air Force.

“The JWOD workers have received a lot of positive feedback from members of the 914th,” said Connie S. Brown, executive director for Opportunities Unlimited of Niagara. “This adds to the pride they feel in their work.”


Mutual Respect

ANAD and the Niagara Falls Air Reserve regularly seek the expertise of NISH-affiliated NPAs to come up with creative solutions to workplace challenges and increase productivity. Both federal agencies describe their



relationship to their NPAs as a highly valued partnership. Exemplifying this attitude, the Niagara Falls Air Reserve recently sought advice from Opportunities Unlimited of Niagara about how to clean a new floor with a rough surface that had been installed in the remodeled fitness center. Together the base and the NPA agreed on purchasing an auto scrubber—a device that could be easily operated by an employee with a disability—to scour the fine grooves of the floor.

JWOD employees are treated as an integral part of the workforce and

have earned the admiration of their colleagues. Employees with disabilities enjoy friendships and camaraderie on the job and they eat meals side-by-side with other federal employees. They participate in community events and are welcomed guests at social functions at work, from holiday parties to picnics. The relationship between federal employees and the NPAs that serve them, said ANAD’S director of contracting Harvey, “is marked by mutual respect and dignity.” 



Col. James B. Roberts, Jr., commander with the 914th Airlift Wing, accepts NISH’s 2005 Government Award for Local Federal Customer Support.



Col. Alexander Raulerson accepts the NISH 2005 Government Award for Local Federal Customer Support on behalf of the Anniston Army Depot.

NISH Up Close & Personal: A Contracting Officer's Insight

By Leslie K. Nelson, project manager,
NISH South Region

Most people would agree that the best way to learn a new thing is to go out and observe it first-hand. For Kim Vallone, contracting officer for the resident officer in charge of construction, Marine Corps Air Station Cherry Point, N.C., a field office of Naval Facilities Engineering Command, Mid-Atlantic Region, learning the "JWOD way" was an eye-opening experience.


As part of a six-week rotational requirement in a Navy leadership program, Vallone was interested in an exchange that would be mutually beneficial to both organizations. After attending a JWOD briefing given to the command by Betty Clark, senior project manager, NISH South Region, Vallone followed Commander Chris Newton's recommendation to visit NISH. For Vallone, the visit would also help satisfy her passion for helping small businesses, although she recognizes that JWOD nonprofit agencies are not small businesses.

Prior to the visit, Clark and Vallone designed an abbreviated training plan. With the plan, Vallone was able to get a snapshot of the processes and tools new region team members learn about during their first few weeks of NISH employment. She also participated in team meetings, received one-on-one briefings from the staff, and accompanied a team member on a site visit to the Carter Presidential Library in Atlanta, Ga. "I was able to see first-hand, the quality of service that NISH provides," said Vallone.

Vallone's visit also coincided with the region's annual picnic. This was an opportunity for her to observe the staff with its "hair down." But the entire visit was not all fun and games. One goal that Vallone and Clark had was the development of a marketing plan that would essentially help bridge relationships between NISH regions and field contracting officers. NISH South Region management was presented the plan for review.

When asked whether this experience is one she would recommend to other contracting staff, Vallone did not hesitate. "This was a very beneficial experience for me. I was able to see how new business is developed and how the 'other side' operates." Vallone returned to her office and gave an informal briefing within her work environment. "I have become the in-house NISH guru," she said.

Vallone went on to describe the renewal process on a NISH contract she manages. She proudly admitted that she was able to refer to her experience at NISH in order to complete the process. "I am glad to now have the right resources within our office to call," she said.

While Vallone impressed everyone with her ability to grasp new information, Clark was especially pleased. "Kim is a pleasant person. She has a positive attitude and is very determined to meet her goals." Clark and Vallone think this process is the beginning of a new trend. "We have started a model that can be used for other contracting offices to better promote our program. Our senior local management was very supportive of this concept, which made it all the better," said Clark. 



left to right: Kim Vallone, contracting officer and Betty Clark, senior project manager, NISH South Region, work and play at NISH's South Region's picnic.

Innovative Solutions for the Federal Customer

The close partnership federal contracting officers say they experience interacting with NISH and nonprofit agencies (NPAs) has fostered a synergy leading to the development of products and services that meet specific government agency needs. Through the years, this customer-centered approach has produced inventive and cutting-edge solutions for the federal customer. The following examples are a few recent standouts.

Tele-services

One of the newest service offerings about to be launched by the Javits-Wagner-O'Day (JWOD) Program is designed to meet larger, more complex federal government requirements for a long list of critical functions including:

- Contact Center Services
- Switchboard Services
- Medical Transcriptions
- Other Transcription Services
- Answering Services
- Tier 1 Help Desk Services
- Field Services and Logistics (Dispatch)
- Selected Technical Support Services

In conjunction with back office and fulfillment services, NISH tele-services will provide the federal customer with one-stop shopping for managing a wide array of communications activities within government agencies.

"All of these communications services require some kind of direct interaction between the customer

and a customer service representative," said Mark Middendorp, manager of NISH tele-services. "Interactions can take place by phone, through e-mail, Web chat, video or fax. The NISH tele-services 'technical platform' will allow NPAs to provide high-tech and high-quality solutions for the federal customer while simultaneously creating many new employment opportunities for people with severe disabilities."



JWOD employee is equipped to carry out tele-services duties.

The new way of doing business offered by NISH tele-services also has spawned new service terminology. The term "call center" will be replaced by the new term "contact center" to encompass all the different communication methods utilized today. Traditional NISH tele-services have been available through the JWOD Program for several years. Today, NISH-affiliated NPAs

currently manage more than three dozen JWOD Program tele-services contracts for the federal government.

NISH tele-services feature:

- A stable workforce with low attrition rates averaging just 10 percent (as compared to industry averages ranging from 35-100 percent!)
- Superior service and customer satisfaction
- Proven technology
- Fall-over, volume spike and disaster recovery options
- High-level security at multiple junctions including the application, server, router and network touch-points
- Integrated contact service pages that provide end-to-end control and process consistency

For more information, contact Mark Middendorp at 847/789-8428 or mmiddendorp@nish.org.

Protective Combat Uniform

The protective combat uniform JWOD employees manufacture for U.S. Special Operations Forces is one of a kind and for good reason. It must enable the American war fighter to accomplish his or her mission in conditions as cold as -30 degrees. It is a challenging proposition that led to the creation of a system of layered garments that fit together.

To improve the uniform's fit, form and function, a commercial designer was brought into the process to collaborate with the federal customer and the NPAs selected to manufacture the garment—Southeastern Kentucky Rehabilitation Industries (SEKRI), Group Home Foundation,



The U.S. Special Operations Forces protective combat uniform enables American war fighters to operate in conditions as cold as -30 degrees.

ReadyOne and STEPS. U.S. Special Operations Forces will start fielding the garments later this year.

In addition to providing protection from extremely cold temperatures, the protective combat uniform features:

- A seven-layer system designed for all layers to work together

- Twelve available sizes for each layer of garment
- Lightweight, compactable and versatile design

The contract for the manufacture of the uniform is some \$10 million. Also, it will provide the opportunity for the establishment of a branded, commercial business that can create jobs for people with disabilities beyond those developed under the JWOD Program.

For more information contact John Key, NISH products at 703/584-3919 or jkey@nish.org.

Document Destruction

The growing incidents of identity theft and related federal government security requirements have rapidly expanded the demand among federal customers for JWOD Program document destruction services. After starting out with document destruction contracts at half-a-dozen Internal Revenue Service (IRS) locations, NISH-affiliated NPAs now perform the service at some 30 IRS locations resulting in jobs for 160 people with disabilities.

“This is a line of business that has really taken off and understandably so,” said Shawn Murphy, NISH business development manager for document destruction. According to Murphy, identity theft isn’t just the result of high-tech Internet hacking. Thousands of incidents occur everyday by criminals who get personal information from hard copy sources.

NISH-affiliated NPAs that provide document destruction services are AAA rated, certified to the top industry standards by the National Association for Information Destruction (NAID) and offer the highest security throughout the chain of custody. Documents are shredded into 5/16th-inch widths.

Today, NISH document destruction contracts through the JWOD Program employ hundreds of people

Lending A Hand

NISH assists the federal customer and NPAs through:

1. Identifying, researching and developing opportunities for additions to the Procurement List
2. Providing administrative support to the Committee for Purchase by serving as the main interface between the participating community agencies, the federal government procuring activities and the Committee
3. Professional contract management
4. On-site technical assistance, business and production engineering services
5. Quality assurance programs
6. Costing/pricing, contract negotiation and payment assistance
7. Raising JWOD Program awareness through marketing, communications and advocacy
8. Providing an extensive program of training activities for community rehabilitation programs, contracting agencies and NIB/NISH team members
9. Monitoring JWOD Program regulatory and statutory compliance
10. Improving technology to advance JWOD Program capacity and capability
11. Providing other assistance to community-based NPAs such as workforce development and financial assistance programs

with disabilities nationwide. For more information, contact Shawn Murphy, NISH business development manager for document destruction at 571/226-5109 or smurphy@nish.org.

First Aid Kits (IFAK)

Until recently, the chances of survival for a 21st century U.S. soldier wounded in battle who was not attended by a soldier trained in first aid were the same as they were more than 100 years ago during the American Civil War. The U.S. Army Improved First Aid Kit (IFAK) and the U.S. Marine Corps Individual First Aid Kit (IFAK) have changed that outcome.

A special pouch was designed to contain the contents of the kit and the Army IFAK is composed of an outer pouch and an inner roll-up

pouch. Both kits enable a soldier to administer emergency medical care to him or herself, or to another soldier, thereby greatly increasing the chances of survival. The medical supplies specifically designed for the combat soldier include:


- Tourniquet (a one-handed tourniquet)
- Compression bandages
- Nasal airway
- Israeli pressure bandage (Army IFAK)
- “Quikclot” dressing (USMC IFAK)

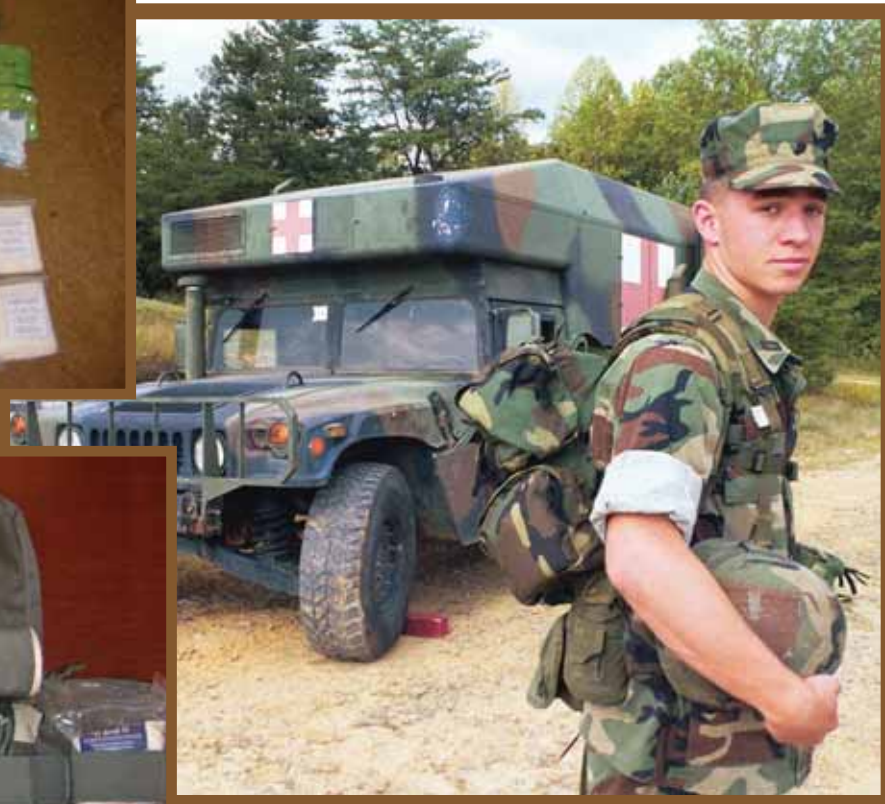
The Army came to NISH in March 2005 for the development and fielding of the Army IFAK. The NPA, Southeastern Kentucky Rehabilitation Industries (SEKRI) responded and began delivering the kits just a few months later. To date, some

350,000 Army IFAKs have been delivered and SEKRI has been awarded follow-up contracts for more.

A similar kit, the Individual First Aid Kit, is manufactured by The Chautauqua County Chapter, NYSARC/Resource Center for the U.S. Marine Corps. The kits are modular, lightweight and attach to a load-bearing system that is worn by a soldier, rather than carried, for improved mission efficiency without compromising a soldier’s mobility.

Both items exemplify the innovation, manufacturing speed, quality and commitment of JWOD product providers.

For more information, contact John Key, NISH products at 703/584-3919 or jkkey@nish.org. 



FAQS



About JWOD & the Federal Customer

All of the following FAQs can be found on www.nish.org under "Federal Agencies."

What are the benefits of contracting under the Javits-Wagner-O'Day (JWOD) Program?

- The JWOD Program collaborates with its federal customers to satisfy their needs with quality products and services at fair prices, and leverages a national network of nonprofit agencies to continue developing and expanding the wide array of solutions it provides.
- JWOD products are available through a variety of distributors at reasonable prices and delivered when needed.
- JWOD service contracts offer a stable workforce dedicated to quality and customer satisfaction.
- The provisions of the JWOD Program enable a long-term supplier relationship, eliminating the need to re-compete the contract.
- Contracting with the JWOD Program allows people who are blind or have other severe disabilities an opportunity to gain meaningful employment, lead more independent lives and reduce dependence on government entitlement programs.

Where can federal customers find the Procurement List of available products and services?

The complete Procurement List is available to view and download on the Web site of the Committee for

Purchase From People Who Are Blind or Severely Disabled at www.jwod.gov. Many JWOD common-use products included on the Procurement List are also clearly identified in the print and electronic catalogs of authorized JWOD federal and commercial distributors, such as GSA Advantage!TM (www.gsaadvantage.gov).

How do federal customers order common-use products, such as office supplies, under the JWOD Program?

The order may be placed with an authorized JWOD distributor and payment is typically made by the use of the federal purchase card. Go to www.jwod.gov/distributors for a current listing of authorized JWOD distributors.

Are federal government purchase cardholders exempt from the mandatory source requirements of the JWOD Program for products? What if the purchase is below \$2,500?

The statutory requirement to buy JWOD products is universal and applies to any dollar amount. Government purchase cardholders are required to buy JWOD products provided by designated nonprofit agencies through one of the many convenient distribution channels. Federal personnel should not use their purchase cards to buy items that are essentially the same as JWOD

products at local commercial businesses unless the products required are not available through the JWOD Program. Purchase cardholders can obtain JWOD products from Base and Federal Supply Centers located on military installations and in federal buildings (many of which are operated by JWOD-participating nonprofit agencies), as well as through various Internet and catalog distribution channels.

What documentation do federal customers use to contract for services or unique items under the JWOD Program?

As with any other acquisition, a complete request for proposal or quote (statement of work) must be provided in order to negotiate a price recommendation under the JWOD Program. The requirements document should describe the product (and quantity) or service to be procured, the contract period, payment procedures, delivery schedule, applicable wage rates and other information necessary for both sides to understand the terms of the procurement.

How are new products or services added to the JWOD Program Procurement List?

When a federal contracting activity chooses to work with the JWOD Program to meet its requirements, the first step of the process is to develop the project with either NIB

or NISH. Preparing the proposed addition to the Procurement List for the Committee's review can take between six and nine months to finalize. The Committee's review of the proposed addition takes about 90-120 days from when it receives a complete package from either NIB or NISH. During this time, the Committee considers the proposed addition in terms of job creation; potential impact on other commercial entities; nonprofit agency capabilities; and, the recommended contract price as determined through negotiations between the contracting activity and the nonprofit agency that will perform the work, with assistance from NIB or NISH. In accordance with the Committee's Regulations, a portion of this time is also used to notify the public, through the *Federal Register*, of its intent to consider the addition, as well as of the action's effective date, should the proposal meet the Committee's approval.

When is it appropriate to award a contract under the JWOD Program? At what point in the process is a contract awarded for a JWOD project?

A contract can be awarded (orders can be placed) at any point after the effective date of the Procurement List addition. This date is listed in the final *Federal Register* notice that is published if the Committee decides to add the project or service to the Procurement List and is also on the notice of addition that is sent by the Committee to the contracting activity and the nonprofit agency.

Can a contracting activity establish a contract with the nonprofit agency during the Procurement List addition process?

Yes, but only as permitted by the FAR using authority other than the JWOD mandate. Contracting activities cannot use JWOD authority as the exception to competition for issuing a contract or in a determination and findings for sole source contracts. Provision of products and

services by nonprofit agencies under the authority of the JWOD Program cannot take place until the effective date of addition to the Procurement List. The Committee alone is authorized to establish the fair market price for a JWOD product or service, and proposed additions under JWOD are not legally binding until approved by the Committee.

Does the Committee ever place a portion of the total government requirement for a product or service on the Procurement List?

Yes. Occasionally, the Committee will add only a portion of the government's requirement for a particular product or service to the Procurement List. This approach is normally followed when taking the entire government requirement would have a severe adverse impact on the current contractor. This is also the case when the government's requirements exceed the capability of the nonprofit agency(ies) proposing to provide the product or service or when the government wishes to have multiple contractor sources. Under such circumstances, a portion of the requirement is obtained through the JWOD Procurement List addition process, while the remaining portion is competitively procured from commercial sources. The Code of Federal Regulations (41 CFR Part 51-2.5 and 41 CFR Part 51- 5.3(a)) allows for this procedure.

Does the JWOD Program and/or the Committee have priority over all other suppliers to the federal government?

Federal Prison Industries (FPI) has priority over the JWOD Program for products, but not for services. However, products can be considered for addition to the JWOD Procurement List after FPI gives clearance. FPI provides both full and partial waivers on particular products. Under an agreement with FPI, if FPI provides a full waiver for a product and the Committee places it on the Procurement List, FPI's priority is no longer in effect for that product. Thereafter, the product must be purchased from

the source designated by the Committee. If FPI provides a partial waiver, circumstances vary depending upon the nature of the waiver.

Within the JWOD Program, nonprofit agencies associated with NIB have priority over agencies associated with NISH for products. As a result, the Committee will not place a product on the Procurement List for provision by a NISH nonprofit agency unless NIB has agreed to waive its priority. Both NIB and NISH nonprofit agencies have equal priority for services. After a product or service has been added to the Procurement List, the JWOD Program takes precedence over all other procurement preference programs with respect to that product or service.

How does the Competition in Contracting Act (CICA) apply to the JWOD Program?

The JWOD Program is a statutorily mandated source. JWOD procurements are considered "other than competitive" procurements under the CICA. Also, FAR exempts JWOD procurements from the justification requirement, which normally applies to other than competitive procurements. Under FAR Part 6.302.5, full and open competition need not be obtained when a statute or express authority exists; the JWOD Program falls under this statute. Contracting activities should use 10 U.S.C. 2304 (c) (5) as the exception on award documents.

Can contracting activities request that "one-time requirements" be designated for nonprofit agencies?

Products and services produced under the JWOD Program are generally ones for which a continuing need exists. These projects allow uninterrupted employment for people who are blind or have other severe disabilities. However, the Committee recognizes that although "one-time requirements" do not offer long-term stable employment opportunities, they often serve as useful training

vehicles. For this reason, the Committee will sometimes consider “one-time requirements.” A stipulation for such consideration is that the project should generate enough work years (normally at least ten) of direct labor to make the addition worthwhile. Federal personnel should contact the Committee, NIB or NISH to explore the feasibility of proposing a particular one-time requirement for addition to the Procurement List.

Can requirements that are currently set aside under the 8(a) Program be added to the JWOD Procurement List?

Yes, however, in recognition and support of other socioeconomic initiatives, the Committee’s voluntary practice is to refrain from adding projects to the Procurement List that are currently in the 8(a) Program when the incumbent contractor has not yet graduated from the 8(a) Program and/or when more than one option year remains on the contract.

Can nonprofit agencies bid competitively on federal contracts?

Yes, participating in competitions and offering products and services on the GSA Schedules is a means of increasing opportunities for nonprofit agencies to create jobs for people who are blind or have other severe disabilities. By reaching a larger procurement audience, the reputation for quality of JWOD products and services will be enhanced. After participating in federal contracting through the unrestricted competitive bidding process, the nonprofit agency may then request that the Committee consider the product or service for addition to the Procurement List. Nonprofit agencies cannot bid on contracts designated for small business since they do not meet the “for-profit” requirements as currently defined by the Small Business Administration.

In accordance with their missions to create jobs for people who are blind or have other severe disabilities, NIB and NISH may assist nonprofit

agencies bidding on competitive and commercial contracts as well.

When are prices for JWOD Program products changed?

The Committee usually changes product prices on an annual basis in conjunction with the contract period or effective January 1. If market conditions for certain raw materials are extremely volatile, the contracting activity and nonprofit agency may include an economic price adjustment clause in the contract that could result in more frequent price changes.

The preferred method for establishing base prices is by negotiation between the producing nonprofit agency and the contracting activity, with the assistance of NIB or NISH. The method of determining future prices will be a part of those negotiations and may include price adjustment based on changes in the appropriate U.S. Department of Labor Producer Price Index or another appropriate index, market surveys, or changes in the nonprofit agency’s costs. The nonprofit agency, NIB and/or NISH, and the contracting activity negotiate recommended price changes to be submitted to the Committee for final approval. Price changes are not effective until the Committee has approved the price and issued a notice of price change.

When are prices for JWOD Program services changed?

Normally, the Committee will establish a base year and four follow-on years for service contracts. However, the contracting activity determines the contract period and number of follow-on years of performance based upon their agency’s needs. The method for pricing JWOD service contracts has been revised by the issuance of a pricing guidance memorandum (“PR-3”), which was put into effect in June 2002. The nonprofit agency and the contracting activity will negotiate a base-year price recommendation and the method of revising follow-on year prices.

How are protests, disputes and appeals handled under the JWOD Act?

Issues related to daily contract performance should be resolved at the contracting activity and nonprofit working levels wherever possible. NIB and NISH are available and recommended as sources to facilitate the resolution. Any contractual protest before or after award, or any contractual dispute or appeal is the responsibility of the contracting officer as guided by the Contracts Disputes Act, unless the provisions are in conflict with the JWOD Act or regulations. Any JWOD-specific price or price-related dispute may be resolved through the Committee’s Impasse Resolution Process, and should be brought to the attention of the Committee staff in accordance with Operations Memorandum #19. In addition, the Committee’s Impasse Resolution Process may be used as an alternate dispute resolution for other non-price related issues at the contracting activity’s discretion.

Where do NIB and NISH derive their responsibilities under the JWOD Program?

The JWOD Act (41 CFR Part 51) directs the Committee to designate one or more “central nonprofit agencies” to assist community-based nonprofit agencies serving people who have disabilities participating in the JWOD Program. The Committee has designated National Industries for the Blind (NIB) and NISH (serving people with a range of disabilities) to fulfill responsibilities as listed in 41 CFR Part 51-3.

What is the Central Nonprofit Agency (CNA) fee?

NIB and NISH receive no appropriations from the federal government. Instead, they receive a small percentage of revenue generated by sales of JWOD products and services. This percentage, known as the CNA fee (also known as the NIB or NISH fee), is returned to NIB or NISH by the nonprofit agency. On an annual basis, the Committee reviews NIB’s and NISH’s budgets, plans and

accomplishments and establishes the fee ceiling for each agency's fee. Current CNA fee ceilings and the methodology for calculating the fee can be found on the Committee's Web site, www.jwod.gov.

The CNA fee is an intrinsic component of the fair market price recommendation that is provided to the Committee for its review when considering whether or not to add a contract to the Procurement List. It is not a program-funding fee—not a fee for service, nor does it represent profit. The CNA fee is used by NIB and NISH to support the JWOD Program under the supervision of their independent boards of directors and with federal oversight by the Committee.

Can federal employees recommend products and/or services for addition to the Procurement List?

Yes. The Code of Federal Regulations (41 CFR Part 51- 5.1(a)) encourages acquisition and procurement professionals to recommend products and services that appear suitable for procurement by the government from nonprofit agencies under the JWOD Program. Recommendations should be sent to the Committee, NIB or NISH.

Are JWOD Program participating nonprofit agencies registered in the Central Contractor Registration (CCR)?

Yes, all JWOD-participating nonprofit agencies are registered in the CCR, a central repository of all companies and agencies currently performing, or seeking to perform, business with the federal government. The JWOD Program fully supports the government's efforts

to provide a basic framework or foundation that will allow migration to an integrated acquisition environment.

How do Department of Defense prime contractors get credit for subcontracting with JWOD Program nonprofit agencies?

Department of Defense prime contractors are allowed to receive credit toward their small business subcontracting goals if they subcontract with qualified nonprofit agencies participating in the JWOD Program. This authority can be found at 10 US Code 2410(d). The Defense Logistics Agency has added a clause to its solicitations that informs officers of this opportunity to support JWOD-associated nonprofit agencies through their subcontracting programs. The clause (DLAD 52.215.9004) (DEC 1997) stems from DLA PROCLTR 97-34, the second in a series of guidance letters on supporting the JWOD Program. DLA was looking for innovative ways to work with the JWOD Program and to "provide JWOD agencies a maximum practicable opportunity to participate as subcontractors."

Do JWOD Program products and services meet federal requirements for recycled content and other environmentally preferable attributes?

The JWOD Program is committed to providing products and services that federal customers demand in terms of both quality and performance. As a federal program, we must also ensure that JWOD products and services comply with federal mandates, including environmental initiatives. JWOD paper products meet General Service Administration

and Environmental Protection Agency specifications and guidelines for recycled content, including post-consumer material content. Additionally, NIB and NISH technical experts, along with participating associated nonprofit agencies, are constantly reviewing JWOD offerings to ensure compliance with federal requirements.

Is the JWOD Program really necessary in light of the 1990 enactment of the Americans with Disabilities Act (ADA)?

Yes, the JWOD Program is necessary. While the landmark ADA legislation assures basic civil rights for people with disabilities, including the provision of reasonable accommodations by employers, it does not assure jobs for all people with disabilities who want to work. The JWOD Program was created for just this purpose—to help create employment opportunities for people with severe disabilities and reduce the staggering 70 percent unemployment rate facing this population.

Moreover, the vast majority of people with disabilities employed under the JWOD Program are currently not capable of competitive employment. Consequently, they are not currently in a position to benefit from the ADA's reasonable accommodations provision. It is expected, however, that many JWOD employees will obtain work skills as a result of their JWOD jobs and therefore, be able to take advantage of opportunities made available because of the Americans with Disabilities Act.



C-Cubed Generates Immediate Interest!!!

C³ (C-Cubed), NISH's 24/7 Internet-based feedback mechanism, was launched in June 2006. Since then, NISH has been contacted by representatives from National Industries for the Blind and the U.S. Army Corps of Engineers about developing similar listening posts for their organizations. Go to www.nish.org and look for the C³ logo to see what all the excitement is about!

Congress Tackles Charitable Giving Tax Rules, Estate Tax Reform

By Tony Young, senior public policy director, NISH; and Dana M. Kehoe, Esq.

A titanic Congressional struggle culminated late on August 3 when the Senate concurred with the House (by an overwhelming 93 to 5 vote) to enact H.R.4, a pension reform bill containing a charitable giving tax package. However, at almost exactly the same time, the Senate handed its GOP leadership a stinging defeat when it refused to cut off debate on H.R.5970, a bill to permanently reform the estate tax, increase the federal minimum wage from \$5.15/hour to \$7.25/hour, and to extend certain expired tax cuts.

This legislative tale is both bizarre and convoluted. The GOP views enactment of permanent estate tax reform as among its highest priorities for 2006. Thus far stymied by Senate Democrats in their effort to enact permanent estate tax reform, Congressional Republican leaders saw combining estate tax reform with the Democratic priorities of an increase in the federal minimum wage and reinstatement of certain expired tax breaks ("the extenders") as the best strategy for winning enactment of estate tax reform. The "old" pension reform bill (H.R.2830) was the GOP's legislative vehicle of choice to carry both estate tax reform and the extenders. But Senate Republican conferees feared that opposition to estate tax reform would kill the pension reform bill, and refused to add the GOP's latest permanent estate tax reform plan to the pension conference report.

Further, these same Senate Republican conferees insisted that the extender package, which at that time included the charitable giving tax package, be included in the pension reform conference report. House

conferees were equally adamant that the extenders instead be packaged with estate tax reform.

It all came to a head on July 28. With conference negotiations stalemated, House Republicans engineered an end-run around the stalled conference. Aided by the Senate Republican leader, the House leadership crafted two bills that reshuffled the four key issues. The House passed both H.R.4 and H.R.5970 late that same day. A week later, intense Senate negotiations ended in approval of the pension bill, with its charitable giving tax rules; and failure of the leadership strategy to win estate tax reform by packaging it with the extenders and the minimum wage increase. However, Senate GOP leadership took procedural steps to allow resurrection of H.R.5970 prior to Congress' adjournment in October.

Both bills contain provisions that are of substantial import to people with disabilities and the organizations that serve them. H.R.4's charitable giving provisions and H.R.5970's estate tax reform rules are important to many NISH-affiliated Community Rehabilitation Programs (CRPs).

Charitable Giving

The charitable tax package in H.R.4 consists of seven enhanced tax benefits and 17 tightenings to the tax rules that govern charities. The enhanced tax incentive most important to NISH-affiliated CRPs allows IRA owners to make a direct, tax-free contribution of up to \$100,000 from their traditional and Roth IRAs to a qualified charity. Another provision that benefits certain groups that support people with disabilities allows tax-free payments by taxable subsidiaries to tax exempt parent organizations by ceasing to characterize such payments as taxable unrelated business income. Another tax enhancement that could benefit some organizations that serve people with disabilities would allow a basis adjustment to stock of S corporations

contributing property. These provisions are effective only for 2006 and 2007.

On the reform side, the charitable provisions in H.R.4 include the following tightenings:

- Charities that accept donations from unrelated third parties to buy life insurance on their donors' lives will for two years have to report such donations to Treasury. Treasury in turn must report to Congress within 30 months on whether acquisition of this type of life insurance is consistent with the charity's exempt purpose. These so-called CHOLI/IOLI (charity/investor-owned life insurance) programs have in recent years provided a new source of significant income for some charities, and have raised tax policy concerns.
- Excise taxes applicable to certain forbidden activities by charities, social welfare organizations, private foundations and exempt organization managers are doubled.
- A recapture tax is imposed when exempt use property is not used for an exempt purpose.
- To be deductible, donated clothing and household items have to be in good (or better) used condition. This could have a significant impact on organizations like Goodwill Industries that employ people with disabilities to refurbish donated goods.
- The IRS will require documentation of all donations, not just those above a threshold dollar amount.
- When a charity receives a fractional interest in an item of personal property, the charity has to take complete ownership of the item within 10 years, or at the donor's death. Failure to comply with this new rule results in recapture of tax benefits associated with the donation, plus a 10 percent penalty tax.

- There is a lower threshold for imposing accuracy-related penalties arising from deductions claimed for donations for which a qualified appraisal is required.
- The definition of a private foundation's gross investment income is expanded to include capital gains, notional principal contracts, annuities, and other similar investment income.
- Charities whose annual gross receipts are less than \$25,000 have to file an annual notice with the IRS containing basic contact and financial information.
- Treasury is authorized to honor written requests from any State for information on organizations whose tax-exempt status Treasury has denied or revoked.
- Public disclosure requirements with respect to Forms 990 apply to qualified charities' unrelated business income tax returns.
- Treasury must study the organization and operation of donor-advised funds, to examine whether such funds are operating consistently with the purpose and function of their exempt status.

- There is a new excess benefits transaction tax on payments made from donor-advised funds to their donors or donor advisors. Exempt from this tax are supporting organizations that are functionally integrated with their charities.

Permanent Estate Tax Reform

Charities and other organizations that serve people with disabilities benefit significantly from the bequests set up during the estate planning process. Consequently, Congressional attempts to reform, rather than repeal, the federal estate tax are significant to some NISH-affiliated CRPs.

The GOP attempt to reform estate tax rules as in H.R.5970 will continue until this Congress adjourns sine die. But, because most lawmakers think estate tax reform could have a significant effect on the November elections, Democrats—who want less deep cuts in estate tax liability—will continue their efforts to block this estate tax plan.

H.R.5970 would establish an indexed \$5 million per individual exemption. It would tax estates more than \$5 million but under \$25 million at the capital gains rate. The top estate tax rate on estates more than \$25 million would be 30 percent. **WP**

The exemption amount and top rate would be phased in between 2010 and 2015. The phase-in's are:

Year	Exemption Amount	Top Estate Tax Rate
2010	\$3,750,000	40 percent
2011	\$4,000,000	38 percent
2012	\$4,250,000	36 percent
2013	\$4,500,000	34 percent
2014	\$4,750,000	32 percent
2015 and thereafter	\$5,000,000	30 percent

H.R.5970 also allows a carryover of any unused exemption amount by one spouse to the surviving spouse. It also reunifies the estate, gift and generation skipping taxes. Step up in basis rules are retained.

Mark Your Calendars!



October is National Disability Employment Awareness Month (NDEAM)... and a Perfect Time to Celebrate JWOD!

This annual observance is an opportunity to recognize the many contributions that people with disabilities make to our society and to celebrate the successes of the Javits-Wagner-O'Day (JWOD) Program.

NISH, NIB and the Committee for Purchase From People Who Are Blind or Severely Disabled partnered to develop

resource kits to help JWOD-producing agencies and federal customers celebrate the JWOD Program. The kits come with a printed resource guide and different sample letters and announcements.

Posters, pins and e-mail banners will also be available from NISH's office of Corporate Communications. The kits will be distributed to JWOD-producing agencies, federal customers and members of Congress. Copies of the 2006 NDEAM commemorative poster will be mailed separately.

For more information on NDEAM materials or to report on your planned NDEAM activities, contact Rion Haley, NISH Corporate Communications at 571/226-4522 or rhaley@nish.org.

For more information about NDEAM events at federal or military locations, contact Stephanie Lesko, public affairs specialist, the Committee for Purchase From People Who Are Blind or Severely Disabled at 703/603-2146 or slesko@jwod.gov.

Five Steps for a Successful Grassroots Advocacy Program

1. RESEARCH YOUR LAWMAKERS

Identify the elected officials that represent the district in which your nonprofit agency (NPA) is located.

TIP #1: At the NISH Extranet Web site, www.nish.org, you can find your member of Congress by going to the “Nonprofit Agencies (NPA/ CRP)” section and clicking on the CapWiz icon in the right-hand column that will help you run a nine digit zip code-based search. This site also is useful to learn about congressional committees that influence the JWOD Program, read about issues affecting the Program, and other legislation that impacts employment opportunities for people with severe disabilities. Also, it provides excellent information about the Federal legislative process. You can find the individual Web sites of each member of Congress. Those Web sites provide full biographical information, policy statements, contact information and voting records. Pay close attention to the committees that your members serve on.

TIP #2: Carefully examine the congressional calendar posted on the www.house.gov home page to learn when your representative is likely to be back in your district on break. (A perfect time to schedule a visit!)

Expand your research by conducting an Internet search on the name of the elected official. To dig even deeper, do an advanced Internet search using both the name along with disability-related keywords. This should reveal the issues your member of Congress is

following most closely and their support for disability-related policies.

2. RESEARCH THE ISSUES – If you’re not aware of the issues coming down the legislative pipeline that may impact your NPA’s mission, your business, or the people you serve, consider signing up for one of the many free legislative alert systems.

TIP #1: Two online services – www.govtrack.us and www.yourcongress.com let you enter keyword preferences. The systems will then automatically e-mail you whenever legislation is introduced or is voted on that contains, for example, the word “disability” or other keywords of your choosing.

TIP #2: NISH regularly sends out issue alerts. Organizations such as ACCESS, The Arc and UCP Public Policy Collaboration also send issue briefs out to members. You can sign up for the Action E-List and be notified when you can make a critical difference on important national and state issues by visiting <http://capwiz.com/thearc/mlm/>.

If you decide to approach a representative with an issue of concern, make sure you can clearly explain the impact. How will it affect your organization/business/contract in terms of revenue, jobs, etc.? Be sure to create a clear tie between the vote of the representative on the issue and the outcome it will have. **Be specific.**

3. PREPARE – Meetings with lawmakers or their staff are generally time limited, so use your time wisely by preparing beforehand to

ensure a seamless, productive meeting. Your preparation could include identifying the appropriate spokesperson, familiarizing yourself with the issue, rehearsing your issue until it can be explained in a brief amount of time, and creating leave-behind materials.

TIP: Appropriate leave-behind materials could include an annual report or brochure about your organization, a fact sheet, or a written piece that reiterates your policy concerns.

Finally, be clear about the “call to action” that you wish to communicate and make sure it is clearly articulated – verbally and in writing.

4. GET TO KNOW THE GATE-KEEPERS – A successful relationship with an elected official must include a successful relationship with his or her staff – important “gatekeepers” to the lawmaker. From the receptionist to the scheduler and on up, these are the folks that you want on your side.

TIP: Elected officials can’t be experts on everything nor can they be everywhere at once. They rely on their staff to help make informed decisions. Offer yourself as a go-to resource on disability issues to the appropriate staffer. Generally, they are grateful for the help and are far easier to get in touch with. A good, symbiotic relationship with a staffer can evolve into that staffer being your internal champion directly to the representative.

One note about relationship building:

continued on page 26



PUBLIC POLICY CORNER

A Roadmap to JWOD Modernization

Modernization Faces a Long Journey on a Murky Path

By Tony Young, senior public policy director, NISH

The road to Javits-Wagner-O'Day (JWOD) modernization will be long, twisty, and sometimes bumpy. So, as we together navigate the path to the modernized JWOD that will improve NISH's ability to assist people with severe disabilities, it will help to know the contours of the legislative journey that lies ahead.

The JWOD Program is governed by the JWOD Act, first enacted in 1938 and last amended in 1971. Law-makers are currently working on legislation to modernize JWOD, but it is unlikely that they will complete the task prior to year-end. There may be a modernization bill introduced by the end of the year, but the soonest we can hope for enactment is during the 110th Congress that convenes in January 2007.

Much of the preparation work has been done—see the August issue of *Workplace* for an outline of proposed JWOD changes. But there is a question about whether some of that prep work will have to be redone come January, because it will be a new Congress. A new Congress automatically means new players in new positions of influence. Committee personnel will change, as may committee leadership. And the changes will be even more dramatic if the upcoming November elections result in a shift in control from Republicans to Democrats in the House, the Senate or both.

Two Congressional committees, one each in the House and the Senate, have jurisdiction over the JWOD Act. These committees, the Senate Homeland Security and Government Affairs (HSGA) and House Government Reform (GR) Committees, oversee the procurement policies of federal acquisition.

However, in recent years Congress has come to recognize the unique disability employment aspects of the JWOD Program. This resulted in closer scrutiny by the Senate Committee on Health, Education, Labor and Pensions (HELP) and the House Committee on Education and the Workforce (E&WF).

To coordinate jurisdiction, the HELP Committee staff met with the HSGA Committee staff soon after the seminal October 2005 HELP Committee hearing. The HSGA staff agreed that the HELP staff should take the lead on modernization activities related to disability policy, but that they should consult with HSGA regarding any procurement policy changes.


All of these committees face personnel changes—from member retirements or because some current members may lose their reelection bids, and/or because of changes due to the Democrats wresting any control from the Republicans. These changes in power and personnel could have a significant impact on JWOD modernization.

Of particular interest is the potential for the shift in control on the HELP Committee. HELP's Chairman, Senator Mike Enzi (R-Wyo.), has taken the lead in writing JWOD modernization legislation. If Democrats take control, Senator

Enzi will lose the committee's chairmanship. It will pass to Senator Ted Kennedy (D-Mass.), who is up for re-election, but is in no apparent danger of losing. But if Senator Kennedy becomes HELP's chairman, look for him to make his own mark on the Enzi-prepared JWOD modernization bill.

Other names to watch on election night are several HELP and HSGA Committee members who face difficult reelection bids. They include Senators Mike DeWine (R-Ohio), John Ensign (R-Nev.), Lincoln Chafee (R-R.I.), and Patty Murray (D-Wash.). In addition to Senator Kennedy, three other committee members are up for re-election in a year when any incumbent must be nervous about growing indications of voter unhappiness with Congress. And there will be at least three open seats on the two committees due to already-announced retirements.

House-side, changes are also likely as all members of the E&WF and GR Committees seek re-election from angry voters. There, the potential for Democratic control of the House for the first time in 12 years has even more implications for the pace and scope of JWOD modernization efforts.

In short, starting in January it's a whole new ballgame for JWOD modernization. But readers like you who are educated advocates at NISH and other community rehabilitation programs, and supportive lawmakers—whether new, or in new positions of influence—will navigate the rocky road that ultimately will lead to enactment of a modernized JWOD law. 

This is a Federal Procurement JWOD Champion

*By Kathy Lopez, marketing specialist,
NISH National*

At the 2006 NISH National Training and Achievement Conference, Dennis Dudek, director of supplier operations for the Defense Supply Center, Philadelphia, Pa. received the E.R. "Dick" Alley Career Achievement Award. Dudek, responsible for providing more than \$2 billion dollars worth of supplies and equipment to the armed forces, has proved to be a staunch supporter of the Javits-Wagner-O'Day (JWOD) Program.

Dudek first heard about JWOD when he was a management intern for the Defense Personnel Support Center (DPSC) in the late 1970s. In his current position as director of supplier operations for that same organization, now named the Defense Supply Center Philadelphia (DSCP), he has worked enthusiastically with NIB and NISH to identify new contracting opportunities and has encouraged the support of the JWOD Program throughout the DSCP.

As a result of Dudek's efforts, JWOD garnered more than \$583 million in product and service contracts, adding 250 National Stock Numbers to the JWOD Procurement List in the 2005 fiscal year.

"I want to keep JWOD work levels consistent," said Dudek, "because they are a vital part of my base now due to their quality, flexibility, good pricing and the ability to quickly respond to a government order."

In fiscal year 2006, the Department of Defense (DoD) implemented a program that requires each defense activity to partner with a key member of their industrial base. Dudek elected NISH to serve as the first performance agreement partner for the clothing and textiles directorate of DSCP.



Dennis Dudek, director of Supplier Operations, Defense Supply Center, Philadelphia, Pa.

"I am very happy with the top-level management at NIB and NISH and the business-like approach that they take in order to make sure that DoD gets the products on time and at the right price," stated Dudek, "There can never be any allegation by a commercial firm that the government is not getting their fair value from a NISH or NIB agency. They are very organized and streamlined organizations."

For several years now, Dudek has attended NIB and NISH conferences to give speeches on what the government is looking for in their contract dealings and what nonprofit agencies should do in order to be commercially compatible.

He also served as the driving force behind the Virtual Prime Vendor (VPV) program, where nonprofit agencies can order, receive, store and distribute military clothing items to locations across the United States. Due to this effort, additional contracts were awarded to the JWOD Program, which resulted in improved distribution channels, higher-quality customer service, lower costs and diversified jobs for people who are blind or severely disabled.


"Dennis Dudek is an avid supporter of the JWOD Program," said Jean Ann Grandinetti, executive director, NISH Products, "Even in a time of diminishing resources, he ensures that his staff gives NIB and NISH an equitable share of the clothing and textile business."

When asked what advice he would give to the contracting community in awarding a JWOD contract, Dudek replied, "I would say that the DSCP works with over 36 different JWOD manufacturing facilities, making over 128 different product lines, covering over 1,400 NSNs for DoD. We are a large user of JWOD and based on our performance measurements, JWOD is as good as any manufacturing facility in terms of quality, pricing and delivery. I would highly recommend that they share their production base with JWOD."

Dudek and his staff are known for conducting site visits to JWOD-producing nonprofits. He feels pride observing the workers that produce the products under his DSCP contracts.

"There is a great deal of satisfaction in going to a JWOD site and seeing the workers being gainfully employed and enjoying their jobs," said Dudek, "It makes us feel good that we can be a part of that and contribute because of the tremendous effort the nonprofit agencies put forth in meeting the governments needs."

NISH would like to thank Dennis Dudek and his staff for their invaluable support.

Comments regarding JWOD Champion articles can be addressed to Kathy Lopez, marketing specialist, NISH National, at klopez@nish.org. 

HATS OFF

PACE TEC Helps NIOSH Earn Prestigious OSHA Voluntary Protection Programs Star Site Award

The Occupational Safety and Health Administration's (OSHA) Voluntary Protection Programs (VPP) presented The National Institute for Occupational Safety and Health (NIOSH) in Morgantown, W.Va. with its Star Site Award. Created in 1982, VPP recognizes and partners with businesses and worksites that show excellence in occupational safety and health. Sites are committed to effective employee protection beyond the requirements of OSHA standards. VPP participants develop and implement systems to effectively identify, evaluate, avert, and control occupational hazards to prevent employee injuries and illnesses. As a result, the average VPP worksite has a lost workday incidence rate at least 50 percent below the average of its industry.

In the VPP, management, labor, and OSHA establish cooperative relationships at workplaces that have implemented a comprehensive safety and health management system. Approval into VPP is OSHA's official recognition of the outstanding efforts of employers and employees who have achieved exemplary occupational safety and health. OSHA approves qualified sites to one of three programs: Star (the highest honor); Merit; and Star Demonstration (recognition for worksites that address unique safety and health issues). Sites that make the grade must submit annual self-evaluations and undergo periodic onsite re-evaluations to remain in the programs.

The custodial crew at PACE TEC had a large role in preparing NIOSH for OSHA's evaluation. In addition to ensuring that the building was in immaculate condition, PACE TEC employees thoroughly studied the material safety data sheets, sat in on

interviews with OSHA officials, and simulated emergency situations. OSHA officials also quizzed the employees as they conducted their walk-through, asking for procedural information on the cleaning of the restrooms, labs and other high-detail areas. Employees were also asked to explain PACE TEC's policies on safety issues.

The ceremony was attended by the Honorable Ron Justice, Mayor of Morgantown, as well as representatives from the Centers for Disease Control, the Appalachian Laboratory for Occupational Safety and Health, Health and Safety Committee and OSHA. NIOSH Director John Howard recognized that all employees played a part in this success, and noted that Star status was achieved through the combined efforts of labor, management and the behind-the-scenes efforts of each and every employee at NIOSH.

NIOSH congratulates PACE TEC on this outstanding achievement.



Left to right, front row: Doris Daily, NIOSH project manager; Sheila Bowser, janitorial contract manager; Donald Stull, crew supervisor; Cyndi Hooton, lead worker; Mark Melaga, grounds contract manager

Center row: Janitorial Crew Barb Sigley, Carol McCloy, Julie Ridgway, Frank Hart, Patrick Haines, Amie Miller

*Back row: Melinda Monroe, Gretchen Hanna, Jason McCartney, Roy Downey
Not pictured
Regina Boyle, James Joyner*

Ray Bright, an employee of Professional Contract Services, Inc. (PCSI), who works on the Hospital House-keeping contract at Evans Army Community Hospital in Colorado Springs, was presented the Customer Service Award from the Information Management Division of the hospital for his hard work keeping their area clean. Major Richard M. Webb presented the award and had this to say about Bright, "I was honored to present the award on behalf of Colonel Cho and Command Sergeant Major Wilken. I believe this award is especially significant because the recommendation came from the staff in recognition of Ray's efforts. It is a true testimony to his work ethic and dedication." The Customer Service Award is presented to an individual who has exceeded customer service. Documentation for the award is submitted by a hospital beneficiary or staff member when they observe an employee demonstrating exceptional customer service. Bright is the 4th person from PCSI to receive this award.




Ray Bright and Major Richard M. Webb, chief, Logistics Division, Evans Army Community Hospital



Peckham, Inc. employees compete in the Iron Horse Rodeo.

We tip our hats to Peckham, Inc. for sponsoring two of their workers to compete in the Iron Horse Rodeo held in Lansing, Mich. The Iron Horse Rodeo is a competition between forklift truck drivers from local manufacturers. The contest highlights safety and accuracy in forklift truck driving skills. The competition was fierce, featuring the best drivers from the local General Motors plants, Ryder's and other logistic companies. While the Peckham participants did not place, they had a great time, learned new techniques from the area's best and gained new pride and respect for the importance of the skills they are learning. The Peckham participants are already busy planning their strategy for next year. Big thanks go out to Peckham Warehouse and Logistics Manager Tom Minich, who took special efforts to organize the event and encourage the Peckham contestants.

Congratulations to Melissa Gill, contracting officer for the U.S. Geological Survey in Reston, Va. Gill was recognized for outstanding support of the JWOD Program. Gill oversees the mailroom contract with SOC Enterprises and the custodial contract with Goodwill Industries of Greater Washington. She is extremely pleased with the service she receives from both nonprofit agencies. She is honored to be a part of the JWOD family, and feels good at the end of every day knowing that she helped create employment for people with disabilities. Bob Sullivan, executive director of NISH's East Region presented the award in conjunction with Kathy Kurtz, Goodwill of Greater Washington and Juan Salas, SOC Enterprises. 



Bob Sullivan, NISH East executive director and Melissa Gill, contracting officer for the U.S. Geological Survey.


Grassroots continued from page 21

Don't make promises you can't keep and take care to always provide correct information. You want to be a trusted, valued resource to the elected official and his or her staff so be cautious about saying or doing anything that may undermine that goal. If you do not know the answer to a question, say so and offer to provide the answer after you research the issue.

5. MAINTAIN RELATIONSHIPS –

The key to building a good relationship with an elected official is attentive maintenance. Stay in regular communication with the official and his or her staff. Always e-mail or fax thank you notes to follow up on meetings or actions that were taken on your behalf. Check in with staffers via e-mail if you know your pet issue is coming

up or conversely, to learn the status of an issue. Invite the elected official and staffers to any and all events your organization hosts.

Try and maintain some kind of presence at least annually—in person, phone, e-mail, or letter—that will ingrain your name and mission into their minds. Be persistent, but be patient and most importantly, be polite. 

Call for Nominations for the 2006 NISH National Awards Program... Coming Soon!

Your organization, colleagues, JWOD employees, government customers and commercial partners could be the 2006 NISH National Award recipients! It's time to start thinking...How can the accomplishments of your organization or its outstanding employees be honored through these prestigious awards?

Watch for the 2006 NISH National Awards Program Call for Nominations in your mailbox!

Additions to the Federal Register

Products

Kit, First Aid, Evasion & Escape

6545-01-534-0925—Medical Module

6545-01-534-0935—Survival Module

6545-01-534-0894—Kit, First Aid,

Evasion & Escape

U.S. Air Force—AFMLO/USAF

Frederick, Md.

Contracting Officer: Robbin Durie

215/737-2870

Philadelphia, Pa.

Nonprofit Agency: Friendship

Industries, Inc.,

Harrisonburg, Va.

Custodial Services

Grand Prairie Reserve Center

Complex

Buildings 303, 308, 370, 397, 310

Army Drive, Grand Prairie, Texas

90th Regional Readiness Command

North Little Rock, Ark.

Contracting Specialist:

Sharon Fegley

501/771-7361

N. Littlerock, Ark.

Nonprofit Agency: Goodwill

Industries of Fort Worth, Inc.

Fort Worth, Texas

Stewart Air National Guard Base -

105th Airlift Wing/LGC

One Militia Way - Building 204

Newburgh, N.Y.

105th Airlift Wing/LGC

Newburgh, N.Y.

Contracting Officer: Judy Haff

845/563-2897

Stewart ANG Base, N.Y.

Nonprofit Agency: New Dynamics

Corporation

Middletown, N.Y.

GSA, PBS, Region 6

1114 Market Street

St. Louis, Mo.

GSA, PBS—Region 6

Kansas City, Mo.

Contracting Officer:

Katherine Miles

816/823-2242

Kansas City, Mo.

Nonprofit Agency: MGI Services

Corporation

St. Louis, Mo.

Grounds Maintenance

Athletic Fields—Basewide

Patrick Air Force Base, Fla.

45th Contracting Squadron/LGCAA

Patrick AFB, Fla.

Contracting Officer: Craig Davis

321/94-9941

Patrick AFB, Fla.

Nonprofit Agency: Brevard

Achievement Center, Inc.

Rockledge, Fla.

Laundry Service

Armed Forces Retirement Home—

Washington (AFRH-W),

3700 North Capitol Street, N.W.

Washington, D.C.

Bureau of Public Debt

Parkersburg, W.Va.

Contracting Officer: Jeff Shaffer

304/480-7110

Parkersburg, W.Va.

Nonprofit Agency: Rappahannock

Goodwill Industries, Inc.

Fredericksburg, Va.

21st Medical Group (Medical Clinic)

Peterson AFB, Colo.

Area Dental Laboratory (ADL)

Peterson Air Force Base, Colo.

Schriever Troop Clinic

Schriever Air Force Base, Colo.

Headquarters, Air Force Space

Command

Peterson AFB, Colo.

Contacting Officer: Larry Ozburn

719/556-4796

Peterson, AFB, Colo.

Nonprofit Agency: Goodwill

Industrial Services Corporation

Colorado Springs, Colo.

Pest Control

Healthy Beginnings Child

Development Center

5610 Fishers Lane

Rockville, Md.

Parklawn Building

5600 Fishers Lane

Rockville, Md.

Department of Health and Human

Services

Rockville, Md.

Contracting Specialist:

Christopher Ganey

301/443-2475

Rockville, Md.

Nonprofit Agency: Davis Memorial

Goodwill Industries

Washington, D.C.

Conferences

2007 NISH National Training and Achievement Conference:

Gaylord Opryland, Grapevine, TX (near Dallas), April 29–May 1

Upcoming National Council of Work Centers Regional Conferences:

NISH Northwest Region Annual NCWC Meeting: Coeur d'Alene, ID, October 10–13, 2006

NISH East Region Annual NCWC Meeting: Norfolk, VA, October 16–18, 2006

NISH South Region Annual NCWC Meeting: Hilton Head, SC, November 1–3, 2006

NISH Pacific West Region Annual NCWC Meeting: Redondo Beach, CA, November 14–16, 2006

NISH Training Calendar

OCTOBER

5, 6	Customized Employment for Anyone, Anywhere, Anytime: Creating Careers in a No-Jobs Labor Market NEW	Chicago, IL
9, 10, 11	Positioning Your Organization to Deliver High Customer Value NEW	Orlando, FL
11, 12	Federal Compliance: The Regulations and the Requirements	Nashville, TN
11, 12, 13	Legal Issues in the Workplace	San Diego, CA
16, 17, 18	12 Voices of the Customer NEW	San Francisco, CA
18, 19, 20	Custodial University	New Orleans, LA
23, 24, 25	Benefits Planning for Rehabilitation Professionals Working with Social Security Beneficiaries	Denver, CO
24, 25, 26	JWOD/NISH University	Vienna, VA
24, 25, 26	Problem Solving and Decision Making	Omaha, NE
25, 26	Governance: Critical Issues for Executives and Boards NEW	Las Vegas, NV
25, 26	Piece Rate Time Studies for Products	Jacksonville, FL

NOVEMBER

1, 2	Performance Based Project Management for Services	Spokane, WA
1, 2	Situational Leadership	San Antonio, TX
1, 2, 3	Management Skills for Supervisors	Jacksonville, FL
9, 10	Foundations of Quality	Chicago, IL
9, 10	Introduction to Marketing	Portland, OR
13, 14, 15, 16, 17	Improving Leadership and Management Effectiveness	Orlando, FL
14, 15	Floor Care Fundamentals (IIRC Certification Course)	Chicago, IL
14, 15, 16	Achieving Stellar Service™ Experiences NEW	Sacramento, CA
14, 15, 16	Compliance 2006	Vienna, VA
30, DEC 1	Determining Commensurate Wages for Employees Paid Piece Rates and Employees Paid Hourly NEW	Vienna, VA



NISH offers a wide range of training opportunities through the NISH Institute for Leadership, Performance & Development. For more information, to request a 2006 Training Catalog or register for courses, please contact the NISH Training Team at 571/226-4660 or visit the NISH Web site at www.nish.org.

NISH Mission

Through the Javits-Wagner-O'Day Program, NISH develops and maintains employment and training opportunities for people with severe disabilities.

NISH Workplace

NISH
8401 Old Courthouse Road
Vienna, Va. 22182

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