

Request for Proposals

Open December 7, 2020 – January 8, 2021 11:59 PM CST

Order processing and fulfillment services, with options ranging from full-service fulfillment; order management and customer service only; and warehousing and fulfillment only.

American Library Association

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www.ala.org

www.alastore.ala.org

The mission of the American Library Association is to provide leadership for the development, promotion, and improvement of library and information services and the profession of librarianship to enhance learning and ensure access to information for all.

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Overview of the American Library Association

Description of the American Library Association

The American Library Association (ALA) is a nonprofit international association founded in 1876, now representing more than 50,000 individual, organizational, and corporate members. The association's mission is to provide leadership for the development, promotion, and improvement of library and information services and the profession of librarianship to enhance learning and ensure access to information for all. ALA's Key Action Areas are Advocacy for Libraries and the Profession, Diversity, Education and Lifelong Learning, Equitable Access to Information and Library Services, Intellectual Freedom, Literacy, Organizational Excellence, and Transforming Libraries.

Description of American Library Association Business Line

Most of ALA's current products and inventory are print books: textbooks and professional development materials for library and information professionals. ALA also sells a variety of other products, including bookmarks, posters, award seals, gifts, and digital downloads (non-inventory items).

Product Type	Approx. Unique Products in Category
Books: Primarily softcover books, typically 6 x 9, 7 x 10, or 8.5 x 11	1,400
Posters/décor: Window clings, banners, and posters, typically 13 x 38, 22 x 34, 22 x 28, or 18 x 24.	300
Bookmarks: Packs of 100 paper bookmarks.	250
Other products: T-shirts, mugs, tote bags, pins, etc.	100
Award seals: 24-packs and rolls of 1,000 award seal stickers	60

Details about ALA's activity volume can be found in [Appendix D](#).

Vendors can find general information about ALA at www.ala.org and specific information about the products relevant to this RFP at www.alastore.ala.org.

Key American Library Association Staff

- Contacts for proposal submission and questions*
 - Kit Curl, Operations Manager, ALA Editions
 - Peggy Galus, Sales & Customer Service Manager, ALA Editions
 - Terrence Miltner, Project Manager
 - Mary Mackay, Associate Executive Director, Publishing
- Other key ALA stakeholders:
 - Tracie D. Hall, Executive Director
 - Jill Hillemeier, Marketing Manager, ALA Editions
 - Rachel Johnson, Director, ALA Graphics
 - Denise Moritz, Interim Chief Financial Officer
 - Joanne Lee, Comptroller
 - Jennifer Tam, Accounting Manager

**Please use the email address rfp_pub@ala.org to reach this group of contacts for proposal submissions and questions.*

Objective of the Request for Proposals

ALA recognizes that operating a cost-effective operation is dependent not only upon an efficient order processing and fulfillment operation, but also the overall management of merchandise flow and the establishment and installation of

systems that eliminate redundancy, provide automated economies, and provide the means for effective management of publications and merchandise. The successful vendor will partner with ALA to increase cost efficiencies, maintain superior customer service and satisfaction, and meet ALA auditors' reporting requirements as well as to maintain progress on digital delivery of content and products and related systems in step with the industry in general.

Therefore, ALA is seeking several services that may be provided by one or more vendors:

- Warehousing and inventory management
- Order processing and fulfillment
- Order management, customer service/contact center
- Financial processing, collections, and reporting

Vendor Questions – General

Please select the services provided by your company:

- Warehousing and Inventory Management
- Order Processing and Fulfillment
- Order Management / Customer Service / Contact Center
- Financial Processing, Collections, and Reporting

Please respond to the general questions below and all other sections matching the services provided by your company.

1. History and Experience

- a. ALA requires a highly experienced and professional organization to handle the fulfillment of our products to a sophisticated member and partner universe. Provide a detailed description of your company's qualifications, experience, and length of time in the fulfillment and/or order processing business. Include the aggregate annual volume that you service, the average volume per account, and the total number of accounts. List the top three accounts with their percentage of your total business, type of products and business handled, number of SKUs, etc.

2. Corporate Structure

- a. Describe your corporate structure including ownership, information on your business type, annual sales volume (or other size indicator), business lines, locations (with emphasis on the location you propose for handling ALA's business), etc. This would be a good section in which to summarize the company's mission, service philosophy, and a list of current customers. Please comment on your experience, if any, with publishing programs of associations, foundations, and/or non-profits.
- b. In 2019, ALA's members voted to add sustainability as a core organizational value. Describe your company's commitment to sustainability.

3. Diversity, Equity, and Inclusion: Diversity, equity, and inclusion are fundamental values of ALA and are reflected in our commitment to recruiting people of color and people with disabilities to the profession and to the promotion and development of library collections and services for all people.

- a. Please share your company's diversity and inclusion roadmap as well as your corporate social responsibility report, if available.
- b. Please describe how your company's leadership supports equity, diversity, and inclusion efforts in your organization.
- c. Please provide your company's data on the following metrics, if available:
 - i. Hiring and promotion statistics for women, people of color, veterans, LGBTQ+ employees and employees with disabilities
 - ii. Engagement level scores and results from culture surveys reviewed by demographic and geography
 - iii. Employee demographic data, with a focus on reviewing the differential between majority and non-majority populations

4. Executive Team and Key Staff

- a. Describe your executive team and key staff through brief biographies that include name, years of experience, responsibilities and other information that would communicate their ability to handle ALA's business.

5. Technology Summary

- a. An ongoing commitment to improve efficiencies, control costs and improve the effectiveness of customer support is important to ALA. This section is the appropriate place to describe your digital capabilities, detailed reporting options, and how your company could partner with ALA in adopting new

technologies and staying current.

- b. Provide an overview of your use of technology and your commitment to keep your hardware and software systems current. Do you have plans to upgrade or otherwise alter your current technology infrastructure (upgrading fulfillment systems, changing manifest systems, changing operating systems, etc.)? How do you stay informed about and evaluate new and emerging technological tools?
- c. Describe your approach to data privacy, including any measures taken to comply with the GDPR.

6. Capabilities Summary

- a. As applicable, describe the company's overall capabilities to handle customer service, order processing, cash management and accounting, warehousing, fulfillment, print-on-demand, and distribution, including international orders. Include information on underlying vendor arrangements that would confer additional benefit to the ALA (such as preferred shipper arrangements with UPS, FedEx, Yellow, etc.). Include information on electronic data exchange, real time Web access to customer information, call center support, etc.

7. Reporting Requirements: Accurate and timely reporting is central to effectively managing a publishing business. The more information we can gather on our business and the needs and habits of our customers, the better opportunity we have to grow and succeed. It is imperative that the vendor have a comprehensive reporting package that includes all standard business and publishing-specific reports and the ability to easily generate ad hoc reports.

- a. It is important that reports be available in real-time or immediately after the appropriate cutoff period through a cloud-based system, secure FTP site, etc. These sources should include the ability to download and store data for subsequent manipulation (as well as general recordkeeping) by ALA staff. Reporting software would ideally be available to allow live, ad hoc queries by ALA.
- b. Please describe the programs your clients use to access their data.
 - i. Note: ALA's membership software is iMIS, against which member discount eligibility is currently checked from the online store through multiple daily downloads.
 - ii. Note: ALA's current financial software is Microsoft Dynamics GP.
 - iii. ALA requests assurance that should either of these systems change, the vendor has a track record of adapting to and integrating with new software.
- c. Provide a comprehensive listing of the data points tracked by your company and the various reports available to clients. Please include sample/canned reports where possible, and please share the frequency which reports become available. See [Appendix A](#) for reports required by ALA. Include samples of other available reports and list any expenses associated with producing.

8. Cut-Over to New Vendor: ALA expects to select a new vendor(s) by March 15, 2021 to allow time for planning a cut-over, with the expectation that the new arrangements would be fully in place for a July 1, 2021 go-live date. Please provide information on how you would handle the transition from the current vendor to the new vendor. Describe your methodology, typical timeframes and itemize the costs for each of the following areas that are applicable to your business and relevant to the part(s) of this RFP you are responding to:

- a. IT integration: All programming required to implement the business including historic data ingestion, web order transfers, and EDI transactions with distributors such as Amazon and Baker & Taylor.
- b. Contact center: All implementation activity including phone and fax number set up, call announcements, and CSR training
- c. Accounting services: All activity to implement accounting functions, including statement and invoice generation and distribution, A/R functions, collections, cash and check application and reporting
- d. Warehouse: All activity to implement including transition of inventory, pick and bulk storage set up and training of staff
- e. Describe any additional implementation activity and related expenses not included above.

9. Service Level Preferences

- a. ALA's service level preferences should be considered the minimum levels acceptable. Service levels better than specified should be noted in the proposal. Please review [Appendix B](#) and note your

company's ability to meet each line item.

10. References

- a. Please provide references that represent a cross-section of your customer base: Ideally, provide three long-term accounts and three of your newer accounts. Reference information should include the name and address of the company, type of business, general description of services provided, years with the vendor, senior contact people, phone numbers and e-mail addresses.

11. Unique Selling Points

- a. List special qualities that you feel set your company apart from the competition. We are interested in your unique selling points. Include areas of development and/or technological advances you are pursuing, your future focus, your values as a business, and if your company is a minority and/or woman-owned enterprise.

Functional Questions – Warehouse and Inventory Services

1. **Receiving:** In addition to receiving new ALA titles and reprints, some partner titles are received. Describe your controls in receiving inventory, inspection/counting process, damage documentation, labeling requirements, vendor compliance requirements, turnaround, etc.
2. **Warehousing:**
 - a. Provide a description of your current warehouse facility, volume capability, and flexibility (in terms of skid locations, picking locations and staging areas).
 - b. Does your company have an inventory storage minimum or maximum?
 - c. Describe your system for both bulk storage and "pick 'n' pack" operations.
 - d. Describe your palletization systems and your materials handling equipment.
3. **Inventory Storage:** While print-on-demand is a direction ALA is considering, our current inventory would be purchased and owned by ALA and stored in your location. Inventory consists of print book inventory that is carried as a capital asset and other purchased items including posters, merchandise, award seals, etc. Pertaining to the security of the inventory, address the following:
 - a. What inventory shrinkage controls do you have in place?
 - b. What insurance coverage is provided with this proposal?
 - c. What fire, employee safety, and security controls are currently in place?
 - d. What type of flame-extinguishing material is used by the fire control system?
 - e. What type of entry access systems are in place?
 - f. How is building access monitored and/or restricted?
 - g. Is the building patrolled (inside & outside) by security personnel?
 - h. Is there a separate area for secured storage?
 - i. Describe your current disaster recovery plan, including date of creation/revision.
4. **Inventory Controls:** The value of ALA and partner inventory is a significant capital cost that needs to be accurately accounted for. Please address the following:
 - a. ALA requires either an annual physical inventory or ongoing cycle-counting. Provide information on the method used:
 - i. For cycle-counting, documentation that it meets Generally Accepted Accounting Principles (GAAP) from your accountant. Describe your system for cycle-counting, frequency of counting, controls, etc.
 - ii. For an annual physical inventory, do you have a fixed timetable? Explain your procedures for conducting a physical inventory, the number of days it typically takes, impact on fulfillment, and the expected role of the ALA staff.
 - b. Describe your system for monitoring, calculating, and reporting reorder levels (based on ALA information) for finished goods and component inventory.
 - c. ALA needs access to real-time inventory data for inquiries, stock status, and reordering. Describe how this will be achieved.
5. **Destruction of Obsolete Stock:**
 - a. Describe your procedures for destroying obsolete stock and note any measures taken to do so sustainably.
 - b. How do you prevent destroyed stock from being salvaged and redistributed?
 - c. Do you have access to the obsolete/overrun stock reselling market (remainders)?

Functional Questions – Fulfillment / Order Processing

1. **Order Processing:** There will be a combination of book orders and orders for other items including posters, bookmarks, award seals, etc. Print products have assigned product codes and ISBNs, posters and other merchandise just have a product code. Describe your order processing capabilities. Specifically address the following:
 - a. State your normal fulfillment business hours. Are there any days on which order fulfillment is not performed such as holidays or physical inventory counts? If your operation is not a 24/7 operation, is there "after hours" support? What does the after-hours support consist of?
 - b. When orders are received for processing, how are they queued? Do they process and release immediately, or are they held until a batch process is run? Please describe current procedures, flow, and time frames, staffing to handle priority and non-priority orders. Essentially, provide a comprehensive overview of order processing protocols, standards and quality control.
 - c. Does your company currently use EDI to retrieve and fulfill orders from large distributors such as Amazon, Ingram, and Baker & Taylor?
 - d. How are your picking/packing documents generated? Please supply sample documents and indicate any customization/branding possible (picking tickets, invoices, statements, etc.). Do you use scan lines for bank processing? Barcodes? Can marketing inserts be included with orders, and is there a fee?
 - e. It is essential that orders are coded according to the combination offer/mail list promotion codes used for marketing. What controls are in place to ensure that these codes or similar referral codes are captured during order entry? What type of reporting features do you provide for our staff to access this kind of data?
 - f. Can you provide online order tracking (processed status, shipping tracking, etc.) for customers and the ALA staff?
 - g. Can you maintain an ISBN-13 and product code for each book in inventory? Describe how you assign product numbers to products.
 - h. ALA ships around 14,000 posters in an average year, and frequently, they are ordered with bookmarks. Please describe your company's experience shipping posters or similar items, as well as how your company handles orders with mixed product types. Please share any measures taken to keep costs down and prevent damage in shipping.
2. **ALA Organizational Structure:** ALA has separate business divisions which handle their own publication fulfillment under the unified organization of ALA. Each of these divisions requires data that can easily be extrapolated from invoices and reports, while allowing customers to purchase products from multiple divisions without multiple orders or shipments.
 - a. Describe your process for account management, tracking, reporting and invoicing for multiple divisions and mixed orders.
3. **Order Types:** ALA currently accepts orders through our online store, by mail, by fax, by email, by phone, by purchase order, with EDI, and occasionally in-person at events with a pop-up store. Balancing ease-of-use for customers while minimizing backend customizations is important to ALA.
 - a. Describe the order methods your company is able to accept. Describe your bookkeeping and reporting styles for revenue received by various payment types, providing an example if possible.
 - b. Most ALA orders flow through our Drupal-based e-commerce website, www.alastore.ala.org. Please state your ability and general approach to integrating e-commerce sites with your fulfillment system. If you have extensive technical capabilities in this regard, please describe them here.
 - i. Note: Currently, e-commerce orders are sent via secure FTP to our fulfillment house.
 - c. Credit card information is currently processed through our fulfillment company as a standard part of order processing. Describe your company's capabilities to process credit card transactions, noting any third-party vendors involved.
 - d. Products on the e-commerce site will include some drop-ship items. Orders for these products would be billed through the vendor's fulfillment system for all processing (credit card, reporting, etc.), while the

actual product fulfillment process would be handled by another vendor. Please describe your process for handling drop-ship products.

4. Shipping & Manifest Systems

- a. Provide a detailed list of your manifest shipping systems and describe their capabilities. To minimize customer problems, ALA would prefer that sales not be credited until the product has entered the distribution system. Essentially, the sale is not consummated until it has been scanned or otherwise picked up by the appropriate carrier.
- b. Describe how your process works and how you tie your shipping and manifest systems with your fulfillment and financial systems.
- c. Many ALA orders are shipped via UPS/USPS SurePost. Describe arrangements you have with other carriers and itemize the shipping discounts you would pass through per shipping method, (ground, next day, second day, etc.). Describe how you ship international orders.

5. Returns Processing

- a. Describe your overall returns processing system.
- b. Do you use a "returns" warehouse to segment returned stock from pristine new stock?
- c. What procedure do you have in place to determine good returns from damaged/unsalable returns?
- d. For reporting and accounting verification, describe how inventory is adjusted to reflect returns received.

6. Product Assembly: ALA occasionally requires simple assembly of products, such as cutting bulk rolls of 1,000 award seal stickers into poly-bagged packs of 24. Could your company complete this request? Please share any other similar services offered that may be relevant.

7. Digital Content Delivery: By storing books digitally and distributing them when requested, digital content delivery eliminates a capital investment in printing and storing that may not be economical, and also encourages international sales. Such a system can reduce the cost of distribution and can keep books available longer. Describe your digital content delivery capabilities, if any, and how you integrate new technology in this area.

Functional Questions – Order Management / Customer Service / Contact Center

- 8. Order Management / Customer Service / Contact Center:** Providing excellent customer service for customers, internal ALA staff, partners, and other stakeholders is extremely important. We require courteous contact, error-free orders, damage-free shipping, on-time deliveries, and expeditious order and returns handling. Therefore, this function will be weighed heavily when evaluating proposals. Our minimum requirement for customer service hours is from 8:30AM to 5:30PM CST, weekdays. Specifically address the following:
- a. Describe your customer service department; include your mission statement, goals, service standards, staffing, turnover rate, staff training program, function, and hours of operation. Is this department wholly owned by your company or is it outsourced to a third party?
 - b. Describe how you balance the need to minimize contact time (to keep costs down) and provide a positive customer experience. How often does a customer query have to be escalated?
 - c. Describe the channels your company can use to answer customer service queries (phone, email, chat, etc.) and your process for queuing incoming queries. Include how you manage workload peaks.
 - d. Describe your call center software, addressing your ability to use caller ID or similar verifications to identify and pull up customer records and transfer calls/screens to eliminate asking customers to repeat information, etc.
 - e. Describe your procedures and data organization system for capturing and maintaining customer contact information such as previous interactions, call notes, previous transactions, etc. What processes are in place to avoid duplicate entry of customer records? How do you identify and remove potential errors? What other measures are in place to maintain good data hygiene?
 - f. Describe any other relevant customer service technology/software you use.
 - g. Describe your training and ongoing monitoring programs, including how you would inculcate the unique business attributes of ALA to customer service representatives, supervisors, and managers. Include any equity, diversity, and inclusion training your customer service staff participate in.
 - h. Describe your up-selling and cross-selling capabilities and success with other accounts. This is an area with much potential and your suggestions for how ALA might be able to develop "profitable customer service" would be valuable.
 - i. How do you measure customer satisfaction? How will this information be communicated to ALA?

Functional Questions – Financial Processing, Collections, and Reporting

1. **Financial Processing, Collections, and Reporting:** ALA requires that all orders and revenue related to their book publishing program be processed through the vendor's financial system. As a result, in addition to regular orders processed via phone, mail, e-commerce site, etc., there will regularly be "manual" orders for non-inventory items, comp order, and/or services. For example, a shipment might be made directly from a printer to a customer. That order, including quantity, price, COGS, extension, etc., will need to be entered through the vendor's financial system for invoicing to ensure an inclusive operational and financial picture of the entire publishing program. Please provide information on how this requirement will be handled as well as information on the following items:
 - a. Is your accounting/finance department wholly owned by your company or is it outsourced to a third party?
 - b. Describe in detail your cash management processes, controls, and reporting. Include information on your banking relationship and cashiering function.
 - c. Describe your process for tracking A/R, ability to generate refund checks, A/R collection letters, handling minor write-offs from customer accounts, tracking checks that belong to ALA, and/or partial check payments received.
 - d. Describe your process for managing A/R for wholesalers and resellers including collections, researching chargebacks and maintaining relationships with these distribution channel partners.
 - e. Currently ALA accepts credit card payment through Visa, MasterCard and American Express and is interested in exploring additional options such as AfterPay, Venmo, etc. Detail your banking arrangements and third-party processor(s) used.
 - f. Describe the speed of your credit card approval process and controls on shipping non-approved orders. Do you delay order fulfillment until the credit card transaction has been completed?
 - g. Describe your techniques to minimize credit card fraud while considering the various methods you receive credit card details (online form, mail-in orders, phone calls, etc.).
 - h. Describe your accounting reporting capabilities and provide samples.
 - i. Is your company able to file sales tax reports on behalf of clients?
 - j. Would your company be able to maintain tax exemption records for ALA customers and apply them to orders?
 - k. Are you currently PCI Compliant? At what merchant level?
 - l. Are you SASS certified? At what level?

Proposal Submission Instructions

ALA requires a written response to the proposal questions detailed above. Please follow the existing layout and flow (with the numbering system) in addressing these questions, and specify areas of full compliance, partial compliance, or non-compliance. In addition, comment on services/capabilities thought to be relevant that were not specifically addressed in the RFP.

A summary of current statistics has been provided in the Pricing Model spreadsheet. These statistics are relevant for the overall scope of the project and physical volume needs that must be met. These statistics are based on actual 2019 data, given that 2020 has been an exceptionally unusual year.

If you have questions while preparing your proposal, please contact rfp_pub@ala.org.

Your proposal should consist of three separate items:

- Written Proposal - Send this as an email with PDF attachment to rfp_pub@ala.org. Please name the file "YOUR COMPANY_Proposal_2020.pdf."

- Pricing Model (see below) -Send this as an email with PDF attachment to rfp_pub@ala.org. Please name the file "YOUR COMPANY_Pricing_2020.pdf"
- Other Materials: PDFs of a sample contract, canned reports, promotional materials, brochures, etc. All information provided by the vendor will be maintained as proprietary information.

Email all proposals no later than January 8, 2021 to rfp_pub@ala.org. We encourage you to notify rfp_pub@ala.org of your intent to apply with a brief message.

Pricing Model

The pricing model is a separate Excel spreadsheet (file: ALA_Pricing_2020.xlsx) set up to allow entry of specific rates. By using this pricing model, ALA will more easily be able to compare financial proposals. Please complete the pricing model and rename the file (YOUR COMPANY_Pricing_2020.pdf) and include it as an email attachment with the proposal. Note that the file is not copy-protected; please do not reformat the spreadsheet or alter the formulas. Several blank lines have been provided for items not specifically addressed in the Pricing Model; please label them clearly if you use them.

RFP Disclaimer

ALA reserves the right to suspend this Request for Proposal process at any time and at its sole discretion. This RFP process may or may not result in a change to the current vendor relationship. It is important to note that ALA reserves the right to award this business to a vendor based on both their written proposal and their pricing model. In other words, the final decision will not only be based on the financial proposal.

Appendix A: ALA Reporting Requirements

Financial	Sales & Promotions	Inventory	Other
Cash receipts	Sales by promo code, referral source, order method	Valuation of inventory	Backorders, backorder releases
Credit card Transactions	Sales by customer type and other key customer data points	Damaged inventory	Drop shipments
Sales by product, timeframe, account, invoice, order number, etc.	Sales by product category and other key product data points	Saleable inventory	
Returns and refunds by product, timeframe, account, invoice, order number, etc.	Customer contact info	Stock status	
Freight – actual, customer charge, freight recovery		Inventory write-offs	
Postal charges		Inventory reorder points	
Cost of Goods Sold (COGS)		Inventory adjustments and transactions	
Accounts receivable, collections			
Discounts applied			
Detailed and summarized sales tax reporting by county, city, state, and transaction			

Appendix B: ALA Service Level Preferences

Process/Function	Service Level Preferences
Customer service responsiveness	80% of calls answered within 20 seconds; emails answered within one business day
Order entry/fulfillment	If fewer than 200 orders/day, 100% fulfilled and shipped within two business days
Rush orders	If received by 2 PM, ship by end of next business day
Bulk orders	Shipped within two business days
Return processing	Within two business days
Shipping accuracy	A minimum of 99.5% of orders must be shipped accurately
Receiving inventory	Completed by end of next business day
Inventory accuracy	No more than 3.00% shrinkage of total inventory
Stock destruction	Within two business days

Appendix C: Pricing Model Sample

Note: Please enter data in xlsx template provided. These pages are for reference only.

ALA Fulfillment Pricing Model			
Item	Method of pricing	Unit Price	
Order Entry:			
Mail Transactions	Per Transaction	\$	-
Fax Transactions	Per Transaction	\$	-
Email Transactions	Per Transaction	\$	-
Standing Orders	Per Transaction	\$	-
eCommerce Orders	Per Order	\$	-
Phone Transactions	Per Transaction	\$	-
Credit Card Processing Charge	Per CC Order	\$	-
Backorder Releases	Per Order	\$	-
Other		\$	-
Other		\$	-
Other		\$	-
Accounting:			
Cash Applications	Per Transaction	\$	-
Statements/Invoices	Per	\$	-
Statements (Postage)	Per	\$	-
Credit Card Fees from CC company	Actual	\$	-
Banking Fees from Bank	Actual	\$	-
Collections Labor	Per Hour	\$	-
Collections Letters	Per	\$	-
Collections Letters (Postage)	Per	\$	-
Clerical	Per Hour	\$	-
Other		\$	-
Other		\$	-
Other		\$	-
Phone Charges:			
T - 1 Charges	Flat Fee Monthly	\$	-
Other		\$	-
Other		\$	-
Distribution Center:			
Storage	Per Pallet	\$	-
Receiving	Per Hour	\$	-
Pick/Pack/Ship - Regular Orders	Per Order	\$	-
Pick/Pack/Ship - Bulk Orders (25+ Units)	Per Hour	\$	-
Returns	Per Hour	\$	-
Rush/Exception Order	Per Order	\$	-
Special Packaging Material		\$	-

Materials/Packaging	Per Carton	\$	-
Catalog Per Shipment	Per Order	\$	-
Misc. Project	Per Hour	\$	-
Conference Prep & Return	Per Hour	\$	-
Other		\$	-
Other Services:			
Trash Skids / Recycling	Per Pallet	\$	-
IT Programming	Per Hour	\$	-
EDI Maintenance	Monthly	\$	-
EDI Transaction	Per Kilco Character	\$	-
Annual Sales Tax Subscription	Per State Annually	\$	-
Vendor Portal User Service Fee	Per Month	\$	-
Financial GL Monthly Closing	Per Month	\$	-
Other		\$	-
Other		\$	-
Other		\$	-
Shipping:			
UPS	Discount on actual		0%
LTL	Discount on actual		0%
USPS	Discount on actual		0%
FedEx	Discount on actual		0%

Appendix D: ALA Activity Volume

Activity	Annual Total (Based on September 2018 - August 2019)	Monthly Average (Based on September 2018 - August 2019)
eCommerce Orders	14,948 orders	1,246 orders
Mail/Email/Fax Orders	5,603 orders	467 orders
Phone Orders	1,318 orders	110 orders
Backorder Releases	2,974 releases	248 releases
Returns	215 returns	18 returns
Rush Orders	412 orders	34 orders
Pick, Pack, Ship - Regular Orders	21,723 orders	1,810 orders
Pick, Pack, Ship - Bulk Orders	237 orders	20 orders
Cash Applications	3,904 applications	325 applications
Statements/Invoices	6,493 statements/invoices	541 statements/invoices
Credit Cards Processed	15,958 cards processed	1,330 cards processed
Collections Labor	468 hours	39 hours
Collections Letters	131 letters	11 letters
Clerical Services	2,312 hours	192 hours
Programming (in hours)	52 hours	4 hours
Special Projects (product assembly, stock destruction, etc)	285 hours	24 hours*
Receiving	163 hours	14 hours
Storage	917 total pallets	N/A

*Hours spent on special projects like stock destruction ranged from 3.5 to 84 hours of labor per month in FY19.