

NEWS & VIEWS

Published for Members of the Virginia Association of Governmental Purchasing, Inc.

www.vagp.org

MARCH 2019

THE VAGP SPRING CONFERENCE 2019



Donnie Legg, CPPO
Conference Committee Chair

Be sure to mark your calendars for March 26th-28th, 2019 to attend the VAGP Spring Conference. The conference will be held at the beautiful oceanfront Virginia Beach Hilton in Virginia Beach offering wonderful views of the beach and ocean.



The theme for this year's conference is "Vision of the Future" and the Conference Advisory Committee (CAC) is putting together speakers and sessions that focus on the future of procurement.

On Tuesday March 26th, the conference will have the first ever "First Timer's Breakfast" in the morning and "Young Professional's Event" during the evening. Also scheduled are presentations by motivational speaker Dave Davlin with "The Game - Winning Three" and Tammy Rimes (former Purchasing Agent with the City of San Diego) with a general session. Patrick Green of the Virginia State Police will teach a session on "Active Shooter in the Workplace", which was also given at a CAPA conference previously and was well received.



Wednesday morning of the conference will feature the Vendor Exhibition, which is a fantastic opportunity for VAGP members to meet and interact with the vendor community. It is not too late for vendors to register for this special event so please encourage vendors you work with to register on the VAGP website. Wednesday evening will be the Presidential Reception and Dinner followed by another VAGP first: "The Men of VAGP Pageant". If you are interested in participating please contact Donnie Legg. All proceeds from this event will go to our chosen charity.

The VAGP Spring Conference charity events will benefit The Hope House Foundation. The Hope House Foundation provides services to adults with intellectual and developmental disabilities exclusively in their
Continued on page 3

IN THIS ISSUE . . .

The VAGP Spring Conference 2019	1
President's Message	2
New Public Relations Committee Chair	3
Construction Management at Risk	4
2019 Classes	5- 6
VAGP Nominations	7

Comprehensive Annual Procurement Survey	8
New CPPOS & CPPBS	8
VAGP Regional Ambassadors	9
Marks on Credibility	10



BOARD OF DIRECTORS**OFFICERS****President**

Lorie Newton, CPPO, CPPB

President-Elect

Jay Smigielski, CPPO

Treasurer

Cindy Smith, CPPB

Secretary

Beth Dooley, CPPO, CPPB

First Past PresidentSharita Bryant, CPPB, VCM, VCO,
VCA**Second Past President**Etta Henry, CPPO, CPPB, CUPO,
VCCO, VCO**First At-Large Member**

Stephanie Brown, CPPB

Second At-Large Member

Carla Smith, CPPB

COMMITTEE CHAIRPERSONS**Conference**

Donnie Legg, CPPO

Diversity

Lawrence Shaw, VCO

Education

Lisa Russell, VCO

Membership

Joey Patterson

Professional Development

Sheila Farmer, CPPO

Public Relations

Kimberly Robinette, VCO, VCA

Technology

Kelly Gill

Legislative

Patti Innocenti, CPPB

Executive Director

Chris Ruditys

NEWS & VIEWS**Editor**LeeAnne Beatty Smith, CPPB, VCA,
CUPO**Layout & Design**

Leslie Wright

News & Views is published quarterly and was designed and created for the members of the Virginia Association of Governmental Purchasing, Inc. (VAGP), by Wisconsin Association Management. Views and advertising expressed in this newsletter are not necessarily those of, or endorsed by, VAGP. Send correspondence to VAGP, 11801 W. Silver Spring Dr., Milwaukee, WI 53225 757-609-3696; info@VAGP.org. Subscriptions are included in the annual dues paid by members. Advertising rates and policies may be obtained by calling 757-609-3696.

**PRESIDENT'S MESSAGE**

Lorie Newton, CPPO, CPPB
VAGP President

First, I would like to thank you for the opportunity to serve as your President in 2019. It is truly an honor to lead the largest NIGP chapter in the country. As I reflect on my years of membership and on my responsibilities this year as your President, I am in awe of the strides that we have taken as an association and am grateful for the many mentors I have had in my career that helped me to get to this place. While there are many individuals that I have consulted with, learned from, and vented to, I would be remiss if I didn't take this opportunity to thank two individuals that helped to shape my career: Mike Bacile and Tim Moore, both past Presidents of VAGP. I am committed to continue the legacy of our past Presidents and vow to work with each of you, the Board, and our business partners to continue to collectively grow our association and achieve our strategic goals.

I am excited about what 2019 will offer to our members. The planning is well underway for the upcoming Spring Conference and Expo, which is packed full of dynamic speakers, networking opportunities and great entertainment. Our conference host committee has worked tirelessly to put together a program that you don't want to miss. The spring conference theme this year is fitting as we explore our "Vision of the Future" and focus on our young procurement professionals whom will engage, network, and bring to the Board their ideas for growth and expansion. This conference will feature the very first "Young Professional's Event", and through the work of Stephanie Brown (1st-at-Large Member) this event is sure to be a fun night.

As we look to engage our young professionals, which is an initiative that I have made a priority this year, I have also set out to continue to engage those that have left our profession and moved on to retirement. I am excited to say that the VAGP will be reaching out to our retiree friends to keep them engaged and involved in the future of VAGP. Plans for a networking breakfast is in the works! Thanks to Carla Smith (2nd-at-Large Member), Cecilia Stowe (Henrico County) and Melissa Tillman (City of Lynchburg) for agreeing to work on this initiative and make it a reality. I can't wait to join my former mentors across the Commonwealth in the very near future! Plans are also being finalized for the Fall Symposium to be held in the mountains of Lynchburg and hosted by the City of Lynchburg. Look for the Save the Date announcement very soon and mark your calendars!

The Education and Professional Development Committees both have a full schedule planned with a wide variety of classes, some of which are new offerings. There is something for everyone! You can find more details on these opportunities throughout this edition of the News & Views and on the VAGP website (www.vagp.org). A special thanks to those Committee Chairs who graciously agreed to continue their service this year, and welcome to newly appointed Committee Chairs: Donnie Legg (Conference Advisory Committee Chair); Lisa Russell (Education Chair); Joey Patterson (Membership Chair); Kimberly Robinette (PR Chair) and Ginger Gordon (Adhoc Committee Mentor). Also new to the Board is Beth Dooley, your newly elected Secretary, and Carla Smith, your newly elected 2nd at Large.

Continued on page 7

NEW PUBLIC RELATIONS COMMITTEE CHAIR

Kimberly Robinette, VCO, VCA
VAGP PR Committee Chair 2019



Kimberly Robinette is the Purchasing Agent for Bristol Virginia Utilities Authority where she has been employed for over 5 years. She holds a Bachelor's degree in business and in 2018 obtained certification as a Virginia Contracting Associate and Virginia Contracting Officer. Kimberly joined VAGP in February of 2018 and immediately developed a hunger to become more involved in the association. In addition to serving as the PR committee chair, she serves as VAGP's Zone 9 Ambassador, contributes as a member of the Conference Advisory Committee and is in the first year of the VAGP mentor-protégé program.

Greetings from Southwest Virginia! I am thrilled to be serving as the Public Relations Committee Chair for 2019. It is an honor and I look forward to working with everyone in our association to promote the purpose and activities of VAGP!

Spring Conference at VA Beach

Planning for Spring Conference is in full swing! The PR committee will have some new VAGP logo merchandise available for purchase during registration and between sessions, so make sure to look for the VAGP table! Also, if you have any questions about the happenings at the conference, make sure to stop by and see us. We will also have information on how you can become more involved with VAGP. The conference is expected to sell out, so register today!

VAGP on Facebook

Have you liked the VAGP Facebook page? If not, you may be missing out! Every quarter we will be drawing a name from active participants who comment or share our posts to win a VAGP logo item.

If you are interested in serving on the PR committee, please email krobinette@bvua.com
You can like and share our Facebook page by visiting www.facebook.com/VAGPofNIGP

(The VAGP Spring Conference, continued from page 1...)

own house or apartments – regardless of how complex their disabilities may be. In addition to “The Men of VAGP Pageant”, there will be a silent auction with all proceeds going to support our selected charity. The CAC is taking auction donations such as hand-crafted items made by VAGP members and friends of VAGP. Please consider contributing an auction item even if you are unable to attend the spring conference.

Contact Katie Markle kmarkle@hrsd.com or Wanda Tormey wtormey@goochlandva.us and arrangements will be made to get your donation there!

Don't wait any longer! Register and join the VAGP during purchasing month at the VAGP Spring Conference at the Virginia Beach Hilton! For more information or to register please visit the VAGP website at: <https://www.vagp.org/insidepages/events/vendors.cfm?eventid=89FCE245-5056-8960-3E84-C83CFED24FB5>

CONSTRUCTION MANAGEMENT AT RISK

Harry Smithson, CPPO, CPPB, VCO, VCCO, *Old Dominion University*
 Beth Dooley, CPPO, CPPB *Fairfax Water*



Construction management at risk, also known as CM at risk or CMAR, is an alternate construction delivery method to Competitive Sealed Bid. Using this method, the public body establishes two contracts: a contract for professional A/E design services, and a two-phase contract with the CM at Risk contractor. CMAR is distinguished by a commitment by the construction manager (CM) to deliver the project within a guaranteed maximum price (GMP). The GMP is based on construction documents and specifications, plus any reasonably inferred items or tasks. Virginia state agencies and localities must follow the VPPA, Chapter 43.1, Construction Management and Design-Build Contracting. The \$10 million minimum project threshold codified in the VPPA applies only to localities.

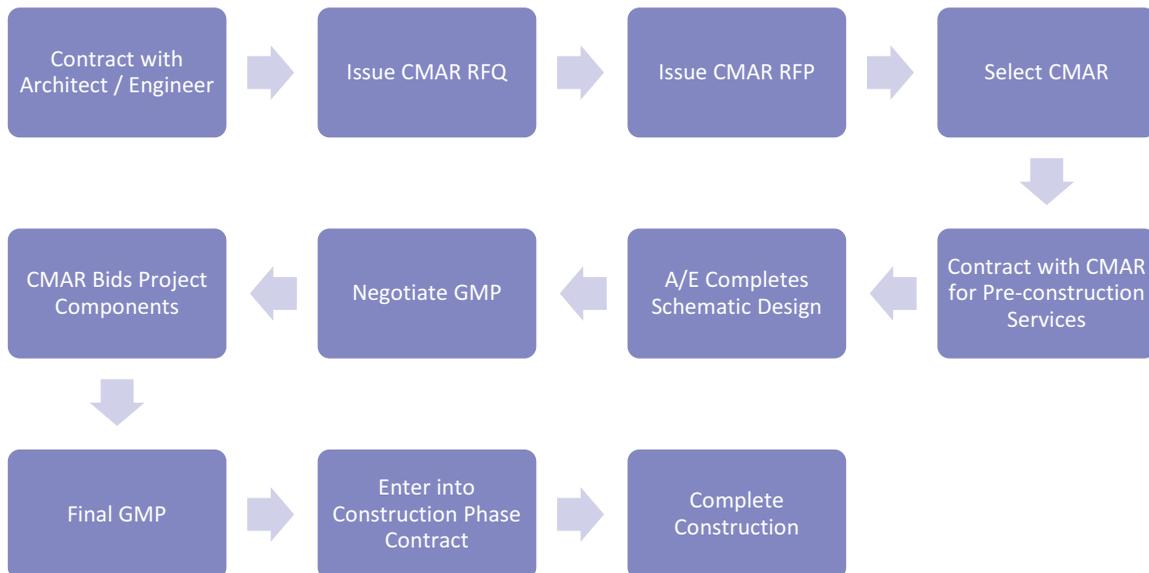
Role of the CM at Risk

The construction management firm acts as an owner's consultant during the pre-development phase of the project. The CMAR is empowered to contract multiple subcontractors and is acknowledged as the sole point of responsibility for the project delivery. The CMAR is authorized through the contract to hire the subcontractors through publicly advertised competitive sealed bidding. No more than 10% of the construction work shall be performed by the CM and the remaining 90% shall be performed by subcontractors.

The final construction price is the sum of the CMAR's fee, the subcontractors' bids, and allowances. The GMP shall be established at the completion of working drawings. The owner will not pay more than the final agreed-to GMP (as amended) and retains a portion of savings.

Owner Advantages of Construction Manager at Risk Project Delivery Method:

- Centralize responsibility for construction under a single contract.
- Save time and money.
- Produce a more manageable, predictable project.
- Fewer change orders.



2019 VAGP/NIGP CLASSES

Lisa Russell, VCO, VCA
Education Committee Chair



As the new 2019 Chair of the VAGP Education Committee, I am very excited to embark on my new role to serve VAGP. Our goal is to offer the courses you need to expand your procurement knowledge and skills, prepare for the CPPB/CPPO certification, and provide contact hours for recertifications. These classes offer a great opportunity for networking and discussion with other procurement professionals and to exchange ideas and experiences to assist in your professional development. The NIGP offers quality training and a variety of course topics to choose from. If you are interested in joining this committee or would like to host a class at your location, please reach out to me or one of the Education Committee members! The upcoming NIGP classes are listed below, please visit www.VAGP.org to register!

2019 Class – Scheduled	Dates	Location	Sponsor	Register By
CPPB Prep	Apr 1st -2nd	Chesterfield	Lisa Russell	Mar 31st
Sourcing in the Public Sector	Apr 10th-12th	Virginia Beach	Carla Smith	Mar 9th
CPPO Prep	Apr 15th – 16th	Fairfax	Cindy Smith	Mar 14th
Fundamentals of Leadership & Management	Apr 16th – 17th	Centreville	Kristen Hylton	Mar 15th
Contracting for Construction Services	May 9th -10th	Lorton	Beth Dooley	Apr 8th
Risk Management in Public Contracting	Jul 15th -16th	Springfield	Cindy Smith	Jun 14th
To Be Scheduled				
Contracting for Construction Services	May 7th – 8th	Virginia Beach	Tonya Joyner	April 6th
Effective Management of Construction Contracts	May 9th	Virginia Beach	Tonya Joyner	April 8th
Legal Aspects of Public Procurement	Sept 16th -18th	Loudoun	Amy Bevins	Aug 15th
Contract Administration in Public Sector	Sept 25th -27th	Daleville	Nancy Pressing	Aug 24th
Strategic Procurement Planning	Oct 23rd – 25th	VA Beach	Carla Smith	Sept 22nd

Committee Members

Amy Bevins, CPPB, Loudoun Water – ABevins@loudounwater.org
 Lisa Russell, VCO, VCA, Chesterfield County – Russelll@chesterfield.gov
 Jacque Comuzzi, CPPB, VDOT – jacquelyn.comuzzi@vdot.virginia.gov
 Kristen Hylton, CPPO, UOSA – Kristen.Hylton@uosa.org
 Cindy Smith, CPPB – WMATA – cdsmith1@wmata.com
 Oscar Knott, CPP, CPPO, VCO – Henrico County - KNO008@henrico.us
 Carla Smith, CPPB – Virginia Beach City Public Schools - Carla.Smith@VBSchools.com
 Kevin McDowell, Radford University - dkmcdowel@RADFORD.EDU
 Nancy Pressing, CPPB, VCCS Shared Services Center - npressing@ssc.vccs.edu
 Roxanne Ehardt, CPPO, Virginia Department of Health - Roxanne.Ehardt@vdh.virginia.gov

PROFESSIONAL DEVELOPMENT (LOW-FEE) CLASSES



Sheila D. Farmer, CPPO
Professional Development Committee Chair

Pro-D FAQ's:

Question: How do I register for an upcoming meeting or event through VAGP?

Answer: Visit VAGP.org and login to your VAGP profile (Home>Member Directory). You can view upcoming classes/events by selecting Home>Show All Events. When you have picked a class/event you are interested in select "details and registration information" underneath that class listing and follow the registration instructions.

Question: Where can I locate my Certificates for Training and Receipts?

Answer: Login to your VAGP profile (Home>Member Directory) and scroll to the footer at the very bottom of the page and select "Member Area". Within the "Member Area" select the "History Tab". You can view and print your receipts and certificates here.

Class	Dates	Location	Sponsor
Ethics	March 7th	Arlington	Arlington Public Schools
Sealed Bidding vs. Competitive Negotiations	April 9th	Lynchburg	City of Lynchburg
CPI/PPI (Finding, Using, and Understanding PPI and CPI Indices)	April 11th	Virginia Beach	Hampton Roads Sanitation District
Virginia Public Procurement Act	May 8th	Virginia Beach	Hampton Roads Sanitation District
Public Purchasing Basics	May 14th	Bristol	BVU Authority
Ethics	May 15th	Bristol	BVU Authority
VPPA Case Law	June 12th	Charlottesville	City of Charlottesville
Virginia Public Procurement Act	Sept 13th	Harrisonburg	City of Harrisonburg
Public Purchasing Basics	Sept 17th	Fredericksburg	City of Fredericksburg
Developing a Basic Understanding of Construction & How to Reduce Construction Costs	Oct 3rd	Charlottesville	City of Charlottesville
Sealed Bidding vs. Competitive Negotiations	Oct 3rd	Arlington	Arlington Public Schools
VPPA Case Law	Oct 4th	Chesterfield	Chesterfield County

VAGP NOMINATIONS - ONE GOAL, ONE PASSION

Sharita Bryant, CPPB, VCM, VCO, VCA
1st Past President



Happy New Year VAGP! This is a new year; however, the VAGP has the same goal and passion in serving our members. As your 1st Past President, one of my responsibilities is chairing the VAGP Nomination Committee. The objective of the committee is to provide VAGP members with a list of nominees to fill the positions of Secretary, At-Large Member, and any other VAGP officer vacancies.



“What’s the criteria?” The minimum criteria for the Secretary and At-Large Member (maximum of three (3) candidates per position) are as follows: the candidate must be a member of VAGP and NIGP (as required of all elected board members); the candidate must have been involved in VAGP, or any other professional association; the candidate must have contributed to VAGP in a volunteer capacity; and the candidate must have an adequate number of years of professional purchasing experience in positions of increasing responsibility and complexity.

“How do I express interest? When can I submit a nomination?” The Nomination Committee will call for nominations from the general membership at least 90 days prior to the scheduled election date. As procurement professionals with work and personal lives, time can slip away; interested parties may contact me now! Nominations will not be official until reviewed with the full committee.

Why run for office? The experiences and opportunities are endless and vital to leadership development skills. Before writing this article I researched, “Why is volunteering important?” Besides my personal experiences, where I could ramble on for days, I would like to leave you with a link to additional benefits of volunteering for your reading pleasure: <https://www.helpguide.org/articles/healthy-living/volunteering-and-its-surprising-benefits.htm/>

Don’t delay, contact me today!
Sharita.Bryant@dgs.virginia.gov

MARCH IS PURCHASING MONTH!

Attention Procurement Professionals! March is Governmental Purchasing Month, so be sure to reach out to your colleagues and in some way, either individually or as a group, honor the profession with an additional activity.

Some examples include writing a purchasing related article, taking a class, or making plans to sponsor a class. For those working on certification, make it your goal to achieve this in 2019. VAGP would love to hear about how you and your colleagues celebrated Purchasing Month! Please send pictures and information on any Purchasing Month activities to LeeAnne Beatty Smith at smith2LB@jmu.edu. We hope to share some of the Purchasing Month activities in the June issue of News & Views!

(President’s Message, continued from page 2...)

It is an exciting time to be a part of the VAGP and I challenge each of you to consider being more actively involved. Whether you are a first timer, a young professional, a seasoned professional, a Board member, or a committee member - you are the association and your involvement is what makes VAGP so great. I encourage you to take advantage of everything VAGP offers!

If you have ideas, need assistance, or are just are looking to network, feel free to reach out to me! I can be reached at newtonl@chesterfield.gov. I look forward to hearing from you and hope to see you in March on the oceanfront in beautiful Virginia Beach!

All my best,
Lorie

COMPREHENSIVE ANNUAL PROCUREMENT SURVEY

Keith Gagnon, MBA, CPPO, VCM, VCO
 Procurement Director - Chesterfield County Procurement Department

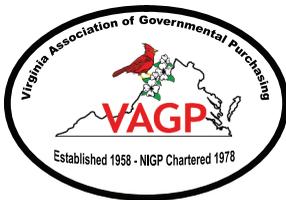


Fellow VAGP members:

I am an avid reader of VAGP member connect emails. I frequently send them and respond to them to share information and experiences with my fellow VAGP members. Over the past decade, I have found that multiple times each year we get member connect emails from various procurement professionals, including myself, asking our procurement offices to provide data regarding such items as the size of our staff, spend profile of our public body, operating budget, delegation thresholds, workload, staff credentials, etc. This information is typically used to help the requestor compare certain aspects of their procurement operation with their peers. This type of information is critical in helping us benchmark our offices, make managerial decisions and persuade the C-suite to support various procurement initiatives.

Anyone who knows me, or has attended one of my *Quantitative Methods for Procurement* classes, knows that I am a self-proclaimed “data nerd.” I believe that there is a better way for us to gather such benchmarking information in a consolidated manner and make the results broadly available to our membership on demand. To that end, I proposed to VAGP President Lorie Newton that the VAGP pursue creating a comprehensive annual procurement survey covering these various dimensions of our procurement offices. The VAGP Board has endorsed this idea and I will soon begin working with the VAGP leadership and seeking volunteers to assist in creating an appropriate survey instrument. I also envision tracking the data year-to-year and creating both annual and longitudinal data dashboards for members’ use.

Stay tuned for more information on this project and feel free to contact me if you are a fellow data nerd who wants to volunteer to help make it happen. Thanks, Keith



NEW CPPOS AND CPPBS

CONGRATULATIONS! VAGP wants to take this opportunity to congratulate the VAGP members who successfully passed the UPPCC CPPB/CPPO certification examinations administered October 15th-27th, 2018. Your hard work and dedication paid off. We are very proud of your accomplishment!



CERTIFIED PROFESSIONAL PUBLIC BUYERS (CPPB)

Name	Agency	City
Erika Allen	City of Hampton	Hampton
Arron Moser	City of Norfolk	Norfolk

Upcoming Application Deadlines for Spring & Fall 2019 Testing <http://www.uppcc.org/>

Exam Dates:	Apply by:	Apply with Late Fee by:	Schedule exam by:
May 6-18, 2019	Feb. 4, 2019	Feb. 19, 2019	April 15, 2019
Oct. 14-26, 2019	July 15, 2019	July 29, 2019	Sept. 23, 2019

VAGP REGIONAL AMBASSADORS

Carla A.B. Smith, CPPB
Second-at-Large

*Look for us at Spring Conference
We would love to meet you.*



Mission: To serve as an avenue to enhance communication, networking and information about VAGP to our members throughout the nine different zones across the state that might not otherwise have access.

CURRENT AMBASSADORS



Zone 1: Andrea Philyaw hrefandrea.philyaw@lcps.org
Loudoun, Fairfax, Fairfax City, City of Herndon, Town of Leesburg, Manassas, Manassas Park, Fauquier, Prince William, Falls Church, Alexandria, Arlington



Zone 2: Nicole Robertson nicole.robertson@harrisonburgva.gov
Frederick, Clarke, Warren, Shenandoah, Page, Rockingham, Harrisonburg, Augusta, Highland, Bath Staunton, Waynesboro



Zone 3: Jennifer Stieffenhoefer stieffenhofer@charlottesville.org
Rappahannock, Culpeper, Madison, Greene, Orange, Charlottesville, Albemarle, Louisa, Fluvanna



Zone 4: Jamie Carter jlcarter1@spotsylvania.k12.va.us
Stafford, Fredericksburg, Spotsylvania, King George, Caroline, Westmoreland, Essex, Richmond County, Northumberland, Lancaster, King and Queen



Zone 5: Tonya Joyner Tonya.Joyner@VBSchools.com
Accomack, Northampton, Mathews, Middlesex, Gloucester, James City County, York Country, Williamsburg, Surry, Poquoson, Hampton, Portsmouth Norfolk, Virginia Beach, Chesapeake, Suffolk, Isle of Wright, Franklin, Southampton, Greenville, Emporia, Sussex, Newport News



Zone 6: Kelly McClurg mcclurgk@chesterfield.gov
King William, New Kent, Charles City, Prince George, Dinwiddie, Petersburg, Brunswick, Mecklenburg, Lunenburg, Nottoway, Amelia, Colonial Heights, Hopewell, Chesterfield, Henrico, Richmond, Powhatan, Goochland, Hanover



Zone 7: Melissa Tillman melissa.tillman@lynchburgva.gov
Nelson, Buckingham, Cumberland, Prince Edward, Charlotte, Halifax, Danville, Pittsylvania, Campbell, Appomattox, Lynchburg, Amherst



Zone 8: Ambassador is Simone Knowles Simone.Knowles@roanokeva.gov
Rockbridge, Buena Vista, Lexington, Bedford, Franklin, Henry, Martinsville, Patrick, Galax, Carroll, Floyd, Pulaski, Radford, Giles, Montgomery, Roanoke, Salem, Roanoke City, Craig, Botetourt, Alleghany, Covington



Zone 9: Kimberly Robinette krobinette@bvua.com
Bland, Wythe, Grayson, Smyth, Washington, Bristol, Scott, Lee, Wise, Norton, Dickenson, Buchanan, Russell, Tazewell

MARKS ON CREDIBILITY

Fred Marks, CPPO, VCO
VAGP Lifetime Member



We talk and teach about Professionalism and Excellence but rarely mention “credibility” as one of the components of both these traits. Credibility is the cement, the two part epoxy that binds the components and keeps them whole. Credibility comes to us in English from Middle Latin (*Credibilitas, The quality of being trusted and believed in*).

Without it our negotiations would fail, our customers and suppliers would view us with a jaundiced eye and our jobs would fall below the Mendoza Line. Credibility is NOT being liked or being friendly. The smiling face and firm handshake have no part in this. More likely than not, the shaker of hands with the friendly smile is not looking you in the eye when they speak, their eyes are looking at other people in the room. The smile is often artificial and the word “friend” is overused incorrectly and insincerely.

Unlike your job title or where you sit in an office, credibility is not an objective measure. It’s not something you have or don’t have. It’s a perceived quality, one that people assign to you based on their experiences with you in a number of elements. I think of it as a bank account, one which can be deposited and withdrawn by everyone you deal with. It takes time, patience, and consistency to build it into credibility wealth.

A major building block of credibility is *Integrity*. It involves transparency, trustworthiness and moral predictability. We feel good about people who embody these traits. And it’s a gut feeling when you meet them, they either have it or they don’t. It’s how they do their business and daily routine. Truthfulness has a large part of this. One failure to disclose an important truth or a lie to a governing body can ruin an entire career and leave the person suspect in everything they do.

Competence and Expertise are important factors. Expertise turns into competence when it is put to the test. You earn credibility (notice “earn”: think of it as the interest you get in your bank account mentioned above) by succeeding at assignments over time. A track record of learning from mistakes and applying knowledge increases perceived credibility.

Leaders are especially vulnerable to the loss of credibility. They lose touch when they can’t relate to their base, or lack the understanding of their group, or worse yet, talk more than they listen. Their self inflicted celebrity status keeps them from their core and from taking a genuine interest in knowledge. They hold secrets they can’t share. They mask it with spin and ambiguity. It’s sad to watch and damaging. People see through that immediately and wonder what else they are hiding. A loss of credibility by a leader or representative is a two way street; it reflects back on an organization and reflects on an individual. It’s as slippery as mercury on a mirror. You have to work at it every hour of your day, and if you suspect a loss of it, find out the root cause and work to correct it.

I think the most important elements are professionalism, transparency, and communication. None of them are stand-alone qualities. Study the habits of those people and organizations that have perceived credibility, but remember they may not fit your profile. You alone have to determine your own perceived credibility. Adopt or adapt those you can incorporate into your own arena. Find out, take corrective action, ask questions, and work at it. Be resilient!

NEWS & VIEWS

We want your news and views in 2019!

This is your Association and your publication—make your voice heard! All VAGP members are encouraged to send articles, press releases and photos. Published articles on purchasing related topics may help members earn recertification points. For eligibility requirements, please verify directly with the certifying agency. Suppliers and contractors are also encouraged to submit purchasing-related articles for publication. Limited opportunities are available and offered at no cost! Submit your contributions to LeeAnne Beatty Smith at smith2LB@jmu.edu.



- Industry News
- Best Practices
- Photo
- Book Reviews
- Education Opportunities
- Event Recaps
- New Certifications
- Tips and tricks

Production Schedule	2nd Quarter	3rd Quarter	4th Quarter
Deadline for Submissions	May 8th	Aug. 7th	Nov. 6th
Publish Date	June 5th	Sept. 18th	Dec. 4th