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November/December 2013
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Whether an occurrence is good news or bad news often depends on the context. Case in point: The National League of Cities’ latest City Fiscal Conditions survey, which shows that 43 percent of city finance officers are less able to meet city needs than last year. That may sound like bad news to some, but considered in context, it’s good news. If you consider that last year the troubling number was 57 percent and the years before it was 87 (2010) and 88 percent (2009), the latest figure doesn’t seem so bad.

Positive spin is typical of the economic news we are hearing lately. The so-called “new normal” comes with it lower overall expectations that put much of our economic news in a positive light. The unemployment rate is still high, but not as high. Economic growth is painfully slow, but slow growth is better than stagnation or decline.

Positive spin helps to feed the perpetual hunger for good news among a weary populace, but some things defy a rosy outlook. The National League of Cities survey highlights a variety of concerns plaguing the fiscal health of cities, from health care and pension costs, to infrastructure costs and public safety demands. Respondents to the NLC survey also noted an increase in costs, declining local tax bases, less federal aid, and a slow local economy in general. Property tax revenues are projected to fall for the third year in a row; income taxes are dropping; while sales tax revenues provide a bright spot by continuing to rise by 2.4 percent in 2012.

So how are local governments dealing with the challenges? According to NLC, 43 percent have raised fee levels, 48 percent have shrunk the size of their work force, 21 percent have decreased human services spending, and 25 percent have reduced spending for other services such as parks, recreation and libraries.

It’s a sure bet, then, that challenging economic conditions will provide the context for how government procurement professionals do their jobs in 2013 and in the foreseeable future. The news next year might be “not as bad,” but the challenges will remain. With challenges come opportunity for procurement professionals to highlight their contribution to maximizing the benefits of even scarce available resources.

Many procurement departments are working with less staff. Effective government operation, especially as it relates to how taxpayer resources are spent on goods and services, rests on fewer shoulders. Still, the impact of government procurement is huge, given that every penny saved in a contract is a penny that will not have to be cut somewhere else.

Increasingly, the effectiveness of government depends on the experience, skills and hard work of procurement professionals, whose strategic role in achieving the mission of local and state governments is greater than ever. For those making a career in government procurement, that’s good news in any context.

LARRY ANDERSON is editor of Government Procurement magazine.
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The goal of Government Procurement is to stimulate thought and discussion on significant issues in the profession, to foster collaboration and community, and to encourage creative solutions to common challenges. In that spirit, this issue of Government Procurement presents a hypothetical scenario describing a challenge that procurement professionals might face in the course of their careers.

The following scenario was written by a group of graduate students in the course PADM 731 “Public Sector Procurement Law and Ethics” taught by Dr. Stephen B. Gordon, FNIGP, CPPO during the Fall 2012 Semester at Old Dominion University (ODU). Members of this student group included: Andrea Fischer, Kerry McCrickard, Sandra Roberts, Jennifer Donohue, Whitney Vaughn and Kevin Ramey. Mr. Ramey, who completed the requirements for the MPA degree in 2011, is fulfilling the course requirements to earn ODU’s Graduate Certificate in Public Procurement and Contract Management.

If you feel moved to respond to this Procurement Ponderable scenario – and we hope that you do – we’ll publish your comments in an upcoming issue of Government Procurement.

You are the chief procurement officer for a medium-sized local government in a highly populated region of a southern, coastal state. The City Manager, who only started work for your entity three months ago, directs you to execute a sole-source, long-term contract for vehicle emissions testing with a firm he has used many times in the past when working as the senior administrator for other entities. You have been on the job for two weeks. You have more than ten years of progressively responsible experience in public procurement level, but this is your first job at the director level.

The City Manager tells you that this firm is far and away the best firm the city could select to administer a vehicle emissions testing program. You serve at the pleasure of the City Manager. Through conversations with your peers in other, nearby local governments, and through research you do on your own, you learn that many firms are capable of performing this service for your entity efficiently, economically, and well; you also learn that the firm “suggested” by the City Manager has a less than stellar record of performance, going back several years.

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HOT TOPICS [review and forecast]

HOW FEDERAL BUDGET WOES IMPACT STATE AND LOCAL GOVERNMENTS

By Brent Maas

With the Eurozone on its way down the austerity path and the European Central Bank (ECB) estimating two consecutive years of GDP contraction, all eyes were on the United States as it approached the Dec. 31, 2012, deadline to avert the automatic tax increases and spending cuts that would jump-start a 10-year plan to reduce its national deficit by $1.5 trillion. Whether or not an alternative to the deficit reduction plan is negotiated, state and local government budgets will be affected directly and indirectly.

The Pew Center on the States’ November 2012 report, The Impact of the Fiscal Cliff on the States, points out that federal and state finances are closely linked. “When certain expiring tax provisions within the fiscal cliff are analyzed independently, they could increase state revenues,” according to the Pew report, which lists these examples:

- For at least 25 states and the District of Columbia, lower federal deductions would mean higher income taxed at the state level.
- At least 30 states and the District of Columbia would see revenue increases because they have tax credits based on federal credits that would be reduced.
- Thirty-three states would collect more revenue as a result of changes in the estate tax.

However, for the six states that currently allow deduction of federal taxes, higher federal tax rates would translate into reduced state revenues.

Federal spending cuts in grant dollars (about 18 percent), procurement, salaries, wages and defense stand to impact some states more than others.

Federal grants account for 5 to 10 percent of state revenues (6.6 percent is the average).

Federal non-defense spending on procurement, salaries and wages, when compared to state gross domestic product (GDP), is almost 20 percent of the DC-Maryland-Virginia GDP. The next top 4 states impacted by non-defense spending are Hawaii (16 percent), Alaska (13 percent), New Mexico (13 percent) and Kentucky (10 percent). The national average is 5.3 percent of GDP.

Federal defense spending on procurement, salaries and wages is nearly 15 percent of Hawaii’s GDP, and a major factor in other states, too, including Alaska (11 percent), DC-Maryland-Virginia (10 percent), Kentucky (8 percent) and Alabama (7 percent).

Barring the fiscal cliff, economists predicted an economic growth rate for 2013 of 3 to 3.5 percent. As it stood at year-end, growth would be curtailed to a net of about 2 percent, prolonging an already slow period of recovery.

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Deficit Reduction Resulting from FY13 “Fiscal Cliff”

<table>
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<th>Scheduled revenue increases</th>
<th>$ Billion</th>
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<tr>
<td>Expiration of 2001, 2003, and 2009 tax cuts</td>
<td>$225</td>
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<tr>
<td>Expiration of payroll tax cut</td>
<td>$85</td>
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<td>Other expiring “tax extender” provisions</td>
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<tr>
<td>Taxes included in the Affordable Care Act</td>
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<tr>
<td><strong>Subtotal, revenue increases</strong></td>
<td><strong>$393</strong></td>
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<th>Scheduled spending cuts*</th>
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<tr>
<td>Sequestration</td>
<td>$54</td>
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<tr>
<td>Expiration of federal unemployment insurance benefits</td>
<td>$34</td>
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<tr>
<td>Expiration of Medicare “doc-fix”</td>
<td>$10</td>
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<tr>
<td><strong>Subtotal, spending cuts</strong></td>
<td><strong>$98</strong></td>
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<tr>
<td><strong>TOTAL</strong></td>
<td><strong>$491</strong></td>
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- a Includes cuts to ordinary income and capital gains taxes, corporate income tax, estate tax and Alternative Minimum Tax (AMT) “patch”
- b Tax credits for research and experimentation and enhanced deductions for certain business expenses

*NOTE: Spending figures reflect budget outlays (as opposed to budget authorization, which may be higher - as is the case with sequestration. Sequestration authorization is $109B, equally split between defense and non-defense budgets.)

**SOURCE:** Congressional Budget Office, An Update to the Budget and Economic Outlook: Fiscal Years 2012 to 2022, August 2012 (box 2-1).

U.S. Budget Projections (Shown in US$ Billions)

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BRENT MAAS is Executive Director, Business Strategy & Relationships for NIGP: The Institute for Public Procurement. Email bmaas@nigp.org.
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What do you think of when someone mentions diversity? Most people would say race, gender, religion and age. Procurement professionals, especially, are increasingly urged and sometimes mandated to evaluate and increase diversity.

Recently I had the pleasure of listening to a speech by Dr. Steve L. Robbins entitled “Homie Sapiens.” I have also read his book entitled What If? Short Stories to Spark Diversity Dialogue. In the speech and book, Dr. Robbins provides a very different look at diversity. He shows how diversity is not just about race, religion, age or gender, but also about different perspectives and experiences. Dr. Robbins explains how our upbringing influences the way we think and react to our surroundings and to others. The premise goes beyond the proverbial “it’s your parents’ fault” and includes influences that could have taken place during primary school, while hearing adults talking or through other experiences throughout our childhood years.

Let’s look at a scenario: You are interviewing auditing firms. You are part of the interview panel. You look out your office door and see two auditing firm representatives waiting in the lobby area. At first glance, this is what you see:

Representative #1: A muscular man with arms covered in tattoos, long hair, dressed in a leather jacket, leather boots and carrying a helmet.

Representative #2: A petite woman dressed in a tailored business suit, well groomed, carrying a briefcase.

What would be your immediate reaction to what you just saw? Where does that reaction come from? Everyone’s reaction may be a little different, but I’m guessing that many of us think that Representative #1 would be the better candidate. But what you don’t know about the situation is that Representative #1 has the degree, meets all the qualifications, and comes with numerous glowing references from several procurement professionals that you know and respect. Representative #2 has the degree and the qualifications, but she has not disclosed that she has been fired from her last two auditing positions and is currently being accused of embezzlement.

Something in life, maybe our early experiences, has engrained in us a process to evaluate and draw conclusions of others. Really, when you think about it, these thoughts are related to diversity. Upon meeting someone, we are already thinking about how that particular person is different from our expectations or from our own standards of normal. It is very hard, and sometimes almost impossible, to keep these ingrained thoughts from occurring. Therefore, diversity can affect our choices and decisions even at times when we are unaware it is happening.

As procurement professionals, we sometimes evaluate diversity in our procurement processes, but are the evaluations always correct? I think our immediate evaluation of what we read in proposals is not always the correct one. When we have the opportunity to talk with, interview or negotiate with a potential contractor, our evaluation often changes. What we thought to be reality within the proposal is not always the true reality. The final evaluation can sometimes be better and sometimes it can be worse, but it will always be more educated.

As you can see in the scenario above, we don’t always have all the information. We tend to jump to conclusions in our first evaluation without having all the information. Perhaps now you can see, as Dr. Robbins showed me, how different perspectives and experiences are also pieces of the diversity puzzle. The diversity puzzle contains not only gender, age, religion, and race, but is also made up of other pieces such as the way one dresses, the language one uses, or their piercings and tattoos, or lack thereof … and the list goes on. There are so many things that make up who we are and what we convey to others about who we are. Clearly, we try to put others in our normal box when evaluating proposals, but maybe we should be expanding our box or even breaking down the walls of our box. By doing so, our environment becomes more adaptive to others so that we can become more open to change, and embrace diversity. I am continually working hard to break down the walls of what I consider normal and to do my part to embrace diversity and all of the wonderful new ideas, processes, and contractors that diversity can bring.

KELLY J. OKKEN, CPPB, VCO, VCCO, is Facilities and Capital Procurement Manager at James Madison University, Harrisonburg, Va. This article is based on the winning submission in NIGP’s 2012 Diversity Essay Contest.
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LES SONS TO LEARN IN OPTIONS AND COMPETITION

By Richard Pennington

“The issue before this Court is whether the prices for the … options for 2010 and 2011 could be privately renegotiated by the parties or whether such a renegotiation required public, competitive bidding.”

This quote from a Pennsylvania court opinion last year cuts to the heart of a fundamental tool used in government contracts. We all use options. Indeed, many jurisdictions have limitations on multi-year contracts that require the use of options. Typically, governments assess price reasonableness of options before exercising them. But can price terms be renegotiated?

For federal procurement practitioners, the balancing of the need for contract modifications against competition policies is a recurring issue. But in my experience a challenge against option exercises on a competition grounds was unusual. This article looks at the Pennsylvania case and some lessons that can be derived from it. The article also introduces some federal standards for evaluating modifications and explains why federal practice may be relevant.

Pennsylvania’s Option Analysis
The Pennsylvania case arose out of a waste services contract. [Hanisco v. Township of Warminster, 41 A.3d 116 (Pa. Cmwlth. 2012)] The contract had been awarded effective Jan. 1, 2005. The contract had a five-year term with options for two one-year extensions. The options were priced using a unit price (based on the number of households).

In the fall of 2009, before the expiration of the contract, a public hearing before the supervisors was held and the waste services contract discussed. The supervisors noted that neighboring towns were paying less than the option price for similar trash and recycling services. At the meeting, it was suggested that advertising for a new waste hauling contract should be postponed until a meeting with the incumbent contractor scheduled the following day. The supervisors authorized advertising for new bids if the meeting did not result in an acceptable reduction in the option price.

At the meeting, the contractor agreed to freeze the rates near current-year prices. The township and contractor executed an amendment that left the option-year prices the same in the contract but established a “rebate” that would reflect the agreed reduction. The supervisors voted to approve the amendment that exercised both of the option years in exchange for the rebate. In all, the modified contract options achieved a 10 percent reduction in price.

Hanisco, the plaintiff, lived in the township and filed a complaint claiming that the township should be enjoined from exercising the options and required to engage in competitive bidding for a new waste services contract. The trial court denied the request for injunctive relief, and Hanisco appealed.

The township argued that the amendment was a supplement to the existing contract, not a new contract. The township maintained that once a public contract has been lawfully awarded in accordance with competitive bidding, a lower price may be negotiated. The appellate court held against the township, however, concluding that “the decision not to advertise its waste services contract for competitive bidding has prevented the parties from knowing whether greater savings could have been achieved had the contract been rebid.”

One judge wrote a lengthy dissenting opinion. The dissenting judge emphasized that the scope of work and frequency of waste collection services stayed the same: only the price was reduced. The dissent reviewed other Pennsylvania precedent as well as precedent in other states and applied a different legal standard than the majority opinion. The dissent reasoned that the modifications were not new undertakings and not “material” because they were not of such a magnitude that they undermined the goals of competitive bidding.

Federal Standards on “Scope” Issues
What is “materiality” in the context of a modification? Federal bid protest decisions provide guidance about when “scope” has been materially changed by an amendment. The Hanisco dissent applied reasoning closer to the federal analysis.

Some state courts – Colorado and Arizona are examples – will consider federal precedent in matters peculiar to public procurement where there is little state judicial precedent. Sometimes contract law principles arising out of private commerce provide little guidance. For example, whether the formalities of an option exercise are adequate to create a binding obligation can be resolved using
I drive a pickup to work, not a hybrid.

I do love trees. I’m just not a hugger. Don’t get me wrong, I care about the environment. I mean, how couldn’t I? I’m the one in charge of keeping the trees pruned, the grass cut and public spaces all around town looking spectacular. Then again, I care about a lot of things. Number one on my hit list these days is how I’m going to be able to continue operating with shrinking budgets for equipment and crew. So when my Grasshopper dealer told me about how their fuel-injected diesel engines could save my department literally tons of fuel AND put dramatically fewer emissions into the air we all breathe, I was all ears. After a test ride, a night’s sleep and kicking it around with my crew, I decided to give it a shot. And after a summer of flawless cuts with minimal downtime, and thousands of dollars of fuel savings, I became a true believer. Just like my trusty old pickup, my instincts didn’t let me down.

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normal contract formation principles. Federal precedent would not be particularly helpful. On the other hand, the application of competition policies to contract modifications is unique to public procurement, and courts might be willing to consider the way that federal courts analyze the issue.

The federal standard for assessing the materiality of modifications looks at the expectations of competitors. The General Accountability Office, the federal agency that decides the lion’s share of federal bid protests, considers whether the modification would have materially changed the field of competition. Similarly, the United States Court of Federal Claims (the court having jurisdiction over federal bid protests) has described the test this way: “If the court concludes as a matter of law that the modification was contemplated in the original procurement and the type of work, quantity, performance period, and costs have not substantially changed,” the requirements for competition are not implicated. [Ceradyne v. United States, 103 Fed.Cl. 1 (2012)] Note the importance placed on original solicitation language.

What lessons that can be learned from Hanisco? Case law in the various states will differ of course. And some courts are more likely than others to consider judicial precedent outside the state. You need to view this issue in the context of your state laws and local ordinances/policies, meaning your lawyers should be involved.

When faced with case law like that in Pennsylvania, attorneys look for facts that meaningfully distinguish their situations, that is, reasons that a court should not apply the holding in the case. Here are some facts that might be a basis for distinguishing Hanisco (even in Pennsylvania) and point the way to best practices in states that follow this line of analysis.

> Avoid structural changes to contract pricing mechanisms. The plaintiff argued that negotiation of a “rebate” and the private negotiations between the contractor and township created a new contract. It is unclear from the opinion why this amendment structure was used. Along with the unusual, contemporaneous exercise of both one-year options, the creation of a rebate mechanism may have made this contract modification appear more like an entirely new contract. Avoid fundamental revisions to the

[Content continues on the next page]
payment structure in the original contract.

> Include price adjustment provisions in the solicitation and contract. The court noted that the “renegotiation of price was not contemplated by the original contract.” Consider using economic price adjustment or renegotiation provisions in solicitations. In the absence of a relevant economic price adjustment index, include a solicitation provision that permits the agency to request renegotiation where market information suggests availability of reduced pricing. Modification of option prices by amendment then more clearly become contract administration actions, matters not typically addressed in bid protests.

> Analyze the document option price. One good practice is that required by the Federal Acquisition Regulations: a market analysis prior to option exercise. In Hanisco, other townships had unit prices 33 percent lower than the original option prices. However, the dissent pointed out that the prices may not have been an “apples to apples” comparison because other townships had different frequency and range of pickup services. If there are circumstances that account for differences between option prices and more favorable costs derived from other market information, explain them in a memorandum placed in the procurement file.

**FINAL THOUGHTS**

It is important to have the ability to fashion contract administration tools like options that adapt the contract to changing markets and still promote competition policies. Sensitivity must be shown, however, to how competition policies and efficient contract administration can sometimes collide. Providing for these mechanisms up-front in the solicitation improves the chances of a court’s approving of their use.

RICHARD PENNINGTON, CPPO, C.P.M., J.D., LL.M. is an NIGP Individual Member and NIGP Instructor. After federal procurement law practice as an Air Force judge advocate, he served as an assistant attorney general (procurement and contract law and litigation) and State Purchasing Director for the State of Colorado.
Examining the role of the Chief Procurement Officer in the decision and process

Outsourcing in the public sector means “contracting out” functions that historically have been provided by public employees. The belief that there are functions best performed by the private sector is not new, and moving these functions from the public to the private sector requires a fair and open process in the public’s best interest.

NIGP: The Institute for Public Procurement recognizes that the outsourcing of particular governmental functions can be a fiscally sound tool of responsible public administration. However, identifying and assessing the elements of public performance most appropriate for outsourcing -- and ensuring a successfully executed outsourcing decision -- is a substantial challenge for everyone.

Public procurement offers a uniquely qualified and professional resource for government decision-makers considering outsourcing alternatives. The Chief Procurement Officer (CPO), Procurement Director or Purchasing Manager serves a strategic role in a public entity’s decision to outsource. The CPO is central to a fair, transparent and effective outsourcing process. While the decision is ultimately reserved for an elected body or senior executive, the CPO is prepared to provide informed insight on market structure, cost, risk, competitive methods and contract form as these factors impact the quality and cost of services. The CPO is uniquely positioned to help design and manage a process to achieve a successful public outsourcing effort. It is therefore important to engage the CPO early as a strategic partner to assess and to administer any ensuing selection and contract formation process.

While examples of outsourcing exist from more than a century ago, outsourcing gained momentum in the United States and Great Britain in the early 1980s. Both governments established criteria for contracting out a process or function. OMB Circular A-76 is the current guide used for outsourcing at the federal level in the United States. Many states and local jurisdictions have adopted similar guidance. OMB Circular A-76 provides insight on how to outsource while describing the characteristics of “inherently governmental activities” versus “commercial activities.” It does not, however, offer a definitive list of which functions are “inherently governmental” (and, therefore, should not be outsourced) and which are potentially “commercial.”

Two questions, each with their own considerations and processes, confront a governmental entity: (1) Whether to outsource; and if so, (2) How to do it.

**WHETHER TO OUTSOURCE**

OMB Circular A-76 defines “inherently governmental activity as “an activity so intimately related to the public interest as to mandate performance by government personnel.” These activities require the exercise of substantial discretion in applying government authority or in making decisions for the government. Inherently governmental activities normally fall into two categories: the exercise of sovereign government authority or the establishment of procedures and processes related to the oversight of monetary transactions or entitlements.

An inherently governmental activity involves:

> Binding the United States to take or not to take
some action by contract, policy, regulation, authorization, order or otherwise;
> Determining, protecting and advancing economic, political, territorial property, or other interests by military or diplomatic action, civil or criminal judicial proceedings, contract management or otherwise;
> Significantly affecting the life, liberty or property of private persons; or
> Exerting ultimate control over the acquisition, use or disposition of United States property (real or personal; tangible or intangible), including establishing policies or procedures for the collection, control or disbursement of appropriate and other federal funds.

KEY CONSIDERATIONS IN OUTSOURCING
Although examples of outsourcing are present in all facets of government, the threshold decision, whether to outsource a particular function, is a difficult one requiring a thorough, thoughtful assessment. In his book, *Outsourcing State and Local Government Service* (1988), John O’Looney describes the decision to outsource governmental service as similar to a corporation choosing to divest itself of peripheral businesses to better focus on core competency. O’Looney adds that, “while the comparison is apt in many respects, the decision to outsource a government service is typically more complex than is the case in the private sector. Political and cultural considerations, ideology and concern for values other than the bottom line will, for good or ill, affect the decision making in the public sector differently than in the private sector.”

A key consideration in the decision to outsource is an organization’s sensitivity to risk. According to O’Looney, a strategic manager must consider the following points:
> How outsourcing may increase the susceptibility of local government to systemic corruption of its mission.
> The degree to which the service can be described and monitored in terms of clear performance measures.
> The degree to which the service that is being outsourced is, itself, critical or necessary to ensure that the function is effectively carried out (e.g. professional services).
> The number of potential providers of the service.
> The economic costs and benefits of transitioning to an outside provider of service.
> The political and social costs/benefits when making the change.

Considering these factors leads the strategic manager to a comprehensive view that considers not only front-end savings, but also the long-term effect of possible failure by the “outsourced” service provider.

When a governmental service is outsourced, the institutional knowledge and expertise held by the public employees may be lost. The risk of failure is present, whether for poor performance or un-sustained public support. The public entity will bear the cost of restoring the service,
including the restoration of “in-house” expertise and knowledge. This too must be measured by a strategic manager when considering outsourcing.

ROLE OF THE PUBLIC PROCUREMENT PROFESSIONAL
What role should the public procurement professional have when determining whether or not to outsource a particular governmental function? In an interview with the Global Delivery Report, Dawn Evans, president and CEO of the Sourcing Interest Group, observes that, “procurement brings robust data to the table.”

Procurement professionals use market intelligence in their sourcing decisions and can bring compelling data to outsourcing decisions. This not only includes cost factors, but also market research and the identification of innovative suppliers, solutions and process improvements.

Ideally, strategic outsourcing involves all areas that have a stake in the outcome – the internal business units, legal and procurement. Procurement’s experience running complex supply chains, price negotiations and supplier relationships, while adjusting to a changing global environment, makes it a valuable asset in determining the optimal public outsourcing process.

HOW TO OUTSOURCE: ESSENTIAL ELEMENTS OF THE PUBLIC OUTSOURCING PROCESS
The process must be competitive, fair and transparent, and capable of delivering the best value for the public. These public policy mandates create an environment where the procurement professional plays an integral role in the outsourcing decision and its execution. When a potential outsourcing opportunity is identified, the outsourcing process should embrace the following work flow with the understanding that it may be ended short of completion at any time:

> Comprehensive risk assessment (including an examination of public interest, safety, health and security.)

> Determination of requirements. An evaluation and statement of what is needed, when it is needed and how much is needed, which may include considerations of historical usage, future need, program objectives, trends, demand analysis, market analysis and the use of software or other forecasting tools.

> Sourcing. A fair and transparent process leading to the selection of a supplier/contractor whose costs, qualities, technologies, timeliness, dependability and service best meet the established requirements.

> Vendor performance and accountability. Specific, measurable performance criteria including service

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level agreements and reporting requirements included in the contract.

**Post-award contract administration.**
Management supervision and oversight to assure full compliance by the supplier/contractor with the contract terms and conditions including price and vendor performance and accountability criteria; as well as contract administration that includes payment, monitoring of progress and performance, inspection and acceptance, quality assurance, modifications, negotiations, contract closeout and other activities.

**Communication.** A continuous flow of information throughout the outsourcing process from the public entity to all stakeholders including employees, contractors and the public, before and after contract award.


**CENTRAL ROLE OF THE CHIEF PROCUREMENT OFFICER**
Procurement professionals go beyond negotiation to drive deals that encourage suppliers to innovate and continuously improve their processes, according to Evans. Managing the elements of an outsourcing process, formal or informal, calls on the skills and experience that a Chief Procurement Officer uses every day in the normal course of public purchasing. The Chief Procurement Officer, Procurement Director or Purchasing Manager also acts as a professional resource for decision-makers by assisting in the outsourcing process in, but not limited to, the following areas:

- Market and vendor research;
- Cost and pricing analysis;
- Assistance with risk assessments;
- Development of statements of work and service level agreements;
- Management of competitive source selections and evaluation teams;
- Contract negotiation;
- Formulation and award;
- Post-award vendor and contract management; and
- Ability to communicate effectively with all stakeholders throughout the process.

**RECOMMENDATIONS**
Outsourcing has a direct impact on a government entity’s ability to function successfully and deliver necessary services to the public. The decision to outsource must be well-informed and thoughtful and should be supported by skilled professionals with the strategic vision and expertise to improve operations while protecting the public good.

As a matter of course, the Chief Procurement Officer promotes competition, ensures transparency, understands the place of the government organization within the marketplace, and manages the risks associated with the purchasing process. These competencies, together with the inherently governmental nature of the public procurement function, establish the definitive and integral contribution professional procurement staff can bring to the outsourcing decision and its successful execution.

While the final decision to outsource may reside with the elected body or senior executive, the effectiveness of the outsourcing process and the likelihood of a successful outcome are greatly enhanced by the early engagement and contributions of the Chief Procurement Officer. 

**EDITOR’S NOTE:** This article is based on a position paper from NIGP: The Institute for Public Procurement.
Buildings & Facilities

Access Control
Ameristar Fence Products
DoorKing Inc

Federal Signal Corp
Hirsch Electronics
Kelly Klosure Systems
Par-Kut Intl Inc
Pelco
RedCloud Security
RofiU Intl Corp
Security Technology Intl Inc
Secura Key
Securitron Magnalock Corp
Security Door Controls
Siemens Infrastructure & Cities, Building Technologies Division
Videx Inc

Air Treatments & Controls
Air Rite Service Supply, Filter Division
Big Ass Fan Co
ENMET Corp
Magnegrip Group
Mil-Ram Technology Inc

Building Maintenance
Air Rite Service Supply, Filter Division
Alamo Indl
Bird Barrier America Inc
Bird-X Inc / Indus-Tool
Blackburn Mfg Co
C&H Distributors LLC

Hydro Tek Cleaning Equipment Mfg
Kano Laboratories
MicroWest Software Systems Inc
Nixalite of America Inc
PND Corp
Reelcraft Industries Inc
Rotary Lift
Sanitor Mfg Co
Tanks-A-Lot
VAC-TRON Equipment

Buildings
Accu-Steel Cover Buildings
B.I.G. Enterprises Inc
Bird Barrier America Inc
Bulk Storage Inc
Denis Inc
Duo-Gard Industries Inc
Easi-Set Industries / Precast Buildings

Grainger WWG
Kelly Klosure Systems
Legacy Building Solutions
Live Roof LLC
Mobile Structures Inc
Norsonman Structures
Pacific Yurts Inc
Poligon by Porter Corp
Porter Corp
Restroom Solutions Inc
Safety Storage Inc
Special-Lite
Speed Space
Taylor-Dunn
WHP Trainingtowers

Cleaning Supplies
C&H Distributors LLC
DOGIPOT
HD Supply Facilities Maintenance
Hydro Tek Cleaning Equipment Mfg
Jenny Products Inc
Sanitor Mfg Co
Sioux Corp
Tanks-A-Lot
Zep Inc

Coverings for Ceilings, Floors, & Walls
Centaur Floor Systems
Continental Flooring Company
HD Supply Facilities Maintenance
Parkland Plastics Inc
Signature Systems Group LLC

Electrical
American PERMALIGHT Inc
HD Supply Facilities Maintenance
Kawasaki Motors Corp USA
Kawasaki Motors Corp USA
Kubota Tractor Corp
Live Roof LLC
Lutron Electronics Co Inc
MTU Onsite Energy Corporation
Multiquip Inc
Noren Products
ProQuip International Inc
SPX Corp
Vanair Manufacturing Inc
Yamaha Motor Corp

Food Equipment
Belson Outdoors Inc
Dwyer Products
Gold Medal Products Co
Grainger WWG
Metlet-Toledo Intl Inc / eBusiness
Reelcraft Industries Inc

General Components
BCI Burke Co LLC
Duo-Gard Industries Inc
Met-Tile Inc
Reid Supply Company
Research Products

Special-Lite
Vanguard ADA Systems of America

HVAC
Air Rite Service Supply, Filter Division
Allegro Industries
Atlas Sales & Rentals Inc
Big Ass Fan Co
Bird-X Inc / Indus-Tool
Friedrich Air Conditioning Co
Governair LLC
Grainger WWG
HD Supply Facilities Maintenance
Huntair Inc
Mammoth Inc
Noren Products
Siemens Infrastructure & Cities, Building Technologies Division
Spot Coolers Inc
SPX Corp
Temtrol LLC
Venmar CES Inc
Ventrol Air Handling Systems Inc
WaterFurnace International Inc

Lighting Equipment
Allmand Brothers Inc
American PERMALIGHT Inc
Ameron
Federal Signal Corp
Genie Industries Inc
Godwin Pumps
Grainger WWG
HD Supply Facilities Maintenance
LEDtronics Inc
Lutron Electronics Co Inc
Multiquip Inc
Osram Sylvania
ProQuip International Inc
Reelcraft Industries Inc
Ruud Lighting Inc, a Cree Company
Safety Technology Intl Inc
Sun Valley Lighting
Underwater Kinetics
US Architectural Lighting

Utility Metals
Waldmann Lighting

Roofing
Duro-Last Roofing Inc
Room Dividers
Screenflex Portable Room Dividers
www.Screenflex.com

Wire Crafters

Sealants & Coatings
CRAFCO
HD Supply Facilities Maintenance
Mettler-Toledo Int Inc / eBusiness
Rhomar Industries Inc
Synthetic Surfaces Inc
Truco Inc
Vanguard ADA Systems of America

Security
Ameristar Fence Products
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Genie Industries Inc
Husqvarna Construction Products
Kubota Tractor Corp
Multiquip Inc
PB Corp
PSM LLC, division of Cascade Corporation
Ramco Construction Tools Inc

Reelcraft Industries Inc
Sunbelt Rentals
Terex Construction Americas
Terex Roadbuilding
Thompson Pump
United Rentals
Vermeer Mfg Co
VMAC
Volvo Construction Equipment

Earth Moving Equipment
Asphalt Zipper Inc
Bobcat Co
Caterpillar Inc - Governmental Sales
Crysteel Manufacturing
Ditch Witch
Doosan Infracore Construction Equipment America
duraClass
The Equipment Lock Co
J-CRAFT
John Deere
Kubota Tractor Corp
Rugby Manufacturing
Rexburg Construction Americas
TYCROP Mfg Ltd
United Rentals
VAC-TRON Equipment
Vermeer Mfg Co
Volvo Construction Equipment

Tools & Storage
Adrian Steel Co
Asphalt Zipper Inc
Caterpillar Inc - Governmental Sales
Dynabrade

Grainger WWG
Harbor Freight Tools
Husqvarna Construction Products
Hydro Tek Cleaning Equipment Mfg
Lyon Workspace Products
Multiquip Inc
Pelican Products

Reelcraft Industries Inc
SPX Corp
Strong Hold Products
United Rentals

Wire Crafters

Emergency Response/ Public Safety

Emergency Preparedness

Andax Industries LLC
Bradley Corp

BurnFree Products
General Motors
HD Supply Facilities Maintenance
John Deere Co

Junkin Safety Appliance
Justride Mfg Co LLC
MTU Onsite Energy Corporation
Pelican Products
Relion
SafetyMate Inc
Siemens Government Services Inc
Tanks-A-Lot
World Institute for Security Enhancement

Emergency Response

Arizona Instrument LLC
BurnFree Products
Cassidian Communications

Code 3 Inc
Digital Combustion Inc
Dynamic Systems Inc
Federal Signal Corp
General Motors
Global Traffic Technologies LLC (Opticom)
GWC Inc
Insta-Chain Inc
John Deere Co

Junkin Safety Appliance

PND Corp
Rofu Intl Corp
SafetyMate Inc
Turtle Plastics Co

Wolpack Gear

Facility Security

All Traffic Solutions
American Innovations Inc
Ameristar Fence Products
John Deere Co
Pelco

RedCloud Security
Siemens Government Services Inc
Signature Systems Group LLC

Videx Inc

Wire Crafters

Firefighting

Digital Combustion Inc
Fire Etc
General Motors

GWC Inc
John Deere Co

Kenwood USA Corp

PowerFlare

SoundOff Signal

Wire Crafters

Wolfpack Gear

Military/Defense

American Innovations Inc
Brownells Mfg / LE Supply Group

Code 3 Inc
Dynamic Systems Inc

Ford Motor Co, Ford Commercial Truck
Ford Motor Company, Ford Fleet
General Motors

GM Fleet & Commercial

Golight Inc

GWC Inc

John Deere Co

Kenwood USA Corp

PowerFlare

SoundOff Signal

Wire Crafters

Wolfpack Gear

Traffic & Parking Control

Allmand Brothers Inc

All Traffic Solutions
Ameristar Fence Products
Barrier Systems Inc

Belson Outdoors Inc

Blackburn Mfg Co

Brandon Industries

C&H Distributors LLC

Code 3 Inc

General Motors

Global Traffic Technologies LLC (Opticom)

Grainger WWG

Hall Signs Inc

Newstripe Inc

Par-Kut Intl Inc

Plastic Recycling of Iowa Falls

Rotary Lift
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| S-Square Tube Products |
| 3M Traffic Safety Systems |
| Underwater Kinetics |

**Worker Safety**
- Andax Industries LLC
- Bird-X Inc / Indus-Tool
- Blackburn Mfg Co
- ENMET Corp
- E-Z-GO Textron
- GIG Instrumentation Inc
- Grainger WWG
- Haws Corp
- Junkin Safety Appliance
- Magnegrip Group
- Mil-Ram Technology Inc
- Nixalite of America Inc
- Rotary Lift
- Team Eagle Ltd
- Wells Lamont Industrial
- Whelen Engineering Co Inc

**Engineering/TestinG/MeaSureing**
- Jones & Henry Engineers Ltd
- Mettler-Toledo Int Inc / eBusiness

**Inspection/TestinG Equipment**
- Arizona Instrument LLC
- Campbell Scientific Inc
- GIG Instrumentation Inc
- Mettler-Toledo Int Inc / eBusiness

**Locating & SurveyinG Related**
- Blackburn Mfg Co
- Ditch Witch
- Fair Mfg
- VAC-TRON Equipment

**Measuring Devices**
- Automata Inc
- Campbell Scientific Inc
- ENMET Corp
- GIG Instrumentation Inc
- Mettler-Toledo Int Inc / eBusiness
- Mil-Ram Technology Inc
- Omega Engineering Inc
- Quixote Transportation Technologies Inc
- Reid Supply Company
- SPX Corp
- VAC-TRON Equipment

**Professional Development**
- IMSA
- National Truck Equipment Assn

**Services, Business**
- Office Depot

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**Weather Reporting**
- Campbell Scientific Inc
- Columbia Weather Systems Inc
- Davis Instruments
- Quixote Transportation Technologies Inc
- Rain Bird Corp

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<td>Hi-Way Equipment</td>
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<td><strong>Code 3 Inc</strong></td>
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<td>Federal Signal Corp</td>
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<td>Whelen Engineering Co Inc</td>
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<th>Components - Parts/Accessories</th>
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<td>John Deere Co</td>
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<tr>
<td>Kawasaki Motors Corp USA</td>
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<td>Dutton-Lainson Co</td>
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<td>Gorman-Rupp Co</td>
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<td>American Honda Motor Co Inc</td>
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<td>Enterprise Rent-A-Car</td>
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<td>General Motors</td>
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<tr>
<td>Jiffy Lube Fleet Care</td>
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<td>John Deere Co</td>
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<td>Kano Laboratories</td>
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<td>General Motors</td>
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<tr>
<td>Gray Mfg Co Inc</td>
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<td>Harper Industries-OEM Hydraulics</td>
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<td>Hydro Tek Cleaning Equipment Mfg</td>
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<td>Kawasaki Motors Corp USA</td>
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<td>PB Corp</td>
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<td>Rotary Lift</td>
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### Management
- Enterprise Rent-A-Car
- Networkfleet Inc

### Trailer
- Aluma
- Dakota Mfg Co Inc / Trail-Eze Trailers
- Dutton-Lainson Co
- Featherlite Trailers
- Haulmark Trailers
- J&J Truck Bodies & Trailers
- Kentucky Trailer
- Mobile Structures Inc
- PB Corp
- Pulltarps Mfg
- Roll-Rite LLC
- Taylor-Dunn
- United Rentals

### Utility Vehicles
- Bobcat Co
- Broyhill Co

### E-Z-GO Textron
- Ford Motor Co, Ford Commercial Truck
- Ford Motor Company, Ford Fleet
- General Motors
- Highway Products Inc
- John Deere Co
- Kassbohrer All Terrain Vehicles Inc
- Kawasaki Motors Corp USA
- Mettler-Toledo Int Inc / eBusiness

### Reelcraft Industries Inc
- Stellar Industries Inc
- Taylor-Dunn
- United Rentals
- VMAC

### Vehicles
- American Honda Motor Co Inc
- Chrysler Fleet
- Enterprise Rent-A-Car
- Ford Motor Co, Ford Commercial Truck
- Ford Motor Company, Ford Fleet
- General Motors

### GM Fleet & Commercial
- J&J Truck Bodies & Trailers
- John Deere Co
- Kawasaki Motors Corp USA
- Networkfleet Inc
- PB Corp
- SPX Corp
- Taylor-Dunn
- Western Star Trucks Div

### Wheel & Tire
- Hunter Engineering Company
- John Deere Co
- McLaren Industries
- Michelin North America Inc

### General Products

#### Containers
- Cargocontainer Inc
- Cascade Engineering
- Fibrex Group Inc
- Grainger WWG
- Plastic Recycling of Iowa Falls

#### Hoses
- Godwin Pumps
- Motion Industries Inc

#### Ladders & Lifts
- Reelcraft Industries Inc

### Aquatic Access Inc

#### Equipment
- Air Liquide America Specialty Gases
- Alpha Source Inc

### Bird-X Inc / Indus-Tool
- Brandon Industries
- Columbia Weather Systems Inc
- Duke's Root Control Inc
- FabEnco Inc
- Harper Industries-OEM Hydraulics
- HiRAIL Corp
- Hydro Tek Cleaning Equipment Mfg
- Jenny Products Inc
- Jesco Industries Inc
- Junkin Safety Appliance
- Kano Laboratories
- Master Pitching Machine Inc
- Miller Electric Mfg
- Morbark Inc
- MTU Onsite Energy Corporation
- Multiquip Inc
- Nixalite of America Inc
- NLB Corp
- PB Corp
- Pelco
- PND Corp
- Powerblanket
- PRO-VISION Video Systems
- Quixote Transportation Technologies Inc
- RB Industries
- Research Products
- Team Eagle Ltd
- Vandermolen Corp
- Waterworks Intl

### Wire Crafters

### Green Solutions/Environmental Products

#### Buildings
- Accu-Steel Cover Buildings
- Air Rite Service Supply, Filter Division
- Biological Mediation System Custom Builders
- Bird-X Inc / Indus-Tool
- Bulk Storage Inc
- Denios Inc
- Duo-Gard Industries Inc
- Duro-Last Roofing Inc
- Easi-Set Industries / Precast Buildings
- Legacy Building Solutions
- Live Roof LLC
- Lutron Electronics Co Inc
- Magnegrip Group
- MicroWest Software Systems Inc
- Mobile Structures Inc
- Nixalite of America Inc
- Norseman Structures
- Par-Kut Intl Inc
- Safety Storage Inc
- Sealeze, A Unit of Jason Inc

### Special-Lite

### Cleaning Supplies

#### HD Supply Facilities Maintenance

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**BUYERS GUIDE**

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60 dB to 10 dB instantly.

Boisterous classrooms, busy hospitals, loud neighbors – noise is everywhere. SilentFX® noise-reducing gypsum board is specifically designed for wall systems requiring high STC ratings to keep unwanted sounds out for improved learning, faster healing and enhanced peace of mind. SilentFX® – The best in acoustic management.

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MIOX Corp
Tanks-A-Lot

Post Hole Equipment
General Equipment Co
John Deere Co

Rakes
Cherrington Beachcleaners
Goossen Industries
John Deere Co

Replacement Parts & Related Equipment
Alamo Indl
The Fibar Group LLC
Husqvarna Construction Products
John Deere Co
Multiquip Inc

Soil/Erosion Related
Asphalt Zipper Inc
Contech Construction Products Inc
JRM Chemical Inc
Land Pride
Mat Factory Inc
Peterson
Soil Stabilization Products Co Inc
TurfMaker Corp

Tools
HD Supply Facilities Maintenance
Jungle Jim’s Accessory Products
Kawasaki Motors Corp USA
Reelcraft Industries Inc
Spx Corp
United Rentals

Tree Services
Bandit Industries Inc
Loftness

Highways, Streets, & Bridges
Bridges
Contech Construction Products Inc
Terex Roadbuilding
Maintenance
Allianz Sweeper Co
Bergkamp Inc
Bird-X Inc / Indus-Tool
Code 3 Inc
Dickson Industries
Dome Corp
East Jordan Iron Works Inc
Fair Mfg
General Equipment Co
The Grasshopper Co
Henke Mfg Corp
HIRAIL Corp
Hougen Manufacturing Inc
Kano Laboratories
Nixalite of America Inc
PB Corp

Surface Construction Equipment
Asphalt Zipper Inc
Atlas Copco Construction Mining Technique USA LLC
BOMAG Americas Inc
BrewPro Inc
Dickson Industries
Husqvarna Construction Products
Multiquip Inc
Petersen Industries Inc
Powerblanket
Spaulding Mfg Inc
Terex Roadbuilding
United Rentals
Vermeer Mfg Co

Surface Marking
Blackburn Mfg Co
das Manufacturing Inc
Dickson Industries
Dispensing Technology Corp
Newstripe Inc
3M Traffic Safety Systems
VAC-TRON Equipment
Vanguard ADA Systems of America

Surface Materials
Altura Mats Inc
BrewPro Inc
CRAFCO
Dispensing Technology Corp
Soil Stabilization Products Co Inc

Information Management/Technology

Media & Supplies
One World Press

Software, Asset Management/Financial
Davis Instruments
John Deere Co
PubWorks
EJ Ward Inc
WennSoft

Software, Computer Operations
Hewlett-Packard

Software, Human Resources
One World Press

Software, Inventory & Procurement
Dynamic Systems Inc
MicroWest Software Systems Inc
Periscope Holdings Inc
Thrive Technologies Inc
WennSoft

Software, Special Purpose
Digital Combustion Inc
One World Press
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Stability Dynamics
Tripod Data Systems, A Trimble Co

Special Purpose Equipment
Columbia Weather Systems Inc
Team Eagle Ltd

Material Handling

Containers
C&H Distributors LLC
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Roura Material Handling
Strong Hold Products

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Dome Corp
80/20 Inc
Motion Industries Inc
RUD Chain Inc

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<td>- PO BOX 536 - MINN. SD 57104</td>
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<td>- (605)-387-2389 - <a href="http://www.FAIRMEG.COM">www.FAIRMEG.COM</a></td>
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<td><strong>Wire Crafters</strong></td>
<td><strong>Wallace Cranes</strong></td>
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<td><strong>Office Equipment/Supplies</strong></td>
<td><strong>Wire Crafters</strong></td>
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<td>Arcadia</td>
<td><strong>Office Equipment</strong></td>
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<td>Hirsch Electronics</td>
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<td>Virco Inc</td>
<td>C&amp;H Distributors LLC</td>
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<td><strong>Furnishings</strong></td>
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<tr>
<td><strong>Screenflex Portable Room Dividers</strong></td>
<td><strong>Office Supplies</strong></td>
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<td><strong>Furniture</strong></td>
<td>American Thermoplastic Co</td>
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<td>American Seating</td>
<td><strong>Georgia Pacific</strong></td>
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<td>Anthro Corp</td>
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<td>C&amp;H Distributors LLC</td>
<td><strong>Signs</strong></td>
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<td>80/20 Inc</td>
<td>American Thermoplastic Co</td>
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<td><strong>DOGIPOT</strong></td>
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<td>Kimball® Office</td>
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<td><strong>Screenflex Portable Room Dividers</strong></td>
<td><strong>2/90 Sign Systems</strong></td>
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<tr>
<td>Virco Inc</td>
<td>Uticom Systems Inc</td>
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</tbody>
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# Buyers Guide

## Specialty Office Equipment
- Bird-X Inc / Indus-Tool
- Hirsch Electronics

## Parks & Recreation

### Boats
- Code 3 Inc
- Kay Park-Recreation Corp
- Paddle Wheeler

### Exercise/Sports Equipment
- Country Technology Inc
- Douglas Sports Equipment

### Furniture & Furnishings
- Aluma
- BCI Burke Co LLC
- Belson Outdoors Inc
- Bird Barrier America Inc

### Screenflex Portable Room Dividers
- Sun Valley Lighting
- RJ Thomas Mfg Co Inc
- US Architectural Lighting
- Virco Inc

### Lake/Pond Equipment
- Bird-X Inc / Indus-Tool
- Cherrington Beachcleaners
- Davis Instruments

### Park/Lawn Equipment
- Alturna Mats Inc
- BCI Burke Co LLC
- Belson Outdoors Inc
- Bird-X Inc / Indus-Tool
- Brandon Industries

### Reelcraft Industries Inc
- RUD Chain Inc
- Stern-Williams Co Inc
- RJ Thomas Mfg Co Inc
- Tiger Corp
- The Toro Co
- TurfMaker Corp
- Waterworks Intl

### Wolverine Sports

#### Surface Materials
- Alturna Mats Inc
- BCI Burke Co LLC
- The Fibar Group LLC
- Play Mart Inc (DBA “Play Mart Playgrounds”)”

#### Swimming Pools & Equipment
- Ameristar Fence Products
- Aquatic Access Inc

#### Lincoln Equipment Inc
- Mat Factory Inc
- MIOX Corp
- Most Dependable Fountains Inc
- Recreation Supply Co
- Rocky Mountain Sunscreen
- Stern-Williams Co Inc
- Taylor Technologies Inc

### Temporary Structures
- Creative Canopy Design
- Duo-Gard Industries Inc
- International E-Z UP Inc
- Kay Park-Recreation Corp
- KD Kanopy Inc
DON’T BE A VICTIM!

COUNTERFEITERS Will Sell Their Product to Anyone!

PURCHASING ON LOW BID? 
YOUR AGENCY IS VULNERABLE!

COUNTERFEITING HURTS EVERYONE EXCEPT THE COUNTERFEITER

At times, some resellers will import gray market toner and ink cartridges in order to win a low price bid. These are sometimes merged at the source with counterfeit goods finding their way into the distribution channel. This practice is harmful to everyone except the counterfeiter.

Please visit the Imaging Supplies Coalition website at ISC-Inc.org to learn how to protect your agency from these illegal and harmful products.

There you will learn how to use the ISC’s When in Doubt – Check It Out (WIDCIO) program to have suspicious product authenticated.

ZERO TOLERANCE FOR COUNTERFEIT PRODUCTS!
iscwebcontact@aol.com  |  (941) 961-7897
**Snow & Ice Control**

- Deicers & Ice Control
  - Dome Corp
  - Elgin Sweeper Co
  - PK Products
  - Quixote Transportation Technologies Inc
  - TrynEx International

- Salt Storage
  - Accu-Steel Cover Buildings
  - Advanced Storage Technology Inc
  - Bulk Storage Inc
  - Dome Corp
  - Legacy Building Solutions
  - Norseman Structures
  - TrynEx International

- Snow & Ice Melting Systems
  - Bird-X Inc / Indus-Tool
  - Sioux Corp
  - WaterFurnace International Inc

- Snow & Ice Removal
  - Blizzard Snowplows
  - CUE Inc
  - Deweze - Harper Industries
  - Fair Mfg
  - Gandy Company
  - The Grasshopper Co
  - Harper Industries-OEM Hydraulics
  - Henderson Products Inc
  - Henke Mfg Corp
  - Hi-Way Equipment
  - J&J Truck Bodies & Trailers
  - John Deere Co

- Land Pride
  - PB Corp
  - Shindaiwa Inc
  - VAC-TRON Equipment

- Snowblowers/Throwers
  - BOMAG Americas Inc
  - Fair Mfg
  - The Grasshopper Co
  - John Deere Co
  - Lofness
  - Stability Dynamics
  - Tiger Corp

- Snowplows & Accessories
  - Blizzard Snowplows
  - Buyers Products
  - CUE Inc
  - Deweze - Harper Industries
  - Dome Corp
  - Fair Mfg
  - The Grasshopper Co
  - Henderson Products Inc

- Waste Management
  - Compressors, Pumps, & Valves
    - Fire Etc
    - Gorman-Rupp Co
    - Kawasaki Motors Corp USA
    - Kubota Tractor Corp
    - Motion Industries Inc
    - Multiquip Inc
    - NLB Corp
    - Rain Bird Corp
    - SRS Cristallini Inc
    - Thompson Pump
    - United Rentals
    - VAC-TRON Equipment
    - Vanair Manufacturing Inc
    - Yamaha Motor Corp

- Pipe & Related Components
  - Godwin Pumps
  - Hobas Pipe USA Inc
  - Insituform Technologies Inc

- Refuse Collection Vehicles
  - Brohill Co
  - Heil Environmental Industries Ltd
  - Hollowell Products
  - PB Corp
  - Petersen Industries Inc
  - Wayne Engineering Corp

- Sewer Related
  - Blackburn Mfg Co
  - Duke's Root Control Inc
  - East Jordan Iron Works Inc
  - Field Gymmy Inc
  - JWC Environmental
  - NLB Corp

- Reelcraft Industries Inc
  - VAC-TRON Equipment

- Waste Management Services
  - Bird-X Inc / Indus-Tool
  - Field Gymmy Inc
  - Siemens Water Technologies

- Worker Safety
  - Clothing, Protective
    - Andax Industries LLC
    - AVO Training Institute Inc
    - Bird Barrier America Inc
    - C&H Distributors LLC
    - Eagle Gear
    - Fire Etc

  - Magid Glove & Safety Mfg Co LLC
  - Traffic Safety Warehouse
  - Winter Walking (a JORDAN DAVID company)

- Ergonomics
  - Allegro Industries
  - Anthro Corp
  - Bird-X Inc / Indus-Tool
  - C&H Distributors LLC
  - Fitness On The Job Inc

- Junkin Safety Appliance
  - Wells Lamont Industrial

- Eyewear
  - C&H Distributors LLC

- Fall Protection
  - C&H Distributors LLC
  - FabEnco Inc

- Junkin Safety Appliance
  - RUD Chain Inc
  - Wooster Products Inc

- Footwear
  - Bird-X Inc / Indus-Tool
  - RUD Chain Inc
  - Winter Walking (a JORDAN DAVID company)

- Gloves
  - C&H Distributors LLC
  - Magid Glove & Safety Mfg Co LLC
  - United Rentals
  - Wells Lamont Industrial

- Head Protection
  - C&H Distributors LLC

- Junkin Safety Appliance
  - Magid Glove & Safety Mfg Co LLC

- Hearing Protection
  - C&H Distributors LLC

- Safety Equipment
  - Bradley Corp
  - BumFree Products
  - Eagle Gear
  - 80/20 Inc
  - The Equipment Lock Co
  - Golight Inc
  - Harbor Freight Tools
  - Industrial Magnetics Inc

- Jesco Industries Inc
  - Junkin Safety Appliance
  - RB Industries
  - Rocky Mountain Sunscreen
  - SafetyMate Inc
  - Traffic Safety Warehouse
  - Whelen Engineering Co Inc
  - Winter Walking (a JORDAN DAVID company)

- Washes
  - Bradley Corp
  - C&H Distributors LLC
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Adrian Steel Co, 906 James St, Adrian, MI 49221, 800-677-2726, FAX: 517-265-5834, Internet: www.adriansteel.com

Advanced Storage Technology Inc, 200 William St, Ste 207, Elmira, NY 14901, 607-734-2868, Email: info@saltsstorage.com, Internet: www.saltstorage.com


Air Rite Service Supply, Filter Division, 1290 W 117th St, Cleveland, OH 44107, 216-228-8200, 800-228-8209, FAX: 216-228-5651, Email: info@airrite-supply.com, Internet: www.airrite-supply.com, Contact: Dan Andolek - Air Rite Service Supply

Airvac Systems, 200 Tower Dr Ste A, Oldsmar, FL 34677

Alamo Indl, 1502 E Walnut St, Seguin, TX 78155, 830-372-9623, 800-822-5762, FAX: 830-379-0864, Email: support@alamo-industrial.com, Internet: www.alamo-industrial.com

Allegro Industries, 7221 Orangewood Ave, Garden Grove, CA 92841, 800-622-3530, FAX: 800-962-7231, Email: custsvc@allegrosafety.com, Internet: www.allegrosafety.com

Alliance Sweeper Co, 4651 Schafer Ave, Chino, CA 91710, 450-616-8100, 800-862-3822, FAX: 450-616-8103, Email: sales@alliancesweeper.com, Internet: www.alliancesweeper.com, Contact: Andre Pulliumeier, Mktg VP

Allmand Brothers Inc, 1502 W 4th Ave, Holdrege, NE 68949, 308-995-4495, 800-562-1373, FAX: 308-995-5887, Email: info@allmand.com, Internet: www.allmand.com

Allsteel, 2210 Second Ave, Muscatine, IA 52761, 800-248-2025, Email: hermann@allsteelloffice.com

All Traffic Solutions, 3100 Research Dr, State College, PA 16801, 866-366-6602, FAX: 814-237-9006, Email: sales@alltrafficsolutions.com, Internet: www.alltrafficsolutions.com, Contact: John Painter - All Traffic Solutions

Alpha Source Inc, 6619 W Calumet Rd, Milwaukee, WI 53223, 414-760-2222, 800-654-9845, FAX: 888-654-9840, Email: governmentsales@alphasource.com, Internet: www.alphasource.com, Contact: Roger Wilson - Alpha Source Inc

Alturna Mats Inc, PO Box 344, Titusville, PA 16354, 814-827-8884, 888-544-6287, Email: basmith@alturnamats.com, Internet: www.alturnamats.com, Contact: Cust. Svc.

Aluma, 101 E Seneca, Bancroft, IA 50517, 515-885-2398, 866-415-3285, FAX: 515-885-2592, Email: alumapres@hickorytech.net, Internet: www.alumaklms.com, Contact: Mike Lloyd - Aluma


American PERMALIGHT Inc, 2531 W 237th St, #113, Torrance, CA 90050, 310-891-0924, FAX: 310-891-0996, Email: info@americanpermalight.com, Internet: www.americanpermalight.com, Contact: Marina Batzke - American PERMALIGHT Inc

American Seating, 401 American Seating Ctr NW, Grand Rapids, MI 49504, 616-732-6600, FAX: 616-732-6401, Email: kelly.bagnal@amsec.com, Internet: www.americanseating.com

American Thermoplastic Co, 106 Gamma Dr, Pittsburgh, PA 15238, 412-967-0900, 800-245-6600, FAX: 412-967-9990, Email: qtc@binders.com, Internet: www.binders.com

Ameriproof, 2778 Barrel Springs, Bow 98232

Ameristar Fence Products, 1555 N Mingo Rd, Tulsa, OK 74116, 800-821-8724, FAX: 877-926-3747, Email: mktg@ameristarfence.com, Internet: www.ameristarfence.com

Ameron, 5851 Thille St Ste 101, Ventura, CA 93003, 800-552-6376, Email: basmith@alturnamats.com, Contact: Ann Burgan - Aquatic Access Inc, Cust Svc

Aquatic Access Inc, 1921 Production Dr, Louisville, KY 40299, 502-425-5817, 800-325-5438, FAX: 502-425-9607, Email: sales@aquaticaccess.com, Internet: www.aquaticaccess.com, Contact: Ann Burgan - Aquatic Access Inc, Cust Svc

Arcadia, 5692 Fresca Dr, La Palma, CA 90623, 714-562-8200, 800-585-6957, FAX: 714-562-8202, Email: sales@arcadiaclearwater.com, Internet: www.arcadiaclearwater.com, Contact: Cecilia Simpson, GSA Cust Svc Spec

Arizona Instrument LLC, 3375 N Delaware St, Chandler, AZ 85225, 602-470-1414, 800-528-7411, 800-281-1745, Email: sales@azic.com, Internet: www.azic.com, Contact: Rick Ervin - Arizona Instrument LLC

Arrow-Master Inc, 1201 7th St, East Moline, IL 61249, 309-752-1341, 800-325-4151, FAX: 309-752-1399, Email: amsales@arrowmaster.com, Internet: www.arrowmaster.com, Contact: Deb Bertelli - Arrow-Master Inc

Asphalt Zipper Inc, 310 W 700 S, Pleasant Grove, UT 84062, 801-847-3200, 888-947-7378, FAX: 801-847-3250, Email: sales@asphaltzipper.com, Internet: www.asphaltzipper.com

Atlas Copco Construction Mining Technique USA LLC, 3700 E 68th Ave, Commerce City, CO 80022, 303-253-6922, FAX: 303-217-2840, Email: chris.fisher@us.atlascopco.com, Internet: www.atlascopcous.com, Contact: Christina Fisher - Atlas Copco

Atlas Sales & Rentals Inc, 1815 W 205th Ste 306, Torrance, CA 90051, 800-508-1335, Email: gosales@atlassales.com, Internet: www.atlassales.com

Automata Inc, 138 New Mohawk Rd, Ste 151, Nevada City, CA 95959, 530-478-5882, 800-994-0380, FAX: 530-478-5881, Email: sales@automata-inc.com, Internet: www.automata-inc.com, Contact: Marsha Morris - Automata Inc

AVO Training Institute Inc, 4271 Bronze Way, Dallas, TX 75237, 877-594-3156, 877-594-3156, FAX: 214-331-7636, Email: avotraining@avotraining.com, Internet: www.avotraining.com

Badger Equipment Co, PO Box 798, Winona, MN 55987, 507-454-1563, FAX: 507-453-6441

Bandit Industries Inc, 6750 W Millbrook Rd, Tempe, AZ 85283, 602-470-1414, 800-585-6957, FAX: 602-470-1414, Email: sales@banditchippers.com, Internet: www.banditchippers.com

Baldor Electric Co, 5711 RS Boreham Jr St, Fort Smith, AR 72901, 479-646-4711

Bandit Industries Inc, 6750 W Millbrook Rd, Tempe, AZ 85283, 602-470-1414, 800-585-6957, FAX: 602-470-1414, Email: sales@banditchippers.com, Internet: www.banditchippers.com
Crysteel Manufacturing, 52182 Ember Rd, Lake Crystal, MN 56055, 507-726-2728, FAX: 507-726-2559; Contact: Dan Ploecquido - CUE Inc, Pdt Mgr

Dakota Mfg Co Inc / Trail-Eze Trailers, PO Box 1188, Mitchell, SD 57301, 605-996-5571, FAX: 605-996-5572; Internet: www.trail-eze.com

das Manufacturing Inc, 3610 Cinnamon Trace Dr, Valrico, FL 33596, 800-543-6024, FAX: 813-681-5807; Email: sales@curbmarker.com

Davis Instruments, 3465 Diablo Ave, Hayward, CA 94545, 800-678-3669, FAX: 510-570-0589; Email: sales@dasivnet.com; Internet: www.davisnet.com, Contact: Customer Service

Dell Computer, 1 Dell Way, Round Rock, TX 78682

Denios Inc, 1152 Industrial Blvd, Louisville, KY 40219, 800-216-7776, FAX: 502-933-1560; Email: info@denios-us.com; Internet: www.denios-us.com, Contact: Grant Hart, Sls Mgr

Detroit Diesel, 13400 Outer Dr, Detroit, MI 48239

Deweze - Harper Industries, 151 E Hwy 160, Harper, KS 67058, 620-896-7381, FAX: 620-896-7129; Email: info@deweze.com; Internet: www.deweze.com

Dickson Industries, 23246 Skaggs City Rd, PO Box 684, Tecumseh, OK 74783, 405-598-6547, FAX: 405-598-6549; Internet: www.roadproonline.com

Digital Combustion Inc, 9121 Atlanta Ave, Ste 705, Huntington Beach, CA 92646, 800-884-8821, FAX: 800-884-8821; Email: info@digitalcombustion.com, Internet: www.digitalcombustion.com

Dispensing Technology Corp, 5345 N Commerce Ave, Ste1, Moorpark, CA 93021, 805-529-7733, 805-529-7732, FAX: 805-529-7732; Email: sales@dispensingtech.com, Internet: www.dispensingtech.com, Contact: Sls

Ditch Witch, 1599 W Fir, PO Box 66, Perry, OK 73077, 580-336-4402, 800-654-6481, FAX: 580-572-3523; Email: info@ditchwitch.com, Internet: www.ditchwitch.com

Diversified Waterscapes Inc, 27324 Camino Capistrano, Ste 213, Laguna Niguel, CA 92677, 949-582-5414, 800-DWI-WATER, FAX: 949-582-5420; Email: sandy@dwiwater.com; Internet: www.dwiwater.com

D N Tanks, PO Box 696, El Cajon, CA 92022-0696, 619-440-8181, 800-227-8781, FAX: 619-440-8653; Email: info@dn tanks.com, Internet: www.dntanks.com
Duo-Gard Industries Inc, 40442 Koppernick Rd, Canton, MI 48187, 734-207-9700, FAX: 734-207-9795, Email: info@duo-gard.com, Internet: www.duo-gard.com

DuraClass, 1425 Hwy 25 N, Tishomingo, MS 38873, 800-255-4345, FAX: 662-438-7388, Email: sales@dura-class.com, Internet: www.duraclass.com, Contact: Tom Bara - DuraClass

Duro-Last Roofing Inc, 525 Morley Dr, Saginaw, MI 48601, 989-753-6486, 800-248-0280, FAX: 989-753-8392, Email: information@duro-last.com, Internet: www.duro-last.com, Contact: David Ploof, Gov'T Sls

Dutton-Lainson Co, 451 W 2nd St, Hastings, NE 68901, 402-462-4141, FAX: 402-460-4612, Email: disales@dutton-lainson.com, Internet: www.dutton-lainson.com

Eagle Gear, 8865 Airport Rd, Ste J, Menlo Park, CA 94025, 650-780-7974, FAX: 650-789-7334, Email: sales@eaglegear.com, Internet: www.eaglegear.com

Easi-Set Industries / Precast Buildings, 301 Spring St, East Jordan, MI 49727, 800-547-4045, FAX: 540-722-1110, Email: info@easiset.com, Internet: www.easiset.com

Eagle Gear, 8865 Airport Rd, Ste J, Redding, CA 96092, 530-221-6140, 800-695-3245, Email: sales@eaglegear.com, Internet: www.eaglegear.com

Excel Dryer Inc, 357 Chestnut St, PO Box 365, East Longmeadow, MA 01028, 413-525-4531, FAX: 413-525-2853, Email: sales@excedryer.com


Fair Mfg, PO Box 306, Menno, SD 57045, 605-387-2389, FAX: 605-387-2436, Email: willo@gfairmfg.com, Internet: www.fairmfg.com

Fibrex Group Inc, 4165 Pruden Blvd, Bldg 2, Suffolk, VA 23434, 757-925-1375, 800-346-4458, FAX: 757-925-1372, Email: ruben@fibrexgroup.com, Internet: www.fibrexgroup.com, Contact: Ruben Leenders, Pres

Fire Etc, 2190 Main St, San Diego, CA 92113, 619-525-7286, FAX: 619-525-7288, Email: sales@fire-etc.com, Internet: www.fire-etc.com

Ford Motor Co, Ford Commercial Truck, 16800 Executive Plaza Dr, Regent Court Bldg, Dearborn, MI 48126, 800-34-FLEET, Internet: www.committruck.ford.com

Ford Motor Company, Ford Fleet, 16800 Executive Plaza Dr, Regent Ct Bldg, Dearborn, MI 48126, 800-34-FLEET, Internet: www.fleet.ford.com

Forstal Filters Inc, PO Box 341830, Los Angeles, CA 90034, 310-637-7177, 866-9FORSTA, FAX: 310-837-6473, Email: info@forstalfilters.com, Internet: www.forstalfilters.com

Freightliner, 2701 NW Vaughn St, Ste 776, Portland, OR 97210, 503-283-8000, FAX: 503-735-7319

Freightliner Trucks, 4435 N Channel Ave, Portland, OR 97217, 503-735-8000

Friedrich Air Conditioning Co, 4200 N Pan Am Expwy, San Antonio, TX 78218, 210-357-4400, FAX: 210-357-4480, Email: govt@friedrich.com, Internet: www.friedrich.com

Gandy Company, 528 Gandrud Rd, Owatonna, MN 55060, 507-451-5430, 800-443-2476, FAX: 507-451-2857, Email: custsrv@gandy.com, Internet: www.gandy.net

General Equipment Co, 620 Alexander Dr, Owatonna, MN 55060, 507-451-5510, 800-533-0524, FAX: 507-451-5511, Email: d vonruden@generalquip.com, Internet: www.generalquip.com, Contact: Dennis Von Ruden - General Equipment Co

General Motors, PO Box 100, Detroit, MI 48265, 800-FLEETOPS, Internet: www.fleet.fm

Genie Industries Inc, 18340 NE 76th St, PO Box 97305, Redmond 98073, 425-881-1800, 800-536-1800, FAX: 425-883-3475, Email: genie@genieindustries.com, Internet: www.genieindustries.com

Georgia Pacific, 133 Peachtree St, Atlanta, GA 30303, 800-854-5345

GIG Instrumentation Inc, 1194 Oak Valley Dr, Ste 20, Ann Arbor, MI 48108, 734-769-0573, 800-959-0529, FAX: 734-769-1888, Email: info@giftc.com, Internet: www.gtg-inc.com, Contact: Bob Henderson, Pres

Global Traffic Technologies LLC (Opticom), 7800 3rd St N, Bldg 100, St Paul, MN 55128, 651-789-7333, FAX: 651-789-7334, Email: sales@gtt.com, Internet: www.gtt.com
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Halco Mfg Co, PO Box 505, Tillamook, OR 97141

Hall Signs Inc, 4495 W Vernal Pike, Bloomington, IN 47404, 812-332-9355, 800-284-7446, FAX: 812-332-9355, Email: customerservice@hal signs.com, Internet: www.hallsigns.com

Hansen Information Technologies, 11032, Sun Center Dr, Rancho Cordova, CA 95707


Hardwick Creative Services, 554 Hidden Ridge Ct Ste A, Encinitas, CA 92024


Haulmark Trailers, PO Box 728, Elkhart, IN 46515, 574-264-9661, 800-348-7553, Email: info@hawlmark.com, Internet: www.haulmark.com

Haws Corp, 1455 Kleppe Ln, Sparks, NV 89431, 775-359-4712, FAX: 775-359-7424, Email: haws@hawsco.com, Internet: www.hawsco.com, Contact: Margo Mee, Sls/Mktg Prog Mgr

HD Industries Inc, Hwy 79 S & CR 3217, PO Box 8250, Jacksonville, TX 75766, 903-586-6126, 800-256-6126, FAX: 903-586-0904, Email: info@pro-patch.com, Internet: www.pro-patch.com, Contact: Harold Dillingham, Pres

HD Supply Facilities Maintenance, 10641 Scripps Summit Ct, San Diego, CA 92131, 800-431-3000, FAX: 800-859-8889, Email: gvsales@hdsupply.com, Internet: www.hdsupplysolutions.com

Heil Environmental Industries Ltd, 5751 Cornelison Rd, Chattanooga, TN 37411, 423-899-9100, 866-367-4345, FAX: 423-855-3478, Email: jbonelli@doveresg.com, Internet: www.heil.com, Contact: Richard Ball

Helac Corp, 225 Batterys Ave, PO Box 398, Enumclaw 98022

Henderson Products Inc, 1085 S 3rd St, PO Box 40, Manchester, IA 52057, 563-927-2828, 800-359-4970, FAX: 563-927-2521, Email: sales@hendersonproducts.com, Internet: www.hendersonproducts.com

Henke Mfg Corp, 3070 Wilson Ave, Leavenworth, KS 66048, 913-682-9000, 888-662-9010, FAX: 913-682-0300, Email: mmorris@henkemfg.com, Internet: www.henkemfg.com, Contact: Matt Hood, Sls/Mktg VP

Herbold Meckesheim USA, PO Box 239, Slatersteville, RI 02876, 401-597-5500, 888-612-7774, FAX: 401-597-5355, Email: info@herboldusa.com, Internet: www.herboldusa.com

Hewlett-Packard, 3000 Hanover St, Palo Alto, CA 94304, 650-857-1501, FAX: 650-857-5518, Internet: www.hp.com

HGAC, PO Box 22777, Houston, TX 77227, 713-993-4539

HD, 9292 Jeronimo Rd, Irvine, CA 92618

Highway Products Inc, 7905 Agate Rd, White City, OR 97503, 800-666-5269, Email: kc@800toolbox.com, Internet: www.800toolbox.com, Contact: Jim Lenford - Highway Products Inc, SM

HIRAIL Corp, PO Box 38, Lisbon, IA 52253, 800-274-7246, FAX: 319-455-2914, Email: info@hirail.com, Internet: www.hirail.com

Hirok & Spitzlift, PO Box 3423, Ramona, CA 92065

Hirsch Electronics, 1900 Carnegie Ave Bldg B, Santa Ana, CA 92705, 949-250-8888, 888-809-8880, FAX: 949-553-4219, Email: info@hirschelectronics.com, Internet: www.hirschelectronics.com

Hi-Way Equipment, 1339 76th Ave SW, Cedar Rapids, IA 52404, 800-363-1771, FAX: 319-632-3080, Information: @highwayequipment.com, Internet: www.highwayequipment.com, Contact: Mike Dean, Pdt Mgr

Hobas Pipe USA Inc, 1413 Richey Rd, Houston, TX 77073, 281-821-2200, FAX: 281-821-7715, Email: info@hobaspipe.com, Internet: www.hobaspipe.com, Contact: Kim Paggioli, Mktg Mgr

Hollowell Products, 570 Central Ave., Wyandotte, MI 48192, 734-282-8200, FAX: 734-282-0678, Email: jfh@elephant-vac.com, Internet: www.elephant-vac.com, Contact: John Hollowell

The HON Co, 200 Oak St, Muscatine, IA 52761, 800-466-6964, FAX: 800-833-3902, Email: hongsacs@honcompany.com, Internet: www.hon.com, Contact: Betsy Hovey, Adv & Pr Mgr

Honeywell Inc, 1985 Douglas Dr N, Minneapolis, MN 55422

Hougen Manufacturing Inc, 3001 Hougen Dr, Swartz Creek, MI 48473, 810-635-7111, FAX: 810-635-8277, Email: info@hougen.com, Internet: www.hougen.com
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Kubota Tractor Corp, 3401 Del Amo Blvd, Torrance, CA 90503, 310-370-3370, 888-4KUBOTA, FAX: 310-370-3846, Internet: www.kubota.com

Land Pride, 1525 E North St, PO Box 5060, Salina, KS 67401, 785-823-3276, FAX: 785-822-5601, Email: ipsales@landpride.com, Internet: www.landpride.com

Leasing Specialists LLC, 1031 Adams Dr, Colorado Springs, CO 80904, 719-475-0784, 800-840-6082, FAX: 719-323-6026, Email: donna@govleasing.com, Internet: www.govleasing.com

Legacy Building Solutions, 19500 County Rd 142, South Haven, MN 55382, 800-875-1392, FAX: 616-842-3273, Email: sales@liveroof.com, Internet: www.liveroof.com

Lincoln Equipment Inc, 2051 Commerce Ave, Concord, CA 94520, 925-687-9500, 800-223-5450, FAX: 925-680-2825, Email: sales@lincolnaquatics.com, Internet: www.lincolnaquatics.com, Contact: Cheryl Hawey - Lincoln Equipment, VP

Little Giant Ladder Systems, 1325 W Industrial Cir, Springville, UT 84663, 800-453-1192 ext 401, FAX: 801-404-4626

Little Tikes Commercial Play Systems Inc, One Iron Mountain Dr, PO Box 897, Farmington, MO 63640

Live Roof LLC, PO Box 533, Spring Lake, MI 49456, 800-875-1392, FAX: 616-842-3273, Email: sales@liveroof.com, Internet: www.liveroof.com

Loftness, 650 S Main St, Hector, MN 55342, 800-828-7624, FAX: 320-848-6269, Email: info@loftness.com, Contact: Dave Nelson - Loftness

Louroe Electronics, 6955 Valjean Ave, Van Nuys, CA 91405, 818-994-6498, FAX: 818-994-6458, Email: sales@louroe.com, Internet: www.louroe.com

Lutron Electronics Co Inc, 7200 Suter Rd, Coopersburg, PA 18036, 610-282-6398, Email: plicata@lutron.com, Internet: www.lutron.com, Contact: Paul Licata

Lyon Workspace Products, PO Box 671, Aurora, IL 60507, 800-323-0062, FAX: 800-367-6681, Email: leads@lyonworkspace.com, Internet: www.lyonworkspace.com

Magid Glove & Safety Mfg Co LLC, 2060 N Kolmar Ave, Chicago, IL 60639, 773-384-2070, 800-444-8030, FAX: 773-384-6677, Email: mail@magidglove.com, Internet: www.magidglove.com, Contact: Lee Cohen - Magid Glove & Safety Mfg Co LLC, Cust Srv Mgr

MagneGrip Group, 11449 Deerfield Rd, Cincinnati, OH 45242, 513-489-4440, 800-875-5440, FAX: 513-247-2502, Email: info@magengrip.com, Internet: www.magnetgrip.com, Contact: Mike Johnson - MagneGrip Exhaust Removal Systems

Mammoth Inc, 13200 Pioneer Trl, Ste 150, Eden Prairie, MN 55347-4125, 952-358-6600, FAX: 512-358-6700, Email: info@mammoth-inc.com, Internet: www.mammoth-inc.com

Massey Ferguson, 4205 River Greens Pkwy, Dulleth, GA 30096

Master Pitching Machine Inc, 4200 NE Birmingham Rd, Kansas City, MO 64117, 800-878-8228, FAX: 660-452-7581, Email: info@masterpitch.com, Internet: www.masterpitch.com

Mat Factory Inc, 6726 N Figueroa St, Los Angeles, CA 90042, 800-628-7626, FAX: 949-645-0966, Email: info@matfactoryinc.com, Internet: www.matfactoryinc.com

McLaren Industries, PO Box 7506, Torrence, CA 90004, 310-212-1333, FAX: 310-212-6666, Email: sales@mclarenusa.com, Internet: www.mclarenusa.com

Metcarron Package/Ship Systems, 1505 W 3rd Ave, Denver, CO 80223, 303-592-1903 ext 331, FAX: 303-534-1947, Email: dhaynes@mclarenusa.com, Internet: www.mclarenusa.com

Mettler-Toledo Int Inc / eBusiness, Im Langacherstrasse 6, 86365, Weiterstadt, Germany

Miovac, Inc, 12995 Foothill Blvd, Ste 100, Rancho Cucamonga, CA 91730, 909-948-0366, FAX: 909-948-0318, Email: info@miovac.com, Internet: www.miovac.com, Contact: Paul Licata - Miovac, Inc

Mobile Structures Inc, 2405 Cassopolis St, PO Box 1405, Elkhart, IN 46515, 574-264-6000, 800-348-8541, FAX: 574-264-4399, Email: bill@msitrailers.com, Internet: www.msisailers.com

Modern Equipment Co (MECO OMAHA), 6161 Abbott Dr, Omaha, NE 68110, 402-341-4939, 800-228-7334, FAX: 800-245-6078, Email: sales@meco-omaha.com, Internet: www.meco-omaha.com

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Mojack Distributors. 3535 N Rock Rd, Ste 300, Wichita, KS 67226, 316-425-8187, 877-4MO-JACK, FAX: 316-440-6838, Email: info@themojack.com, Internet: www.themojack.com, Contact: Lisa Hargrove - MoJack Distributors

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Most Dependable Fountains Inc, 5705 Commander Dr, Arlington, TX 76002, 901-887-0039, 800-552-6331, FAX: 901-887-4008, Email: info@mostdependable.com, Internet: www.mostdependable.com

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Playworld Systems Inc, 1000 Buffalo Rd, Lewiston, PA 17837, 570-522-9800, 800-233-8404, FAX: 570-522-3030, Email: janprice@psi.com, Internet: www.playworldsystems.com, Contact: Ron Derk

PND Corp, 14320 NE 21st St, Bellevue, WA 98072, 425-565-7252, FAX: 425-565-7264, Email: plugnduk@nwlink.com, Internet: www.plugnduke.com, Contact: Bill Griffin

Poligon by Porter Corp, 4240 N 136th Ave, Holland, MI 49424, 616-399-9123, Email: info@portercorp.com, Internet: www.poligon.com, Contact: Ryan Mecham - Powerblanket

Powerblanket, 3130 S 1030 W, Salt Lake City, UT 84119, 801-506-0188, 877-396-7407, FAX: 866-245-9403, Email: info@powerblanket.com, Internet: www.powerblanket.com, Contact: Ryan Mecham - Powerblanket

PowerFlare, 6489 Camden Ave, Ste 108, San Jose, CA 95120, 408-323-2370, FAX: 408-268-5431, Email: john@pdfdistributioncenter.com, Internet: www.powerflare.com

Progressive Design Playgrounds, 2458 S Santa Fe Ave, Vista, CA 92084, 760-597-5990, FAX: 760-597-5991, Email: sales@pdplay.com, Internet: www.pdplay.com

ProQuip International Inc, 855 Main St, Dunkirk, NY 14048, 866-935-3434, 800-940-9488, Email: info@proquipinternational.com, Internet: www.proquipinternational.com, Contact: Sam Tavernese - ProQuip International Inc

PRO-VISION Video Systems, 8625-B Byron Commerce Dr SW, Byron Center, MI 49315, 616-583-1520, 800-576-1126, FAX: 616-583-1522, Email: info@seeingissafety.com, Internet: www.seeingissafety.com, Contact: Andrew Beach - PRO-VISION Video Systems

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Public Sourcing Solutions, 2 Jericho Tpke, Jericho, NY 11753, 516-932-8125

PubWorks, PO Box 6502, Snowmass Village, CO 81610, 888-920-0380, Email: info@PubWorks.com, Internet: www.PubWorks.com

Pulltarps Mfg, 1404 N Marshall Ave, El Cajon, CA 92020, 800-368-3075, FAX: 619-449-3782, Email: info@pulltarps.com, Internet: www.pulltarps.com, Contact: Rick Cerda, SM

Quixote Transportation Safety, 35 E Wacker Dr Ste 1100, Chicago, IL 60601, 312-467-6750, FAX: 312-467-9625, Contact: kim.ludwig, Mktg Mgr

Quixote Transportation Technologies Inc, 1862 Craig Park Ct, St Louis, MO 63146, 314-569-1002, FAX: 314-569-3567, Email: qttmarketing@quixotecorp.com, Internet: www.quotic.com, Contact: Melanie Scott, Marcom Spec

Rain Bird Corp, 6991 E Southpoint Bldg, Ste 1, Tucson, AZ 85706, 520-741-6100, FAX: 520-741-6522, Email: rbgoill@rainbird.com, Internet: www.rainbird.com

Ramco Construction Tools Inc, 21213 76th Ave S, Kent 98032, 253-796-3051, FAX: 253-796-3092, Email: jponder@ramcotools.com

RB Industries, PO Box 4734, Greensboro, NC 27404, 336-852-6276, Email: info@laddergate.com, Internet: www.laddergate.com

Recreation Supply Co, 515 Airport Rd, PO Box 2757, Bismarck, ND 58502, 800-437-8072, FAX: 701-255-7095, Email: sales@recsupply.com, Internet: www.recsupply.com

RedCloud Security, 45610 Woodland Rd, Sterling, VA 20166, 703-635-7415, FAX: 703-635-7429, Email: kevin.wine@redcloudsecurity.com, Internet: www.redcloudsecurity.com, Contact: Kevin Wine - RedCloud Security

Reelcraft Industries Inc, 2842 E Business Hwy 30, Columbia City, IN 46725, 800-444-3134, FAX: 800-444-4587, Email: reelcraft@reelcraft.com, Internet: www.reelcraft.com, Contact: Bill Martin, NSM

Reid Supply Company, 2265 Black Creek Rd, Muskegon, MI 49444, 888-472-7343, FAX: 877-329-7343, Email: gov@reidsupply.com, Internet: www.reidsupply.com

Relion, 15913 E Euclid, Spokane 99216, 509-228-6500, FAX: 509-228-6526, Email: fuel.cells@relion-inc.com, Internet: www.relion-inc.com, Contact: Sandra Saathoff, Marcom Dir

Research Products, 2639 Andjon Dr, Dallas, TX 75220, 214-358-4238, 800-527-5551, FAX: 214-350-7919, Email: sales@incinolet.com, Internet: www.incinolet.com, Contact: Carol McFarland - Research Products, SM

Restroom Solutions Inc, 15432 S 35th St, Phoenix, AZ 85044, 480-706-4448, 800-678-0284, FAX: 480-706-4449, Email: restroomsolutions@cox.net, Internet: www.restroomsolutions.com


Rocky Mountain Sunscreen, 14700 W 66th Pl, Unit 2, Arvada, CO 80004, 303-940-9803, 888-356-8899, Email: info@rmsunscreen.com, Internet: www.rmsunscreen.com, Contact: David Erickson - Rocky Mountain Sunscreen

Rufol Intl Corp, 10029 S Tacoma Way, Ste E-11, Lakewood 98499, 253-922-1828, 800-255-7630, FAX: 253-922-1728, Email: julie@rufol.com, Internet: www.rufol.com

Roll-Rite LLC, 2574 School Rd, Alger, MI 48610, 989-345-3434, 800-297-9905, 989-345-7805, Email: info@rollrite.com, Internet: www.rollrite.com

Rotary Lift, 2700 Lanier Dr, Madison, IN 47250, 800-640-5438, FAX: 800-578-5438, Email: userslink@rotarylift.com, Internet: www.rotarylift.com, Contact: John Rylee, Mktg Mgr

Roura Material Handling, 35355 Forton Ct, Clinton Twp, MI 48035, 586-790-6100, 800-968-9070, FAX: 586-790-6102, Email: hoppers@rouramh.com, Internet: www.rouramh.com, Contact: Shannon McGowan - Roura Material Handling

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Rugby Manufacturing, 515 1st St NE, Industrial Park, Rugby, ND 58368, 701-776-5722, 800-869-9162, FAX: 701-776-6235, Email: sales@rugbymfg.com, Internet: www.rugbymfg.com, Contact: Jesse Fritz - Rugby Manufacturing

Rudd Lighting Inc, a Cree Company, 9201 Washington Ave, Racine, WI 53406, 800-236-7000, FAX: 800-236-7500, Email: sales@ruddlighting.com, Internet: www.ruddlighting.com, Contact: Mark Amborn - Rudd Lighting Inc, Cust Svc Mgr

SafetyMate Inc, 1642 McGaw Ave, Irvine, CA 92614, 949-252-1570, 800-439-8995, FAX: 949-955-3529, Email: info2@safetymate.com, Internet: www.safetymate.com
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3M Traffic Safety Systems, 3M Center 235-3A-09, St Paul, MN 55144, 651-733-3879, 800-553-1380, FAX: 651-733-5012, Email: milozier@mms.com, Internet: www.3m.com/tss

Thrive Technologies Inc, 127 Church St, Ste 330, Marietta, GA 30060, 770-222-8599, FAX: 770-222-8585, Email: info@thrivetech.com, Internet: www.thrivetech.com

Tiger Corp, 3301 N Louise Ave, Sioux Falls, SD 57107, 800-843-6849, FAX: 605-731-0472, Email: Islunecka@tiger-mowers.com, Internet: tiger-mowers.com, Contact: Randy Jensen, SM

The Toro Co, 8111 Lyndale Ave S, Bloomington, MN 55420, 952-887-7107, FAX: 952-887-8693, Email: paula.sliefer@toro.com, Internet: www.toro.com

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Traffic Safety Warehouse, PO Box 1125, Deerfield, IL 60015, 847-966-1018, 877-966-1018, FAX: 847-966-1205, Email: sales@trafficssafetystore.com, Internet: www.trafficsafetystore.com

Tripod Data Systems, A Trimmer Co, PO Box 947, Corvallis, OR 97339, 541-750-9200, FAX: 541-757-7439, Email: handholds@trimmer.com, Internet: www.trimmer.com, Contact: Matt Lehman

Truco Inc, 4301 Train Ave, Cleveland, OH 44113, 216-631-1000, 800-227-4569, FAX: 216-281-0034, Email: mail@truco-inc.com, Internet: www.truco-inc.com

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Underwater Kinetics, 13400 Danielson St, Poway, CA 92064, 858-513-9100, 800-882-7483, Email: info@uwkinetics.com, Internet: www.underwaterkinetics.com


Utility Metals, PO Box 9054, Louisville, KY 40209, 502-363-6681, 800-627-8276, FAX: 502-368-2656, Email: info@utilitymetals.com, Internet: www.utilitymetals.com

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VAC-TRON Equipment, 27137 S Highway 33, Oakumumpa, FL 34762, 352-726-2222, 888-VAC-TRON, FAX: 352-728-2850, Email: sales@vactron.com, Internet: www.vactron.com

Vanair Manufacturing Inc, 10896 W 300 N, Michigan City, IN 46360, 219-879-5100, 800-526-8617, FAX: 219-879-5800, Email: sales@vanair.com, Internet: www.vanair.com

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Vanguard ADA Systems of America, 20628 Broadway Ave, Snohomish, WA 98296, 360-668-5700, FAX: 360-212-2555, Email: info@vanguardonline.com, Internet: www.vanguardonline.com

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Videx Inc, 1105 NE Circle Blvd, Corvallis, OR 97330, 541-738-5500, FAX: 541-738-5501, Email: sales@videx.com, Internet: www.videx.com

Virco Inc, 2027 Harpers Way, Torrance, CA 90501, 310-533-0474, Email: info@virco.com, Internet: www.virco.com

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Western Star Trucks Div, 12120 Telegraph Rd, Redford, MI 48239, 440-269-5500, FAX: 440-269-5970, Internet: www.sterlingtrucks.com, Contact: Ann Demitruck, Mktg Dir

Whelen Engineering Co Inc, 51 Winthrop Rd, Chester, CT 06412, 860-526-9504, FAX: 860-526-4078, Email: whelen@whelen.com, Internet: www.whelen.com, Contact: Howard Berke, VP Sls

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24 contact hours (8 weeks)

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- Legal Aspects of Public Procurement
- Strategic Procurement Planning in the Public Sector

16 contact hours (5-6 weeks)

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- Fundamentals of Leadership and Management
- Online CPPB Prep
- Online CPPO Prep

Interactive courses are for serious learners, and require participation in group projects, independent assignments and discussions.

INDEPENDENT LEARNING (1-8 CONTACT HOURS)

- Basics of Business Math
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- CPPO Assessment (0 contact hours)
- Fundamentals of Business Management
- How to Process and Evaluate Bids
- Leading High Performance Teams
- Negotiating Skills - Influence and Persuasion
- Project Management
- Specification Writing
- Time Management Fundamentals

WEBINARS

90-minute topical online classes that provide time-challenged professionals the opportunity to earn certification points and CEUs without ever leaving the office. See currently scheduled webinars at www.nigp.org.

ANNUAL FORUM & PRODUCTS EXPOSITION

Every summer NIGP hosts the largest gathering of public procurement officials in North America. Forum offers almost five days of educational workshops, networking and social events with two half-days dedicated to the products exposition. Mark your calendar for NIGP Forum 2013 in Orlando, Florida on August 24-28.
EXECUTIVE CERTIFICATE IN PUBLIC PROCUREMENT

The Executive Certificate in Public Procurement is a certificate program for senior level personnel produced by faculty from NIGP and Florida Atlantic University (FAU). For more information, contact education@nigp.org.

The 2013 UPPCC Exam Schedule and deadlines are as follows:

SPRING EXAMINATIONS
> Feb. 4 • Application Submission Deadline
> Feb. 18 • Application Submission Late Deadline
> April 1 • Exam Registration Deadline
> May 6-18 • Testing Dates

FALL EXAMINATIONS
> July 15 • Application Submission Deadline
> July 29 • Application Submission Late Deadline
> Sept. 2 • Exam Registration Deadline
> Oct. 14-26 • Testing Dates

For more information on certification, visit www.uppcc.org.

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Knowing value when you see it

For the better part of my purchasing career, I tried to strike a balance between best value and good service. I would purchase goods from authorized distributors, contract for repairs of operating equipment from manufacturer-authorized repair facilities and generally follow what I considered good purchasing practices. There’s the rub: It was what my organization and I considered good practices.

When it came to defining service and value, we were proud of our use of concepts such as honesty, fairness, integrity and the like but found them difficult, if not impossible, to quantify. We would use adjectives such as excellent, very good, good, fair and poor to evaluate a bidder’s proposal. We tried to assign a numerical rating to each and add up the scores. We Buyers love numbers – the larger the number, the more points, thus the better Proposer. But that’s not always true. A numerical rating system, while apparently precise, can obscure the strengths, weaknesses and risks of a Proposer.

At times we would ask for a narrative to be used in conjunction with a rating to assess qualifications. We thought it would provide a reasonable and rational basis for determining a Proposer. But how could I determine deficiencies or weaknesses based on the Proposer’s own language? Being concerned with words my entire life, how do I know if a less-qualified Proposer just has someone on staff who is a better writer than a more-qualified Proposer?

I had a sinking feeling and didn’t know if I was making a best judgment or a colossal mistake about a Proposer (which I couldn’t define). It’s almost like using the standard set by Justice Potter Stewart when ruling on a completely unrelated subject: “I know it when I see it.” But the feeling remained with me.

The key here is, after reviewing the facts, “I know it when I see it” is a standard best applied by professionals. Based on our experience, knowledge, research and intangibles we can’t define at times, we make a best judgment on a Proposal or a service. But what happens if our judgment backfires, or worse yet, it’s a completely bad decision? I think that’s why we have Committees who make these judgments and a management structure that can approve or change our decisions.

How do we train the next generation of Professionals to do a better job at this? Yes, to do a better job! I’ve always felt that we should pave the way for those who follow us by setting standards. Not for them to meet, but for them to exceed!

Do we start taking this seriously by actively discussing the subject? Or do we continue to hold classes on teaching the elements of a Contract? Or hold a primer on Request for Proposals? It’s time to look to the future of our profession and train those who follow us to do more and do it better. It should be our legacy. When we are in the Old Buyer’s Home drinking our afternoon tea and talking about our successes, the new Buyers should come and visit, pat us on the head, smile, and tell us how they exceeded our standards and expectations.

FREDERICK MARKS, CPPO, VCO, is a retired purchasing officer who has held positions as a supervising buyer for the Port Authority of New York and New Jersey as well as director of material management for Northern Virginia Community College. Contact Marks at fmarks@mindspring.com.
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