to everyone who attended our face-to-face NIGP educational class “Financial Analysis for Procurement Professionals” on September 20th @ the Niceville Community Center. This course focused on the key areas of the financial statements that are relevant to the agency when selecting a supplier. It covered the level of analyses, relevant ratios and why they are important for procurement categories. Instructor, Maria de Lourdes Coss, CPPO, presented the course in a way that members had a better understanding of financial statements in order to make good decisions about suppliers.

The Instructor: Lourdes Coss, MPA, CPPO - is the author of “Procurement Methods: Effective Techniques;” a certified John Maxwell Team Coach, Speaker, Teacher, and Trainer. She is an accomplished procurement professional with approximately 30 years of experience. Lourdes held executive level positions in major public organizations, such as: City of Chicago, University of Illinois at Chicago, Public Building Commission of Chicago, Cook County, and City of Houston; and is now working with Canon Solutions America as a subject matter expert for government. She continues to add value to public entities through consulting and training. Lourdes led transformative changes in various agencies leading to savings in excess of $100 Million, higher personnel credentials; and transition to strategic/value add operations. She authored and implemented the procurement code for the City of Houston and participated in the development and implemented the procurement code for Cook County. Achievements include: national awards for operational excellence, cost savings, and Spirit of NIGP. Lourdes also held positions on various boards, including NIGP. She graduated magna cum laude from the University of Puerto Rico and received her MPA from Florida State University.

The class concluded with a financial analysis game using the concepts. Thanks to Shana Duncan and Bob Pacenta for volunteering to present contract evaluation using proper financial statements.

Front Row: Cindy Lambeth, Irene Dahnke, Shanna Duncan & Lourdes Coss
Back Row: Matthew Young, Jeffrey Hyde, Ted Young, Jason Verschueren, Bob Pacenta, Kristen Smith, Travis Fulton, Eric Engelmeyer and Bryan Gabbard

How to be More Productive and Eliminate Time Wasting Activities by Using the “Eisenhower Box”

Dwight Eisenhower lived one of the most productive lives you can imagine. He was the 34th President of the United States, serving two terms from 1953 to 1961. During his time in office, he launched programs that directly led to the development of the Interstate Highway System in the United States, the launch of the internet (DARPA), the exploration of space (NASA), and the peaceful use of alternative energy sources (Atomic Energy Act).

Before becoming president, Eisenhower was a five-star general in the United States Army, served as the Supreme Commander of the Allied Forces in Europe during World War II, and was responsible
for planning and executing invasions of North Africa, France, and Germany.

At other points along the way, he served as President of Columbia University, became the first Supreme Commander of NATO, and somehow found time to pursue hobbies like golfing and oil painting.

Eisenhower had an incredible ability to sustain his productivity not just for weeks or months, but for decades. And for that reason, it is no surprise that his methods for time management, task management, and productivity have been studied by many.

His most famous productivity strategy is known as the "Eisenhower Box" (or Eisenhower Matrix) and it's a simple decision-making tool that you can use right now.

Eisenhower's strategy for taking action and organizing your tasks is simple. Using the decision matrix below, you will separate your actions based on four possibilities.

1. **Urgent and important** (tasks you will do immediately).
2. **Important, but not urgent** (tasks you will schedule to do later).
3. **Urgent, but not important** (tasks you will delegate to someone else).
4. **Neither urgent nor important** (tasks that you will eliminate).

The great thing about this matrix is that it can be used for broad productivity plans ("How should I spend my time each week?") and for smaller, daily plans ("What should I do today?").

Here is an example of what the Eisenhower Box looks like for today.

### What’s your best time-management tip?

*Spend 10 minutes in planning to save 20 minutes in execution.*

Paul Okonkwo, Control Room & Field Operations Supervisor, Shell

*Make a deliberate effort to plan your day’s work. When you have to make adjustments, you’ve already prioritized your projects.*

Catherine Mallery, Pricing Analyst, Celadon Logistics

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**RESPECT of Florida** is the central non-profit agency for the State of Florida that helps employ approximately 1,200 Floridians with disabilities through the production of commodities and contractual services that are sold to government entities.

Their mission is to create job opportunities for Floridians who are blind or have other disabilities. Staff at RESPECT love the annual awards in September, because they turn their attention to the workers who make it all happen. Often working behind the scenes, staff enjoy the opportunity to recognize and honor all the people they serve through the RESPECT program. This year, RESPECT is honoring 33 individuals who they consider to be Outstanding Employees.

If you would like to learn more about RESPECT or browse their catalog, visit them at: [respectofflorida.org](http://respectofflorida.org).
**The Companies You Purchase From Affect Your Reputation**

Your company isn’t separate from the companies it does business with. An unethical supplier in your procurement chain can have a huge influence on your company’s reputation. Flaws in components supplied by subcontractors will affect your profits, and could result in lawsuits against you and/or your firm. Sounds frightening, but if you do your research and closely examine the companies you’re doing business with, you can protect your firm. Remember the number one rule: If a proposal sounds too good to be true, it probably is.

**Compare to The Canadian Government**

The Government of Canada is one of the largest public buyers of goods and services in Canada, spending around $16 billion on programs and projects. Their procurement is done either through a competitive or non-competitive procurement process. If your firm offers goods or services the Government of Canada can use, you could look into bidding on a contract.

**Procurement Managers Do More Than Order Items**

Procurement managers are obviously the people to go to for ordering, but they have so many unappreciated skills. Many procurement managers are also responsible for negotiating better contracts, obtaining lower prices, interviewing vendors, ensuring quality of goods or services delivered, and analyzing contracts. Some may even play the piano or harmonica. They’re the unsung heroes of the corporate world.

**Purchasing Decisions to Solve Problems.**

Seventy percent of people make purchasing decisions to solve problems. Thirty percent make decisions to gain something. Spouting potential benefits is less effective than taking time to gain a deep understanding of your prospect’s problem(s). Learn how to become a better listener and you’ll become a better problem solver by default.

**Price Still Matters**

Price still matters, but it’s becoming less important with 59% of survey respondents (down from 64% in 2011) saying the most important factor in their purchasing decision was immediate purchase price. Price is always associated with a value, always. The value you add is what sets you apart from other sales pros with similar offers.

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**Contributions to the entity:** As Jud reflects on his 30+ years of service as the chief procurement professional at the Santa Rosa County School District, he marvels at the advancements that have been made from the time he began, when purchase requisitions were hand written resulting in stacks of typed Purchase Orders. Jud was able to lead his school district into the computer age, where a request entered today results in a purchase order being printed within 24-hours.

Being the very first school district to use the State of Florida’s Purchasing Card contract back in the early 90’s, Jud’s team developed a very aggressive program where schools are required, with only a few exceptions, to use a Pcard for all purchases under $1000. By delegating authority to make small purchases, which account for over 90% of the district transactions, great savings have been realized in printing, postage and related costs, and has allowed the procurement staff to concentrate on major purchases. The district’s Pcard program was a catalyst to the elimination of the existing maintenance, transportation and general warehouses, instead developing contracts card holders could use to ensure competitive pricing. One of Jud’s greatest achievements was the...
development of an on-line purchasing portal, where district Pcard users could search through multiple contracted vendors, using a single username and password, and be assured they were receiving approved bid pricing.

Early in Jud’s career, as a result of a product he discovered at one of the NIGP National Forums, his team was able to avoid the labor and expense of mailing bids and proposals with a device that allowed interested vendors to call from their fax machine and retrieve solicitations. This technology gave way to the internet, with the purchasing department being one of the first in the district to develop a web page. His office began posting RFBs and RFPs and resulting award documentation long before it was common among his peers to do so.

Perhaps Jud’s most significant achievement for the district is contract administration of outsourced services. At the time when he was hired, a few district schools had individual cleaning contracts involving several different providers. Since his department bid out these services, Jud became the de facto contract administrator for custodial operations at the effected schools; when there were problems, schools would contact his office for assistance. He approached the superintendent with the proposal of outsourcing the custodial function under a single management contract. When that eventually happened, “Contract Administration” was added to his job title. Over the years the district also outsourced Food Service and Transportation, adding these departments to his areas of responsibility, Jud currently oversees in excess of 650 contracted and district employees. Given that personnel is one of the largest operational costs a school district faces, outsourcing resulted in significant payroll savings. It also allowed school administrators to focus on educating students and supporting teachers instead of worrying about cleaning supplies, equipment and day-to-day management of custodians, hiring and managing kitchen staff and overseeing free and reduced meal applications, and the time consuming and arduous duty of dealing with bus drivers. Santa Rosa School District became only the 2nd district in the State of Florida to outsource all three of these major functions, and the only one to this day to have contracts administration as a responsibility of the Purchasing Director.

Contributions to the Institute/Profession: Early on in Jud’s tenure as a Public Procurement Professional, he recognized the value of professional development, and in particular the training and academic requirements necessary in order to qualify for professional certification. Not only did Jud receive his designation as CPPB in 1996 and CPPO in 1997, he set the goal of 100% certification for all purchasing professionals of his staff. This achievement was first realized in 2003 with the district receiving the UPPCC Excellence in Achievement recognition for fully certified procurement staff. From that time until the present, the district has received this award a total of eight times, including being one of only two K-12 School Districts in the nation to win multiple Sterling Awards. The only years recognition was not received was when certified staff retired, in which cases the replacement personnel were certified within two years. Believing in the value of certification for all purchasing professional positions, Jud has successfully been able to add the preference for professional certification on departmental job descriptions.

Additionally, Jud has been a proponent of the State of Florida Professional Procurement Certification, receiving certification as Florida Certified Purchasing Manager (FCPM), Florida Certified Contract Manager (FCCM) and Florida Certified Contract Negotiator (FCCN). In each case, he received certification in the first year these recognitions were made available.

Believing in the value of NIGP, Jud has attended several national forums during his career. Jud served as a Leader on the Epro Knowledge Community and Member of the K-12 Knowledge Community. In 2007 Jud presented at the TIPPS Symposium in Savannah, GA as well as the Annual Forum in Hartford, CT. In 2008 he was invited to present two topics, “Online Procurement” and “How to Eliminate Warehousing” at the Rocky Mountain Governmental Purchasing Association Summer Conference in Estes Park, CO.

Jud brought his procurement expertise into organizations that represent other functions for which he is responsible. As a member of the Florida School Nutrition Association (FSNA), he has presented seminars on outsourced services at their annual conferences. He also did the same with the Florida Association of Pupil Transportation (FAPT). His expertise as the sole procurement professional in the midst of food service directors proved most helpful to the P.O.W.E.R. Buying Group, a consortium of school districts food service operations in the State of Florida, where he served as Chairman of the Bid Committee.

Contributions to a NIGP Chapter: The Santa Rosa County School District Purchasing Department was instrumental in the establishment of the Central Gulf Coast NIGP Chapter. Under the leadership of the Escambia County Florida Purchasing Department’s chief procurement official, Joe Pillitary, Jud and his staff, along with purchasing officials from several other local public entities, assisted in creating the chapter in 2003. Jud served as a board member for several years. His school district has hosted the chapter website from the time it was created until the last few years.
Jud and his staff have not only hosted a booth at the chapter’s annual reverse trade shows from the first one, but have always been firmly involved in planning these events. His committed to continued support of the local NIGP chapter is endless.

Jud states that while serving his district in many functions, procurement is his first love. He has used NIGPs values and guiding principles as a model for how district business is conducted, and NIGPs Code of Ethics as my department’s behavioral standard.

Jud resides in Milton, Florida with his wife, Betsy. They have three grown children, sons Charlie and Cory, daughter Isabella, and granddaughters Rachel and Faith.

Jud Crane is one of a kind! He is a great mentor to his staff and to others procurement professionals.

Calling for Topics of Interest

If you have topics of interest that you would like to be included in our newsletter, please email me @ tlawson@gulfcoast.edu.

“IT is bad procurement policy to unilaterally lock itself into one set of technologies.” – Tom Schatz

“There are plenty of ways to get ahead. The first is so basic I’m almost embarrassed to say it: spend less than you earn.” – Paul Clitheroe

“Don’t tell me where your priorities are. Show me where you spend your money and I’ll tell you what they are.” – James W. Frick

“I wish I had a dollar for every time I spent a dollar, because then, Yahoo!, I’d have all my money back.” – Jack Handy (SNL)