

The official publication of NIGP: The Institute for Public Procurement

G O V E R N M E N T

Procurement®

www.govpro.com

JUNE/JULY 2018



Feel the Rhythm

**NIGP
FORUM 2018**

Nashville, Tenn. | August 19-22

PLUS:

Procurement's Political Ties

Women in Procurement

**Distinguishing Between
Responsive and Responsible**

**Fair and
Transparent Scoring**

Digital Edition Copyright Notice

The content contained in this digital edition (“Digital Material”), as well as its selection and arrangement, is owned by Informa and its affiliated companies, licensors, and suppliers, and is protected by their respective copyright, trademark and other proprietary rights.

Upon payment of the subscription price, if applicable, you are hereby authorized to view, download, copy, and print Digital Material solely for your own personal, non-commercial use, provided that by doing any of the foregoing, you acknowledge that (i) you do not and will not acquire any ownership rights of any kind in the Digital Material or any portion thereof, (ii) you must preserve all copyright and other proprietary notices included in any downloaded Digital Material, and (iii) you must comply in all respects with the use restrictions set forth below and in the Informa Privacy Policy and the Informa Terms of Use (the “Use Restrictions”), each of which is hereby incorporated by reference. Any use not in accordance with, and any failure to comply fully with, the Use Restrictions is expressly prohibited by law, and may result in severe civil and criminal penalties. Violators will be prosecuted to the maximum possible extent.

You may not modify, publish, license, transmit (including by way of email, facsimile or other electronic means), transfer, sell, reproduce (including by copying or posting on any network computer), create derivative works from, display, store, or in any way exploit, broadcast, disseminate or distribute, in any format or media of any kind, any of the Digital Material, in whole or in part, without the express prior written consent of Informa. To request content for commercial use or Informa’s approval of any other restricted activity described above, please contact the Reprints Department at (877) 652-5295. Without in any way limiting the foregoing, you may not use spiders, robots, data mining techniques or other automated techniques to catalog, download or otherwise reproduce, store or distribute any Digital Material.

NEITHER Informa NOR ANY THIRD PARTY CONTENT PROVIDER OR THEIR AGENTS SHALL BE LIABLE FOR ANY ACT, DIRECT OR INDIRECT, INCIDENTAL, SPECIAL OR CONSEQUENTIAL DAMAGES ARISING OUT OF THE USE OF OR ACCESS TO ANY DIGITAL MATERIAL, AND/OR ANY INFORMATION CONTAINED THEREIN.



THE VEHICLE WITH MUNICIPAL PERSONALITIES.

JEEP® COMPASS

The Jeep® Compass seamlessly blends style and safety with features like available LaneSense® Lane Departure, Forward Collision Warning with Active Braking and Blind Spot Monitoring. Plus over 70 more available safety and security features. It offers impressive cargo capacity of 59.8 cu.-ft. with rear seats folded and an inventive multilevel rear cargo floor. Its higher beltline and ride height also offer a commanding view of the road. To discover all there is to know about the new Jeep Compass, visit fcausfleet.com.

Jeep®

fcausfleet.com | 1.800.999.FLEET (3533)

> CONTENTS

JUNE/JULY 2018
VOLUME 26, NO. 3

PERSPECTIVES

2 Procurement Ponderable

Assuring the quality of the public procurement workforce

HOT TOPICS

4 Should We Be Worried About Procurement's Political Ties?

While procurement shouldn't be politically charged, it can and will always be both directly and indirectly influenced by the politicians in charge.

6 Five Keys to Negotiating Energy Supply Agreements

Part four of this series will discuss the issue of usage bandwidth.

12 Language Matters: Distinguishing Between Responsive and Responsible

This article focuses on the terms responsive and responsible- what defines and differentiates them, and what they look like in practice.

14 Telling a Story

Procurement is like a narrative

16 Just like a Country Love Song

Research has shown that the use and choices of cooperative contracts is growing.

18 Fair and Transparent Scoring: Wither the Coin Toss

Multiple categories in addition to pricing are used in assessing RFP bids.

BACK PAGE

48 Darin Matthews

You may think procurement and Elvis have nothing in common. You might be wrong.



IN DEPTH

22 Feel the Rhythm

NIGP Forum 2018 Preview

36 Women in Procurement

Celebrating successes and battling challenges every day

42 NIGP Forum 2018 Exhibitor Showcase Previews

ISSN 1078-0769

SUBSCRIPTIONS: Free subscriptions to *Government Procurement* (ISSN 1078-0769) are limited to public-sector purchasing professionals. Those qualified may apply by calling 847-763-9670 or visiting <http://www.govpro.com>. Subscriptions for others are available, subject to publisher's acceptance, at these rates: U.S. and U.S. possessions, \$39/1 year, \$59/2 years, \$7/single copy; Canada, \$49/1 year, \$79/2 years, \$8/single copy; international, \$59/1 year, \$99/2 years, \$10/single copy. Send subscription payment (by check or credit card) to Penton Media Customer Service, *Government Procurement*, PO Box 2100, Skokie, IL 60076-7800. For all customer service inquiries, call 847-763-9670; fax to 847-763-9673; e-mail governmentprocurement@halldata.com; or visit: <http://www.submag.com/sub/gp>. Buy positive

microfilm or microfiche copies of out-of-print issues from National Archive Publishing Co. (NAPC), 300 N. Zeeb Rd., PO Box 998, Ann Arbor, MI 48106-0998; phone: 734-302-6500 or 800-420-6272, ext. 6578.

LIST RENTALS: To rent circulation lists of *Government Procurement*, contact Justin Lyman, online marketing manager; 913-967-1377, justin.lyman@informa.com

COPYING: Permission is granted to users registered with the Copyright Clearance Center Inc. (CCC) to photocopy any article (except for those in which separate copyright ownership is indicated on the first page of the article), for a base fee of \$1.25 per copy of the article plus 60 cents per page paid directly to CCC, 222 Rosewood Dr., Danvers, MA 01923. (Code No. 1078-0769/07 \$1.25 + .60).

REPRINTS: For customized article reprints, contact: Wright's Media, phone: 877-652-5295; email: informa@wrightsmedia.com

PUBLISHED: *Government Procurement* (ISSN 1078-0769) is published bi-monthly by Informa Media Inc., 9800 Metcalf Ave., Overland Park, KS 66212-2216. Canadian Post Publications Mail agreement No. 40612608. Canada return address: IMEX Global Solutions, PO Box 25542, London, ON N6C 6B2. Canadian No. R126431964. Copyright © 2018 Informa

POSTMASTER: Send address changes to *Government Procurement*, PO Box 2100, Skokie, IL 60076-7800. Periodicals postage paid at Kansas City, MO., and additional mailing offices. June/July 2018, Vol. 26, No. 3
SALES OFFICES ARE LISTED ON PAGE 2.

PROCUREMENT PONDERABLE

Assuring the Quality of the Public Procurement Workforce

Stephen B. Gordon, Ph.D, FNIGP, CPPO

Procurement Ponderable Assuring the Quality of the Public Procurement Workforce June 4, 2018 The quality of the procurement workforce unquestionably affects how much the procurement function can contribute to the strategic success of public organizations. However, what should and can be done to assure that the public procurement workforce in a public organization is what it must be, and who should take the action that is needed? Hiring procurement staff with the needed knowledge, skills, and experience is a good but incomplete answer to the first part of the question. Even if the knowledge, skills, and experience specified in a position description are right for a particular position; and assuming, moreover, that the person hired for the position meets or exceeds the specified requirements, there is no guarantee that the individual hired or the procurement program in which he or she will work will perform in a way that optimizes results for the procurement unit or the organization as a whole. Recent research shows that in any area of public administration, including procurement, the values and personal attributes of job applicants are important considerations in hiring decisions. For example, regarding values, it is important that individuals who are hired place a high premium on public service; and that regarding personal attributes, that they are willing and able to do what must be done to assure the public interest. Then, there is the matter how well the individual being considered for a position will fit into the existing procurement team. There are times when an applicant for a position may possess the required knowledge, skills, experience, values, and personal attributes, but still should not be hired. Should all public organizations do as one state government has done and approach the hiring process as a strategic decision-making process in which procurement personnel are recruited in the open market, stakeholders outside the procurement operation participate, and positions filled are executive service instead of civil service? It will not be necessary or appropriate for all public organizations to replace their current processes for hiring procurement officials with this one state's hiring processes. However, they do need to encourage their human resources and procurement teams to explore with colleagues in other functional areas what can be done to improve the quality of their procurement workforces.

KNect 365 **Public Infrastructure**

6190 Powers Ferry Road NW,
Suite 320, Atlanta, GA 30339
Phone: 770-618-0112
Fax: 913-514-3887

www.americacityandcounty.com/government-procurement

EDITORIAL STAFF

Bill Wolpin • Editorial Director
bill.wolpin@informa.com

Derek Prall • Editor
derek.prall@informa.com

Jason Axelrod • Associate Editor
jason.axelrod@informa.com

Aidan Wolpin • Editorial Assistant
aidan.wolpin@gmail.com

Denise Walde • Production Manager
denise.walde@informa.com

Desiree Torres • Audience Marketing Director
desiree.torres@informa.com

Wes Clark • Art Director
wesley.clark@informa.com



2411 Dulles Corner Park, Suite 350
Herndon, VA 20171
Phone: 703-736-8900
Fax: 703-736-2818

Cathie Patin • Marketing Communications Manager
cpatin@nigp.org

EDITORIAL ADVISORY BOARD

Debbie Field, CPPO, VCO
Virginia Department of General Services

Yolanda C. Jones, C.P.M., APP
Clark County, Nev.

Jay T. McCleary, CPPB
City of Red Wing, Minn.

GROUP OFFICER

Gregg Herring
Vice President and Market Leader
gregg.herring@informa.com

ADVERTISING SALES

Tim Clary • Sales Manager
tim.clary@informa.com

Matt Welty • Sales Manager
matt.welty@informa.com

Government Procurement welcomes your feedback.

Send letters to: publications@nigp.org or *Government Procurement*,
6190 Powers Ferry Road NW, Suite 320, Atlanta GA 30339, Attn.: Bill Wolpin.

We reserve the right to edit all letters for clarity, brevity, grammar, punctuation, syntax and style.

CONTRACT QUALITY MEETS SIMPLICITY



We created a better way to build healthier, productive workspaces. VARIDESK® contract-quality sit-stand solutions ship in days and set up in minutes, saving you time and money on installation. Use your year-end budget to create the active workspace that works for you.

(866) 571-8593 | VARIDESK.COM/GOVPRO

Availability subject to change. Patent and trademark information: VARIDESK.com/patents. | ©2018 VARIDESK®. All rights reserved.

VARIDESK®
ACTIVE WORKSPACE™



Contract Holder
Contract GS-27F-007-GA

SHOULD WE BE WORRIED ABOUT PROCUREMENT'S POLITICAL TIES?

By Jean Clark

> **G**enerally speaking, procurement shouldn't be political; however, public-sector procurement is influenced by public policy. So, while procurement shouldn't be politically charged, procurement can and will always be both directly and indirectly influenced by the politicians in charge.

Therefore, contracting professionals need to astutely understand the political climate in which they're currently operating. Leadership changes can lead to a re-prioritization of programs, which can

and the other's insistence on sourcing first from disadvantaged business entities. I also found it easier to decisively greenlight certain solicitations that I knew all candidates would support and, occasionally, stall other solicitations until after the ballots have been tallied and I was confident that there would be no conflicts of interest. This was especially true when it came to issuing new (or re-issuing expiring) education, infrastructure and technology contracts. The last thing you need to do is award a multi-year, multi-million-

dollar contract for a program that you know a particular candidate plans to defund if elected.

You also don't want to enter into such a long-term contract whose terms and conditions are hoped to be adjusted under a new administration appointment. For example, many new state CIOs show a preference for innovative and technologically advanced IT systems that vary widely in architecture specifications. And, we frequently see variance when it comes to state leaders' eProcurement technology preferences. Even governors' procurement priorities vary. The outgoing leader may support



result in a revamping of purchasing priorities and contract structures. Purchasing authorities can be overhauled – and centralized – which can lead to both team and technology system restructuring. Of course, regulations, legislation, statutes and other government contracting rules seem to change by the minute. In other words, procurement isn't immune to change. In fact, we may be more exposed to – and impacted by – government leadership changes despite our long-engrained fundamental procedures.

I learned that firsthand in my decade-long tenure as the state procurement administrator for Arizona. I also learned to proactively monitor candidates' platforms during their campaigns. By tuning into their socioeconomic priorities and studying their legislative stances, I could effectively plan for procurement policy changes that may occur should they be elected – such as one candidates' preference for outsourcing

a transaction fee approach and require weekly spending audits while the other may be vehemently opposed to transaction fees and care less about weekly reports, trusting that the procurement function is self-policing spend. As such, government buyers must watch for signals of forthcoming change and be ready to adjust procurement strategies in order to align with each new Administration's agendas, whether enacted at the federal, state, city, county or municipal levels – or all of the above.

My takeaway after 30+ years in state and local government procurement and 10 years at the top of Arizona's purchasing totem pole? Sometimes it's better to "wait and see" what happens in the political environment before taking a procurement action that you can't take back. With each election cycle, I became better at tracking the procurement-political "relationship" and taking pre-emptive actions

to ensure a smooth transition occurred between administrations for both my internal customers and my vendors. After all, regardless of our varying job titles, both public sector procurement officials and politicians are mutually charged with serving the best interests of their constituents. We're all employees of the same government "business." That means we must find a way to work together to bring value to our customers (i.e. taxpayers), regardless of party lines. If the new "boss" decides that our "product" or "service" portfolio needs to change, it is our responsibility as procurement professionals to re-allocate resources, re-structure contracts and adjust buying processes accordingly.

Case in point: The recent expiration of \$400 billion in federal contracts grabbed headlines because the government is no longer obligated to proceed with certain programs as previously defined – many as long as 10 years ago. President Trump has the opportunity to reprioritize agency programming and "redirect" funds accordingly, which will demand new procurement obligations. Some agencies may have to redefine the evaluation criteria applied to each proposal, adjust the length and terms of awarded contracts or even change the utilization frequency of certain contract vehicles. Much of which will require a fast re-allocation of procurement resources; a feat not possible if you've been buying blind to the political environment and get caught off guard.

If you really want to mitigate the risk of certain procurement decisions in an election year or simply avoid making procurement an impediment to an administration's agenda, make sure you're not suffering from tunnel vision or operating in a silo. Be respectful to your "boss", or bosses, and do what you can to represent their agendas, even if you don't agree on everything. Most of all, remember that there is a big difference between playing politics and paying attention to politics. The former breeds questions about procurement's ethical standards while the latter empowers procurement to effectively meet taxpayer rising expectations and government leaders' evolving standards within budget parameters. It is also easier for an agency to accomplish

its goals, and respond to supplier contract protests when government leaders and procurement leaders are in sync on policy, processes and priorities.

JEAN CLARK, FNIGP, CPPO, C.P.M., CPM is President of NIGP Code and Consulting Services at Periscope Holdings, Inc. She is an NIGP Past President and former State of Arizona Procurement Administrator.



**OVER 350 PRODUCTS
TO FIT YOUR LIFESTYLE**



www.landpride.com



TASK. TASK. DONE!

You can trust Land Pride implements to complete task after task with the reliability and performance you demand. Whether your tasks are your hobby or your job, Land Pride will be your trusted companion.

Our line of Compact Drills cover widths from 5' to 10' and are rated for tractors 35 to 100 HP or more. Whether your responsibilities are roadsides, agriculture, food plots, or green spaces, we build one that is just right for you.

Find your local dealer at landpride.com and ask for an NJPA quote.

LP CONSISTENTLY LEADING THE WAY...



Five Keys to Negotiating Energy Supply Agreements

PART FOUR: USAGE BANDWIDTH

By Bob Wooten

If you have been following along with our five-part series on negotiating energy supply agreements, we are now up to part four where we will discuss the issue of usage bandwidth. Our final part in the next issue will highlight material change language, and we will circle back on how all of these pieces contribute to an energy supply agreement that is either in your favor or in the supplier's favor.

We talk a lot about risk when we negotiate an energy supply agreement, and each of the

five key aspects highlighted in this series contributes a different piece to that risk puzzle:

1. Payment terms
2. Termination fees
3. Adding and deleting accounts
4. Usage bandwidth
5. Material changes

The risk (and the associated cost) is either shouldered by you, the buyer, or by the supplier. As with all of these aspects, the final negotiation



Your Trusted Partner for **Telematics**

GPS Insight offers advantageous pricing and unmatched customer service. Every customer receives a dedicated account manager to ensure our partnership is successful.

Monitor light/heavy duty vehicles, heavy equipment, and non-powered assets.

GPS Insight Solves These Challenges:

Inefficient Utilization

High Fuel and Labor Costs

Data Overload

Ineffective Maintenance Practices

Unsafe Driving

Stolen Vehicles and Assets

Tailored Telematics Solutions for Government Fleets

📞 877-477-2690 🌐 [GPSINSIGHT.COM](https://www.gpsinsight.com)



typically falls somewhere in the middle where there is an equal amount of risk borne by both parties. But this requires attention on your part to make sure your contract terms are favorable.

The concept of usage bandwidth has to do with the certainty of how much energy you will use (electricity or natural gas) in any given month. The risk taken on by the supplier is that they plan on you using a certain amount of energy. If you use significantly more or less than they anticipated, the supplier must then buy extra energy or sell unused energy back potentially at a loss to them financially. Addressing usage bandwidth in your supply contract is the supplier's way of potentially shifting that risk burden back over to you, the buyer.

So now, let's take a look at the most common ways usage bandwidth is addressed in supply contracts in its full range from language that puts all the risk on you the buyer to language that shifts all the risk back onto the supplier.

ZERO BANDWIDTH

Zero bandwidth (or "swing," as it's referred to in some electricity contracts) means that the contract rate you have secured applies specifically to the estimated

Equitably managing risk requires attention to make sure your contract terms are favorable.

usage stated in the contract at the time of signing. Many contracts will have an attachment that shows how much energy you are estimated to use in each month of the contract. If you have zero bandwidth, your bill each month will be based on your contract rate applied to the estimated usage for that month.

Since only a clairvoyant would know exactly how much energy you are going to use in the future, you will then have additional line items on the bill to address the actual usage for that month. Any energy use over your estimated quantity is billed at some type of market rate reflective of actual market pricing for that month. If you use less energy than estimated, the excess quantity is sold back to the market and

Nationally Bid Locally Awarded



AEPA is a non-profit association of purchasing agencies in 26 states who are dedicated to saving K-12 schools and other public agencies time and money. Our members competitively bid contracts to meet each state's specific legal requirements. AEPA contracts offer you access to exceptional discounted pricing from national business partners such as...



Visit us today at aepacoop.org



Look for the  logo and let our contracts work for you!



you are credited back based on the market rate and/or profit/loss of the supplier for that transaction.

The key to this contract language in many cases is how the supplier defines market rate. That definition can range all the way from a clearly defined index to a vague number set by the supplier. As a savvy buyer, it is your responsibility to negotiate this language so that you are comfortable with how this would be applied.

Your organization can be helped or hurt from a cost standpoint, depending on what direction the market has moved since securing your fixed contract rate. Unused energy could potentially be credited back to you at a higher rate than what you are paying for the fixed portion. If the market has risen, though, you will end up paying more for excess energy you use. The bottom line is that a zero-bandwidth contract puts more risk on the buyer, and makes budget certainty very difficult to achieve.

BANDWIDTH AS A PERCENTAGE OF USAGE

A more middle-of-the-road solution to addressing this issue is to have bandwidth defined as a percent of usage in the contract. Commonly, this ranges from 10 percent to 25 percent. The same concept applies

as in zero bandwidth language, but after applying these percentages. The contract estimates your monthly energy quantities, but if your usage exceeds the percentage level, you are charged a market rate for those quantities exceeding the percentage. The same equation applies if you use less energy than estimated: You are credited for the portion of unused energy that falls below your estimated percentage.

Let's say you have a 25 percent bandwidth electricity contract at a fixed rate of \$0.05/kWh for an estimated monthly volume of 100,000 kWh. Your actual usage for that month is 135,000 kWh. Based on the 25 percent usage bandwidth language, the fixed rate of \$0.05/kWh applies to 125,000 kWh. The remaining 10,000 kWh is charged at the market rate for that month, which in a rising market could be, say, \$0.065/kWh. This approach really splits the risk between the buyer and seller in terms of planning on energy usage and quantities. It also provides more of a stable budget than the zero-bandwidth contract.

UNLIMITED BANDWIDTH

This approach is the best way to achieve budget certainty with an energy contract. This option



SELICK
LIFT, LOAD AND DELIVER WITH SELICK!

Whether you need to deliver a skid of blocks to a jobsite or move a 16,000 lb. load of steel, Sellick has the forklift that is right for you. We have been engineering and manufacturing rough terrain forklifts for nearly 50 years and our nationwide dealer network offers superior support for all your parts and service requirements. Call toll-free or e-mail us today for all your material handling needs.

1-877-SELICK (735-5425)
sales@sellickequipment.com

places all the risk back on the supplier; therefore, there is typically a higher price attached to this type of contract. Unlimited bandwidth can also be presented as 100 percent bandwidth. In some cases, contract language will specifically state 100 percent bandwidth (meaning, technically, you could double your estimated usage with no change in price), or there may be no language at all in the contract – indicating unlimited bandwidth.

This type of contract is as it sounds. You use as much energy or as little energy as you need, and you are still only charged the fixed price for the energy you use. The supplier runs the risk of having to sell back unused energy into the market or buy extra energy, but it gives the buyer the peace of mind that the price is the price.

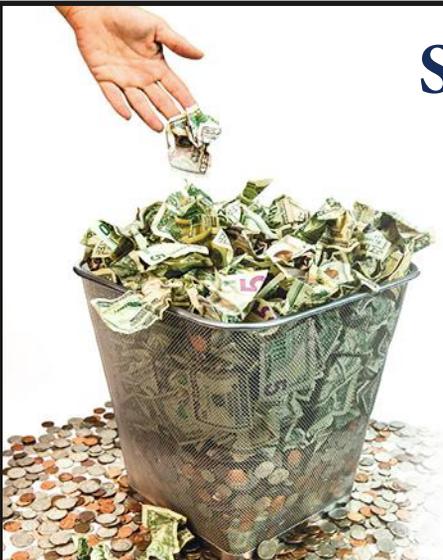
As we've learned with all of these terms in negotiating energy supply agreements, price shifts with risk. When a supplier accepts contract language – resulting in them taking on the risks associated with each of these areas, such as usage bandwidth – this is typically considered a premium from a contracting standpoint. And premiums tend to come at additional cost.

As you negotiate these terms within your contract

to be more favorable to you, the contract price for the supply of energy will go up. Conversely, if you accept terms more favorable to the supplier, you can typically secure a lower rate.

All of this must be evaluated together to see what the overall impact will be to you on your price. It is not always the best position to just push all of the risk back on the supplier if the end result is a much higher price for you. Usage bandwidth tends to be one of those areas with significant room for negotiation – it just depends on your comfort level for risk and the amount of budget certainty you seek.

BOB WOOTEN, C.P.M., CEP, is director of national accounts for Tradition Energy, and has over 20 years of experience managing commercial, industrial and governmental procurement programs for a wide variety of clients. Bob holds professional certifications from the Association of Energy Engineers and the Institute for Supply Management, as well as a B.A. from Texas A&M University, and a Master's in Public Administration from the University of Houston.



Stop Throwing Money Away Save with... Cooperative Purchasing



KEYSTONE
PURCHASING
NETWORK

www.theKPN.org
(888) 490-3182

- Publicly and competitively bid products and services
- Volume discount pricing
- Quality name brand products
- Free membership

Contract Categories:

- Athletic Surfaces • Commercial Flooring
- Furniture • Shade Structures
- Modularity • Document Management
- Cleaning Equipment • Library Supplies



Committed to the Cut.™

THE SEAMLESS PURCHASE YOU WANT.
THE DURABILITY YOU NEED.



Get more performance per budget dollar with durable Grasshopper-grade features like fabricated cutting decks with a ½" steel-wrapped leading edge for impact protection and the premium cutting blades that deliver twice the life of aftermarket brands. Rely on no-hassle purchasing so you can strengthen your buying power. Available on Federal, State and National Cooperative Contracts.

gov.grasshoppermower.com



LANGUAGE MATTERS: DISTINGUISHING BETWEEN RESPONSIVE AND RESPONSIBLE

By Lisa Premo

>  One of the recurring themes in this series is distinction - the articulation of a unique feature that differentiates terms. In previous issues, we distinguished between an invitation for bids (IFB), which is a solicitation, and bids, which are the submitted responses to an IFB. Scope of work, which is the basis for the solicitation, was distinguished from statement of work, which is the basis for the contract.

Another theme explored in this series is the difference between theory and practice. Theory allows us to clearly differentiate terms. Practice acknowledges that those clean lines are often blurred. The specifications global best practice document on the NIGP website, for example, asserts two types of specifications, performance and design. Our day-to-day practice of writing specifications tells us that the two types may be combined to satisfy needs and achieve desired outcomes.

This article focuses on the terms responsive and responsible. We define and differentiate between them. Then, we discuss what they look like in practice.

We begin with the NIGP Dictionary of Procurement Terms:

“Responsive Bid/Proposal: A bid or proposal that fully conforms in all material respects to the Invitation for Bids (IFB)/Request for Proposals (RFP) and all its requirements, including all form and substance.”

“Responsible Bidder/Proposer: A business entity or individual who has the capability and financial and technical capacity to perform the requirements of the solicitation and subsequent contract.”

The basic difference between these two terms is that “responsiveness” refers to the offer, which is the bid or proposal, whereas “responsibility” refers to the offeror, who is the bidder or proposer. In each case, a determination must be made. Responsiveness can be thought of, literally, as how closely the offer “responds” to, or matches, what is requested that the supplier provides in their response. This would be like ordering books and then checking off the titles on the original purchase order to ensure that all items were delivered. Responsibility can be thought of as the skills and resources the supplier would need to successfully complete the contract. The individual or business entity must have the capability and capacity

to perform the requirements stated in the solicitation.

The discussion becomes more complicated when we view the actual determination of responsiveness and responsibility, especially for a proposal. With a bid, the determination of responsiveness is typically straightforward, often done on a pass/fail basis and conducted by a procurement professional. The IFB clearly states requirements for the goods or services to be procured. A responsive bid fulfills the requirements stated in the IFB, for example:

- Quantity and price as described in the IFB
- Delivery terms
- Warranty documentation
- Required forms and signatures
- Acceptance of the entity’s terms and conditions
- Addenda acknowledgment

Once responsiveness of the bid has been determined, the bid with the lowest price is identified and, subsequently, a determination of responsibility is made.

With a proposal, the initial determination of responsiveness is like that of a bid. This determination of responsiveness is typically performed by a procurement professional but may be done in partnership with the end user or with the evaluation committee.

An initial proposal responsiveness determination check may include:

- Insurance/bonding
- Addenda acknowledgment
- Implementation plan
- Pricing

Whereas responsiveness of a bid is easily determined, responsiveness of a proposal requires more than a check of whether the items required were submitted. With an IFB, we state exactly what we need. Typically, we are looking only for a supplier that can provide our goods or services at the lowest price. With an RFP, we know the desired outcomes, but we don’t necessarily know how to achieve those outcomes. Evaluation of the supplier’s proposal requires an evaluation committee with the requisite expertise to determine whether the approach described in each proposal responds to the RFP’s scope of work and other requirements,

such as implementation, training and reporting.

The initial determination of proposer responsibility may involve more of a responsive-like “checking off” of required forms, documents, certifications, etc. As the proposal evaluation progresses, the evaluation committee scores the technical approach against the evaluation criteria. They would also consider evidence of responsibility, which is the proposer’s ability to carry out the proposed solution. Examples include the proposer’s experience and references; integrity, perseverance and reliability; capacity, facilities and equipment; and financial strength. Once the evaluation committee identifies the best value proposal, a second check would be conducted to gather further proof of the proposer’s responsibility. This validation would be obtained through:

- Interviews with references
- Review of work history
- Confirmation of insurance, financial standing, and capacity to fulfill bonding requirements
- Confirmation of manufacturing and equipment capacity and staffing skills

Whether an IFB or RFP, the responsiveness of an offer and responsibility of an offeror must be met for the offer to qualify for award. However, there isn’t always a clear-cut difference between the offer (responsive) and the offeror (responsible).

In the example above, does insurance fall under responsiveness or responsibility? We verified that the proposal included an indication that the proposer has the specified insurance, which qualifies as responsiveness. At the same time, don’t insurance and any required financial statements help determine responsibility of the proposer? For example, a statement that asserts the proposer can access a line of credit helps determine responsiveness. That same statement helps establish responsibility. We will, of course, need to contact the bank and verify the line of credit.

To distinguish between responsiveness and responsibility, we provide a general rule of thumb: If you can check off an item, you are determining responsiveness; if you are using the information contained in a form or document to evaluate the capability or capacity of the proposer to perform, you are determining responsibility. Read more about responsiveness and responsibility in the global best practice on the NIGP website titled “Invitation for Bids (IFB) aka Invitation to Tender (ITT).”

LISA PREMO, NIGP Global Practices Manager, collaborates with public procurement practitioners and academics to conduct research and develop useful guidance on public procurement topics.



**YOUR OPTIONS
ARE UNLIMITED**
IN COOPERATIVE
PURCHASING

Rely on the **BUY**

HGACBuy is a great option for easy, economical procurement while meeting all local requirements.

Rely on the Buy. Join today with the HGACBuy Interlocal Contract.

Emergency Preparedness & Disaster Recovery Services

- Disaster Debris Clearance and Removal
- All Hazards Preparedness, Planning, Consulting & Recovery

Emergency Equipment & Supplies

- Auxiliary Power & Backup Generators
- Emergency Preparedness & Safety Equipment
- Emergency Medical & Rescue Equipment
- Law Enforcement Speed Detection & Video Equipment

CONTACT US 1.800.926.0234 | www.hgacbuy.org | www.facebook.com/HGACBuy



TELLING A STORY

By David E. Nash

> **T**his year's NIGP Forum is returning to Nashville, Tenn., and I can't help thinking about all of the great music that has come out of there over the years. So much so that Nashville is appropriately nicknamed the Music City. Legendary country music venues include the Grand Ole Opry House, home of the famous "Grand Ole Opry" stage and radio show, as well as the Country Music Hall of Fame and Museum and the Ryman Auditorium. I've been fortunate to visit these places several years ago and am excited by the chance to return.

When a musician sits down to write a song, he needs two things - a melody and lyrics. The lyrics most often tell a story - of hard times; lost loves; humorous situations. Whatever the story, the writer has to craft it in such a way that his audience will understand what he's trying to say and perhaps react in a certain way. The song attempts to inform us, appeal to our emotions or maybe get us to change our hearts and minds.

In a similar manner, we in the public procurement field have an audience to reach and that is the vendor community. We all procure a vast number of commodities and services necessary to our agencies and their various departments. It is therefore incumbent upon us to be as clear as possible in telling the vendors what we want and that is most often done through the specifications and scopes of work.

Every project or solicitation needs to be evaluated for six specific types of risk and one of the more important of these is known as proposal risk. It describes the item of service purchased through the specifications and legal documents. In essence this risk warns us that if we are not clear and concise in what it is we are attempting to procure, then how will our vendors know what it is that we are asking for and respond accordingly. This makes the writing of the specification or scope of work vitally important to the success of any procurement action. So much so that an anecdote has circulated among National Aeronautics and Space Administration (NASA) astronauts for years about their lives depending on space craft containing 150,000 pieces of equipment - all bought from the lowest bidder.

As humorous as that may seem, we can rest assured that NASA was very careful in how they wrote the specifications for that equipment. We all need to keep in mind that a specification is a minimum requirement and part of our responsibilities as purchasers is to consult with our users to determine where that

minimum needs to be set. Too high, and we pay too much. Too low, and it doesn't accomplish the mission.

I have been fortunate to have my presentation "Spectacular Specifications - the Art of Getting What We Want" selected for this year's Forum, and what follows is the session description of the workshop I will be presenting on Sunday, Aug. 19 at 3:45 p.m.

Procurement professionals know the questions to ask that get them the items their clients need, but more often than not, customers either don't want to provide those answers or they can't understand why there's a question in the first place. Learn how to craft an easily understandable solicitation document, exploring the myriad of things that can be done to create a proper solicitation the first time, every time.

The session will cover many of the characteristics of a good specification, such as whether it is capable of being checked, tested or evaluated; allows for competition; and provides for an equitable award at a reasonable price. I will also touch on the qualifications necessary to be a good writer of specifications, such as being able to think clearly; put thoughts into words; and being familiar with various standards. And you certainly don't want to miss my "watch out" list where I touch on things like whether we should be using a vendor's brochure to write a specification.

"The Introduction to Public Procurement" textbook tells us that solicitation development and supplier selection are the heart of the public procurement function. And one of the primary principles within this phase is specifications. It is the key to quality acquisitions since the award depends entirely on how accurately and concisely we have described the desired product or service. Luckily, we don't need to come up with a melody. We just need to write a good lyric.

Spectacular Specifications - the Art of Getting What We Want will be presented on Sunday, August 19, 3:45 p.m.

DAVID NASH is a retired procurement specialist from Fort Lauderdale, Fla. Since creating the online "Question of the Day" in 2007, he has helped thousands of people prepare for their certification exams. Those wishing to participate may register at qoftheday.net.

JUST LIKE A COUNTRY LOVE SONG?

By Tammy Rimes



teams have used innovative ways to solve their problems, by obtaining those services through a cooperative contract. With the changing cooperative landscape, I will also share what's on the horizon with recent acquisitions and re-branding efforts.

Toward the end of the session, using the "NCPP Road Map for a Cooperative Procurement Strategy," a panel of cooperative partners will address issues that any procurement team might be faced with. For example, what are the right questions to about any cooperative contract? What are considerations that the agency might want to take consider regarding the specific supplier?

> With Nashville, Tenn., as the host city for the upcoming NIGP Forum, it's an interesting concept to have a presentation entitled "Cooperative Procurement: Just Like a County Love Song!"

My presentation will bring forward the idea of how cooperative procurement and country music have a lot in common. Considering my famous singing cousin, LeAnn Rimes, I feel inspired by the country music setting for this presentation.

I am working on a farm is in my family's blood. Growing up, my brothers and I helped pick vegetables for my grandparents' farm stand, tag calves in the spring and put up hay in the summer. In fact, the whole idea of cooperative purchasing started in small towns and communities, where farm families would pull together to leverage their combined spend to purchase seed, equipment and livestock. You could say that country living might have 'invented' the idea of cooperative buying.

Independent surveys have shown that the use and choices of cooperative contracts is growing, no longer relegated to a few well-defined commodity categories. For many public procurement teams, it has become a staple in the government procurement toolbox to gain commodities and services.

The session will share ways in which this contracting method can help with emergency preparedness, and unique services and construction projects. Real case studies will be highlighted, where procurement

Where are the resources to assist in this effort?

While the session is designed to have an entertaining element, the audience will take away real ideas and strategies. Whether you work in a big city or a small country town, you will sing a different "tune" by taking your cooperative strategy to the next level.

Cooperative Procurement: Just Like a Country Love Song will be presented on Monday, August 20 from 10 a.m. - 11:15 a.m.

TAMMY RIMES, MPA, served as Purchasing Agent for the City of San Diego, the 9th largest city in the nation and as EOC liaison during the 2007 Witch Creek Fires that raged for 17 days and destroyed over 2,000 homes. Under her leadership, the city consolidated its warehouse operations, centralized all purchasing and contracting operations, and moved to a more customer-focused approach. Now, as the Executive Director of the National Cooperative Procurement Partners (NCPP), she is passionate about helping government and supplier clients take their cooperative procurement strategy to the next level. As an author, keynote speaker and procurement consultant, Tammy strives to motivate and recognize great procurement teams across the nation and support their efforts in solving tough procurement problems.



Count on it.

WHAT *Toro® Outcross™ 9060.*

MATTERS *Long job list, one easy-to-use, easy-on-turf machine.*



MOST *Ready-for-play confidence.*

What Matters Most to You Matters Most to Us.

Get more done in a day with a single machine than you thought possible. Introducing the all-new Outcross. Part tractor, part vehicle, and all Toro. Specifically designed for turf with full-time 4-wheel drive, 4-wheel steer, and intuitive controls that simplify critical operations like aerating, top dressing and hundreds of other tasks, the all-season Outcross athletically powers through your job list. Be ready for play, today.

Call 800-803-8676 or visit toro.com/Outcross



©2018 The Toro Company. All rights reserved.

FAIR AND TRANSPARENT SCORING: WITHER THE COIN TOSS

By Eddy Jin

> I magine you are debriefing a supplier at the end of a request for proposal (RFP) project and just informed them that they lost the multi million-dollar contract to a competitor by five points. Understandably, they are disappointed but eager to learn about why they didn't win it. As a starting question they ask, "what was the margin of error in the scoring?" It would be a slippery slope for you as the RFP authority to answer that question if your process did not incorporate statistical variation as part of your evaluation methodology.

Unlike pure tenders where the lowest priced bid is awarded the contract, valued based request for proposals require a broader assessment of varying criteria in determining the awardee(s). In other words, multiple categories in addition to pricing are used in assessing RFP bids. Common categories in addition to price are specifications, performance, warranties

and experience. Scoring an RFP is straightforward when there is a single evaluator but more often than not, teams or committees perform evaluations with multiple scorers. For a single evaluator, the decision to award to the highest scoring proponent is straightforward. Let's take for example Scenario I; where suppliers, A, B and C were given scores of 109, 138 and 134, respectively. In this scenario, Supplier B would be awarded the contract as it has the highest score as evaluated by the 'Single Evaluator'.

When teams evaluate an RFP, individual scores are typically combined by calculating the average of all scores for each evaluation component and of the overall score. Although rare in practise, tied scores can occur in value based procurements and often agencies identify the use of a 'coin toss' to determine the winner of those RFPs. Let's consider another example scenario where the scores for suppliers



UNPARALLELED VALUE FROM DYNAMIC PROCUREMENT SOLUTIONS.



Our technology contracts offer the solutions you need - now and in the future.

Discover your solution at
naspovaluepoint.org

A, B and C are 109.1, 135.1 and 135.1, respectively. Suppliers B and C are tied. Supplier B's and C's fate would now be determined by a simple coin toss.

Statistically, averaged scores are a representation of the variation between the different evaluators. While it is common to only calculate averages in the final tally of bid submissions, suppliers would argue that they'd like to know how much (evaluator) variation was in their final score. From a numerical perspective, they could easily request for the statistical variation (or often called, the margin of error) of, at the very least, their score. The credibility of scoring fairness and accuracy of averages are significantly reinforced when the statistical variation around the value is provided.

The tool to calculate the statistical variation in averaged scoring is the standard deviation (SD) of the average. The SD provides a precise measurement that reinforces the credibility of the evaluation process and perhaps more importantly, demonstrates the numerical rigor that the agency is applying. This builds confidence to the bidders on the fairness of the scoring results with the corollary that the bidding process is far more defensible for the procuring organization.

Interpretations of evaluation scoring results are different when you calculate and show the variance measurements as part of the final scores. Let's assume a scoring methodology with standard deviations calculated for each of the suppliers in Scenario I, above. The scores for suppliers A, B, and C are $109.86+4.02$, $138.12+4.86$ and $134.46+3.04$, respectively (the + value is the SD). Although the final scores are the same for Supplier B with averaging (i.e. 138.1) and without averaging (i.e. 138), the decision to award to Supplier B is not necessarily a straightforward decision when you include standard deviation calculations. Why is that?

From a statistical interpretation, Supplier B (with a score of $138.12 + 4.86$) and C (with a score of $134.46+3.04$) now have overlapping scores (i.e. B's scoring ranges from 133.26-142.98*; C's scoring ranges between 131.42-137.50*). This overlap means that there is no 'definitive' high score - there is a statistical tie between Suppliers B and C. At this point it would be a difficult to argue, statistically, that Supplier B is the 'clear' winner. In other words, Supplier C could potentially argue that because their score is statistically tied with that of Supplier B, it should be considered for the award. In a statistical tie, it would be very difficult to defend an award given to the 'highest averaged score', alone. How then would an organization resolve this overlapping scoring scenario?

One possible approach is the use of the previously mentioned, coin toss. Common across many areas beyond procurement (cf. FIFA soccer), the coin toss is utilized by many organizations as the de

facto solution in procurement projects where there is a 'tie' in evaluations. RFP scoring supported by standard deviation calculations will most likely produce a significant number of outcomes with overlapping scores. Since overlapping scores are essentially tied scores, it would be very impractical to determine, what potentially could be, a significant number of contract awards on a simple coin toss. So how else can tied scores be resolved?

Ideally, the solution to differentiate statistically tied scores should be based on the supplier that offers the best value within the RFP's spectrum of requirements. In other words, a decision matrix should be developed that addresses evaluation outcomes when there are statistical tied scores. This matrix is used in the RFP drafting process to select the statistical tie-breaking method, should it arise in the evaluation. The tie-breaking method then becomes part of the details in the RFP document to provide transparency of the awarding process.

As an example, one could state in the RFP document that, "in a statistical tie in the scoring, the supplier with the best price would be chosen as the winner." Another example could be, "in a statistical tie, the supplier who has the most first place scores across all evaluations categories will be selected as the winner".

In summary, organizations need to create a series of tie-breaking options and select one (or more) as dictated by each project's needs. The tie-breaking method(s) is/are then scripted into the solicitation document whenever standard deviation calculations are applied to averaged scores.

As a final remark, the combination of applying variance measurements and publicized tie-breaking rules provides a fairer and more objective scoring process for competitive procurements. Returning to our debriefing scenario at the top of this article, applying both statistical rigor and transparent decision rules brings a more defensible process to a procurement program – and it will certainly make your debriefings less risky.

*Scoring range is calculated by both subtracting and adding the standard deviation value to the average score.

EDDY JIN is a principle consultant at EJ & Associates with over 20 years public procurement experience. He was the former director of procurement at the University of Toronto. He can be reached for further details on defensible evaluation techniques at eddy@eddyjin.ca.



Come and get it.

Your John Deere Contract is a buffet of great equipment. From Gator™ Utility Vehicles to Utility Tractors to ZTrak™ Zero-Turn Mowers, the selection is amazing. And there's no line. Dig in. Find your Contract at JohnDeere.com/local.



JOHN DEERE

The object is simplicity.

72134

Feel the Rhythm

NIGP Forum 2018

Nashville, Tenn. | August 19-22



B

part of the vibe as more than 1,000 public procurement professionals from federal, provincial, state and local government agencies in the U.S. and Canada pump-up the volume on procurement at the Gaylord Opryland in Nashville, Tenn., for the NIGP Annual Forum.

The NIGP Forum is the largest North American conference exclusively for public procurement. The Forum is NIGP's showcase educational event providing an ideal environment to jam and network with colleagues and suppliers, attend over 70 educational workshops on trending topics led by subject matter experts in the field and being motivated and inspired by professional speakers that bring music to your ears.

Attendees can also visit with over 225 suppliers during the Products Exposition on Monday and Tuesday (August 20 – August 21). The Expo provides an opportunity for one-on-one interaction and networking with suppliers as well as a real hands-on experience with the latest products and services available to the government.

More than 70 specialized educational workshops and formal networking opportunities are available to jam with colleagues as well as improve skills, learn best practices or provide a platform to gain support from colleagues on issues that are faced every day. Attendees return strengthened and energized with new ideas and improved professional skills.

FORUM HIGHLIGHTS

SUNDAY, AUGUST 19

8:30 a.m. – 10 a.m. Opening Ceremonies and Keynote Speaker: Jimmy Wayne

The real-life story of a homeless kid with a horrendous childhood who becomes a country music star, best-selling author and advocate for the foster-care system. An emotional journey about the power of love.

10:15 a.m. – 12:25 p.m. Agency-based Networking Session

Like-minded colleagues from similar agencies across the country come together to share ideas and triumphs. From authorities to cities to counties to higher education - the discussions are relevant, practical and energizing.

2:15 p.m. – 5 p.m. Educational Workshops

6:30 p.m. – 10:30 p.m. Social Event at the Country Music Hall of Fame

Experience the heart and soul of Nashville with exhibits and live acts throughout the evening. Current exhibits include:

- American Currents
- The music of 2017;
- Sing Me Back Home
- Folk Roots to the Present; Outlaws and Armadillos – Country's Roaring 70's. Music – the universal language strikes a chord in all of us.

“Attending the Forum has provided me with motivation that will last the entire year!”

Desiree Belding, CPPB
Buyer II
Placer County, Auburn, CA

MONDAY, AUGUST 20

8:30 a.m. - 9:45 a.m. Plenary Session –The MVP's in the Fight Against Procurement Fraud and Corruption presented by Special Agent Kyle Scheatzle, Federal Bureau of Investigation

10 a.m. – 2:30 p.m. Education Workshops

2:30 p.m. – 6 p.m. Products Exposition

TUESDAY, AUGUST 21

8 a.m. – 11 a.m. Products Exposition

11 a.m. – 12:15 p.m. Educational Workshops

12:30 p.m. – 2:30 p.m. Awards Luncheon

2:45 p.m. – 5:30 p.m. Educational Workshops

WEDNESDAY, AUGUST 22

8:30 a.m. – 10 a.m. Extreme Networking

10 a.m. – 11 a.m. Plenary TED Talk Style: Kate Vitasek, Davide Rabiner, Mike Martinet

1:15 p.m. – 3:15 p.m. – Deep Dive Sessions: Vested: Five Rules that Will Transform Business Relationships

– Kate Vitasek, University of Tennessee, Knoxville, Tenn.

Let's Negotiate: Taking Your Negotiating Skills to a New Level

– David Rabiner, CSP, Rabiner Resources, Portland, Ore.

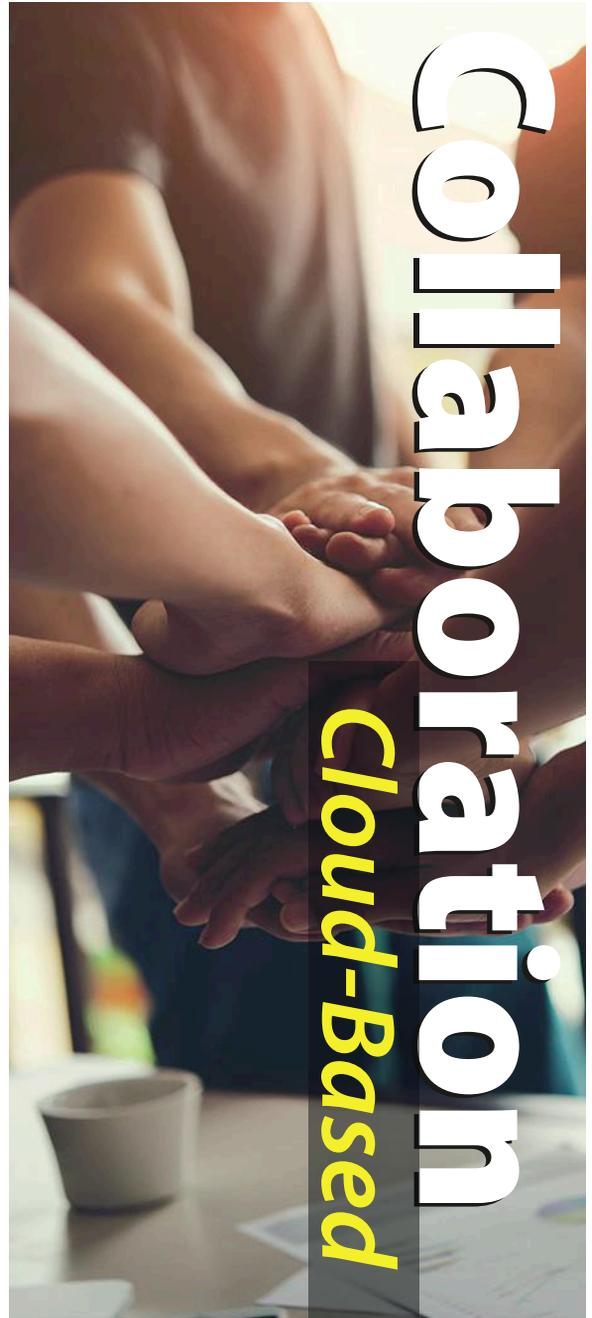
Local Government Purchasing: The Disaster After the Disaster

– Mike Martinet, The Martinet Group, LLC, Torrance, Cal.

3:30 p.m. – 4:45 p.m. – Closing General Session with Keynote Speaker Carey Lohrenz, first female F-14 Tomcat Fighter Pilot in the U.S. Navy



eProcurement Is...



Come see us at NIGP Forum 2018 (Booth 620)
or visit Biddingo.com/nigp18

Biddingo.com
Paperless Bidding Technology

WORKSHOP TOPICS

A preview of this year's sessions:

Improving the Bid: Understanding Qualifications, Responsiveness and Responsibility

Clarity is the hallmark of good procurement, but the language can be difficult to understand. As such, articulating the difference between responsiveness and responsibility can be a confusing task, especially when you have to balance qualifications alongside the mix. Learn the differences between these terms, acquire tools to assist in the evaluation portion of bid responsiveness and understand the different types of qualifications.

Securing Clarity: Unlocking the Mysteries of Bonds and Insurance

Bonds and insurance are designed to reduce the risks associated with construction projects for public agencies. Unfortunately, sureties and insurance companies operate in a world of their own, featuring find print, obscure exclusions, complex forms and a discipline-specific archaic vocabulary. Learn what you need to look for when reviewing bonds and evidence of insurance to protect your agency.

The ABCs of XYZs: Managing Generational Expectations

Each generation brings new expectations with it, and as a result, organizations must adapt and meet, or surpass, those expectations in order to find better ways to attract and retain the top talent crucial for organizational success. Discover what the modern worker cares about and the strategies to keep them around, engaged and happy.

The Final Score: Deep-Dive into RFP Scoring & Methodology

How do you determine the final score, and what is your current process for doing so? Take a deep dive into RFP evaluation scoring options and methods to learn a new, potentially better, way to evaluate the bid.

The Perfect Storm: Lessons Learned from the 2017 Hurricane Season

The 2017 hurricane season was one of the most active, devastating, and costly in U.S. history. The true horror however, was after the storm, when contractors abandoned their negotiated contracts and fled to other areas for more lucrative opportunities. Procurement professionals owe it to their organizations to not only learn from these experiences, but to structure solicitations and contracts with the greatest degree of protection so that this doesn't happen to you.

Writing What You Know: Revising to Ensure Efficiency

Contract language is a critical part of the procurement process, but it is often overlooked as a mere formality. This session explores how poor contract language created audit problems for the University of Tennessee. Learn the value of taking a holistic approach to contract template creation and maintenance and how misused "FOB" shipping term creates problems. FOB doesn't mean what most people think! Workshops subject to change.

KEYNOTE SPEAKERS



Jimmy Wayne

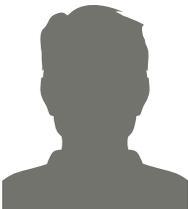
Sunday, August 19

8:30 a.m.

Imagine yourself a 13-year old hundreds of miles away from home, in a strange city, and your mom leaves you at a bus station parking lot and drives off into the night with her lover.

That's the real-life story of

country music star, Jimmy Wayne. Jimmy is a former foster kid turned award-winning country recording artist whose songs and story highlight his mission to raise awareness for children in foster care.



Special Agent Kyle Scheatzle, Federal Bureau of Investigation

Monday, August 20

8:30 a.m.

Plenary Session – Procurement Officials: The MVP's in the Fight Against Procurement Fraud and Corruption.

Follow an FBI agent through six public corruption investigations

involving procurement cycle fraud and corruption and see how these investigations uncovered the many ways the procurement cycle can be corrupted. Leave with an expanded list of the "red flags" of procurement cycle fraud.



Carey Lohrenz

Wednesday, August 22

3:30 p.m.

The first female F-14 Tomcat Fighter Pilot in the U.S. Navy, having flown missions worldwide as a combat-mission-ready United States pilot, Lohrenz is used to working in fast moving, dynamic environments where

inconsistent execution can generate catastrophic results. Carey shares her fascinating experiences operating in one of the world's most challenging environments – an aircraft carrier. She is uniquely qualified in the fundamentals of winning under pressure, reducing errors and overcoming obstacles.



NIGP FORUM | AUGUST 19-22, 2018

NASHVILLE, TENNESSEE | GAYLORD OPRYLAND

CONNECTING PROCUREMENT COMMUNITIES

SPONSORSHIP OPPORTUNITIES!

Turn Up Your Volume...

There are a variety of ways and means to increase your brand recognition and get the attention you deserve at Forum outside the booth.

Consider continuous exposure throughout Forum or becoming a Forum Mobile App sponsor to name just a few. You decide what fits your sales and marketing goals.

Sponsorship is on a first-come, first-serve basis, so make your decision early.



To become a Forum Sponsor, contact Fred Kuhn, Chief Growth Officer at 703.429.2582 or email fkuhn@nigp.org.

nigp.org/forum



NIGP COURSES

Offered before and during forum

FRIDAY, AUGUST 17

Practical Specification Writing

Instructor: Theresa Gerhardt, CPPO, CPPB
Specifications are critically important to any procurement. Poorly written specifications can lead to lack of competition, purchasing an inappropriate commodity, protests, contract disputes and cost overruns. This course starts with problem statements within a specification, builds to problem specifications and culminates with strategies to approach specifications for unclear and difficult procurements.

FRIDAY, AUGUST 17 AND SATURDAY, AUGUST 18

CPPB Prep

Instructor: William Tommie, Jr., CPPO

CPPO Prep

Instructor: Lynda Allair, CPPO
In an effort to prepare candidates for the computer-based written CPPB and CPPO exams containing 190 questions, this course provides a review that addresses key information on topics identified in the 2013 UPPCC Body of Knowledge. Considered as a tool to help the student in assessing their own strengths and weaknesses as they relate to the subject matter, this course is only a part of the candidates' overall study plan for preparation

Contracting for Construction Services

Instructor: Kenneth Hayslette, CPPO, CPCM, C.P.M.
This course examines the many processes and techniques that contribute to successful public works projects. Understanding how construction projects are initially defined and budgeted, the responsibilities of the project manager, major methods of construction, and how to select contractors is critical to every capital development program. By defining terms that may be unique to infrastructure development and clarifying the many elements of the pre-, mid-, and post-construction phases, this course is very useful to both beginning and experienced construction contract managers.



“As a person new to the profession, Forum has given me a safe place to ask questions to seasoned professionals outside of my local network. I have a chance to learn from others’ experiences beyond my state level. This is invaluable to me.”

Julie Maxwell
Procurement Specialist
City of Knoxville, Tenn.



SATURDAY, AUGUST 18

Financial Analysis for Procurement Professionals

Instructor: Lourdes Coss, CPPO
Understanding financial statements helps procurement professionals make good decisions about suppliers. This course focuses on the key areas of the financial statements that are relevant to the agency when selecting a supplier. The course covers the level of analyses, relevant ratios and why they are important for procurement categories.

Pre-registration is required.

#NIGPForum2018

Facebook

www.facebook.com/OfficialNIGP
NIGP's Facebook fan page will be used throughout the conference to post announcements, photos, videos and more. Check the page often, post comments, share photos and special moments.

Twitter

www.twitter.com/OfficialNIGP
Event hashtag: #NIGPForum2018. Like a speaker? Heard a great tip? Tweet about it! Also be sure to follow @OfficialNIGP for the latest updates and announcements. Don't forget to tag your posts with the hashtag #NIGPForum2018.

EVERY BLADE COUNTS.

Choose Jacobsen® for a legendary cut you won't find anywhere else.

Jacobsen has been delivering the perfect cut for decades. That's because our professional turf equipment is loaded with industry-leading innovations that increase your productivity and ensure the healthiest turf possible. Like cutting systems that evenly follow terrain, technology that automatically adjusts the mowing speed when grass gets thick, and lightweight designs that protect your turf. It all leads to unmatched performance—the reason professionals choose Jacobsen.



REEL

ROTARY

ZERO TURN

AERATORS

Explore the lineup at www.jacobsen.com

JACOBSEN
Every Blade Counts.



PRODUCTS EXPOSITION

Preview Forum Exhibitors from A to Z:

- > 9to5 Seating
- > A3 Communications
- > Acro Service Corporation
- > Advance Auto Parts/CARQUEST
- > AGCO
- > Ahern Rentals Inc.
- > Alamo Group (TX) Inc.
- > Allied Universal Security Services
- > Allsteel, Inc.
- > Alvarez & Marsal Public Sector Services, LLC
- > Amazon Business for Public Sector
- > American Office Products Distributors, Inc.
- > Anchor Audio
- > Anixter
- > Applied Industrial Technologies
- > Aquire
- > ARI Phoenix Inc.
- > Ariens
- > Association of Educational Purchasing Agencies (AEPA)
- > AstroTurf
- > AT&T Mobility
- > Attenti
- > AutoZone, Inc.
- > BCI Burke Company
- > Bender Burkot School Supply
- > Bentley Systems
- > BidCorp
- > Biddingo.com
- > BidNet SourceSuite
- > bids&tenders
- > BlueScope Construction Government Services
- > Bonfire Interactive
- > Bridgestone Americas Tire Operations, LLC
- > Brother International Corporation
- > Brown & Root
- > BSN Sports
- > Business Credit Reports
- > BuyBoard National Purchasing Cooperative
- > **Canon Solutions America**
- > Carahsoft
- > Caterpillar
- > Cintas Corp
- > Cisco Systems, Inc.
- > Club Car LLC
- > CobbleStone Systems Corp.
- > Columbia Vehicle Group Inc.
- > Connection (Formerly GovConnection)
- > CTEH, LLC.
- > Cushman / E-Z-Go
- > Daikin Applied
- > Diamond Pharmacy Services and Medical Supply
- > DLT Solutions
- > Doosan/Bobcat
- > E&I Cooperative Services
- > eBridge Business Solutions, LLC
- > EKA
- > Electronic Systems Protection

Visit us at booth **1304**
at the annual **NIGP** forum
Aug 19-22, | Nashville, TN



Turn up the heat on the
obstacles **slowing down**
your sourcing.

FREE
WORKSHOP

Bonfire is a next-generation procurement platform that will help your team deliver faster, better competitive bids and RFPs. See for yourself how streamlined Bonfire will make your procurement process with a free, no-obligation workshop* where you can test a real project for your organization.

Find out more:
GoBonfire.com/workshop



*Terms and conditions apply



- > EPIC Business Essentials
- > ESI
- > Essity
- > Experian
- > EZ ACCESS
- > Factory Motor Parts
- > Farber Special Vehicles
- > Fastenal Company
- > FedBid, Inc.
- > Federal Contracts Corp
- > Ford Motor Company
- > ForeverLawn Inc.
- > GameTime
- > Garland/DBS, Inc.
- > Geotab
- > Gilbreath Communications
- > GOJO Industries
- > Google Inc.
- > GOPHER
- > **Gordian**
- > GovDeals
- > GovDeals
- > Government Procurement
- > Government Sourcing Solutions
- > **GovPlanet**
- > GP Pro
- > Grasshopper Company
- > **Graybar Electric Company, Inc.**
- > GSA - Federal Acquisition Service
- > Haworth Inc.
- > **HD Supply Facilities Maintenance**
- > Herc Rentals
- > Heritage Bag Company
- > Herman Miller, Inc.
- > HGACBuy
- > HP Inc.
- > Hustler Turf Equipment
- > IBISWorld
- > IEH Auto Parts d/b/a: Auto Plus Auto Parts
- > Insight Public Sector
- > Ion Wave Technologies, Inc.
- > J.J. Kane Auctioneers
- > Jacobsen
- > JAGGAER
- > John Deere Company
- > Keystone Purchasing Network
- > Kimball Office
- > Kimberly-Clark Professional
- > Knoll, Inc.
- > Knowledge Services



CHARLOTTE COOPERATIVE
PURCHASING ALLIANCE

**PARTNERING THROUGH SHARED VISION,
SHARED COMMITMENT AND SHARED VALUE**

CCPA BENEFITS

No cost to participating public agencies Reduces administrative burden

No contracts to sign Non-exclusive

WWW.CHARLOTTEALLIANCE.ORG



SAVE TIME AND MONEY ***WITH OUR NEW FIT TO-TASK SERIES***

All vehicles in the series come equipped with a package of accessories that speed a particular application. The series includes this Carryall 500® Facilities/Engineering Vehicle that lets your crews move from job to job with::

- *Dual steel side-access locking tool boxes with tailgate*
- *Electric bed lift*
- *Dual ladder rack with tie downs*
- *Front brush guard and rear fender guards*
- *Rear 2-inch receiver*
- *Deluxe LED lights with turn signals, 5-panel mirror, side reflectors and rear safety triangle*

The vehicle features a rustproof aluminum frame and delivers truck-like performance. Choose an electric powertrain or a 14-hp rated single-cylinder overhead cam engine with electronic fuel injection that uses 50% less fuel than some major competitors' models.

Other configurations are also available. Visit www.clubcardealer.com to find your local Authorized Club Car Dealer and learn more.



U.S. COMMUNITIES™
GOVERNMENT PURCHASING ALLIANCE



- > Kompan, Inc.
- > Kone, Inc.
- > Konica Minolta Inc.
- > Kronos Inc.
- > Kubota Tractor Corporation
- > Land Pride
- > Lowe's Home Centers, LLC
- > Mahindra North America
- > MANCON
- > Mannington Commercial
- > Mayline-Safco
- > McKesson Medical Surgical
- > McKinstry
- > Merchants Metals
- > Milliken
- > Minnesota Multistate Contracting Alliance for Pharmacy
- > Mitel
- > Mohawk Group



- > MRC Recreation/GameTime Park & Playground Equipment
- > MSC Industrial Supply Company
- > Musco Lighting
- > NAPA Auto Parts
- > NASPO ValuePoint
- > National Cooperative Leasing
- > National Cooperative Procurement Partners
- > National IPA
- > National Office Furniture
- > NCPA - National Cooperative Purchasing Alliance
- > Negometrix
- > Network Services Company
- > NewLinear Group
- > NPC Inc.
- > NPPGov
- > NS CORPORATION
- > **Office Depot**
- > OFS Brands
- > Onvia, Inc.
- > O'Reilly Auto Parts
- > Panasonic
- > Patcraft
- > PEPPM
- > Perfect Commerce
- > **Periscope Holdings Inc.**
- > PlanetBids, Inc.
- > PlayPower
- > PlayPower - Playworld
- > Premier
- > Priefert Rodeo & Ranch Equipment
- > Pure Storage, Inc.
- > Rehrig Pacific Company
- > Ricoh USA
- > RightAngle Products
- > RoofConnect, National Roofing Services
- > Safeware Inc.
- > School Outfitters
- > Secure Internet Commerce Network, Inc
- > ServiceWear Apparel
- > Sharp Electronics Corporation
- > Sherwin-Williams
- > SHI International Corp.
- > SimplexGrinnell
- > Sitmatic
- > SitOnIt Seating | IDEON
- > SmartProcure, LLC
- > Smartronix, Inc.
- > Snap-On Industrial
- > Sourcewell

- > Southern Computer Warehouse
- > Specialty Underwriters LLC
- > Sprint
- > Stanley Black & Decker
- > Staples Business Advantage
- > Steelcase, Inc.
- > Sunbelt Rentals Inc.
- > Syssoft eRFP
- > TAPCO - Traffic & Parking Control Co., Inc.
- > Teknion
- > Thatcher Company
- > **The Home Depot**
- > The HON Company
- > The Parking Spot
- > The Public Group
- > **The Toro Company**
- > Thompson Pump and Manufacturing Co., Inc.
- > Thundercat Technology
- > TIPS
- > Toshiba America Business Solutions Inc.
- > Toter, Inc.
- > Tradition Energy
- > Trane

- > Tremco Inc.
- > U.S. Communities
- > UNICOM Government, Inc.
- > United Language Group
- > United Rentals
- > US Armor
- > US Foods
- > US Foods
- > VARIDESK
- > Vendor Registry
- > Vermeer Corporation
- > VF Workwear
- > Virco Manufacturing Corporation
- > Waxie Sanitary Supply
- > WESCO CSC
- > WEX Inc.
- > Yardi Systems Inc.
- > ZOLL Medical Corporation
- > Zones Inc.
- >

NIGP Enterprise Sponsors in bold. Exhibitor Listing as of May 16, 2018.



AMERICAN CITY & COUNTY

NEWS ON THE GO...

Get the latest information on government trends, policies, best practices and case studies right to your email with our eNewsletters:

- Government Update
- Issues & Trends
- Government Weekly

SUBSCRIBE TODAY!

Visit our website at americancityandcounty.com.

Women in procurement

Celebrating Successes and Battling
Challenges Every Day

By Marcheta Gillespie

It's 1986 and I'm a high school senior and a contestant in the Miss Yuma County pageant, part of the Miss America scholarship program. Walking across the stage in a swimsuit, I'm struck by the irony of being judged on my appearance to earn scholarship money. It didn't seem to be a fair or logical assessment of any young woman's scholastic worthiness. But, being from a single parent household, the

reality was that I needed to find a way to pay for college.

Overall, being part of that pageant was a great experience. I learned how to conduct myself in an interview, I performed in front of a large audience, and I had my first experience volunteering in my community. Over the years, any time I would see or hear about the annual pageant, I wondered when they would move past judging the contestants on their appearance.



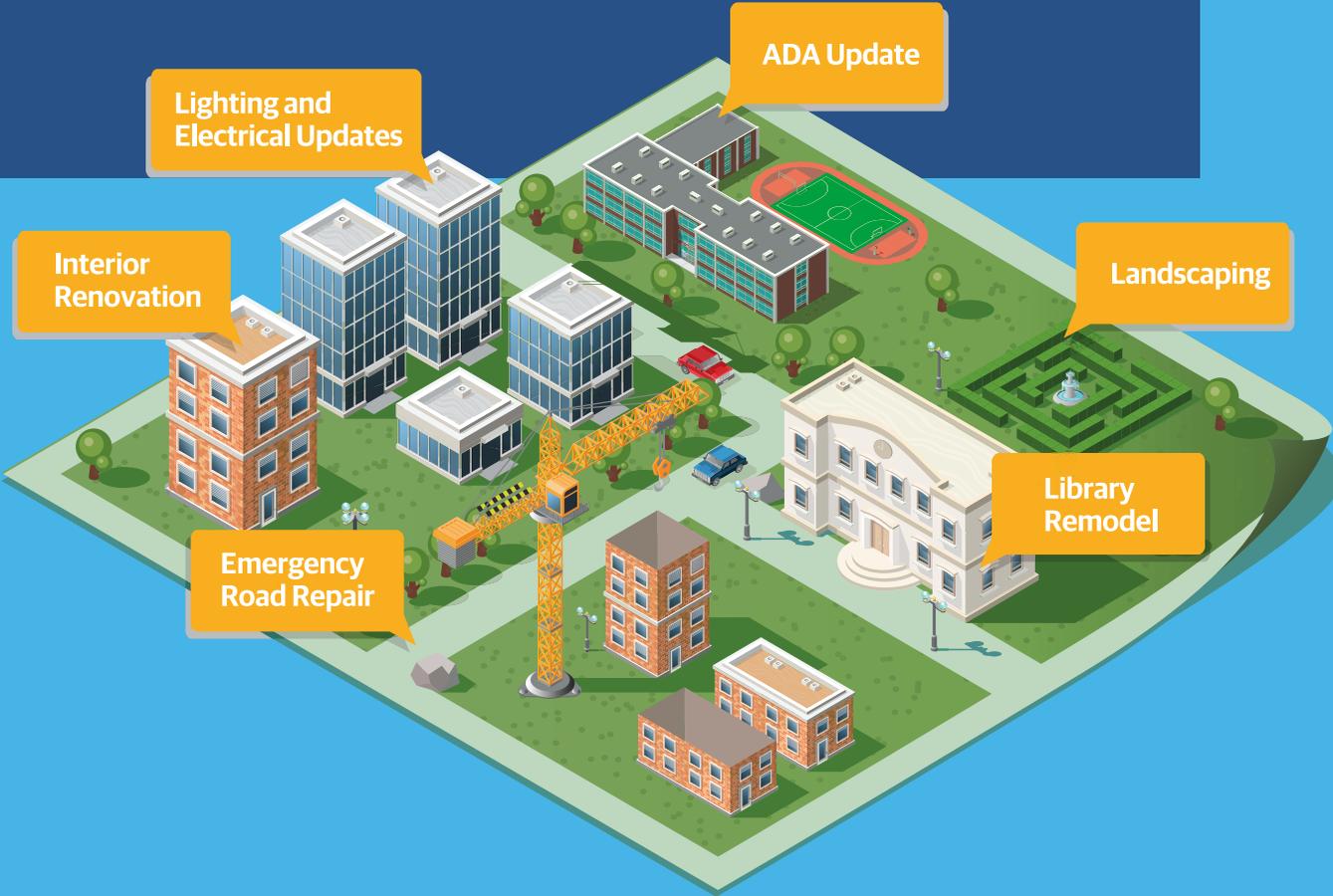
From left to right, top row: Ginny Justiniano, Lourdes (Maria) Coss; bottom row: Tammy Rimes, Sharon Lewis, Marcheta Gillespie



Simplify and Expedite Construction Projects

Control costs, save time and begin work faster with Job Order Contracting (JOC), a fast and flexible way to procure construction services.

"Our role is to ensure the procurement process is fair, transparent, ethical and that it delivers in a cost-effective way. We feel here in Procurement, JOC has afforded us that opportunity."
- Chief Procurement Officer



As I have observed the #MeToo and #TimesUp movements this past year, I thought about that experience in the Miss Yuma County pageant and about what it's like now to be a woman in the world of business. These movements have inspired many men and women to honestly assess their own environments – regardless of industry – and their own possible contributions to or complicity in disparate treatment of women. I also thought about our procurement community and whether it offered a place where women were comfortable sharing their own challenges. Are women talking openly about the obstacles they've faced and how they overcame them? Are they sharing and learning from their failures? These conversations are so vital to developing and supporting the next generation of female procurement professionals.

As I started talking with some of the women I most admire in our profession, I realized we shared some similar experiences and challenges which did not align with our profession's core values of integrity, professionalism and accountability. I was struck by the revelation that, in spite of our years of friendship, it was the first time we had really sat down and shared those pains of our past.

It's time for women and men in procurement to begin our own dialogue to address the various challenges and disparities many women continue to face today; not to lay blame, but rather to create awareness and work together to make meaningful change. Through dialogue, we can build our community of support for today's working women and for future generations of women in procurement.

At this year's NIGP Forum, I have assembled a diverse panel of a few of today's women in procurement who will share their stories and experiences. The panel will share challenges they have faced, highlighting successes, acknowledging failures and important lessons learned. I hope that we will reach the countless women who don't have mentors to guide and support them, who don't make it to Forum or similar conferences, who don't realize they have a strong and diverse community of women in this profession to stand up with them against their struggles as well as celebrate their triumphs.

The women of procurement are strong. We are leaders of teams and organizations and teachers and mentors to the next generation of procurement professionals. We are volunteers, servings on boards and committees who juggle career, family and friends. We come from all backgrounds, races and religions. We are young professionals and seasoned veterans. We are the backbone of our families, businesses and organizations. We bring unique skill sets, perspectives and approaches to life and business and see the world through a different set of eyes. We allow our hearts to collaborate with our brains as we strive to connect and build strong relationships. We serve the roles of caregiver, facilitator, organizer, mediator, cheerleader, advocate and compassionate healer. We support, encourage and lead all at the same time.

And women have so much to celebrate! We make up 60

percent of the public procurement workforce. We represent 65 percent of NIGP's membership. Half of the states are led by female Chief Procurement Officials. We provide a significant contribution to the public procurement profession. We are recognized leaders in associations. Although the early years in NIGP saw only men as presidents and Albert H. Hall award winners, later years have given us seven female NIGP presidents and eight female award recipients, including last year's recipient Bobbie Matthews.

However, alongside all our victories and accomplishments, there are those who still struggle with various disparities. We must critically assess and strive to address those realities. For example, women hold approximately six percent of government executive and leadership positions. And our private sector partners lag even further behind, with only 3.6 percent of Fortune 500 CEO positions being held by women. A 2017 ISM salary survey identified women are earning 30 percent less than our male counterparts. And while the salaries for men have grown by over 8 percent, those for women have paled in comparison at roughly 3 percent. And it isn't just salary disparities that affect women; there is still more work to be done.

As we countdown to Forum, I asked a few of our panelists to share their thoughts on what it means to be a woman in procurement today. Here's a glimpse of what you'll hear in Nashville this August:

"I have experienced the joys and the sorrows of trying to break into the mold of being a leader in the public procurement arena. As a young minority woman who's eager to learn, be a mentor and build a good reputation both in the public sector and the vendor community, it has taken lots of hard work and dedication to this profession. Having said that, being a part of the NIGP 2.0 has carried me through to where I am today. I have found that a lot of women need to be heard and that everyone has a story to tell." - Ginny Justiniano

"When I started as an admin trainee over 20 years ago, the workforce was very different. At the time, and to the best of my recollection, there was only one female director and very few women in management, despite the fact that the Mayor at the time was a woman. Back in those days, it seemed that those few women in power did not show their femininity or "soft skills" due to the expectation that they should be as "tough" as the men. In some cases, as a woman, I found them more difficult to work for than their male counterparts. It was almost as if they chose to be harder on women employees than males subordinates. I truly believe that work conditions are changing for the better. More women in supervisory and leadership roles reflect the demographics within the population and more flexible policies for both men and women in the areas of family leave and childcare." – Tammy Rimes.

"It has been said that behind every strong woman is a tribe of other successful women who have her back. My tribe includes graceful and strong women who take their



Visit us at Booth 801
at the NIGP Forum,
August 20th and 21st

Taking care of your agency

with supplies, services and solutions

With decades of experience in the office supply industry, we understand the needs of public sector organizations. Count on us for complete furniture solutions, expert tech support, print & copy services, facilities & breakroom supplies and more.

Go to business.officedepot.com to learn more!

Office DEPOT.

IN DEPTH [women in procurement]

place at the table unapologetically without yielding to the discomfort of the prejudiced. Women too busy empowering others to worry about taking down the patriarchy. As the world takes increased notice of women, it is important that we use our influence to support a wider spectrum of inclusion. The rise of women does not mean the fall of man or achieving elitism. Instead, we must all do our part to give encouragement freely, advocate deliberately and support colleagues based on the merits of their contributions and achievements.” – Zulay V. Millan

“I believe that one of the biggest challenges I have faced, as a woman in procurement is allowing myself to be conditioned to believe that other people are much more valuable for the profession than I am. The majority of directors and managers were different from me; therefore, there was a subliminal understanding that I couldn’t be in those positions because I didn’t fit the mold. Ironically, it took the encouragement and mentorship from a very accomplished man to help me see the opportunities available to me. It also took a very strong negative message (a challenge) from a different man to make me see that I had grown complacent and it was time for me to expand my growth within the profession. I must admit, however, that I still catch myself doubting my abilities and accomplishments.

It’s a mindset I must work on often to change. As I see it, it continues to be our responsibility to assist and encourage one another to keep growing.” – Stacy Gregg

“Resilience and confidence have been my friends throughout my career! I don’t believe it’s possible to prosper in any field without resilience, especially for women. You have to know what you’re doing, and you have to come to terms with the possibility of difficulties, including discriminatory, disparaging or inappropriate comments, and unfair treatment. As a woman and a Latina, such unfortunate events are sure to come my way. I worked very hard to become better primarily because of my love for learning new things. Unfortunately, some people don’t think twice about their words or actions. I decided very early on in my career that it’s not worth spending energy on ignorance. Yes, there have been mourning periods when the blows came out of the blue. After all, I am human! At some point, the pity party gets old, you spring back up again, and make it a learning experience.” – Lourdes (Maria) Coss,

As I reflect on the past 30 years since walking that stage in Yuma, I’m reminded about all the great and positive changes we women have seen in our world, both personally and professionally. I’ve thought about all the many opportunities and struggles I’ve been blessed with. Each of these challenges were valuable contributions to my own growth and development. I didn’t set out to become a procurement professional, but I was fortunate to meet some incredible people early in my career who became amazing mentors and who helped me find my passion.

I was blessed to have strong, supportive women and men in my life to advocate for me, encourage me and cheer me on every step of my journey. I was raised by a woman who faced many hardships and struggles in life as a foreigner to this country and a single mom for many years. She taught me to never let being a woman limit my possibilities, to never let adversity define me and to never stand by when others are treated poorly. My journey, like many other women, certainly hasn’t been without its challenges. Yes, I have experienced adversity, but I let it motivate me to push for change. I had my amazing procurement community beside me, helping me through. And after all, isn’t that what a community is all about?

Women all have experiences, lessons learned and successes to share. We need to share those stories because it’s how we strengthen our community and it’s how we encourage and inspire others to act. It’s how we all continue to make improvements in our agencies and in this great profession. So, it’s time to tell your story. What better place to tell that story than in Nashville, the storytelling capital of country music? I hope you’ll join me and our panel of women in procurement as we start the dialogue. Ladies, it’s time to stand up, speak up and push for progress.

Personalized Solutions, Personalized Service.

As the leading manufacturer of high-performance building envelope solutions, Garland has been providing innovative solutions for more than 120 years.

High-Performance Solutions:

- Low-Slope Roofs
- Metal Roofs & Walls
- Roof Restoration & Reflective Coatings
- Vegetative & Sustainable Options
- Plaza Deck & Floor Coatings
- Adhesives & Accessories

High-Quality Services:

- Trained Local Representatives
- Manufacturer & Engineering Support
- Roof & Building Exterior Inspections
- Budget Assistance
- Comprehensive Building Asset Management
- On-Demand Maintenance & Repair Tracking



www.garlandco.com

WHEN YOU CAN SEE, YOU CAN SAVE.

Periscope
HOLDINGS INC

With greater visibility of your spend, suppliers, and contracts – your public sector agency can make better procurement decisions. Periscope Holdings provides the tools to clearly see and interact with data from across your organization, increase competition, streamline processes and improve transparency. Together, we can maximize the value of every dollar spent. Get started today.

Visit Periscope Holdings at NIGP Forum Booth #816

BuySpeed™

BidSync™
POWERED BY Periscope

NIGP
POWERED BY Periscope Consulting

NIGP
POWERED BY Periscope Code™

WWW.PERISCOPEHOLDINGS.COM

EXHIBITORS SHOWCASE

AEPA

BOOTH # 804

Contact: George Wilson -
AEPA Executive Director
georgewilson.aepa@outlook.com
270-996-8970
aepacoop.org

AEPA is a 27 state non-profit organization of Educational Service Agencies and other political subdivisions organized through a Memorandum of Understanding between participating states. AEPA is a true "cooperative" who leverages our collective purchasing power to bid and issue product and service contracts for the benefit of all schools and public agencies, regardless of their size, with the ability for all to purchase at equal buying levels. For more information, please visit us at aepacoop.org



BIDDINGO.COM

BOOTH #: 620

260 S. Los Robles Ave. Ste. 206
Pasadena, CA 91101
Tel. (323) 206-4114
www.biddingo.com
Contact: Ethan Kim

Biddingo provides one of the most comprehensive eProcurement solutions designed specifically for Governmental Agencies. With Biddingo's solution agencies can automate the entire procurement process, including the ability to schedule, track, and assign users to tasks, manage resources, measure KPIs, create eRFx documents from templates, receive eBid submissions from vendors, evaluate bids online, execute and manage contracts, and much more.

Biddingo.com

BONFIRE INTERACTIVE

BOOTH: 1304

Bonfire Interactive Ltd. 121
Charles St. W. #C429 Kitchener
Ontario N2G 1H6 Canada
1-800-354-8010

Bonfire is the leading next generation competitive bidding and RFx platform, empowering modern procurement teams to make faster, more strategic decisions. Bonfire goes beyond the basic automation of eProcurement suites and older bidding tools. It's a collaborative, powerful, and insightful cloud-based platform for modern sourcing teams.

Bonfire is trusted with billions of dollars of sourcing decisions each year. Learn how our intuitive, flexible, and powerful platform can transform your team by visiting gobonfire.com

 **Bonfire®**

GARLAND/DBS, INC.

BOOTH #: 107

<https://www.garlandhq.com/dbs>
Frank Percaciante
fpercaciante@garlandind.com

3800 East 91 Street
Cleveland, OH 44105

Phone: 800-321-9336

The Garland Company, Inc. and Design-Build Solutions, Inc. (DBS) have joined together under the Garland Industries, Inc. umbrella to provide seamless delivery and single-source accountability for turnkey projects, while offering materials-only customers the cost-saving benefits of direct purchasing. Garland offers the strength and stability of a company with more than 120 years of experience while DBS provides a single source for the design and implementation of complex roofing projects.



GORDIAN

BOOTH #: 916

Company Address: 30 Patewood Drive Building 2, Suite 350
Greenville, SC 29615
Phone: 864-752-2648
Website: www.gordian.com
Contact: Lourdes Sisk

Gordian is a pioneer of Job Order Contracting (JOC), a proven construction procurement process that allows clients to put readily available contractors in place on a substantial number of projects with one, competitively bid contract. From repairs and upgrades to new construction, Gordian can help expedite and simplify the construction procurement process. Gordian also provides proprietary RSMMeans data and Sightlines facility benchmarking and analysis. At each phase of the construction lifecycle, Gordian's solutions help clients maximize efficiency, optimize cost savings and increase building quality.



THE GRASSHOPPER COMPANY

BOOTH # 409

One Grasshopper Trail
Moundridge, KS 67107
(620) 345-8621
grasshoppermower.com

Grasshopper Company is dedicated to the design and production of commercial-grade grounds maintenance equipment. Grasshopper offers a complete line of True ZeroTurn(TM) power units (16-35 hp), front-mounted PTO-driven mowing decks, vacuum collection and grounds maintenance systems; and ZeroTurn MidMount mowers with a choice of air-cooled and liquid-cooled gas or diesel fuel options. Ergonomic design lets operator mow all day in comfort. Available on U.S. Communities Contract #17-6221.



EXHIBITORS SHOWCASE

HD SUPPLY FACILITIES MAINTENANCE

BOOTH# 211

HD Supply Solutions.com
3400 Cumberland Boulevard
Atlanta, Ga. 30339
1-877-610-6912

HD Supply is committed to delivering competitively priced products and expert support. Our knowledgeable team makes procurement easier for federal, state, and local government professionals and helps keep you in compliance with purchasing requirements. We're more than just a trusted supplier of MRO products. We offer services that help you improve skill set and work more efficiently. We're dedicated to your success, proudly delivering the highest quality products, support, services, and fulfillment in the industry.



HD SUPPLY
GOVERNMENT SOLUTIONS

HGACBUY COOPERATIVE PURCHASING PROGRAM

BOOTH # 716

Company Physical Address:
H-GAC Physical Address
3555 Timmons Lane, Suite #120
Houston, Texas 77027

Mailing Address:
HGACBuy Mailing Address
P.O. Box 22777
Houston, Texas. 77227-2777

Phone: 1-800-926-0234
Fax: 713-993-4548
Website: www.hgacbuy.org

Contact (HQ):
Veronica Johnson
(P): 713-993-2446
(F): 713-993-4548
veronica.johnson@h-gac.com

HGACBUY makes the governmental procurement process more efficient by establishing competitively procured contracts for goods and services and providing the customer service necessary to help governmental entities with their procurement goals. HGACBuy has been a cost-efficient and ethical procurement program for 40-plus years. Complete the HGACBuy Interlocal Contract at www.hgacbuy.org and Join Today.



HGACBuyTM
THE SMART PURCHASING SOLUTION

KEYSTONE PURCHASING NETWORK

BOOTH # 907

90 Lawton Lane
Milton, Pa. 17847

Phone: (888) 490-3182
Fax: 570-524-5600
Website: www.theKPN.org

Keystone Purchasing Network is a national cooperative purchasing program offering premier products and excellent services at competitive pricing. All KPN bids are awarded through its parent government entity saving its members the time and expense in procurement. We offer a variety of contracts such as LED Lighting, shade structures, commercial cleaning equipment and supplies, furniture, commercial flooring, and many others for all your procurement needs.



KPN KEYSTONE
PURCHASING
NETWORK

NASPO VALUEPOINT

BOOTH # 317

NASPO ValuePoint
201 E. Main Street, Ste 1405
Lexington, Ky. 40507
<http://naspovaluepoint.org/>
info@naspovaluepoint.org

NASPO ValuePoint is a cooperative purchasing program facilitating public procurement solicitations and agreements using a lead-state model. We are a non-profit organization dedicated to providing State Chief Procurement Officers with the support and procurement resources they need. NASPO ValuePoint provides the highest standard of excellence in public cooperative contracting. By leveraging the leadership and expertise of all states and the purchasing power of their public entities, NASPO ValuePoint delivers the highest valued, reliable and competitively sourced contracts - offering public entities outstanding prices.



OFFICE DEPOT

BOOTH # 801

6600 North Military Trail
Boca Raton, Fla. 33496

Pamela Pedler
National Account Manager,
Public Sector
Tel: 860-883-9281
Email: pam.pedler@officedepot.com

Office Depot, Inc. is a leading provider of business services, supplies and solutions for every office, agency and school. Customers can find everything to maximize productivity, including the latest technology and IT support, print and business services, office supplies, facilities products, furniture and school essentials. Office Depot employs approximately 49,000 associates and serves consumers in 59 countries with award-winning e-commerce sites. The company has an industry-leading, dedicated government and education sales team within its business-to-business organization.



PERISCOPE HOLDINGS, INC.

BOOTH #: 816

816 Congress Ave.
Suite 1400
Austin, Texas 78701

Contacts:
(801) 765-9246

info@periscopeholdings.com

Driven by a purpose to eradicate waste and maximize the value of every dollar spent, Periscope Holdings creates solutions and delivers software that transform the entire procurement process for both buyers and suppliers. From consulting & eProcurement to bid notification & proposal writing, Periscope Holdings eliminates public procurement complexities for your organization – and all your local stakeholders. With Periscope, work is performed efficiently and intelligently. Transparency is achieved and competition increased. Everyone gains.



EXHIBITORS SHOWCASE

SOURCEWELL (FORMERLY NJPA)

BOOTH# 1001

202 12th St NE
Staples Minn. 56479
8775859706
Sourcewell-mn.gov

Sourcewell is a self-supporting government organization, partnering with education, government, and nonprofits to boost student and community success. Created in 1978 as one of Minnesota's nine service cooperatives, we offer training and shared services to our central-Minnesota members. Throughout North America, we offer a cooperative purchasing program with over 200 awarded vendors on contract. Sourcewell is driven by service and the ability to strategically reinvest in member communities. Logos are attached.



TORO

NIGP BOOTH #: 1000 AND 1016

The Toro Company
8111 Lyndale Ave S
Bloomington, Minn. 55420
www.toro.com
(952) 887-8801

The Toro Company (NYSE: TTC) is a leading worldwide provider of innovative solutions for the outdoor environment including turf maintenance, snow and ice management, landscape, rental and specialty construction equipment, and irrigation and outdoor lighting solutions. With sales of \$2.5 billion in fiscal 2017, Toro's global presence extends to more than 125 countries. Through constant innovation and caring relationships built on trust and integrity, Toro and its family of brands have built a legacy of excellence by helping customers care for golf courses, sports fields, public green spaces, commercial and residential properties and agricultural operations. For more information, visit www.toro.com.



VARIDESK, LLC.

BOOTH: #821

1221 S. Belt Line Rd Suite
500 Coppell, Texas 75019

Meg Shackelford 972-538-8408
www.varidesk.com

VARIDESK® is the leader in height-adjustable, standing desk solutions that transform ordinary offices into active workspaces. With VARIDESK, companies are able to create environments that attract the best talent and promote employee health and well-being. VARIDESK®, Active Workspace™.



GOVERNMENT
SECURITY

PURCHASING &
PROCUREMENT

FUTURE
FORECAST

TECHNOLOGY

PUBLIC SAFETY

JOIN THE *Conversation*



LOCAL
GOVERNMENT
POLICY

ECONOMIC
DEVELOPMENT

WATER
INFRASTRUCTURE

PRODUCTS
AT WORK

LOCAL
GOVERNMENT
MANAGEMENT

CONNECT WITH US

LIKE US ON FACEBOOK 
[FACEBOOK.COM/AMERICANCITYCOUNTYMAG](https://www.facebook.com/AMERICANCITYCOUNTYMAG)

FOLLOW US ON TWITTER 
[TWITTER.COM/AMERCITYCOUNTY](https://www.twitter.com/AMERCITYCOUNTY)

AMERICAN
CITY & COUNTY

americancityandcounty.com

Elvis and Procurement

> **I**'m a big Elvis Presley fan. In addition to listening to his music since I was a kid, I have many of his movies in my DVD collection (my favorite is "King Creole") and have also been known to impersonate him. At several NIGP functions over the years, I have donned my sequined jump suit and belted out some of his hits. If you are wondering how this bald, aging guy could pull this off, just send me an email and I will gladly reply with digital evidence.

In this column, I want to relate some famous Elvis songs to public procurement. Please bear with me while I attempt to undertake this effort. I am convinced of their relevance.

"Return to Sender" – This is an easy one to relate to. In just about any procurement office, a bid received late will be returned to the bidder unopened. Several years ago my agency conducted a formal bid for waste hauling

services; a multi-year contract worth millions. After four weeks on the street, a local company responded seven minutes late. Return to sender!

"It's Now or Never" – This song makes me think of professional development, as I believe "now" is the time to pursue professional certification (CPPO, CPPB, etc.) and education. It is easy to put this off, but I say there is no time like the present. As someone who attended grad school in their 40s, I can definitely say it's an investment in yourself and your career that will always pay off.

"Little Sister" – As one of the smaller schools in the University of California system, we often feel like a little sister. We benefit from our relationship with campuses like UCLA and Cal-Berkeley, as their purchasing volumes help us secure lower contract pricing. Cooperative procurement is here to stay and one of its greatest benefits is that smaller agencies can have the clout of a larger one.

"Don't Be Cruel" – Over the years I have become convinced that how we treat our suppliers today is how they will treat us tomorrow. It just makes sense to be cordial and professional to our suppliers and also to be as fair as we can. Skills that support supplier relationship management are more important than ever.

"Can't Help Falling in Love" – I have to admit it. I love public procurement. It has been such a rewarding field for me for many years. The experiences I have gained over the years are something I consider to be invaluable. They allow me to teach and lecture around the world, but the biggest benefit

for me has been the people I have met in public procurement. I have learned so much from people I have worked with, and many of them have become lifelong friends.

Several years ago, I spoke at a conference in Biloxi, Miss., and as part of my arrangement, I dressed in a black jump suit and pompadour wig to mingle with the attendees. When a longtime friend and colleague (Fred Marks, Port Authority of New York) approached me, he said, "your behavior really concerns me." I took this as a compliment.

These are just some of the reasons I really love public procurement (and Elvis).

You may think procurement and Elvis have nothing in common. You might be wrong.



DARIN MATTHEWS, FNIGP, CPPO, CPSM, is the director of procurement for the University of California, Santa Cruz. He has extensive management experience, speaks throughout the world on procurement issues, and has published several books and articles on supply chain management. Contact Matthews at darin@ucsc.edu

You know what's best for
your community.

We can help.

NJPA is now Sourcewell, where you can still find cooperative contracts for all your purchases.

Visit [Sourcewell-mn.gov](https://www.sourcewell-mn.gov)

GOVERNMENT HOUSING PROFESSIONALS
COUNT ON US

HD Supply Makes Procurement And Compliance Easy

- Competitive pricing on thousands of products
- Labor and installation services* with fixed pricing for basic installations
- Dedicated government support resources
- Free, next-day delivery†
- Easy Order™ App for fast, on-the-go ordering



MRO and Related Services Contract #16154



1.877.610.6912 • hdsupplysolutions.com/government



*In select markets only. Call 1.866.455.4798 for availability.

†On most orders to most areas.

© 2018 HDS IP Holding, LLC. All Rights Reserved.

18-17331