

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 2019



## *NIGP FORUM '19 SHOW ISSUE*

A preview of the industry's best sessions, speakers and expo

### **PLUS:**

**Professional Refreshments**

**Energy Aggregation Mistakes**

**Eleven Words to Use to Build a More Professional Vocabulary**

**Co-opting Medical Supplies**

# PURSUIT.



Dodge Charger Pursuit

Introducing the only SUV that could come from Charger Pursuit DNA. Dodge Durango Pursuit is fully equipped to handle anything, with plenty of room inside and available three-zone automatic temperature control to keep your officers comfortable and your K9 partners happy. Plus, with the safety of heavy-duty suspension and larger anti-lock four-wheel disc brakes, your finest will be feeling

# NOW IN XXL.



Dodge Durango Pursuit

even finer (and safer) at the wheel. With all-wheel drive for best-in-class<sup>1</sup> 7,200 lb.-ft. of towing capacity, it's got a lot of pull on the mean streets. And its legendary available 5.7L HEMI<sup>®</sup> V8 cranking out 360 hp and 390 lb.-ft. of torque makes it every bit as capable as its formidable brethren, Charger Pursuit. From shift to shift, Dodge Durango Pursuit SUV is one lean, mean, crime-fighting machine.

*The Legend Continues.*





# CONTENTS

JUNE/JULY 2019  
VOLUME 27, NO. 3

## PERSPECTIVES

### 4 Procurement Ponderable

Curbing undue influence on public procurement

## HOT TOPICS

### 8 Professional Refreshments

Engage with colleagues that are seeking the same opportunity to improve their practical knowledge and skills in Austin, Texas.

### 10 Top 10 Energy Buying Mistakes You Didn't Realize You Were Making (& How to Avoid Them)

The fifth installment of this series examines some common mistakes associated with energy aggregations – and shares strategies for avoiding them.

### 14 Eleven Words to Use to Build a More Professional Vocabulary

A picture is worth a thousand words, but one word can elicit a thousand pictures.

### 16 In the Market for Medical Supplies? Why It May Be Best to Buy Through a Co-Op

Sometimes a multitude of options isn't such a good thing.

## BACK PAGE

### 40 Darin Matthews

Going Dutch

## IN DEPTH

### 18 NIGP Introduces Pathways

A new integrated professional development and credentialing program for public procurement professionals

### 24 THE FUTURE OF PROCUREMENT STARTS HERE...TOGETHER

Forum...where over 1,400 procurement professionals come together to turn ideas into reality

### 36 NIGP Forum 2019 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 Informa 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](mailto: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](mailto: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](mailto:informa@wrightsmedia.com)

**PUBLISHED:** *Government Procurement*, June/July 2019, Vol. 27, No. 3, (ISSN 1078-0769) is published 5 times a year – Feb/Mar, Apr/May, June/July, Aug/Sept and Oct/Nov by Informa Media Inc., 9800 Metcalf Ave., Overland Park, KS 66212-2216. Canadian GST #R126431964. Copyright © 2019 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.

**SALES OFFICES ARE LISTED ON PAGE 4.**



# We're Stronger as a Team

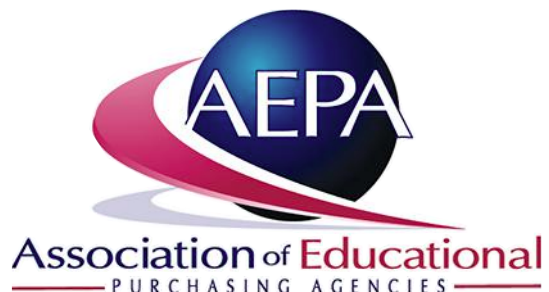
**27 states  
have joined  
together  
to make your  
PURCHASING  
quick and easy**

Imagine the buying power and expertise of multiple purchasing cooperatives working together. That's the Association of Educational Purchasing Agencies.

We're the team that brings you competitively bid purchasing contracts so you can legally purchase without having to go to bid yourself.

**[www.AEPACOOOP.org](http://www.AEPACOOOP.org)**

Nationally Bid,  
Locally Awarded  
Purchasing Contracts



**PROCUREMENT PONDERABLE**

Stephen B. Gordon, PhD, CPPO, FNIGP

## Curbing Undue Influence on Public Procurement

In the United States and Canada, the laws, ordinances, rules, trade agreements, and regulations that provide the tedious legal framework for public procurement can be traced to needs at multiple times in the nations' histories to assure integrity in governmental purchasing and contracting. In an ideal world, all the participants and stakeholders in public procurement would be people of integrity who both value the need to promote the common good and share a commitment to preserving free and open competition. Alas, we do not live and work in an ideal world.

Efforts to "reform" public procurement almost always have taken the form of legal and/or structural changes. But, those of us who have worked inside the procurement programs of federal, provincial, territorial, state, or local entities know that such reforms have not and cannot address the principal cause of malfeasance in our field – the values and personal traits of the participants and stakeholders in public procurement.

Improvement of those values and personal traits will require a multi-faceted effort focused on all participants and stakeholders except in most cases, to be realistic, elected officials. Current staff in procurement departments, client departments, and other support departments with which procurement interacts, such as accounting and budgeting, will need to be educated, trained, and held accountable. On a parallel track, procurement departments will have to work with human resources departments to create and implement hiring strategies to assure that new staff (to the extent practicable) have the necessary values and personal traits. I believe most of us will agree that bringing the right people on board likely will be simpler and more effective than "fixing" existing staff. Of course, we must continue to counsel elected officials, as the opportunities present themselves, on the need for procurement programs to reflect a commitment to the common good and to free and open competition.

As for suppliers, procurement and other officials involved in source selection will have to consider strongly the integrity of the companies and individuals who bid and propose on their contracts or hold a third-party contract they are considering for use.

In closing, I want you to know that what I suggest here will require the will and ability to lead and the will and ability to collaborate. You will need to be like my late father, who throughout his 93 years, courageously and unapologetically sought to achieve what needed to be achieved, no matter the risk to his career. As a pastor in the Deep South for 70 years, he consistently stood firmly for social justice and the dignity of all persons, working hand-in-hand with others.

## **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](http://www.americacityandcounty.com/government-procurement)

### **EDITORIAL STAFF**

**Bill Wolpin** • Editorial Director  
[bill.wolpin@informa.com](mailto:bill.wolpin@informa.com)

**Derek Prall** • Contributing Editor  
[derek.prall@informa.com](mailto:derek.prall@informa.com)

**Jason Axelrod** • Contributing Editor  
[jason.axelrod@informa.com](mailto:jason.axelrod@informa.com)

**Denise Walde** • Production Manager  
[denise.walde@informa.com](mailto:denise.walde@informa.com)

**Desiree Torres** • Audience Marketing Director  
[desiree.torres@informa.com](mailto:desiree.torres@informa.com)

**Wes Clark** • Art Director  
[wesley.clark@informa.com](mailto: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](mailto: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**

**Paul Caplan**  
General Manager  
[paul.caplan@informa.com](mailto:paul.caplan@informa.com)

### **ADVERTISING SALES**

**Tim Clary** • Sales Manager  
[tim.clary@informa.com](mailto:tim.clary@informa.com)

**Matt Welty** • Sales Manager  
[matt.welty@informa.com](mailto:matt.welty@informa.com)

**Government Procurement welcomes your feedback.**

Send letters to: [publications@nigp.org](mailto: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.



**Count on it.**

**WHAT**

*Toro commercial grounds maintenance equipment.*

**MATTERS**

*Productivity and versatility to get the toughest jobs done.*

**MOST**

*Fabulously functioning facilities.*



**What Matters Most to You Matters Most to Us.**

*At Toro, we know that getting the job done right starts with procuring the right equipment. That's why our products are on several national cooperative contracts as well as many state, local and regional purchasing agreements. The right equipment through the right process. Fabulous.*

**Call 800-803-8676 or visit [toro.com](http://toro.com)**



A woman is shown from the side, wearing a grey sweater, working on a laptop. The laptop screen displays a terminal window with text. In the background, there are server racks with mesh doors and glowing lights. An orange graphic overlay is positioned in the upper left quadrant.

Your community  
counts on you.

Count on us.





Smart agencies  
are already using  
these Sourcewell-  
awarded contracts.



Contracts  
#120617-CAT  
#032515-CAT



Contract  
#100614-CDW



Contracts  
#121416-WWG  
#121218-WWG



JOHN DEERE

Contracts  
#032515-JDC  
#021815-DAC  
#062117-DAC



Contract  
#062916-GPC



Contracts  
#120716-NAF  
#091218-NAF  
#081716-NAF



Contracts  
#031715-SCC  
#010615-SCC



Contracts  
#022217-WEX  
#042016-WEX

NJPA is now Sourcewell—your government source  
for more than 325 cooperative contracts.

[Sourcewell-mn.gov](http://Sourcewell-mn.gov)

## PROFESSIONAL REFRESHMENTS

By Barbara R. Johnson

> **W**hile we say that “Every day is different in our profession,” we often spend all day with our noses in our “productivity devices” trying to solve everyone’s problems using our current knowledge.

In this service profession, a rookie or a seasoned professional should make time for “Professional Refreshments” so we can offer better outcomes for our clients. For two days, Friday, Aug., 23 – Saturday, August 24, prior to the 2019 NIGP Forum in Austin, Texas, you can enrich yourself with a healthy glass of public procurement strategy and policy. Even better, you can do this with



colleagues that are seeking the same opportunity to improve their practical knowledge and skills.

Attending a Pre-Forum course is one of the best ways to interact and network with greater diversity! Participants from across North America and beyond will be in attendance. Already, 2019 Forum registration is at record levels.

### NEW STRATEGY AND POLICY CORE CERTIFICATE COURSE

As the Instructor for the Pre-Forum Strategy and Policy Core Certificate Course at Forum, I look forward to serving you. This coursework is part of the innovative “Pathways” approach to building

competencies in significant areas of our profession. The development of this course included a combination of enhanced, updated content with a strategic mix of the Public Procurement body of knowledge practices from the existing Introduction, Legal, Strategic Procurement Planning and Ethics NIGP courses. The result of this combination of content is a stimulating, well thought-out approach to succeeding in our profession.

The Strategy & Policy Course provides learners with a holistic, introductory focus, using practical examples, discussions, group exercises, and case studies to promote application-ready experiences. As a career orientation or refreshing source detailing basic tenants of the public procurement function, NIGP’s Strategy & Policy Course promotes targeted activities and implementable concepts designed to:

- > Enhance the mission and strategic value of your entity
- > Develop strategies to better manage your workload
- > Promote confidence in learners’ roles as they perform the public procurement function in line with commonplace legal requirements and ethical standards.
- > Improve critical thinking to develop the best solutions for your client and you!

*“Money is of no value; it cannot spend itself. All depends on the skill of the spender.”*

—Ralph Waldo Emerson

This is still true today! Spend your time wisely — improve or refresh your skills and competence!

I hope you will join us by registering NOW for the Pre-Forum Strategy and Policy Core Certificate Course. To learn more or to register, visit [nigp.org/forum](http://nigp.org/forum).

---

**BARBARA R. JOHNSON** CPPO CPPB MPA is the former Agency Procurement Officer for the State of Ohio Department of Rehabilitation and Correction. She also served as the Procurement Manager for the Columbus Regional Airport Authority and the City of Columbus. Barb has instructed courses and workshops for The Ohio State University, NIGP-The Institute for Public Procurement, ISM – Institute for Supply Management, and many others upon request.

# Get a Jump-Start on Keeping Your Breakroom Clean and Healthy

Your agency breakroom is a place to relax and recharge. Germs and grime resist going away — so to create a healthy environment, make sure your agency's supply closet includes:



## Disinfectant Wipes

Reduce cross-contamination with disposable wipes pretreated with cleaning solution.



## First-Aid Kit

Make sure first-aid kits are available and stocked. Install defibrillators in key locations.



## Hand Sanitation

Encourage clean hands by mounting sanitizer dispensers throughout facilities. Evaluate the need for new wall-mounted soap dispensers near sinks.



## Personal Protective Equipment (PPE)

Protect the cleaning staff with disposable gloves, face masks and shoe covers.

## Disinfectant Sprays

Select broad-spectrum sprays that kill bacteria, viruses, fungi and mold and also protect surfaces from discoloration or damage.

## Agency Floor Kit

Attack the grime beneath your feet with a variety of mops, buckets and broom/dustpan sets.

## Bodily Fluid Spill Kit

Safely remove fluids with this special kit, which includes personal protection and cleaning products.

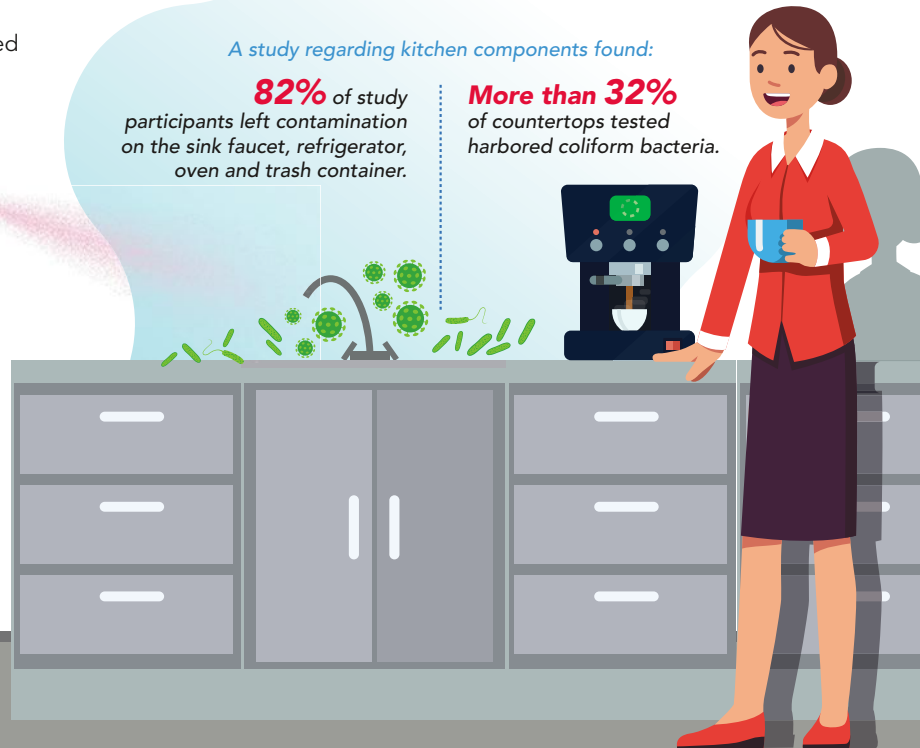
## Electrostatic Sprayer

Deliver disinfectants to hard-to-reach places using electrostatic technology.

*A study regarding kitchen components found:*

**82%** of study participants left contamination on the sink faucet, refrigerator, oven and trash container.

**More than 32%** of countertops tested harbored coliform bacteria.



**Office  
DEPOT**

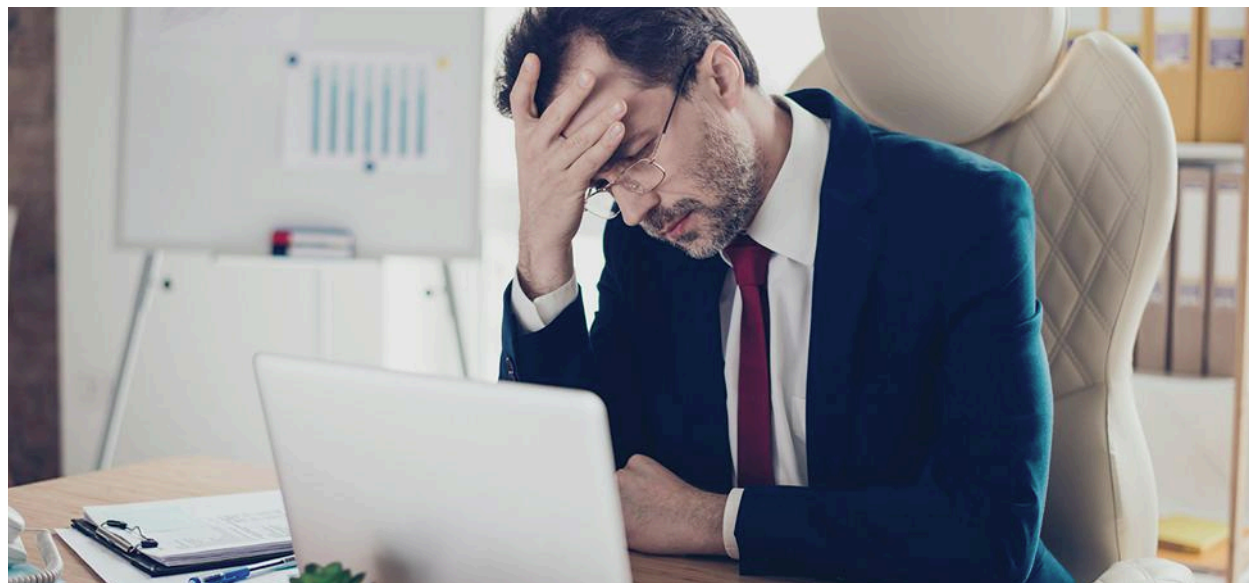
## Office Depot® can help

Being proactive about fighting germs and grime is the best defense to reduce potential threats. Office Depot is available to review your office and provide a comprehensive recommendation about what products are best suited for the specific needs of your agency. We offer a wide range of ready-to-ship cleaning products and tools available at contract prices from [www.business.officedepot.com/readytoship](http://www.business.officedepot.com/readytoship)

VISIT US IN  
**BOOTH  
#1107**



Learn more about the impact of a healthy workplace at the 2019 NIGP Forum.



# Top 10 Energy Buying Mistakes You Didn't Realize You Were Making (& How to Avoid Them)

## NO. 5: USING ENERGY AGGREGATIONS

By Bob Wooten

**> E**verybody makes mistakes. The key, as they say, is to learn from our mistakes. In this spirit, we are presenting this series of articles to help you identify some of the errors you might be making so you can break the cycle.

The first four articles discussed the mistakes of not procuring proactively, missing the most competitive rates, developing an inappropriate procurement strategy for your specific needs and not having a pre-determined goal of what you want to achieve. In this fifth installment, we'll examine some common mistakes associated with energy aggregations – and share strategies for avoiding them.

### WHAT IS AN ENERGY AGGREGATION?

An energy aggregation is a type of cooperative purchasing strategy. Because of the efficiency it brings to procurement, cooperative purchasing has grown tremendously over the years. There are now plenty of cooperative programs available, ranging from the General Services Administration (GSA's) schedule contracts to group purchasing organizations (GPOs)

made up of members from particular industries such as healthcare and manufacturing. Within each state, there are local, regional, and statewide cooperative purchasing groups and GPOs, where many organizations seek to purchase goods and services. The draw to these cooperative programs is that they save time and they save money: Time-consuming contracts have already been “pre-procured,” and pricing is based on the leverage of the whole membership.

Sure, this strategy sounds enticing to apply to energy procurement by “aggregating” multiple entities together. However, upon closer inspection, we often find this is not the best option for procuring energy. In many cases, organizations jump into aggregation without fully understanding the how this approach can cost them more for energy and tie them up in a contract that doesn't really fit their needs.

### THE MISTAKE: USING AN ENERGY AGGREGATION WHEN YOU DON'T HAVE TO

Because of the prevalence and benefits to cooperatives and GPOs, many organizations

John Deere Federal, State & Local Contracts

# Make short work of tall grass. And quick work of lengthy processes.

No more worries about long paper trails, or extensive to-do lists — thanks to what the 6130M Utility Tractor and all-new Flex Wing R Series rotary cutter can do in the field, and what our streamlined procurement process can simplify back at the office. In fact, no matter what John Deere equipment you need, your local dealer can help cut paperwork down to size. And make sure nothing slows you down.

See for yourself at [JohnDeere.com/Local](http://JohnDeere.com/Local)



**JOHN DEERE**

The object is simplicity.

75179

extend this rationale to the use of energy aggregations for procuring energy. In almost every circumstance, the decision to use an aggregation is made without first establishing the mechanism for logically determining whether this is, in fact, the best course of action for the organization.

## WHY IT HAPPENS: YOU THINK YOU WILL GET A BETTER PRICE WITH A GROUP

The thought is that “the aggregation will take care of the procurement process for me, and we will get better pricing because it will leverage the size of the group.” So in an effort to save time and money, many entities jump into popular energy aggregations designed around their industry or their region. Unfortunately, many organizations hear of the potential benefits in cost-savings and decide to move forward, only to forget to follow up to determine if it was really the best direction to go.

## HOW TO FIX IT: UNDERSTAND YOUR SITUATION

By default, energy aggregations create contracts that are geared toward the “average” member of the group – which means that the particular terms and conditions may or may not be a good fit for you individually. If you are an organization with very particular needs or goals, and one that likes to make sure contracts are designed specifically for you, then an energy aggregation may not be the best choice.

Only by understanding your individual situation, can you best determine if an energy aggregation is the way for you to go. A good start to any energy procurement strategy is understanding your goals and objectives, along with your risk tolerance. This will lead you to focus on what types of contracts are best for your organization (fixed price or index? long- or short-term?) and the particular terms and conditions you may need.

Below are two key questions to ask that will further guide you to the right decision regarding use of an energy aggregation:

## IS MY ENERGY LOAD CONDUCTIVE TO AN AGGREGATION APPROACH?

In general, an energy aggregation is getting better pricing for smaller entities by lumping them in with larger entities – creating an aggregate price that may be higher than what that larger entity would get on its own. However, energy suppliers often offer their best pricing by having greater certainty around your usage of energy (when and how you use it). While creating larger load, an aggregation can also create greater uncertainty around when that energy is

used, leading to higher pricing. In practice, if your organization is a significant user of energy, you will receive better pricing by approaching energy suppliers directly – not as part of an aggregate group.

## HOW DO I STILL SAVE TIME WITHOUT COMMITTING TO AN AGGREGATION?

We talked about how taking an individual approach to procuring energy is, in most instances, the best method to use that will save you the most money. The other question now is how do you save time?

Saving time can be just as important as saving money in an organizational operation. Using an energy aggregation saves time – so if you decide not to use it, you must spend all your time focusing on the procurement process, right? This is where engaging the services of a quality energy advisor can be crucial to your energy procurement process. A good advisor will help analyze the best process for your organization to use and then coordinate the process. The best energy advisors use their size and scale to create greater competition for your organization, while also identifying the best times in the market to procure. The end result saves you time and money by taking an individualized approach tailored to your organizational needs.

## CONCLUSION: DO THE BEST THING FOR YOUR ORGANIZATION

Remember, it’s not always the lowest price that makes an energy plan the best value. The use of an energy aggregation works for some organizations and not for others.

The key take-away is that you need to really analyze and understand your situation so you can make an educated decision about whether an aggregation is the best decision for you. If you are working with an energy advisor, ask them their thoughts about a particular aggregation and its pros and cons. There is a lot of value to steering your own ship, and for this reason alone, many organizations forgo the allure of the aggregation. Once you’ve made a decision, you can then move forward with implementing the best strategy for your organization.

---

**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 degree in Public Administration from the University of Houston.

# The Future of Procurement Starts Here



Register Today

Earn 18.5 Contact Hours

**Forum.** The largest educational conference exclusively for public procurement in North America where peers share ideas, engage and inspire one another and develop strong connections.

Forum features over 70 workshop sessions for Beginner, Intermediate and Advanced procurement professionals on these compelling tracks:

**Construction | Cornerstones of Procurement | Emergency Management/  
Disaster Planning | Case Studies | Technology**

Enjoy inspiring speakers, networking activities and a Products Expo with over 250 suppliers.

**Hurry, and register! We are anticipating record-breaking attendance.**

[nigp.org/forum](http://nigp.org/forum) | [#NIGPForum2019](https://twitter.com/NIGPForum2019)

## FORUM 2019

# V CON

NIGP VIRTUAL CONFERENCE

**AUGUST 26 - AUGUST 28**



6 Workshops and 6 Keynote Speakers LIVE!

Earn 14 Contact Hours

**Bringing a taste of Forum and Austin to you...virtually.** Be informed, connect and engage with subject matter experts and instantly network with peers in a completely virtual environment.

Join your peers in real-time for an insider experience on all things public procurement.

No pre-recordings, attend spontaneous LIVE sessions featuring content and practices you can immediately use at your entity.



**REGISTER NOW.** [nigp.org/forum2019vcon](http://nigp.org/forum2019vcon)



## ELEVEN WORDS TO USE TO BUILD A MORE PROFESSIONAL VOCABULARY

By Lisa Premo

> **A** picture is worth a thousand words, but one word can elicit a thousand pictures. Take, for example, Sandro Botticelli's famous painting, "The Birth of Venus." This masterpiece shows the goddess of love and beauty standing modestly on a giant scallop shell. Juxtapose this image with one conjured up by the title "Venus on the Half Shell," the brazen nickname that young, stressed art history students proffered to relieve the pressure of the course. Instead of sea foam and mystery, our reverential visions modulate to fast food and cheap marketing. What's in a name, indeed?

The language of the procurement profession is no less vulnerable. Images for the word "solicitation," for example, engender images from the distinguished solicitor general arguing cases before the U.S. Supreme Court to intrusive phone calls that invade family dinners. "No Soliciting" and "Beware of Dog" signs may also come to mind as well as continual snail mail entreaties from nonprofit organizations to solicit needed funds. A solicitation often involves

funds requested in exchange for services, services sometimes associated with prostitution. How can we lift our language? What term might we use instead?

It is slow going indeed to change a language and even slower for people to use new terms, let alone incorporate the terms into policies and procedures manuals. This lag between the recognition, use, and integration of language compels us to start now with eleven terms toward a professional language.

1. **BID:** The response submitted by a bidder to an Invitation for Bids (IFB).
2. **PROPOSAL:** An offer to provide goods or services in response to a Request for Proposals (RFP). A proposal may be made orally or in writing and may or may not be in response to a solicitation distributed by a public agency.
3. **SOLICITATION:** An Invitation for Bids, a Request for Proposals, telephone calls, or any document used to obtain bids or proposals for the purpose of entering into a contract.
4. **OFFER:** A response to a solicitation, e.g., IFB or RFP, that, if accepted, would bind the offeror to honor what was submitted.
5. **PROPOSER:** A person or entity who submits a proposal in response to a Request for Proposals (RFP).
6. **SUPPLIER:** A person or entity that provides goods and/or services.
7. **VENDOR:** A person or entity that provides goods and/or services, usually for low-cost, low-risk, and short-term engagements.
8. **CLIENT:** An individual, department, or entity with whom procurement professionals consult and collaborate in procuring a desired or required good or service. The client may also be the end user.
9. **SCOPE OF WORK:** Developed at the beginning of the procurement cycle and is a written description of the entity's needs and desired outcomes for the procurement and becomes the basis for any resulting solicitation. The scope of work helps to ensure that the product or service meets the stated outcome and establishes the parameters of the resulting contract.
10. **STATEMENT OF WORK:** A written description in the contract detailing performance





expectations and deliverables between the contracting parties. After a supplier has been selected, the statement of work becomes the basis for the contract and must provide sufficient information to meet the entity's needs and achieve successful outcomes, describe and define the expectations of the parties, set price and payment schedules, and mitigate or avoid disputes.

**11. COMMODITY:** A marketable item produced to fulfill a need or want, and references both goods and services.

Clarity and care emerge as overall concepts as we distinguish between terms. "Bid" is associated with an Invitation for Bids (IFB) and a bidder while "Proposal" is associated with a Request for Proposals (RFP) and a proposer. A "solicitation," whether an IFB or RFP, is the general term for the competitive document issued by the entity and an "offer," whether bid or proposal, is the response. To lift our language, we have designated "supplier" as the preferred term, recognizing that "vendor" implies a more transactional relationship. We have addressed the negative associations of "user," whether drug-related or a person who "uses" others, through the modified term "end user." The person that operates the procured item can also be a client, but the client is not always the end user. A Scope of Work forms the basis for any resulting solicitation whereas a Statement of Work becomes the basis for the contract. The term commodity still refers to raw materials such as wheat, copper, or coffee. However, the definition has evolved to mean an item of trade. Both products and services are feasible for trading as well as being marketable items.

Communication is key. Application of a consistent, accurate professional language reduces confusion and leads to better outcomes. A well-written, clear scope of work, for example, allows the supplier to determine whether the solicitation aligns with the supplier's business, decide whether responding to the solicitation is profitable and worth the effort, and determine whether the supplier is responsible and can submit a responsive offer. It increases

competition and attracts offers that are appropriate, effective, concise, and relevant. What pictures are your words creating and what outcomes are they achieving?

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



**OVER 350 PRODUCTS  
TO FIT YOUR LIFESTYLE**



[www.landpride.com](http://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](http://landpride.com) and ask for a Sourcewell quote.

**LP** CONSISTENTLY LEADING THE WAY...

## IN THE MARKET FOR MEDICAL SUPPLIES? WHY IT MAY BE BEST TO BUY THROUGH A CO-OP

By Jean Clark

**H**ave you ever thought to yourself, “it would be so much easier to pick the right product if there weren’t so many options?” I know I have, both personally and professionally.

As public procurement professionals, we’re charged with choosing the “right” goods and services every day, even though we may not always know a lot about the goods and services we’re buying.

While we may have a focus on commodities or services, construction or systems, it is rare for us to become true category experts in every category in the course of our career. Even if we become category specialists – meaning we have a strong understanding of the computing technologies or medical supplies on the market today, for example – we are not deeply engrained in the day-to-day product applications in the same capacity as our customers. We may have a high-level grasp on the features and benefits of each company’s offering, current pricing ranges and quality ratings, but we certainly aren’t engineers, certified IT experts, project managers or degreed healthcare professionals with deep domain expertise. Plus, determining what may be the “right” selection in any given scenario can be subjective.

That is why we rely so heavily on subject matter experts, such as those internal domain experts I just mentioned, to develop a requirements document to help guide our market research for each procurement, no matter how big or small. By detailing desired product features, and sometimes requesting specific products for priority evaluation based on assumed capabilities or known outcomes based on past experience with requested products, these requirements documents can help expedite the product evaluation and selection process. Then again, sometimes they don’t.

If you’ve ever been asked to buy a laptop computer for a customer, you know that there are hundreds, if not thousands, of configurations available today. Unless you are given the exact requirements for every potential feature option – from the screen size to the hard drive, memory size to I/O ports, wireless cards to security tools, accessories and more – then it can be very easy to become overwhelmed when scoping out options. It can be even easier to opt for the “wrong”

product, which leads to waste. Technology is evolving every day, and the exorbitant amount of product options makes it very challenging to quickly identify the most viable and value-driven product today.

The same holds true when it comes to healthcare procurements.

### ACHIEVING BETTER PUBLIC HEALTHCARE

The key to better public healthcare outcomes is relying on government procurement organizations that understand how to buy for healthcare. New pharmaceuticals and medical supplies come to the market every day. Vaccine requirements and strain recommendations can change seasonally. New technologies and treatments are implemented each year to improve patient care in both acute and non-acute settings.

Even healthcare professionals who are attuned to these rapid changes can find it challenging to make well-informed recommendations on which products and services that their facilities need at any given time. Asking a public procurement professional who, at best, maintains surface visibility into the exorbitant number of prescription drug and medical equipment options to make a buying decision based on their limited knowledge and market research is unfair to them. It’s equally unfair to healthcare providers and to the ultimate end customer – the patients.

Each purchasing decision directly impacts whether or not a potentially life-saving product, the right product, is available when and where it is needed.

That is why group purchasing organizations (GPO), such as MMCAP Infuse, have become so valuable to public procurement. And to patients under the care of public healthcare providers.

Organizations such as MMCAP Infuse boast a team of skilled buyers who have, collectively, become trusted domain experts in specific sectors (i.e. healthcare, technology, etc.) for specific customer groups (i.e. state versus local governments). MMCAP Infuse, in particular, has become the trusted GPO for state agencies, counties, cities, school districts, correctional facilities and public higher education institutes that operate healthcare facilities or offer medical services.

Similar to other co-ops, MMCAP Infuse handles



the solicitation, contract award and negotiation processes for pharmaceuticals and healthcare products and services on behalf of its public sector members in every U.S. state. It also handles all contract lifecycle management activities across multiple healthcare-related categories so that its members don't have to carry that burden. This is a huge benefit of GPOs in general.

In many instances, resource-constrained public procurement teams find it difficult enough to manage basic commodity and service solicitations. It can be even more challenging to find the time needed to properly execute and oversee contracts, monitor performance and ensure contractor or supplier compliance – especially on complex healthcare contracts that require some level of domain expertise, and a more comprehensive understanding of quality and regulatory standards.

Public sector entities know that when they buy off of an MMCAP Infuse contract they are going to receive the quality goods and services that their internal customers (the healthcare providers and administrators) expect in a timely manner. That is because MMCAP Infuse has the resources to hold contractors/vendors accountable if there is a quality or delivery issue., although one of the known strengths of GPOs and co-ops is their thorough vetting of sources prior to contract awards. They extensively evaluate vendor offerings, verify the quality and performance, conduct risk analyses (which is mission-critical in healthcare) and conduct compliance audits. MMCAP Infuse is also known to participate in, and often convene their own, advisory meetings to ensure they are sourcing goods and services that meet the latest healthcare and government standards.

In other words, a GPO or co-op boasts that exceptional category expertise, and the highly-valued supplier relationships, that improve the accuracy of sourcing actions and ensure the “right” product or service is selected for each customer each time.

Another benefit of tapping a GPO for healthcare (or other complex category) procurements? The customized sourcing services. MMCAP Infuse works with you and your customers to build custom formulary lists, which makes it easy to quickly and accurately restock commonly-prescribed drugs and supplies. By reducing the risk that the wrong dose, quantity or brand of an NSAID, or wrong type of dental hygienist tools are ordered during the procurement process, MMCAP Infuse helps its members reduce waste – which we know is a priority in public procurement.

GPOs and co-ops also offer volume buying power, which helps public sector agencies maximize their spend – another procurement priority. MMCAP Infuse, for example, is uniquely able to secure discount pricing on pharmaceuticals, which is hard to come by for most healthcare providers. They also have well-optimized processes in place to manage complex rebate programs, as well as insurance claims and more. And since MMCAP Infuse is a state government procurement organization (administered through the State of Minnesota's Office of State Procurement), they understand and abide by public procurement rules, regulations and policies. They utilize fair and open procurement practices to secure the lowest price, highest quality and best value for customers. Think of MMCAP Infuse as a government-run wholesaler for pharmaceuticals and other healthcare products. A wholesaler that is easy to buy from, thanks to its online eProcurement-delivered catalog, which I'll talk more about in the next issue.

---

**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. Learn more about co-ops and public procurement purchasing strategies, email [info@periscopeholdings.com](mailto:info@periscopeholdings.com)

# NIGP Introduces Pathways

A new integrated professional development and credentialing program for public procurement professionals

**T**he public procurement landscape is undergoing dramatic changes. Major technological advancements have driven monumental shifts in how we conduct our lives, our relationships to our jobs and the approaches we take to learning and professional growth. At NIGP professional development is being reimagined through competency-based learning to better equip members to meet the challenges of the modern workforce and thrive in this fast paced and technology-driven world.

Pathways, NIGP's most innovative offering, integrates professional development and credentialing into one program. NIGP CEO Rick Grimm explains, "Pathways enables professionals to create their own highly individualized learning experience based on what is critical for their development at different stages of their careers."

## WHAT IS PATHWAYS

It's personalized competency-based learning pathways for every phase and every stage of your career in public procurement.

With Pathways, learners have many more options to custom design unique professional development to focus on what is needed for success in a current role, or to develop longer term strategic development plans based on future career aspirations. In addition, with Pathways, learners get instant recognition for their efforts.

## PATHWAYS IS COMPRISED OF FOUR KEY COMPONENTS. PUBLIC PROCUREMENT COMPETENCY FRAMEWORK

The foundation of the program is built on the Public Procurement Competency Framework (PPCF) which is comprised of 33 foundational competencies – the knowledge, skills and behaviors needed to excel in public procurement. This is a holistic approach to learning designed to bring out each learner's full potential.

## CERTIFICATES PROGRAM

NIGP is amplifying our offerings through a new Certificates program that will give members multiple paths for recognition of all their learning efforts. The Certificates Program is the second component of Pathways and offers three stackable certificates that allows learners to build knowledge and get recognition in structured tiers:

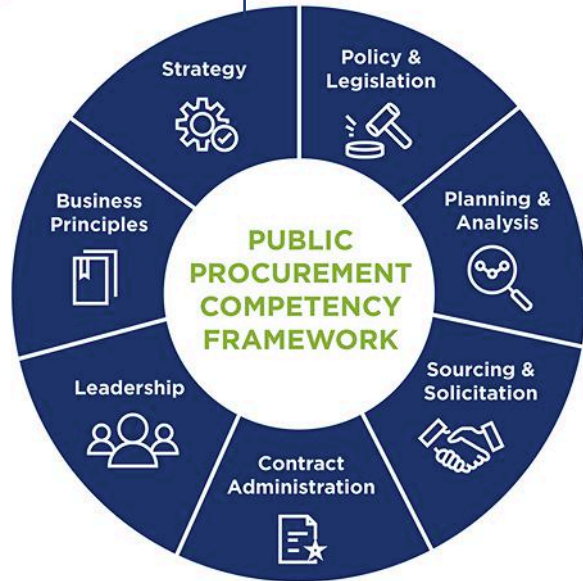
**Level 1:** Competency Badges which learners can get after completing the associated training with any of the 33 competencies.

**Level 2:** Core Certificates are based on learners getting foundational knowledge across a broader set of competencies which are bundled together.

**Level 3:** Designations are based on learners having attained a pre-set number of Core Certificates and it showcases more breadth and depth across a greater number of competencies.

## SPECIALIZATIONS PROGRAM

Specializations provide learners with even more options



- Mission & Public Benefit

---

- Transformation and Vision Creation

---

- Social Responsibility Alignment

**PLANNING & ANALYSIS**

- Enabling Regulations & Compliance

---

- Ethics, Integrity & Transparency

---

- Legislation & Legal Environment

---

- Program Implementation & Management

---

- Internal Customers: Advice & Expertise

to showcase greater depth and expertise in a specialty area of procurement. Specialization certificates are standalone and do not require obtaining any previous levels of certificates and can be obtained by successfully completing the required learning and passing the assessment with the associated specialty, e.g., Technology Procurement or Construction Procurement.

**CERTIFICATION PROGRAM**  
**NIGP CERTIFIED PROCUREMENT PROFESSIONAL (NIGP-CPP)**

As part of NIGP’s commitment to enhancing members’ learning and offering multiple paths to gain recognition, we are launching a new NIGP certification program. This new certification is based on the Public Procurement Competency Framework – competencies which focus not only on knowledge but also on skills and performance.

We designed our credentialing program to integrate into our learning management system so that learning and credentialing are tightly linked. The new NIGP-CPP requires a unified strategy that is best achieved under a single organizational structure. It is based on comprehensive learning and expands the areas of focus to include Strategy, Leadership and Business Principles & Operations, which are all critical to long-term success in public procurement.

**WHAT MAKES PATHWAYS DIFFERENT**  
**INTEGRATED LEARNING**

It’s an all-in-one integrated and holistic program where

learners can choose to attain a variety of certificates or get certification to show career progress.

**COMPETENCY-BASED LEARNING**

Pathways provides learning that is relevant, meaningful and more complete because it is based on gaining knowledge, learning skills and exhibiting specific behaviors to show mastery of a subject area critical to public procurement.

**CUTTING EDGE**

Pathways is innovative and forward thinking and designed to meet the needs of the modern public procurement workforce.

**DRIVES RESULTS**

Pathways is based on comprehensive research and the approach has been used and tested at leading, world-class companies and organizations with impactful results.

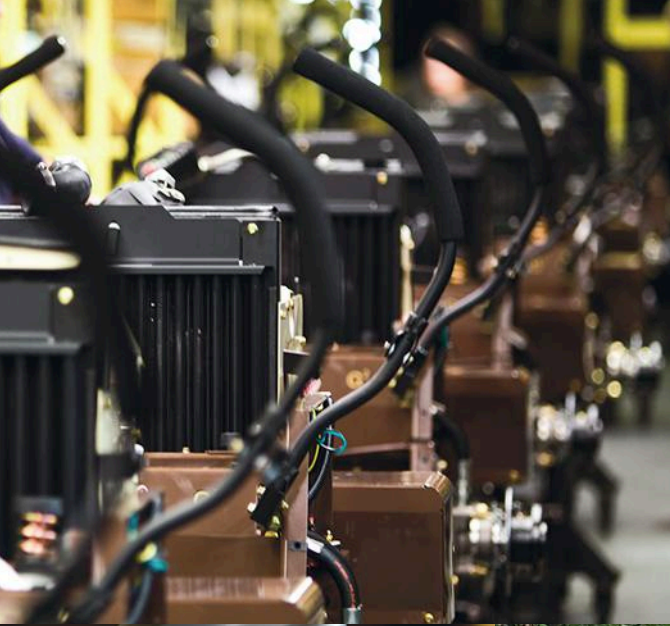


# THE DURABILITY YOU NEED. THE SEAMLESS PURCHASE YOU WANT.

With a variety of interchangeable implements and an easy way to buy, your productivity is realized in labor savings and Grasshopper durability all year round. **Available on Federal, State and National Cooperative Contracts.**

OMNIA  
PARTNERS

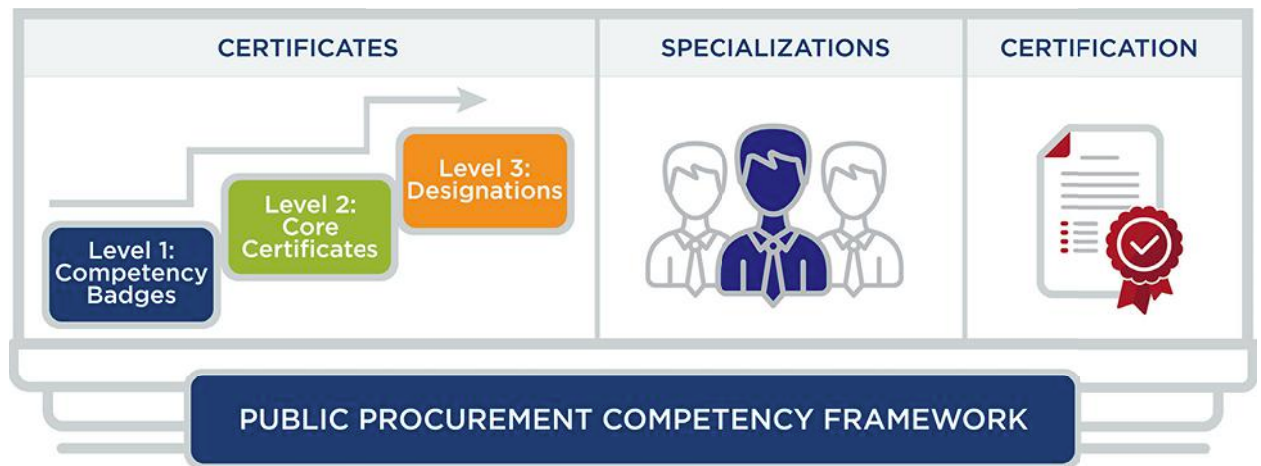




Committed to the Cut.®

[GRASSHOPPERMOWER.COM/GOV](http://GRASSHOPPERMOWER.COM/GOV)

©2019 The Grasshopper Company



## HOW PATHWAYS BENEFITS OUR MEMBERS

NIGP's mission is to develop, support and promote the public procurement profession and our members. Our goal is to cultivate highly skilled, engaged and competent public procurement professionals who are always in-demand. Pathways enables us to further our mission by delivering on these six key benefits that our members want and need to thrive in the profession.

### **CAREER GUIDANCE**

While members want ultimate control over their professional development, they do want guidance and a roadmap to help them navigate the many choices that will be available to them.

### **RELEVANT LEARNING**

The Public Procurement Competency Framework is the foundation for Pathways. It is comprised of 33 competencies with all the critical foundational learning needed to being an effective public procurement professional. While no single learner needs all 33 competencies, all the learning in every competency is meaningful and relevant to public procurement.

### **AFFORDABLE PRICING**

We know learning and professional development is crucial to every organization and individual, but we also know that budgets are often tight. With Pathways, we are amplifying learning and adding more choice and variety while reducing costs.

### **FLEXIBLE FORMATS**

Professionals have multiple priorities, ways of learning and schedules that often have conflicting priorities. Pathways accounts for this by providing a variety of learning events from in-person to online and on-demand to suit a variety of learning styles and the most demanding schedules.

### **INSTANT RECOGNITION**

Learners take pride in their achievements and they want recognition for the efforts they have put into their professional development. Pathways enables learners to get instant recognition for all their learning via

multiple recognition paths which all lead to gaining digital badges upon completion of learning activities and passing of the required assessment. Digital badges can be showcased on an individual's profile in their talent management or learning management system, or across any relevant social media platforms such as LinkedIn.

### **CREDIBLE BACKING**

The new Pathways program is built on NIGP's longstanding legacy of being a trusted source of support and development for public procurement professionals for more than 70 years. We have taken our knowledge and understanding of the broader trends in learning and development and deep insights into what matters most to our members to build this new program that will enable growth for the profession for generations to come.

## HOW PATHWAYS BENEFITS THE PROFESSION

### **BUILD A STRONGER WORKFORCE**

Pathways provides all the critical and relevant competencies needed to become a top-performing public procurement professional.

### **DEVELOP CAPABLE LEADERS**

Pathways focuses on building critical soft skills and developing core leadership skills so that organizations have a robust pipeline of procurement leaders for more effective succession planning.

### **ELEVATE THE IMAGE OF PUBLIC PROCUREMENT**

Pathways' focus on competency-based learning will create more strategic and impactful learners who will value add greater value to their roles and organizations. It will ensure public procurement professionals are viewed as a value-added players and thought-leaders in every organization.

NIGP, the pioneer in workforce development for public procurement is transforming professional development for its members. Pathways, is our latest and most holistic member-centered learning innovation.



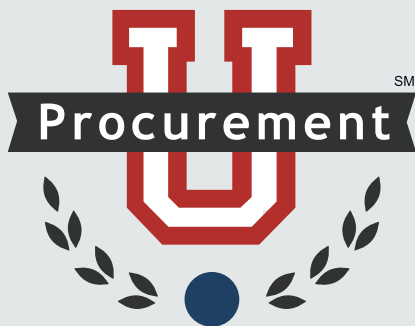


NASPO

ValuePoint

Our cooperative  
contracts offer  
the solutions  
you need.

Discover your solutions:  
[naspovaluepoint.com](http://naspovaluepoint.com)



**EVERYTHING PROCUREMENT.  
ANYTIME. ANYWHERE.**

**Fall CPPO and CPPB Prep  
Courses Now Open!**

[www.naspo.org/procurementu](http://www.naspo.org/procurementu)

Forum 2019 | August 25 – 28 | Austin, Texas  
Connecting Procurement Communities

# THE FUTURE OF PROCUREMENT STARTS HERE...*TOGETHER*

Forum...where over 1,400 procurement professionals  
come together to turn ideas into reality



## Achieve More, Learn More, Engage More

Forum. The largest educational conference exclusively for public procurement in North America is where peers share ideas, engage and inspire one another, develop strong connections and gain a better understanding of how to tackle challenges they face along the way. It's a once-a-year opportunity to come together and rethink status quo, make ideas happen and leave empowered, ready to put these new ideas into practice and add value to your agencies.



## **SCHEDULE AT-A-GLANCE**

### **SUNDAY, AUGUST 25**

**8 AM – 10 AM, Opening Ceremonies and Keynote Speaker Roy Spence**

**10:15 AM – 12:15 PM, Agency Networking Sessions**

**2 PM – 3:15 PM, Concurrent Sessions**

**3:30 PM – 6:30 PM, Products Expo – Exhibit Hall**

### **MONDAY, AUGUST 26**

**8 AM – 9:30 AM, Plenary Session – Keynote Speaker Pete Smith**

**9:30 AM – 1:30 PM, Products Expo – Exhibit Hall**

**1:45 PM – 4:30 PM, Concurrent Sessions**

**6 PM – 11 PM, Social Event – Austin City Limits**

### **TUESDAY, AUGUST 27**

**8 AM – 9:30 AM, Plenary Session – Keynote Speaker Michelle Poler**

**9:45 AM – 11 AM, Concurrent Sessions**

**11:15 AM – 1:30 PM, Awards Luncheon**

**1:45 PM – 4:30 PM, Concurrent Sessions**

### **WEDNESDAY, AUGUST 28**

**8 AM – 9:15 AM, Concurrent Sessions**

**9:30 AM – 10:45 AM, NEW Surround-Sound Plenary with Keynote Speakers:**

Kevin McCarthy, Adam “Smiley” Poswolsky, Sara Ross

**12:45 PM – 2 PM, NEW Surround-Sound Plenary with Keynote Speakers:**

Kevin McCarthy, Adam “Smiley” Poswolsky, Sara Ross

**2:15 PM – 3:30 PM, Networking Sessions**

**3:45 PM – 5 PM, Closing General Session - Keynote Speaker John Register**

## **Explore Innovative Ways to Procure Goods and Services**

Whether you are new to the profession or a seasoned veteran, there is always knowledge to gain. Forum has over 70 workshop sessions with compelling content on Construction, Emergency Management/Disaster Planning, Cornerstones of Procurement, Procurement Case Studies and Technology.

## **Create a Better Tomorrow**

Inspiring key note speakers, networking activities and a products expo with over 245 suppliers showcasing the latest government products and services complete this thought-provoking public procurement experience. The value gained personally as well as professionally is priceless.

## KEYNOTE SPEAKERS



**Roy Spence**  
Sunday, August 25, 9:00 AM  
**Plenary Session: The Power of Purpose in your Business, your Life and the Life of America**

C-level utility leaders are on the front line of powering and delivering extraordinary customer service. This is where the power of Purpose comes

in. Having a mighty Purpose to power your organization's culture in today's world of chaos and warp speed innovations is the key driver of extraordinary employee engagement, customer service and a positive "whatever it takes" attitude. Roy Spence is cofounder and chairman of GSD&M, a leading marketing communications and advertising company. Under Roy's leadership, his agency has helped grow some of the world's most successful brands. He is also cofounder and CEO of the Purpose Institute, a consulting firm that helps people and organizations discover and live their purpose.



**Pete Smith**  
Monday, August 26, 8:00 AM  
**Plenary Session: Dare to Matter: How Procurement Professionals Rise to Significance**

The most effective procurement professionals understand that significance is found not just within the job one has

but within the person who performs the job. After years of research, Pete Smith reveals the Significance framework outlined in his best-selling book, Dare to Matter. This framework reveals the six major pillars of significance and how they can be incorporated into our daily lives and challenges traditional thinking of success and happiness and presents an alternative, possibly contrarian, approach that leaves you inspired, engaged, and committed to making a bigger impact in this world. Having a stroke at the age of 35, Pete has since used that experience to inspire, educate, and entertain audiences throughout the world on the importance of pursuing significance in their personal and professional lives.



**Michelle Poler**  
Tuesday, August 27, 8:00 AM  
**Plenary Session: Fear Less, Do More: A talk that will change your perception on fear and inspire you to take action**

Born and raised in Caracas, Venezuela to a family of holocaust survivors, Michelle was accustomed to living

with fear. But when she moved to New York, Michelle quickly realized that NYC was not for the fearful. In efforts to re-write her definition of fear, Michelle set out to face 100 fears in 100 days. Half way into the journey, the project was discovered by the media, becoming an instant viral phenomenon. Michelle completed her 100th challenge on a TEDx's stage. This helped her turn a personal project into a global movement. Michelle discovered that inspiring others to go after their fears was her new calling. She is also the Founder of Hello Fears, a platform aimed at making the world a braver place through a mix of live events, video series, podcast interviews, user-generated content, and daily inspirational posts.

## NEW SURROUND-SOUND PLENARY

**Kevin McCarthy**  
Wednesday, August 28, 9:30 AM & 12:45 PM  
**Plenary Session: Welcome to the BlindSpot Zone**

If you have ever said to yourself, "I didn't see that coming!" then Welcome to the BlindSpot Zone™. Kevin McCarthy spent 33 months in a federal prison for a crime he didn't knowingly commit because... he had blind spots. What are your blind spots doing to you? We all have numerous blind spots. They are nearly impossible to recognize if we are not looking for them. In fact, it is easier for us to identify blind spots in others than in ourselves. Through Kevin's presentation you learn how to identify your own blind spots and mitigate their impact at work and at home. As a result, you can make better, more ethical decisions, enjoy better communications, deeper relationships and, ultimately, live your best life. Kevin McCarthy is a full-time Keynote speaker, Trainer and Coach for Making Better Happen, LLC – a Portland, Oregon based company that "helps professionals create lasting authentic change".

**Adam Smiley Poswolsky**  
Wednesday, August 28, 9:30 AM & 12:45 PM  
**Plenary Session: Creating a Purpose-Driven Workplace: How to Attract, Retain and Engage Your Employees**

A thriving workplace begins with an engaged and collaborative workforce. Author and millennial workplace expert Adam Smiley Poswolsky shares how companies can attract top talent and empower the talent of the future by leading with purpose. Breakthrough common stereotypes about millennial employees, share case studies for increasing employee engagement, and learn proven strategies and tools to foster collaboration in the workplace. Smiley helps companies attract, retain, and empower millennial talent, and he's inspired thousands of professionals to be more engaged at work. He's a bestselling author of *The Quarter-Life Breakthrough: Invent Your Own Path, Find Meaningful Work, and Build a Life That Matters* (Penguin Random House, 2016).



# Reducing fleet costs: the best feature of Toyota hybrids.



TOYOTA

## More hybrid models. More ways to lower fleet costs.

With the all-new RAV4 and Corolla Hybrids joining Camry Hybrid, along with the first-ever Prius AWD-e,<sup>1</sup> Toyota now has more hybrid options for your fleet than any other manufacturer. That means staying on top of total cost of ownership and fluctuating fuel prices has never been easier.

Explore [fleet.toyota.com](https://fleet.toyota.com)

Prototypes shown with options. 1. Prius AWD-e system operates at speeds up to 43 mph. 2. 2020 EPA-estimated 30 city/38 highway/33 combined mpg for Corolla L and LE. Actual mileage will vary. 3. 2020 EPA-estimated 53 city/52 highway/52 combined mpg for Corolla Hybrid LE. Actual mileage will vary. 4. 2019 RAV4 Hybrid preliminary 41 city/38 hwy/40 combined mpg estimates determined by Toyota. EPA ratings not available at time of printing. Actual mileage will vary. 5. Drivers are responsible for their own safe driving. Always pay attention to your surroundings and drive safely. System effectiveness is dependent on many factors including road, weather and vehicle conditions. See *Owner's Manual* for additional limitations and details. 6. 2019 EPA-estimated 52 city/48 hwy/50 combined mpg estimates for Prius LE AWD-e and XLE AWD-e. Actual mileage will vary. ©2019 Toyota Motor Sales, U.S.A., Inc.



### CUT DOWN ON FUEL COSTS

Corolla has up to an EPA-estimated 33 combined mpg<sup>2</sup> and the first-ever Corolla Hybrid up to an EPA-estimated 52 combined mpg<sup>3</sup> RAV4 Hybrid has up to a manufacturer-estimated 40 combined mpg<sup>4</sup>.



### TOYOTA SAFETY SENSE™

Help protect your drivers and your fleet with active safety features<sup>5</sup> at no extra cost.



### MORE POWER, LESS FUEL

RAV4 and Highlander Hybrids have more horsepower than their respective non-hybrid models. Toyota hybrid powertrains produce ample torque along with responsive acceleration.



### PRIUS AWD-e<sup>1</sup>

Rain, sleet or snow: your fleet is even more capable with Prius, now available with electronic all-wheel-drive (AWD-e) and an EPA-estimated 50 combined mpg<sup>6</sup>.

67  
MILLION  
TONS

Thanks to Toyota hybrids, an estimated 67 million tons of CO<sub>2</sub> emissions have been prevented from entering the atmosphere.

# NIGP FORUM 2019

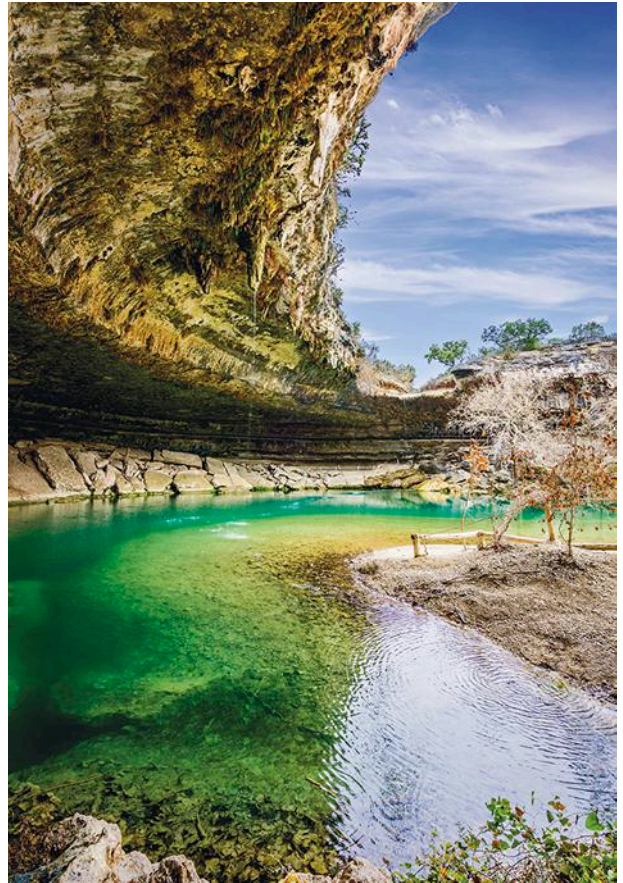
**Sara Ross**

Wednesday, August 28, 9:30 AM & 12:45 PM

**Plenary Session: Recovery Revolution**

When we think of top performers; those excelling in their jobs and mastering their life, we tend to think of factors such as dedication, passion, persistence, and grit. While each is important, there is a third factor that few organizations or people are truly capitalizing on, and that is the power of recovery. The scientific evidence is indisputable; recharging brainpower, replenishing physical energy, and intentionally providing mental and emotional reprieve is crucial to excel, connect with those most important to us, and contribute to the world in a meaningful way. The happiest, healthiest and highest performing people of tomorrow will be those who practice and prioritize recovery by choice, not chance. Sara Ross is a speaker, leadership strategist and researcher but is best described as a vitality advocate on a mission to redefine how we succeed at work and thrive in life; a pursuit earning her a reputation as a fresh and thought-provoking voice in the discussions of work-life balance, sustainable high performance and organizational health.

*Attendees have the opportunity to hear two of the three speakers by attending each session and selecting a different speaker each time.*



## Two Cooperative Purchasing Programs

PEPPM for **Technology** and KPN for **Everything Else**

EFFICIENCY



[www.theKPN.org](http://www.theKPN.org)  
(888) 490-3182



[www.PEPPM.org](http://www.PEPPM.org)

- Publicly and competitively bid products and services
- Volume discount pricing
- Quality name brand products
- Free to utilize both programs

Quality Products ~ Excellent Services ~ Competitive Pricing

# Simplify and Expedite Construction Projects

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

"It has been a successful program for us over the last 28 years, and we've used it for everything...with JOC, we've issued more than 3,000 work orders with a value of about \$330 million."

*Francis Hoar, Administrative Director, Miami-Dade County Public Schools*



## John Register

Wednesday, August 28, 3:45 PM

### Plenary Session: Hurdling Adversity - Creating Life's New Normal

How does one bounce back from being an Olympic track and field hopeful and Army Officer Candidate one day and becoming an amputee the next? John Register knows the answer to that question all too well. "It is all about employing one's resilience," says John. Despite his devastating setback, he hurdled his adversity and succeeded over it. Within 23 months he competed in Paralympic Games as a swimmer. Four years later he returned to his first love of track and field and in Sydney, Australia at the 2000 Paralympic Games, won the silver medal in the long jump and set the American record in the process. He has never allowed adversity to hold him back. John founded the United States Olympic Committees Paralympic Military sport program which assist wounded, ill, and injured service members in their recovery to a healthy and active lifestyle and serving in a variety of capacities to include special advisor to two U.S. Secretary of State on disability foreign policy and being a U.S. Sports Diplomacy Ambassador (Envoy). The latter attracted the attention of President Barack Obama and John was asked and served in the capacity of being one of 35 co-chairs for 44th Presidents' re-election.

## WORKSHOP TOPICS

A preview of this year's sessions by track:

### Track: Cornerstones of Procurement

**Session: Request for Proposals: Different, but not Difficult**  
Requests for Proposal (RFPs) oftentimes appear to have a mysterious cloud around them, making them difficult to understand. As such, many procurement professionals see RFPs as a last resort. Just because they're different from other source selection methods, however, doesn't mean that they are or must be difficult. This session examines the different areas of an RFP, exploring how sections such as policy and procedure, evaluation committees and criteria, scoring and ranking, and even the document itself can be an asset for new and seasoned public procurement professionals alike. Presenters: Victor Leamer, CPPB, Spokane County, WA; Stéphanie Dion, CPPB, Manitoba Hydro, Canada; and Mike Thornton, CPPO, City of Leesburg, FL.

### Track: Construction

**Session: The State of Construction Procurement: A Look from All Angles**

Just as public procurement is evolving daily, so too are the basics of procurement. Of all the procurement functions, however, construction is one of the few that seems to take the most time, involve the most resources, and have the greatest exposure—positive and negative—for an entity. Discover the latest from an expert panel regarding changes and opportunities in construction procurement regulations, tips and best practices to streamline projects,

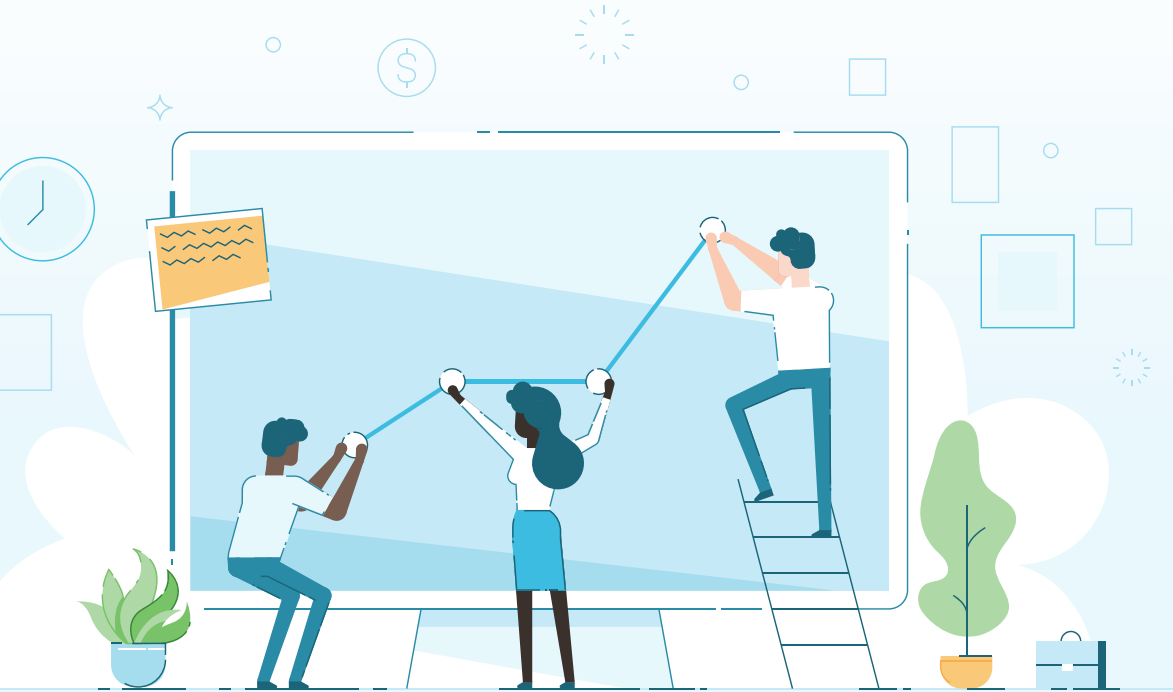


**SELICK**  
**LIFT, LOAD AND DELIVER WITH SELICK!**

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**





## Your digital procurement platform

Built by public procurement professionals  
for public procurement professionals.

From bidding process  
to evaluations, to contract  
and supplier performance  
management, bids&tenders  
does it all.

**See how bids&tenders can transform your  
procurement process, visit [bidsandtenders.org](https://bidsandtenders.org)**

eSolutionsGroup is a NASPO ValuPoint Contractor. NASPO ValuePoint is a cooperative purchasing program that facilitates public procurement solicitations and agreements using a lead-state model. eSolutionsgroup offers bids&tenders and i:Create through NVP.

eSolutionsGroup products are also available with the TIPS cooperative contract. TIPS is a national purchasing cooperative offering competitively solicited contracts to education, government, and nonprofit agencies. bids&tenders, i:Create, and RecruitRight are offered under TIPS.

TIPS Contract 190302 - Technology Solutions Products and Services.

# NIGP FORUM 2019

how to leverage the power of group buying, and so much more in this case-study driven session that explores more efficient, alternative purchasing solutions for the construction-minded public procurement professional. Presenters: Scott Smith, MBA, General Manager, Enterprise Business Group, Gordian, Greenville, SC and Tammy Rimes, MPA, Tammy Rimes Consulting, San Diego, CA.

## Track: Technology

### Session: Trending in the Right Direction: The Procurement Process through Digital Eyes

From enterprise software systems to website projects, technology procurements are increasingly becoming part of the procurement function's responsibility. But with the industry changing annually, it can be difficult to stay up-to-date on the latest tech trends. Discuss common contract formation and management problems for technology procurements, exploring strategies and tools that can help mitigate even the trickiest risks.

Presenter: Bill Davison, CPPO, County of Stearns, MN

## Track: Emergency Management/Disaster Planning

### Procuring Relief: What You Need to Know About FEMA Funding

When disaster strikes, FEMA funding can be your jurisdiction's saving grace, but does your procurement function know when, what, and how to ensure that your entity gets the funding you need when you need it? Understanding the

procurement function's timeline can help you land millions of dollars but missing or ignoring it could cost even more. Learn the phases and timing that your procurement entity needs to know in order to qualify for FEMA funds in this targeted session, exploring the nuances of federal regulation and discovering the surprising truths about FEMA deadlines. Presenter: Vonda Melchior, CPPB, C.P.M. Hillsborough Community College, FL

## Track: Procurement Case Study

### Session: Contract Compliance Program: The Lost Child of Procurement

Recently, the City of Tucson implemented its CAMP (Contract Administration and Management Program) initiative on a city-wide level. Designed to close the gap between contract formation, contract management, and post-contract compliance, the program engages the cradle to grave procurement function across all department levels of the city, exploring how we as stewards of the public trust can better partner with the internal customers (departments) and external customers (suppliers) to reduce potential risks in post award contract management. Discover what market and entity-specific research is critical to the success of your procurement and compliance program, identifying real and potential challenges with pro-active resolutions, in this results-oriented, interactive lecture-styled session.

Presenter: Lloyd Windle II, C.P.M., CPPB, City of Tucson, AZ

**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](http://www.garlandco.com)

**GARLAND**  
EST. 1895

**U.S. COMMUNITIES**  
An ONUMA Partner

**made in USA**  
self-certified

**CCPA**

**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](http://WWW.CHARLOTTEALLIANCE.ORG)**



**REGISTRATION  
NOW OPEN!**

**PWX**  
**PUBLIC WORKS EXPO**  
**SEATTLE**

WASHINGTON STATE  
CONVENTION CENTER  
SEPTEMBER 8-11, 2019  
**#PWX2019**

**Make Plans To Be In  
Seattle For APWA's  
Annual Conference**

New Technologies

Exciting New Networking  
Opportunities

New Education Formats &  
Great New Ways to Learn

**GET MORE  
INFORMATION**  
**[pwx.apwa.net](http://pwx.apwa.net)**

# NIGP FORUM 2019

## NIGP COURSES

Offered before and during Forum

## 2 NEW Pathways Course Certificates Available

### Technology Procurement Specialization Certificate – Level I

**3-Day Course: Thursday, August 22 – Saturday, August 24**  
Increasingly, governmental entities are embracing technology and IT infrastructure solutions in their desire to interact more strategically and beneficially with the communities they support. As a result, procurement professionals are expected to procure and negotiate contracts and agreements with more complex terms and conditions. Promoting an overview of technology procurements, the Procuring Technology Level I Certificate provides learners with an introduction to terminology, research practices and opinions, solicitation methods, strategies for risk identification, and common mistakes procurement professionals encounter when negotiating and managing awarded IT contracts.  
Instructor: Stephanie Akerley, CPPB, Maryland National Capital Park & Planning Commission

### Strategy and Policy Core Certificate

**2-Day Course: Friday, August 23 – Saturday, August 24**  
The Strategy & Policy Course provides learners with a holistic, introductory focus on the profession, using practical examples, discussions, group exercises, and case studies to promote application-ready experiences. As a career orientation or refresher source detailing the basic tenants of the public procurement function, NIGP's Strategy & Policy Course promotes targeted activities and implementable concepts designed to enhance the mission and strategic value of your entity, empowering learners to become more confident in their role as they perform the procurement function in line with commonplace legal requirements and ethical standards.  
Instructor: Barbara Johnson, CPPO, CPPB, MPA, Maumee, OH

### CPPB Prep – Instructor: Christine Weber, CPPB, C.P.M., Littleton, CO

### CPPO Prep – Instructor: Mary “Jane” Lopez, CPPO, Golden, CO

**2-Day Course: Friday, August 23 – Saturday, August 24**  
Prepares candidates for the computer-based CPPB exam containing 175 questions, this course provides a review that addresses key information on topics identified in the 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. Participation in this class does not guarantee success on the examination.

### Ethics: A Survival Kit to Public Procurement

**1-Day Course:**  
This course introduces the ethical practices needed during the procurement process. It empowers the learner with the ability to make distinctions between competing choices that face a procurement professional every day.

Being ethical is not always easy, but it is always important. The course focuses on discernment, discipline and effectiveness as vital elements of ethical decision-making.  
Instructor: Edward Pabor, CPPO, CDT, C.P.M., Springfield, OR

**Pre-registration is required for NIGP Courses.**

## NEW – Forum 2019 VCON NIGP Virtual Conference

## FORUM 2019



### NIGP VIRTUAL CONFERENCE

Bringing a Taste of Forum and Austin to You...Virtually  
**Monday, August 26 – Wednesday, August 28**  
6 Workshop Sessions and 6 Keynote Speakers LIVE  
Can't make it to Austin for Forum? No worries, we're bringing some of Forum's amazing workshop content and motivating keynote speakers to you LIVE from Austin! Real-Time Experience  
Join peers in real-time for an insider experience on all things public procurement. No travel, no hotel accommodations, no time away from the office. And at the end of the three-day event, you can earn 14 Contact Hours. Enjoy the energy and spontaneity of Forum in Austin.  
For more information and to register, visit [nigp.org/forum2019vcon](http://nigp.org/forum2019vcon)

### #NIGPForum2019

#### Facebook

[www.facebook.com/OfficialNIGP](http://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](http://www.twitter.com/OfficialNIGP)  
Event hashtag: #NIGPForum2019. 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 #NIGPForum2019.  
For more information or to register, visit [nigp.org/forum](http://nigp.org/forum).



# ***SAVE THE DATES!***



**INTERNATIONAL WIRELESS  
COMMUNICATIONS EXPO**

**MARCH 30-APRIL 3, 2020**

Conference: March 30-April 3, 2020

Exhibits: April 1-2, 2020

Las Vegas, NV



**IWCEEXPO.COM**



# EXHIBITORS SHOWCASE

## AEPA

### BOOTH # 1020

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

AEPA is a 28 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



## BIDS&TENDERS

### BOOTH # 1031

455 Phillip Street, Waterloo,  
ON N2L3X2  
519.884.3352

bids&tenders is an end-to-end digital procurement platform that was designed and built by public procurement professionals for public procurement professionals. From bid posting and management, to closing, evaluations, and award, to contract and supplier performance management, bids&tenders does it all. Available through NASPO ValuPoint and TIPS. Drop by our booth to learn how bids&tenders can transform your procurement process.



## GARLAND/DBS, INC.

### BOOTH #: 1315

www.garlandco.com

Contact: Frank Percaciante  
fpercaciante@garlandind.com  
3800 East 91 Street  
Cleveland, OH 44105  
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.



## GRASSHOPPER COMPANY

### BOOTH#: 1236

P O Box 637  
Moundridge, KS 67107  
(620) 345-8621  
fax: (620) 345-2301  
<http://www.grasshoppermower.com>  
Brent Dobson

Grasshopper Company offers a full line of FrontMount™ and MidMount™ Zero Turn Mowers, Implements and Accessories. Gas and diesel engine options, Side Discharge, Rear Discharge, Mulching and PowerVac Collection Systems. Plus a large selection of Implements for your Grounds Care needs.



Committed to the Cut.®

## GORDIAN

### BOOTH #1207

30 Patewood Drive Building 2,  
Suite 350 Greenville, SC 29615  
[Gordian.com/JOC](http://Gordian.com/JOC)  
Contact: Alyssa Chapman  
703.485.5439

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 RSMean 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.

**GORDIAN**®

## KEYSTONE PURCHASING NETWORK

### BOOTH # 1208

90 Lawton Lane  
Milton, PA 17847  
Phone: (888) 490-3182  
Fax: 570-524-5600  
Website: [www.theKPN.org](http://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.



# EXHIBITORS SHOWCASE

## LAND PRIDE

### BOOTH #: 509

PO Box 5060  
Salina, KS 67401  
785-823-3276  
www.landpride.com  
LPNationalAccounts@landpride.com  
Contact: Troy Olson

Salina, Kansas-based Land Pride is a company proud of our Midwestern roots. Land Pride, a Division of Great Plains Mfg., Inc., has been a leader in grounds maintenance equipment since our inception in 1986. Today, we are known not only as a leader in turf equipment, but also recognized across North America as a leader in tractor-mounted implements that include Rotary Tillers, Grooming Mowers, Overseeders, Rotary Cutters, Rear Blades, Landscape Rakes, Snow Blowers, and much more.



## NASPO VALUE POINT

### BOOTH #927

110 West Vine Street  
Suite 600  
Lexington, KY 040507  
859-514-9159 (Phone)  
859-618-6888 (Fax)

www.naspo.org  
www.naspovaluepoint.org

NASPO ValuePoint is a nonprofit association dedicated to advancing and supporting the profession of public procurement through leadership, excellence and integrity. NASPO ValuePoint is a nonprofit division of NASPO offering more than 60 national cooperative purchasing portfolios covering a wide range of goods and services. These competitively bid contracts are developed and administered by a multi-state sourcing team comprised of state government procurement professionals, and solicited and awarded by a Lead State, making ValuePoint unique among cooperatives.



## OFFICE DEPOT

### BOOTH # 1107

6600 North Military Trail  
Boca Raton, FL 33496  
Phone: 888.2.OFFICE  
(888-263-3423)

Company Contact:  
Nancy Davis  
National Program Manager  
602-317-5257  
nancy.davis@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 # 1219

816 Congress Ave.  
Suite 1400  
Austin, TX 78701  
info@periscopeholdings.com

(801) 765-9246

Driven by a purpose to eradicate waste and maximize the value of every dollar spent, Periscope Holdings creates solutions and delivers software that transforms the entire procurement process for both buyers and suppliers. From consulting and eProcurement to bid notification and 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.

**Periscope**  
HOLDINGS INC

## SOURCEWELL

### BOOTH# 807

202 12th St NE  
Staples, MN 56479  
877-585-9706

Sourcewell is a self-supporting government organization, partnering with education, government, and nonprofits to boost student and community success. We are driven by service and the ability to strategically reinvest in member communities. Created in 1978 as one of Minnesota's nine service cooperatives, we offer training and shared services to our central-Minnesota members. Our 50,000 members throughout North America use our cooperative purchasing program to buy from more than 325 government-sourced contracts.

**Sourcewell**  
Formerly NJPA

## THE TORO COMPANY

### BOOTH #806 & #1420

8111 Lyndale Ave. S.  
Bloomington, MN 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 \$2.6 billion in fiscal 2018, 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](http://www.toro.com).



## Going Dutch

> **R**ecently I spent some time in The Netherlands and found this European country to be most impressive. We were awestruck by the wonderful architecture we observed in both Utrecht and Amsterdam, and were simply amazed at the number of bicycles we saw. Having lived in Portland, Ore., for many years, I really thought the title of “Bike Capitol” belonged there. But after seeing thousands of two-wheelers in Holland, I might have to rethink that position.

We also experienced excellent food and drink, and had the privilege of meeting many wonderful people. The majority of the locals speak English and have a nice way of making U.S. visitors feel welcome. From the train station attendants to the restaurant workers, they all treated us like royalty; the only exception was the guy that yelled at me for being in his bike lane.

Alright, let’s get to the procurement stuff. I was thoroughly impressed with how the Dutch deal with the art of public procurement.

National legislation requires that all public entities engage in electronic bidding (or tendering). So even if an organization wanted to issue an ITB or RFP on paper, they would not be allowed to do so. Not only is this a highly sustainable practice, but it leverages leading procurement technology. One could argue that The Netherlands is leading the world in the area of electronic bidding.

Even if an organization wanted to issue an ITB or RFP on paper, they would not be allowed to do so. Not only is this a highly sustainable practice, but it leverages leading procurement technology.

Negometrix is a software company based in Utrecht that offers a robust solution for procurement and contract management. In fact, they have the largest market share of public entities in The Netherlands and provide services to over 350 procurement offices throughout the world. Several months ago I saw a system demonstration from Negometrix and was very impressed with its functionality.

In addition to the quality of its software offering, Negometrix delivers a collaborative approach to customer service that would be hard to top. Their support professionals are continually on the ready to support any need that a customer may have. In fact, the conference I spoke at when I was in The Netherlands was a day dedicated to Negometrix users. While I spoke on the state of public procurement in the US, other sessions included enhanced system capabilities being offered and customer case studies on best procurement practices.

As I have said in past columns, I consider myself extremely fortunate to be able to travel the world and talk about public procurement. I find that our NIGP member agencies have much in common with our international colleagues, and that we also have much to learn from them.

If someone were to ask for my advice on their public procurement practices, I might have to recommend, “Have you considered going Dutch?”



**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](mailto:darin@ucsc.edu)

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](http://americancityandcounty.com)

# THERE'S SOMETHING NEW TO SEE.

Periscope  
HOLDINGS INC

Introducing The Periscope Marketplace. One place for your buyers to shop publicly sourced contracts and open market catalogs efficiently and compliantly.

**See Marketplace Live at NIGP Forum  
Booth #1219**

BuySpeed™

BidSync™  
POWERED BY Periscope

NIGP  
POWERED BY Periscope Consulting

NIGP  
POWERED BY Periscope Code™

[WWW.PERISCOPEHOLDINGS.COM](http://WWW.PERISCOPEHOLDINGS.COM)