

75 YEARS OF NASPO





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A Message from the President

Dear Friends,

I have been honored to serve as the NASPO Board President during this year of celebration for NASPO's 75th Anniversary. The opportunity to look back, to reminisce on treasured memories, and to see how far the organization has come over the past 75 years reminds me of the true value of the organization and the members within.

NASPO has a rich history, from its founding in 1947 to today. We have grown so much and accomplished more than I believe the founders could ever have imagined. In the following pages, you will see just some of the milestone events and efforts that have moved NASPO and the procurement profession forward. You will see the evolution of an organization built to address a specific challenge to one that views and advocates the procurement profession as an integral piece of state government with the capacity and aptitude to lead.

Thank you to all who have contributed to our 75th anniversary celebrations this year. Your history IS our history, and we are excited to be able to share those memories. NASPO is its members. The stories shared here demonstrate how richly blessed we are by those who have chosen to be involved and serve with their time and talents.

Please enjoy your time with this book. It is my hope that it sparks more engagement and memories that you will share with NASPO as we continue to document the rich history of our organization. So, stay tuned and stay engaged! There is much more NASPO history to be written. It will be better and ever brighter with all of us helping to write it.

With sincere best wishes,

Delbert H. Singleton, Jr., Division Director, Division of Procurement Services, South Carolina, and 2022 NASPO Board President



A Message from the Chief Executive Officer

NASPO strives to be the Strategic Partner for Public Procurement Solutions. This vision is born from the importance of procurement to effective government and the foundation of 75 years of leadership from our members.

Throughout the organization's history, members have driven the goals and projects to push procurement and NASPO forward even when there wasn't much staff support in the early years. From state members organizing conferences to writing publications, members shouldered the responsibility of operations on top of their essential state functions.

In 2018, NASPO internalized all operations, and since then, our team has expanded from the initial leadership to include staff with specific procurement, research, contracting, instructional, and administrative experience. Our staff is committed to meeting members' needs and contributing to the procurement profession under the Board of Directors and member guidance.

I am honored to serve the members of NASPO and guide a staff committed to the same degree of excellence, leadership, and integrity. As we celebrate our past 75 years of accomplishments, we look forward to identifying new areas of growth and opportunities for procurement where NASPO can lead.

We celebrate our strong past while envisioning the future that we may all shape together in our pursuit of elevating the procurement profession.

Lindle Hatton, CEO NASPO

NASPO's Place in History

The first meeting of NASPO was held in Chicago, Illinois.
NASPO publishes the first edition of *Purchasing by the States*, a survey of state purchasing programs.



- United States postage stamp costs 3 cents.
- Jackie Robinson takes to the field for the Brooklyn Dodgers



- The World Health Organization is established.
- The Soviet Union begins a blockade of West Berlin.

NASPO adopts resolutions to urge Congress to revise the Surplus Property Act and encourage the donation of U.S. Department of Defense surplus property for educational purposes.



- George Orwell's book *1984* is published.
- The first Polaroid camera is sold for \$89.95.



Diner's Club issues the first credit cards, made with cardboard.



- Average wages per year were \$3,510.
- *I Love Lucy* premieres on CBS.



- The English version of Anne Frank's *The Diary of a Young Girl* is published.
- *The Today Show* premieres on NBC.



Our Beginning

The lobby of the Palmer House hotel sweeps epically upward to a vaulted ceiling with 21 Grecian frescoes, lit by 24-carat Tiffany candelabras and chandeliers. And in 1947, the lobby was the first stop in one of *the* places to gather in the city. Perhaps you came in off Monroe Street, entering the hotel through the hand-forged, gold filigree peacock doors, grateful for the warmth on a cold January night as you head up to your room. Perhaps you walked in from State Street, and you crossed the lobby to climb the stairs on your way to dinner and a show by Ella Fitzgerald or Frank Sinatra at the Empire Room. Or perhaps, with a group of gentlemen who had the same interests as you, you sat down in the lobby and crafted the beginnings of an organization that continues to thrive 75 years later.

The first conversations around an organization dedicated to public procurement began in 1944 with the signing of the Surplus War Property Disposal Act of 1944 by President Franklin D. Roosevelt. The Act provided for the disposal of government property built up to support the war effort to a state, political subdivision of a state, or a tax-supported organization. With almost \$90 billion of surplus war property available, including vehicles, hospital equipment, land, and other items,

state procurement officials were concerned that the property be distributed fairly among the states. Originally, states were included in the National Association of Public Purchasing Agencies (later named The National Institute of Governmental Purchasing). However, the membership and dues schedules adopted in 1944 implied that the association was primarily a local government organization.

With competition for war assets at both the state and local levels, states formally met in Chicago on January 31–February 1, 1947, to consider the question of creating an organization that would focus on state procurement only, what would be called the National Association of State Procurement Officials (NASPO). Leading the charge to formally organize was George Cronin, the State Purchasing Agent for the Commonwealth of Massachusetts. In recognition of his leadership on the issue, Cronin was elected the first President of NASPO. The rest of the men who had a hand in forming NASPO have been lost to history, but the legacy they created remains strong and continues to thrive even 75 years later.



GEORGE J. CRONIN
MASSACHUSETTS
1947-48

George J. Cronin was born on January 15, 1886. After high school, he took a procurement and disbursement position in the Navy. He became adept at Navy purchasing and held the position for 12 years. In 1905 he joined the Massachusetts State Militia as a second lieutenant. Cronin remained in military service until 1919 when he retired as a Major. He served both stateside and in France during WWI, including action in Chateau-Thierry and the Argonne Forest. After leaving military service, Cronin served as the purchasing agent for the Fore River Ship Building Company and the Gillette Safety Razor Company.

In 1920 Cronin became Superintendent of Supplies for the City of Boston, and he was named Deputy Purchasing Agent to the newly created State Purchasing Department of Massachusetts in 1923. He devoted himself to organizing and outfitting the fledgling department and was soon appointed State Purchasing Agent in 1925, where, under his direction, the department expanded in size and importance. Cronin served under 12 governors (11 terms) of both political parties until his retirement. He was considered a man of outstanding integrity who pioneered in the governmental purchasing field.



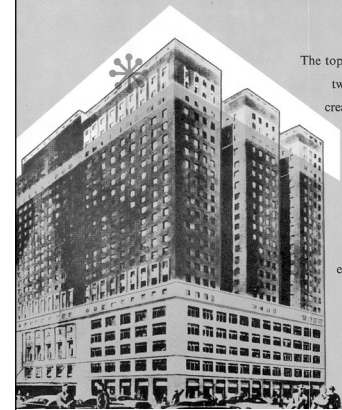
A FOUNDER'S STORY



THE MOST UNIQUE IDEA IN
THE HISTORY OF HOTEL-KEEPING . . .

* TWO COMPLETE FLOORS DEVOTED TO THOSE WHO SEEK
THE ULTIMATE IN EXCLUSIVENESS, PRIVACY AND ELEGANCE

Palmer House Towers



The top two floors (twenty-second and twenty-third) of the Palmer House have been created for those who seek the very finest hotel accommodations. Here, in a world all its own, are two hundred and seventy rooms and suites with services, luxuries and an atmosphere unequalled in Chicago, or perhaps the entire world. Palmer House Towers is especially dedicated to a discerning clientele, who will recognize immediately that high above the heart of Chicago is an exclusive haven for guests who can be satisfied with nothing less than the finest.

NASPO's Place in History



- Scientists announce the discovery of the double-helix structure of DNA.
- The Korean War ends when an armistice is concluded at Panmunjom.

Field trials of Jonas Salk's polio vaccine begin with over 1.3 million children.



Ellis Island closes as a point of immigration.

NASPO produces *Principles and Best Practices in State Purchasing*, a resolution opposing in-state preference laws as an impediment to competition.



- *The Mickey Mouse Club* debuts on ABC, and Disneyland opens in California.
- Rosa Parks is arrested after refusing to give up her bus seat in Montgomery, Alabama.

President Dwight D. Eisenhower signs the Federal-Aid Highway Act into law, authorizing the creation of over 41,000 miles of highways across the United States.



IBM releases the first computer with a hard drive, the IBM 305 RAMAC.



George Cronin, the first president of NASPO, retires.

- *American Bandstand* premieres on ABC.
- Toyota starts selling cars in the United States.

The National Aeronautics and Space Administration (NASA) is established.



Sir Edmund Hillary reaches the South Pole.

NASPO issues a resolution opposing "fair trade" laws.



Transition to Internal Management

Since NASPO's founding in 1947, the organization had been guided by volunteers with minimal staff assistance through its affiliation with the Council of State Governments (CSG), and then from 1994, with administrative services provided by an association management firm, Spieler Group, Inc. (eventually bought out by AMR Management Services).

In 2017, the NASPO Board decided that it was time for the association to operate independently with fully dedicated staff. It became clear that there was a great need for professional development geared directly toward procurement staff that an association management firm could not create. The time had come to build a professional team with specific procurement content knowledge that could be funneled into member products and services.

With the creation of Procurement U in 2014 and the inaugural Academic Forum taking place in the spring of 2017, the first position hired for NASPO was the Chief Learning Officer. Dianne Lancaster, former Oregon Chief Procurement Officer and 2009–10 NASPO President, was hired and immediately focused on content creation, methods,

and budgeting for deliverables. She also began building an Academic Partner program that could bring academics and state procurement leaders together to discuss issues in public procurement, including the recruitment and retention of talent to state procurement.

Within six months of Lancaster's hiring, the Board hired additional leadership to fill the roles of Chief Executive Officer (CEO), Chief Administrative Officer (CAO), and Chief Conferences & Events Officer (CCEO).

Lindle Hatton, Ph.D. (CEO), had served as a consultant for NASPO under AMR Management Services. His background and familiarity with NASPO allowed him to quickly settle into the position and guide the organization through the transition and exponential growth that was to come.

Jennifer Salts (CAO) came to NASPO from the State of Utah, where she had served as the Deputy Director of Utah's Division of Purchasing, bringing strategic and organizational operations, procurement, and professional training experience.

Susan Gonzalez (CCEO) had previously served as a Senior Director for Sacramento

State's College of Continuing Education. With a specialization in conferences and training, she was prepared to lead (and expand) NASPO's meetings and events.

In the five years since the transition to internal management, NASPO has continued to grow. With over 60 employees in 2022, NASPO has transitioned to a fully independent, dedicated staff with association management and procurement expertise. The staff actively engages with the association's 2,500 members, over 10,000 Procurement U users, nine strategic partners, and countless other individuals who access our publications and webinars. The organization constantly moves forward with new products and services and strives to be the states' strategic partner for public procurement solutions.





A CONVERSATION WITH: **Dianne Lancaster**, NASPO Chief Learning Officer, 2017–2020

You were hired as the first full-time employee of NASPO. What drew you to the position and the work required to internalize operations?

What an honor it was to be selected in 2017 as the first NASPO employee—Chief Learning Officer! This was the first position NASPO filled in its strategic plan to become a premier learning organization. After many years of development, the Board of Directors believed it was time to launch a full professional program for members. The position was publicly announced, and I was drawn to apply because of my many years as a volunteer in the organization as well as my decades of experience in managing public procurement as the CPO of Oregon. I was so excited when I got the job. It was an amazing opportunity to help build learning programs from the ground up!

Shortly after I was hired, the Board selected Dr. Lindle Hatton to be the first independent NASPO Chief Executive Officer. Dr. Hatton brought strategic management experience and a deep knowledge of modern organizational issues and challenges. Together with other key NASPO leaders at the time, we recruited and hired an amazing group of professional staff during the 2017–2018 timeframe.

What is the value of an organization like NASPO for state procurement staff?

The best advice I can give to any public procurement employee is to offer help through volunteer contributions. Procurement U and all of the learning offerings depend on the help of subject matter experts in the fieldwork of public procurement. One outstanding example of this volunteer work is the NASPO flagship publication, *State and Local Government Procurement, A Practical Guide*. More than 30 NASPO volunteers helped with reviewing and updating work necessary for the 2019 edition. Every event and conference needs volunteers to be on current-topic panels. And there are numerous planning committees necessary to plan and produce timely content and engaging activities for each event and conference throughout the year. So I urge all NASPO members and affiliates to get involved in supporting this fine organization. Involvement brings professional reward to the individual and enables NASPO to keep putting forward top-quality programs.

What is your proudest moment during your time on the NASPO staff? What do you see as your legacy?

Without question, my proudest moment with staff was the successful 2018 Marketing to the States Conference (now known as NASPO Exchange). As most of the new NASPO staff came on board in the winter of 2017–2018, we all scrambled to put on our first independent conference as a team. It was hard work, and we were all quite nervous, but the conference participant feedback was excellent. We knew the value of our teamwork then. The staff work just poured forth after that first success:

- Full deployment of the Procurement U learning management system
- Full achievement of academic relationship agreements with colleges and universities in each NASPO region
- A broad online curriculum of professional topics
- Research and development on a variety of critical topics
- Regional and National Conferences focused on all professional levels
- Development of the State Training Coordinators Conference
- Expansion of the Law Institute Conference
- National credentialing for the Procurement U programs through IACET
- Leadership Development Workshop in partnership with MSU
- COVID Pandemic supports—a variety of helping tools, conversation and research
- And more. . .

Where do you see NASPO going, or where do you hope to see it go in the next ten years?

I retired in December 2020, just as the COVID pandemic was shattering all normalcy for state and local procurement officers. One of my last projects was supporting an academic research project to interview every state's procurement leaders. The goal was to gain information, knowledge, and understanding of the huge changes everyone was experiencing in providing the goods and services critical to serve state and local needs.

As I try to look into the crystal ball for the future, it's clear that NASPO will continue to be a necessary support network for state and local government procurement professionals. NASPO has many strengths and abilities. Government work has changed dramatically in the last couple of years. Individuals capable of responding, adapting, and flourishing in the dynamic government and business sector must have many skills and abilities. Among these is the ability to collaborate and coordinate between government asset or mission groups within the procurement officer's jurisdiction and beyond it.

I am proud to have been a part of the burst of change and growth NASPO and NASPO ValuePoint have achieved in the past few years. I am confident that NASPO will continue its drive for excellence in the field of state public procurement.

NASPO's Place in History



- Hawaii becomes the 50th state.
- The average cost of a new car is \$2,200.

The United States announces it will send 3,500 American soldiers to Vietnam.

The Civil Rights Act of 1960 is signed into law to deal primarily with voter disenfranchisement.



NASPO urges automakers to design vehicles allowing officers in uniform sufficient room to be properly attired, i.e., wear their hats.



- Construction of the Berlin Wall begins.
- The United States Peace Corps and the World Wildlife Fund are established.

NASPO holds its annual meeting in San Francisco, the first meeting held on the West Coast.



NASPO resolved to oppose a Federal Meat Inspection Regulation allowing for the addition of 10% water to smoked hams. Copies of the resolution are provided to the Secretary of Agriculture.

A joint venture by the Antitrust Committee, the National Association of Attorneys General, and NASPO produces the *Handbook for State Procurement Officials on Impediments to Competitive Bidding: How to Detect and Combat Them*.



A NASPO resolution results in the creation of Federal Surplus Property programs in most states.

Martin Luther King, Jr. receives the Nobel Peace Prize.

Nelson Mandela is sentenced to life in prison in South Africa.





Cooperative Contracting & NASPO ValuePoint

WESTERN STATES CONTRACTING ALLIANCE (WSCA)

As early as 1973, NASPO began discussing and supporting the concept of cooperative purchasing, which would allow states to share term contracts with other states and with local governments, leveraging their combined purchasing power for common goods. Discussions continued; however, no formal solutions were proposed or adopted.

By the 1992 Annual Conference, the desire for cooperative contracting had increased, and multiple western and midwestern states created an informal agreement, founding the Western States Contracting Alliance (WSCA). Pioneering the cooperative purchasing space, their mission was “to implement multi-state contracting where appropriate to achieve cost-effective and efficient acquisition of quality products and services through the standardization of specifications and/or the aggregation of like business and technical requirements to achieve more advantageous pricing or other terms.”

The first WSCA cooperative procurement was for recycled paper, establishing its long history of environmental considerations in

procurement. Early successes included the Computer and Wireless portfolios, both led by New Mexico as part of the WSCA organization.

THE EVOLUTION TO NASPO VALUEPOINT

As WSCA grew, so did interest from other regions of the United States, and in 2006 a multi-state Cooperative Purchasing Committee, the NASPO Cooperative, was established to support cooperative procurement throughout all four regions of the country.

For the next decade, WSCA proceeded to evolve, at times known by multiple names, such as “WSCA/NASPO,” to keep the brand recognition of WSCA, while also recognizing the nationwide reach of the cooperative alliance.

In 2013, as WSCA became more successful and cooperative efforts grew, NASPO consolidated its two cooperatives to meet the increasing needs for resource assistance among states nationally. The single member, non-profit, limited liability company was



“[WSCA] learned, and they learned, and they learned with each contract they issued. And each contract, quite frankly, became better and better. And after about ten years, when I joined the organization, WSCA contracts were used all across the country by states, cities, counties, higher education, public education, service districts...and we were saving our states millions of dollars through volume discount pricing.”

—Kent Beers

named the NASPO ValuePoint Cooperative Purchasing Organization.

NASPO officially established NASPO ValuePoint as the cooperative purchasing arm of, and a division under NASPO beginning in 2019. At any given time, the cooperative has at least 60 portfolios and over 400 individual Master Agreements with common offerings such as auto parts, body armor, copiers, software, MRO, equipment rental, cloud, and mailing equipment, as well as state-specific solutions such as MMIS. ValuePoint contracts are available to all 50 states, the District of Columbia, the US territories, all local public entities throughout the country, as well as many non-profits.

Beginning in 2007, a written policy was approved to guide investments of the WSCA/ ValuePoint administrative fees. This reinvestment supports NASPO programming, products, and services for members.

WHAT SETS VALUEPOINT APART FROM OTHER COOPERATIVES

NASPO ValuePoint approaches cooperative procurement using a Lead State Model™. Solicitations and Master Agreements

are developed in accordance with NASPO ValuePoint templates and best practices, as well as the Lead State’s rules and statutes, in coordination with a multi-state Sourcing Team™. This approach ensures the integrity of the procurement process, as well as favorable terms and competitive pricing for all public entities utilizing ValuePoint Master Agreements.





A CONVERSATION WITH: **Doug Richins**, NASPO President, 1995

You were one of the founding members of the Western States Contracting Alliance (WSCA). How did you become interested in cooperative contracting?

I was working for the Davis School District in Utah. I was asked to be the purchasing director for the school district of about 40,000 students. During that time, a legislative audit was happening in Utah. It was critical of school districts that were not working together. The audit suggested that by school districts working together, greater efficiencies could happen, including purchasing efficiencies.

Because of that, my school district became very involved, and I, as purchasing director, got very involved in working together with other school districts to work cooperatively together. That started my venture in cooperative purchasing.

Can you talk about the foundation of WSCA? How did the cooperative come to life?

During a conference in Asheville, North Carolina, we talked about . . . and shared the challenges we [the smaller western states] were having with staffing, the challenges we were having with really being able to develop effective contracts individually on our own—because we were smaller states, and not having significant purchasing leverage.

We talked about reasons it may make sense to try to work together to see if that couldn't be something we could join together.

Cooperative purchasing wasn't happening, so this was kind of a new idea. The idea was frankly quite radical.

As WSCA grew nationally, it changed names. How was NASPO ValuePoint selected?

During the transition period, we utilized the name "WSCA/NASPO," so that we could make sure all suppliers and all of those thousands of entities using the contract understood this organization was state procurement, and it is WSCA—these are WSCA contracts. But we realized eventually we would lose the WSCA name because we wanted to have more of a national impact. Then, we went through a process to determine what we wanted to call this.

As we went through many iterations and many discussions, we settled on really what we're pointing towards: we're helping states achieve and direct the best value. So, we came up with the name "NASPO ValuePoint." And I think it's both a good name, but it also signifies exactly what those cooperative contracts are doing for the state, providing them the very best value and pointing them to the best value contracts.

NASPO's Place in History



- The Voting Rights Act, guaranteeing African Americans the right to vote, becomes law.
- The popular soap opera *Days of Our Lives* premieres.

Ronald Reagan is elected the governor of California.



The United States population exceeds 195 million.

The Inspection Manual reproduces the forms and manuals of the Connecticut Purchasing Division, Department of Finance and Control. Similar publications give national coverage to individual state programs so that members can draw upon states' experiences.



- Thurgood Marshall becomes the first Black justice on the United State Supreme Court.
- The Beatles release *Sgt. Pepper's Lonely Hearts Club Band*.

Dr. Martin Luther King, Jr. and Robert F. Kennedy are assassinated.



The first Big Mac goes on sale at McDonald's for 49 cents.

A NASPO resolution directs the Executive Committee to consider participation in NASPO by Canadian provincial purchasing officials.



NASPO contracts with George W. Jennings of Virginia Commonwealth University to write *State Purchasing: The Essentials of Modern Service for Modern Government*.

The U.S. Environmental Protection Agency (EPA) begins operation.



An issue of *Sports Illustrated* costs 15 cents.

The first Cronin Club Luncheon is held at the NASPO Annual Conference. The Cronin Club evolved from an idea presented by John Dyer of Maine to form an organization of past presidents and name it after George Cronin.

Publications

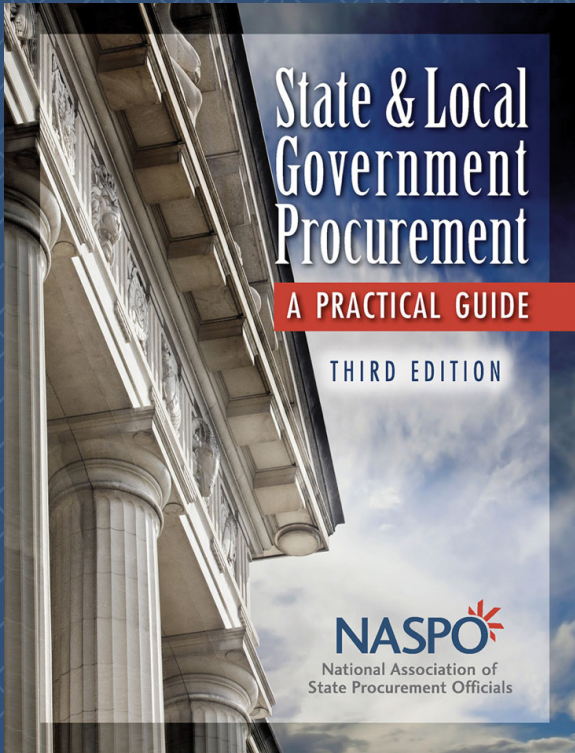
NASPO set a standard of high-quality, data-driven, future-focused publications early on—with the first edition of *Purchasing by the States* in 1947, less than ten months after the organization’s founding. As with much of its subsequent work, NASPO’s early publications were based on information gathered from members and focused on understanding and building upon best practices identified in each state. Identifying how states are similar or different in their procedures, processes, and statutes helps NASPO provide outstanding educational resources for procurement professionals and remain on the cutting edge of developing and disseminating procurement best practices on a national level.

NASPO publications have grown since 1947 to include agreements, guides, and solutions related to every aspect of state procurement, including coordination with other levels of state government, particular industries, and the federal government. Procurement professionals are asked to collaborate with and work on a variety of projects and task forces, and NASPO publications like *State and Local Government Purchasing* (1975), *Data Sources Directory for Purchasing Officials* (1995), and *Effective Communication Between State Procurement and Industry* (2012) have proven to be invaluable resources.

Our publications effectively consolidate and interpret the experiences and knowledge we gather from our members; because of this, procurement professionals can look to NASPO publications as resources to aid them in doing their jobs. They don’t have to be experts about everything because they have access to information gathered from experts.

For members, NASPO publications represent an opportunity to learn and grow as procurement professionals. Publications are accessible to everyone: from the Chief Procurement Officer to their newest hire and anyone interested in the profession. In a field with varying levels of expertise, NASPO’s publications meet the needs of procurement staff whether they are at the beginning of their career or have spent decades in service. We strive for our publications to be easy to understand and provide detailed information and solutions.

Our publications represent the best practices for everything from cooperative purchasing to IT procurement to staff retention—all the issues and problems our members are asked to address. Procurement is a dynamic profession, and NASPO is proud that our publications prove it.





Significant NASPO Publications

1947

Purchasing by the States

A survey of state purchasing programs to understand state statutes, policies, and procedures.

1967

The Inspection Manual

Reproducing the forms and manuals of the Connecticut Purchasing Division, Department of Finance and Control, publications like *The Inspection Manual* gave national exposure to state programs so others could learn from them.

1969

State Purchasing: The Essentials of a Modern Service for Modern Government

An ad hoc NASPO Research Committee assisted Professor George W. Jennings of Virginia Commonwealth University, who had been contracted as the author. Ultimately the committee assumed responsibility for revising and completing the manuscript. *State Purchasing* filled a void in procurement literature.

1975

State and Local Government Purchasing

Published after three years of detailed inquiry and evaluation of the data, *State and Local Government Purchasing* offered the first comprehensive research on the acquisition of goods and services by states and local jurisdictions.

1985

State and Local Government Purchasing, 2nd. Ed.

Updating information from the first edition, the second edition of *State and Local Government Purchasing* expanded its subject matter and included trends requiring response from state and local public purchasing including professional certification, federal policy for state and local government to finance and administer previously federally handled programs, and the *Model Procurement Code for State and Local Governments*.

1995

Buying Smart: State Procurement Reform Saves Millions

The report, published jointly by NASPO and the National Association of State Information Resource Executives (NASIRE), with contributions from the Information Technology Association of America (ITAA), highlighted information technology procurement problems, proposed solutions, best practices, and sample legislation.

2010

*The Patient Protection and Affordable Care Act (ACA)—
Implications for State Procurement Officials*

NASPO published a white paper to examine the role of health benefit exchanges, options for states in creating them, and the implications for state procurement officials and activities.

2013

*Enterprise Resource Planning (ERP) and eProcurement
Systems*

The research paper highlighted state practices as well as key elements and functionalities of eProcurement.

2014

State Green Purchasing Profiles

The Green Purchasing Committee developed the publication to assist states in comparing green contracts, statutes, staff allocations, organizational structures, and other key information.

2015

Tales from the Trenches: Evolution of Strategic Sourcing

Under the guidance of the Emerging Issues Committee, the research paper addressed definitions and common misconceptions on how strategic sourcing differed from traditional procurement and where it could add value.

2016

Considerations for Public-Private Partnerships

Jointly published by NASPO, the National Association of State Facilities Administrators (NASFA), the National Association of State Chief Administrators (NASCA), and *Governing Magazine*, the publication highlighted how different government entities can work together to develop successful public-private partnerships.

*Critical Success and Key Performance Indicators for State
Central Procurement Offices*

This resource included four critical success areas and key performance indicators that the state central procurement organizations should focus on to be successful.

2017

Tech-Next Series

NASPO's research team released the first installment in a series on procuring emerging technologies.

2018

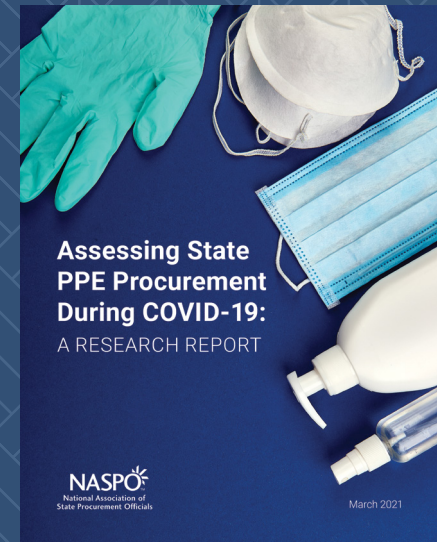
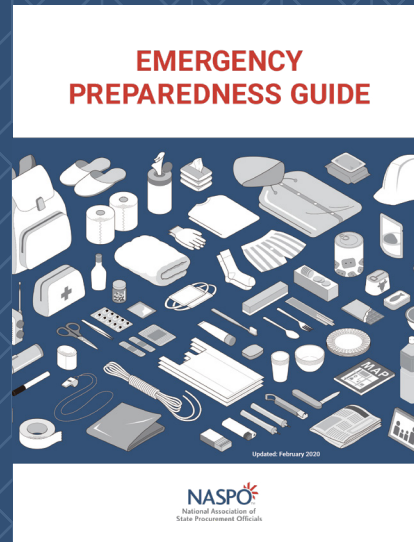
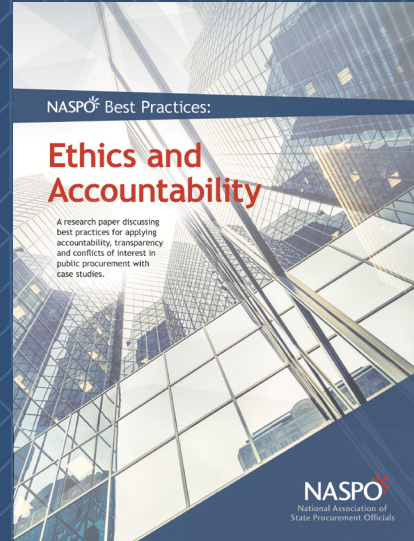
NASPO Best Practices: Ethics and Accountability

Using case studies, the research paper discussed best practices for accountability, transparency, and conflict of interest in public procurement.

2021

Assessing State PPE Procurement During COVID-19: A Research Report

Drawing on over 100 hours of interviews, NASPO and academic researchers published a look at procurement during the pandemic and lessons learned for organizational preparedness.





A CONVERSATION WITH: **Delbert H. Singleton, Jr.**, Division Director, Division of Procurement Services, South Carolina, and 2022 NASPO Board President

What do you recall about your first NASPO conference?

One of the very first NASPO events I remember attending outside of my home state of South Carolina was in the state of Arkansas. Jane Benton was the host that year, and Jane introduced me to candied bacon. That was one of the things that just made me feel welcomed. I went over on it so much that she went out and got the recipe for me, and I knew I had found a friend in Jane. It's just little side stories like that—a number of people who went out of their way to invite me into the circle.

If you had to describe the value of NASPO in one word or phrase, what would it be?

Uniquely collaborative.

What have the connections you've made through NASPO meant for your career and the profession in South Carolina?

The connections have been invaluable. The ability to have near-immediate access to some of the brightest and best procurement professionals in the country has allowed our team in South Carolina the opportunity to enhance our staff development, customer service, and

best practices. Knowing that we can reach out to our colleagues across the country gives added assurance that the chances are that someone else has built, or started to build, a solution to some current challenge like eProcurement, staff development/retention, contract administration, etc.

Where do you see NASPO and procurement in the next five or ten years?

The possibilities for procurement over the next five years, ten years—the sky is the limit! We have great opportunities that abound in our profession each and every day. I see it in my state, in South Carolina, at the end of every legislative session. Inevitably, there is some new initiative, some new project, procurement is tasked to do. And that's because I believe people recognize not only the professionalism with which we handle ourselves, but the ability, the skill, and the knowledge to be able to tap into the resources to deliver those services that have been mandated to meet the needs of our citizens.

NASPO's Place in History

A NASPO resolution invites Canadian province officials to become associate members.



- The *New York Times* begins to publish sections of the “Pentagon Papers” on June 13.
- The voting age in the United States is lowered to 18 years old.

President Richard Nixon visits China.



American swimmer Mark Spitz wins a record 7 gold medals in the Munich Summer Olympics.

NASPO begins discussing and supporting the concept of cooperative purchasing, which would allow states to share term contracts with other states and local governments.



- Secretariat becomes the first horse in 25 years to capture the Triple Crown.
- A gallon of gas costs 40 cents.

Richard Nixon becomes the first U.S. President to resign.



Stephen King publishes his first novel, *Carrie*.

The first edition of *State and Local Government Purchasing* is published, offering the first comprehensive research on the acquisition of goods and services by state and local jurisdictions.



- The Vietnam War ends as Communist forces take Saigon, and South Vietnam surrenders.
- *Jaws* is released, and Betamax and VHS video systems enter the market.

The Apple Computer Company is formed by Steve Jobs and Steve Wozniak.



NASA unveils the first space shuttle, Enterprise.

NASPO petitions Congress to amend laws pertaining to indirect purchases recovering damages from antitrust violators as part of the Illinois Brick decision by the U.S. Supreme Court.



Conferences & Events

From the first formal meeting in 1947 to today, NASPO conferences and events have served as a way for members to come together to conduct business, discuss challenges and best practices, and celebrate achievements in public procurement. Through the years, NASPO's conferences and events have evolved to meet our members' changing needs and goals.

A CONFERENCE TO GUIDE AN ORGANIZATION

The Annual Conference, NASPO's longest-running event, has played a vital role in creating and guiding an enduring organization. During the early years, the conference served as a way for NASPO to establish its identity with discussions centered around promoting best principles and practices for public purchasing. With a path paved forward, the 1960s brought agendas addressing various timely topics and presentations, including expertise from trusted, outside organizations. Through the years, NASPO primary members have convened at the Annual Conference to learn from one another and participate in business meetings to vote on critical organizational matters, such as incoming NASPO Leadership.

EVENTS BROUGHT TO YOU BY . . .

Up until the 1980s, states wishing to host an Annual Conference were required to send a formal letter through their governor's office to the NASPO Board at least two years in advance. Semi-annual Board meetings allowed the NASPO Board to review presentations. Once selected, the host state was responsible for securing funds for the meeting and executing event logistics such as arranging meeting spaces and supplies, hosting a hospitality room, and planning outings for attendees. State responsibilities later eased in 1985 when NASPO formally contracted administrative support for annual meetings through the Council of State Governments (CSG), with event planning internalized when NASPO became independent in 2017.

A conferences and events team took over the hotel contracting, event logistics, and the attendee experience, providing professional conference experiences.





SUPPORTING SUPPLIER AND STATE RELATIONS

The introduction of the How to Market to State Governments Meeting in the late 1980s offered a unique opportunity for suppliers from various industries to connect with state governments. Known today as the NASPO Exchange, the conference continues to provide educational sessions, “speed-dating-style” One-on-One appointments, and networking opportunities to help foster business relationships that support efficient, transparent, and fair procurements.

NASPO'S CONFERENCE SCHEDULE EXPANDS

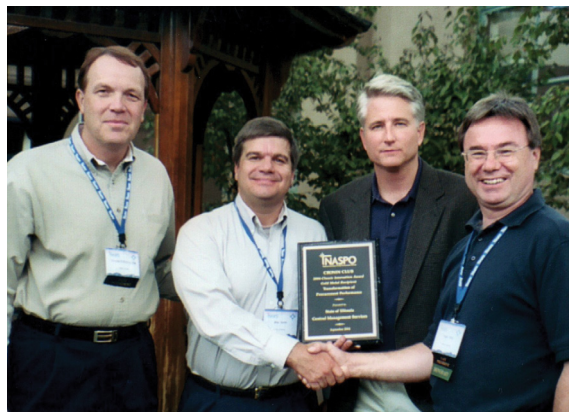
NASPO expanded conference offerings to support a more extensive range of members and increase learning opportunities for front-line state procurement staff. Regional Conferences gave state staff the ability to gather with peers from their region to share practical solutions, innovative approaches, and best practices for state procurement.

In 2018, NASPO hosted the first Regional Education and Connection Hub (REACH) conference. The event aims to enhance the member experience by leveraging the collective expertise of state staff from all four regions in one location. Given the enthusiasm for this inter-regional event, in 2022, NASPO decided to make REACH an annual event, replacing the four regional conferences.

The 2010s also introduced events tailored to the unique roles and partnerships that support state procurement:

- The NASPO Law Institute aims to further knowledge of legal issues involved in procurement and foster a community of interest among government attorneys representing NASPO's membership.

- The Procurement U State Training Coordinators Conference promotes state-based training initiatives, shares best practices, and equips state procurement training coordinators with tools and resources to support procurement into the future.
- The Academic Forum brings together academic partners and state procurement leaders to discuss common challenges faced in attracting and retaining qualified talent in the profession of state procurement.
- The NASPO ValuePoint Contract Leads Conference brings together NASPO ValuePoint Contract Leads and NASPO ValuePoint staff for professional development training focused on leading NASPO ValuePoint contracts.



02 Feb 22
 To Whom it may concern:
 Hosting a NASPO Conference in the 1970's & 1980's was much different from today.
 A state wishing to host was expected to get gubernatorial approval & forward letters to the NASPO Board--at least 2 years in advance.
 The Board heard presentation during semi-annual Board meetings to select the host state.
 The State was expected to secure funds to operate the conference--a line item in the Purchasing budget.
 The Des Moines Conference cost between \$25,000 & \$30,000. Registration fees were around \$500 per person. I received my entire salary to add to the revenue.
 The host staff did all of the preparation work. Ordering supplies, arranging the meeting space, hosts the hospitality room, arranging seats for speakers & major outings for the entire group.

Our piece de resistance was a night at the Iowa State Fair with BBQ, square dancing & Hay Ride.
 The Cardiac attendee was Gene Giam. He brought his wife. They had never been to the Midwest and were gracious in their thanks for the hospitality.
 The 2 Council of State Government staff Darrell Perry & Joan Menton, were 1/2 time support of NASPO. They arranged for the state floors to be shipped to the host site. The host had to ship them back after the event. They oversee budget, registration and minutes for the meeting.

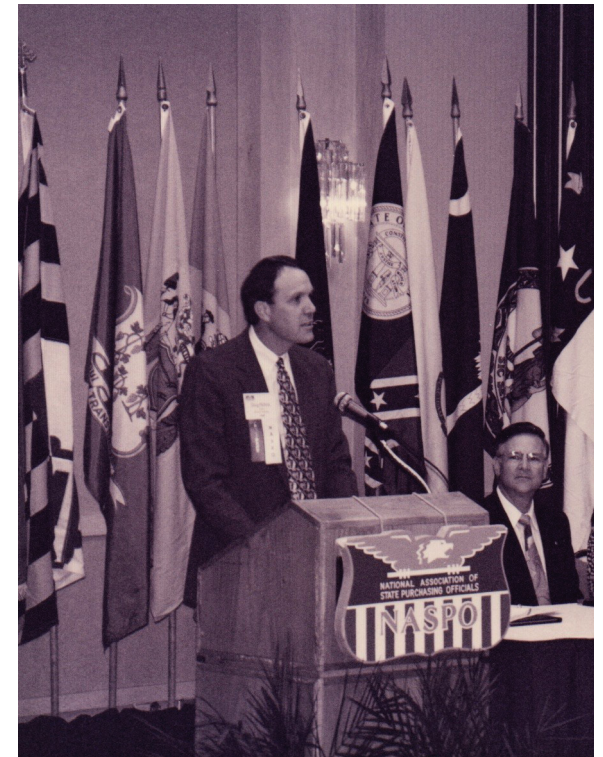


COVID-19 AND THE PIVOT TO VIRTUAL EVENTS

On March 11, 2020, the World Health Organization declared COVID-19 a global pandemic. With the conference opening session scheduled just two weeks after the pandemic declaration, NASPO canceled the 2020 Exchange. However, the need for members to come together and learn from one another was vital as they faced unprecedented procurements and supply chain challenges.

Initially scheduled for Cleveland, Ohio, the 2020 REACH Conference pivoted quickly to a virtual format. Chief Conferences and Events Officer Susan Gonzalez said, “The most challenging part was learning how to take the format of an in-person event and translate that to a virtual event with the same level of engagement, connectivity, and concentration.” Through carefully curated agendas, an engaging virtual platform, and a partnership with a Kentucky-based video production company, NASPO continued its delivery of high-quality conferences. From July 2020 to July 2021, NASPO produced five virtual events: REACH, Annual Conference, Law Institute, Exchange, and a second virtual REACH. With rave reviews across the board, it was clear that NASPO mastered the

art of virtual conferences. But there was one key element that a virtual platform could not replicate—the genuine connection felt at an in-person event.







“What is different about NASPO events is that they follow a very collaborative model. Each event is a NASPO-wide event in that everybody has a stake in it. The professional development team are our content experts. Communication manages outreach and event branding. Our ValuePoint colleagues highlight the benefits and opportunities of cooperative contracts. The technology team provides us with planning tools and on-site speaker and audio-visual assistance. The finance team processes professional development funds, handles travel reimbursements, and manages account receivables and payables. Finally, our members elevate the event by sharing best practices that work in their state.”

—Susan Gonzalez,
Chief Conferences and Events Officer, NASPO



A COLLABORATIVE
EVENT MODEL



THE NATIONAL ASSOCIATION OF STATE PURCHASING OFFICIALS

An Affiliate of The Council of State Governments

P. O. Box 11910

Lexington, Kentucky 40578

(606) 252-2291



RESOLUTION OF APPRECIATION TO HOST STATE

Adopted at the 37th Annual Conference
of the

THE NATIONAL ASSOCIATION OF STATE PURCHASING OFFICIALS

WHEREAS, the State of Iowa has been greatly enjoyed by all in attendance at the 37th Annual National Association of State Purchasing Officials Conference,

NOW, THEREFORE, BE IT RESOLVED, that the National Association of State Purchasing Officials membership extends its sincere thanks and deep appreciation to Host Chairman Jack T. Pitzer and to the entire staff of the Division of Purchasing for their efforts and their gracious hospitality in making our visit an enjoyable and profitable experience.

AND BE IT RESOLVED that appreciation is extended to the State of Iowa Divisions of Communications, General Administration, Surplus Property, Buildings and Grounds, Printing, Iowa State Industries, State Vehicle Dispatcher, and Industrial Development Commission.

BE IT FURTHER RESOLVED that the National Association of State Purchasing Officials membership extends special thanks to the Honorable Robert Ray, Governor of Iowa, the Honorable Terry Branstad, Lieutenant Governor of Iowa, and Mr. Stanley McCausland, Director, Department of General Services for their efforts in making this a successful conference.



RETURNING TO IN-PERSON EVENTS

The return to in-person events, while welcomed by most, was a road that required careful navigation. NASPO sent surveys to members gauging their ability and comfort level to participate at an in-person conference. When in-person events were possible, clear communication about hotel safety protocols and PPE offerings was critical. Additionally, NASPO provided COVID-19 test kits to attendees who wanted them. Through these efforts, NASPO safely brought members back together for the first time in over a year for the 2021 Annual Conference in Austin, Texas.



A CONVERSATION WITH: **Ellen Phillips**, NASPO President, 2005–2006

What was the first conference you attended? Do you have any specific memories from that or other events?

I don't remember the first conference I attended, but I do remember hosting the NASPO Eastern Regional Conference in Hyannis, Massachusetts (Cape Cod) in 2004. The conference was very successful, but the highlight for most folks was the opportunity to spend time at the Cape, and for NASPO staff Lee Ann Pope and Michelle Sisler, it was their first time seeing an ocean. (If you look into the NASPO archives, you'll see a photo of Michelle and me walking in the ocean. Lee Ann wanted nothing to do with it, but they did collect sea shells.) Overall it was a great conference, and we all walked away a little wiser and were tasked with taking back the information to our prospective states and incorporating some of the ideas into our everyday processes.

While active in NASPO, there were several outstanding memories, but one that stands out for me more than others is when I was Chairperson of the Marketing to State Governments Meeting in 2002 and the Keynote Speaker was Ann Richards, former Governor of the state of Texas. She was known for being outspoken, witty, and very charming. Some of her notable comments were from the Democratic National Convention in 1988 where she framed the phrase: "Ginger Rogers did everything Fred Astaire did. She just did it backwards and in high heels!"

It was an honor to have her speak at our conference; she was well received by the attendees, and it was one of the most memorable Marketing Meetings NASPO put on throughout its many years.

Can you describe what being elected as the first African American NASPO President meant to you and what it means for NASPO's history?

It is true that I was the first African American President elected to NASPO in 2005, and as I recall, I was ecstatic to be nominated and being elected was a major highlight in my career. It was one of the highest achievements of my life and a milestone in my professional career that I will never forget.

NASPO is an organization that will always be of the utmost importance to me as I look back at my professional career in state procurement. To be elected by my peers and respected as someone who could lead a national organization is beyond words. Being the first African American to be elected is a fête, but as I look back at that time and acknowledgment, I didn't consider my nationality as a significant role in my election as much as my experience with the procurement process, involvement with NASPO, and my qualifications as a leader in the industry as a whole.

What were some of the more significant issues or projects that NASPO faced during your time as president?

The Emerging Issues Committee worked with the eProcurement Work Group to gather data for the eProcurement Research Paper. This paper highlighted existing systems, state practices, key elements and functionalities, as well as pros and cons of how states approached and implemented ERP systems.

This committee also looked at (1) bid protests, (2) recruitment and retention of procurement professionals, (3) sole source procurements, (4) small and minority business opportunities, (5) performance-based contracting, (6) cost-saving measures, and (7) key performance indicators.

There were also sub-groups established as a result of this committee:

- Cyber Breach Insurance Workgroup
- Performance Measures Workgroup
- Procurement Reform and Re-engineering Work Group

You were awarded the Mazzone Award for Distinguished Service in 2010. What does that award mean to you?

To be acknowledged by your peers to receive such a high honor was and still is beyond my capacity to reconcile. I remember my name being announced as the winner of the Mazzone Award at the Annual Conference in Washington, D.C. Gary Lambert did the honors. I was in total disbelief. And as I got up to receive my award with tears in my eyes, I thanked the Mazzone Award Committee for believing in me and those who nominated and voted for me. When you believe in an organization, such as NASPO, put in the hard work and dedicate yourself to the betterment of the public procurement profession through an organization such as NASPO, and they believe in you. . . to be acknowledged with the highest award NASPO gives out, is indeed, an honor and a privilege!



NASPO's Place in History

NASPO establishes the Public Procurement Research Foundation (PPRF), a 501(c)3 not-for-profit corporation. The PPRF was an effort to make self-sufficient, certain research and publication of research findings for both government procurement officials and their vendors.



**NASPO publishes *Government Purchasing and the Antitrust Laws*.
The Cronin Club sponsors a “cost reduction incentive program,” which becomes known as the George Cronin Awards for Procurement Excellence.**

The first *Garfield* comic strip debuts in U.S. newspapers.

Illinois Bell Company introduces the first cellular mobile phone system.



**NASPO introduces a “prompt pay” statute or administrative law resolutions.
NASPO participates in the creation of the Universal Public Purchasing Certification Council (UPPCC) Certification program to promote professionalism.**



- ESPN launches on cable television.
- The Sony Walkman is introduced.

Mount St. Helens erupts.

3M begins sales of its latest product: Post-It Notes.



NASPO adopts the *Model Procurement Code for State and Local Governments, Recommended Regulations, and the Model Procurement Ordinance for Local Governments*.



- Sandra Day O'Connor is appointed to the U.S. Supreme Court.
- Muhammad Ali retires from boxing with a career record of 55 wins and 5 defeats.

Michael Jackson's *Thriller* is released.

The Vietnam Veterans Memorial in Washington, D.C., is dedicated.



NASPO creates the Distinguished Service Award to recognize service on a continuing exemplary basis to the public purchasing profession.

»»» Awards & Recognition

In recent years, the Awards Celebration Dinner has concluded each Annual Conference. A cherished tradition allowing the organization to acknowledge the hard work and accomplishments of members each year, NASPO regularly bestows two awards for premier achievements in public procurement: the George Cronin Awards for Procurement Excellence and the Giulio Mazzone Distinguished Service Award.

Created in 1977 by past NASPO presidents (The Cronin Club) as a cost reduction incentive program, the Cronin Award has evolved to add scoring criteria of innovation, transferability, and service improvement. Each year the competitive program selects five finalists and awards Gold, Silver, and Bronze Awards for outstanding achievement in procurement.

The addition of the Distinguished Service Award in 1982 gave NASPO the ability to recognize individuals who have provided exemplary service in public procurement. In 1994, NASPO renamed the award the Giulio Mazzone Distinguished Service Award, honoring Giulio Mazzone, former NASPO member and president, and the seventh recipient of the Distinguished Service Award. Mazzone was known as a good friend, a welcome presence in the organization, and a driving

force for new members to get involved; naming the award after him exemplified the spirit of the recognition.

In 2022, NASPO will add a new award for Emerging Leaders. States may nominate an individual newer to leadership but who demonstrates potential to be a state procurement leader through innovation, integrity, and demonstrated results. Four finalists will be selected (one per NASPO region), and the inaugural winner will be announced at the 2022 Annual Conference.





Giulio Mazzone Distinguished Service Award Winners

1982

Willis Holding

1983

John Short

1984

None Selected

1985

Tom and Ethel Blanco

1986

Herman Crystal (posthumously)

1987

John Hittinger (posthumously)

1988

Jack Spath

1989

None Selected

1990

Giulio Mazzone

1991

Thomas M. Bostick

1992

William S. Warstler

1993

None Selected

1994

Edward Erxleben

1995

John Haggerty

1996

Margaret McConnell

1997

Paula Moskowitz

1998

Gary Lambert

1999

Richard Thompson

2000

Doug Richins

2001

Don Buffum

2002

None Selected

2003

David Gragan

2004

Dugan Petty

2005

Denise Lea

2006

None Selected

2007

Wayne Casper

2008

Jan Hamik

2009

Richard Pennington

2010

Ellen Phillips

2011

Voight Shealy

2012

Marvin Eicholtz

2013

Ron Bell

2014

Jack Pitzer
*20th Anniversary Special
Mazzone Award*

2014

Jeff Holden

2015

Monica Wilkes

2016

John Adler

2017

Vern Jones

2019

Norma Hall

2020

Dianne Lancaster

2021

Carol Wilson





Gold Cronin Award Winners

1985

Missouri

Competitive Bidding of Residential Rehabilitation Services

1986

Alaska

A Better Way to Buy (video)

1987

West Virginia

Natural Gas Contract

1988

Kansas

Freight Management Systems

1989

Missouri

Pharmacy Service Contract for Correctional Facilities

1990

New York

Contract for Electronic Ballasts

1991

Arizona

Contract for Abatement of Underground Storage Tanks

1992

Oregon

Vendor Information Program

1993

Minnesota

Document Management System

1994

None Selected

1995

None selected

1996

North Carolina

Micro-Computer & Peripherals Contract as Developed and Managed on the Internet

1997

Wisconsin

Advantis Credit Bureau Access Program

1998

Missouri

PC Prime Vendor Contract

1999

Ohio

Natural Gas Purchasing Program

2000

Utah

Vehicle Purchase Program

2001

Idaho

Purchasing Modernization Initiative

2002

Alaska

Long Distance Learning

2003

Virginia

eVA Electronic Procurement Solution

2003

Connecticut (Classic)

Weekly Information Newsletter

2004

Arizona (IT)

SPIRIT: Automated eProcurement System

2004

Illinois (Classic)

Transformation of Procurement Performance

2005

Washington (IT)

WEBS: Washington Electronic Business Solution

2005

Massachusetts (Classic)

Envirocalc: Environmental Benefits & Energy Cost Savings Calculator for Purchasers

2006

Hawaii (IT)

Compliance Express Program

2006

New York

Hazardous Incident Response Equipment (HIRE)

2007

Minnesota

Spend Analysis System

2008

Ohio

Multi-State Procurement of Unique Services

2009

Oregon

Information Technology Managed Service Provider for Hourly and Project-Based Services

2010

Minnesota & Wisconsin

Partnership Initiative

2011

Oregon

Nationwide Lodging Services

2012

Oregon

Direct Dealership Price Agreements

2013

Mississippi

Driving Efficiency into Business Operations

2014

Virginia

eVA Mobile Apps

2015

Tennessee

Tourist Development—Marketing & Advertising

2016

Tennessee

Radio Equipment and Services

2017

Utah

ValuePoint Cloud Solutions Procurement

2018

Alaska

Continuous Improvement for Statewide Procurement

2019

Michigan

Circumventing Risk with Contract Management

2020

None Selected

2021

Wisconsin

Interagency, Data-Driven Collaboration: Wisconsin's Innovative Approach to Specification Development



A CONVERSATION WITH: **Jaime Schorr**, Chief Procurement Officer, Maine

What was the first NASPO conference you attended, and what perceptions did it give you about the organization?

My first NASPO conference was the Annual Conference in 2017. This conference was scheduled for Florida, but a hurricane had caused a last-minute change in venue to Atlanta, Georgia. I had been in my role as CPO for less than two weeks, barely knew my team, and was adjusting to the new position. During those two weeks, I had spoken with NASPO staff at least four times and received numerous emails welcoming me into the membership and procurement family. I met a staff member of NASPO ValuePoint at the conference (who happened to be a former CPO), and he offered incredible insight into the journey I was embarking on.

NASPO is a family, and I was welcomed with open arms into that family from day one.

If you had to describe the value of NASPO in one word or phrase, what would it be?

“Alone we can do so little; together we can do so much.”—Helen Keller

What have the connections you’ve made through NASPO meant for your career and the profession in your state?

John Wooden said it best, “The main ingredient of stardom is the rest of the team.” A CPO is only as good as the surrounding team. A contract is only as good as its entities. An association is only as good as its members.

Building a network of vendors, members, and other procurement professionals has encouraged me to stay humble and learn. Each connection offers a spark of knowledge which can be returned to the state we dedicate our careers to. I am grateful for every connection and strive to be a spark to others to share with their procurement network.

What is your favorite memory of your time with NASPO?

It is practically impossible to identify only ONE NASPO memory as a favorite. I recall a moment at the 2019 Annual Conference during the announcement of the Giulio Mazzone Distinguished Service Award when the room went silent waiting for the name of the recipient to be announced. I looked around the room at the faces in the audience with sincere and genuine excitement. In that moment, it was as if the procurement family was waiting to welcome its newest member, and the build-up of emotion was ready to burst through the room. When Norma Hall’s name was called, everyone in the room had goosebumps

and smiles, and many eyes had a glimmer of tears. To see Norma's face light up with disbelief was an incredible moment and one I won't soon forget. Procurement professionals like Norma are who make this family so special.



NASPO's Place in History

NASPO publishes the second edition of *State and Local Government Purchasing*, including information concerning purchasing laws, policies, practices, and procedures.



- Microsoft Word is first released.
- The U.S. Embassy is bombed in Beirut, killing 63 people.

The first untethered space flight takes place with astronauts using jet packs.

The summer Olympic Games are held in Los Angeles, California.



NASPO begins a contract with the Council of State Governments (CSG) to provide administrative support for annual meetings.



- The Coca-Cola Company introduces New Coke.
- Mikhail Gorbachev becomes the leader of the Soviet Union.

A nuclear reactor at Chernobyl explodes in the Soviet Union.

The Space Shuttle Challenger disintegrates 73 seconds after launch, killing all aboard.



- Ronald Regan delivers his famous speech in Berlin to “tear down this wall.”
- The U.S. Stock Market crashes on October 19, dropping 22.6%.

Archaeologists uncover the original Globe Theater in London.

The Winter Olympics are held in Calgary, Alberta, Canada.



NASPO joins the position of the National Association of Attorneys General on per se prohibition against resale price maintenance or verbal price fixing.

Procurement U

A MULTI-FACETED PROFESSIONAL DEVELOPMENT PLATFORM

In 2013, top concerns among NASPO membership included professional development, training, and the limited availability of formal education focused on state procurement. Then NASPO President Dean Stotler, the Board of Directors, and the Professional Development Committee (PDC) looked to address these concerns and fill the gap in member resources by providing educational courses geared towards state procurement issues. Using the 2010 NASPO strategic plan as a guide, 2013 PDC Chair Deb Damore said the group “focused on the meaning beyond just the words: education, learning opportunities, and innovative research. Who better to be in a position of knowledge on what the public procurement profession needed than our association, our members? Let’s say we started dreaming of what the future could be.”

The dream became Procurement U, a multi-faceted professional development platform in which states could nurture public procurement professionals who are skilled, knowledgeable, and meet the demands of the ever-changing face of state government. Today, Procurement U is a platform that provides professional development opportu-

nities, training, resources, and publications tailored to meet the needs of public procurement officials and staff from around the country.

The concept was unveiled to members in September 2014 at the NASPO Annual Conference in Burlington, Vermont. A call for volunteers to help bring the platform to life concluded the presentation. To NASPO’s delight, over 35 members stepped up to the tremendous task, dividing into four workgroups: Body of Knowledge, Training, Certification, and Publications and Resources. Given the size and importance of the project, an Executive Strategy Team was assembled to lay the structural foundation for this endeavor and prioritize the goals and objectives. In November 2014, workgroups met for the first time to adopt action plans and begin the work necessary for the groundbreaking project.

The Body of Knowledge would serve as the foundation to support a robust and relevant platform. The workgroup completed a gap analysis by reviewing the Universal Public Procurement Certification Council (UPPCC) body of knowledge and identifying the essential competencies that procurement professionals needed but were not being offered



in other training venues. Curriculum was then developed with course levels identified to accommodate those just entering the field versus those in higher-level management positions. Over time, learning would be assessed to maintain consistency in meeting the goals and objectives of each course and the overall curriculum.

The moment of truth came in January 2016. Procurement U launched with its first course, Introduction to Market Research, receiving a positive response from members. While this milestone certainly called for celebration, it was just the beginning of the platform's journey.

Over the next five years, Procurement U would see significant growth with the hiring of NASPO's internal Professional Development staff to help build and manage the platform. By 2022, the platform transformed into a holistic catalog currently offering 19 NASPO-developed, procurement-focused courses and over 41 skill-focused courses centered on the development of critical soft skills such as data analytics, project management, and leadership. Procurement U also runs two recurring virtual instructor-led trainings throughout the year, with several more training topics on the way.

IACET CERTIFICATION

In 2021, NASPO earned the prestigious Accredited Provider designation from the International Accreditors for Continuing Education and Training (IACET). To achieve this status, NASPO completed a rigorous application process and successfully demonstrated adherence to the ANSI/IACET 2018-1 Standard for Continuing Education and Training by addressing its programs' design, development, administration, and evaluation. The accreditation period extends for five years and includes all programs offered or created during that time.

PROCUREMENT U GIVES BACK

Shortly after achieving accreditation, in March 2021, as part of an effort to thank public procurement staff for their work during the COVID-19 pandemic, NASPO established the Procurement U Gives Back program offering all foundational-level courses, over 25 contact hours, free of charge to all users. The program proved wildly successful, eclipsing all goals established by NASPO staff. From March to December 2021, the Procurement U Gives Back Program gave away over \$1 million worth of courses, pro-

viding almost 53,000 contact hours, adding 5,360 new users to the learning management system, and processing just under 24,000 course registrations. State procurement offices used the program and shared the opportunity with other state agencies and local procurement officials. What was once a platform designed solely for state procurement staff has now become a wealth of knowledge for thousands of individuals serving city and county organizations, non-profits, and higher education institutions.

At the beginning of 2022, Procurement U doubled down on free courses by expanding the offer to provide all NASPO-developed courses completely free of charge. This included up to 64 contact hours, which meets 88% of the contact hours needed to sit for the CPPB certification. Procurement U plans to offer more courses for free in the future.



IN-PERSON TRAININGS AND EVENTS

While online courses address many educational needs, NASPO understands the value of collaborating and networking through in-person trainings and events. Procurement U offers trainings in conjunction with many NASPO conferences, but its premier opportunity is an event all its own.

The State Training Coordinators Conference (STCC), first held in 2016, is Procurement U's event specifically designed for training professionals who support state procurement offices. The overarching goal is to promote state-based training initiatives, share best practices, and foster a community of training professionals. Over the years, STCC has continued to address current professional challenges and equip trainers with new tools and resources to support procurement into the future. Additionally, the event has allowed Procurement U to collect relevant data from state training coordinators as it relates to NASPO's Professional Development initiatives.



“We want to thank our staff, leadership, and membership for their efforts throughout the accreditation process. Becoming an IACET Accredited Provider demonstrates NASPO’s commitment to providing quality educational resources to the public procurement profession.”

– Matthew Oyer, Chief Learning Officer, NASPO

PROCUREMENT U WORKGROUPS

EXECUTIVE STRATEGY TEAM

Dean Stotler (*Chair*)
Dianne Lancaster (*Vice Chair*)
Krista S. Ferrell (*NASPO Staff Lead*)
Sarah Razor (*NASPO Staff Support*)
Meghan Penning (*NASPO Staff Support*)
Ron Bell
David Gragan
Norma Hall
Paul Mash
Richard Pennington

BODY OF KNOWLEDGE

Norma Hall (*Lead*)
Sarah Steele Roar (*NASPO Staff Lead*)
Michael Bacu
Lisa Bradley
Jean Clark
Cliff Chroust
Tony DesChenes
Stephanie Dion
Pam Johnson
Cheryl Jones
Keith McCook
Jack Pitzer
Michael Richart
Bonnie Sletten
Monica Wilkes

TRAINING

David Gragan (*Lead*)
Matt Oyer (*NASPO Staff Lead*)
Jean Clark
Brenda Derge
Jay Jackson
Lee Johnson
Cheryl Jones
Devin Marquez
Keith McCook
Brenda Pape
Kim Perondi
Natalie Pickering Thomas
Kimberlee Tarter
John Utterback
Monica Wilkes
Carol Wilson

PUBLICATIONS AND RESOURCES

John Utterback (*Lead*)
Elena Moreland (*NASPO Staff Lead*)
Jay Jackson
Tony DesChenes
David Gragan
Brenda Pape
Ellen Phillips

CERTIFICATION AND ASSESSMENT

Dianne Lancaster (*Lead*)
Sarah Steele Roar (*NASPO Staff Lead*)
Stephanie Dion
Steve Hagar
Jan Hall
Lee Johnson
Pam Johnson
Jay Jackson
Susan Kahle
Bruce Krug
Paul Mash
Tom Mayer
Brenda Pape,
Richard Pennington
Kim Perondi
Natalie Pickering Thomas
Michael Richart
Bonnie Sletten
Kimberley Tarter



“As COVID hit Montana and our state workforce was sent home, we decided to migrate courses that are required for procurement staff to an online and on-demand format. As I looked for examples of how I would like our courses to look and feel, I turned to Procurement U. I was able to use Procurement U courses as examples to help people understand what online learning is and how it works. We were able to purchase the same software that Procurement U uses and begin our migration. All of our required courses, plus several supplemental courses, are now available in this format.”

—Natalie Peeterse, Procurement Trainer, Montana



ONLINE &
ON DEMAND



“Opening all NASPO-developed courses allows us to meet procurement professionals where they are. When budgets are tight, training dollars are often the first things to be cut. We take seriously our commitment to be the strategic partner for public procurement. We want to make sure that cost is never a barrier to the coursework that can take someone’s career to the next level.”

**—Lindle Hatton,
Chief Executive Officer, NASPO**

NASPO's Place in History



- The Berlin Wall comes down in November.
- The Exxon Valdez spills 11 million barrels of oil after running aground.

Tim Berners-Lee publishes his formal proposal for the World Wide Web.



NASA deploys the Hubble Telescope.



NASPO files an Amicus Brief in the U.S. Supreme Court case, *Eastman Kodak Co. v. Image Technical Services Inc., et al.* The ruling allows thousands of small companies to block big manufacturers from locking them out of repair and spare parts markets.

The Soviet Union takes the first official steps to break up the U.S.S.R.

Hurricane Andrew strikes Florida, creating damages between \$25 and \$27 billion.



The Mall of America opens in Bloomington, Minnesota.

NASPO receives a \$73,000 grant from the Environmental Protection Agency (EPA) to develop and operate a Database of Recycled Commodities (DRC).

NASPO works with the National Association of State Information Resource Executives (NASIRE) and the National Conference of State Fleet Administrators (NCSFA) in the development of a bulletin board system.

NASPO initiates the State Management Bulletin Board System granting all state purchasing officials access to the Database of Recycled Commodities (DRC). It was later converted from an online program to a disc subscription service.



Canada elects its first female Prime Minister, Kim Campbell.

Netscape Navigator becomes the first commercially successful web browser.



The Major League Baseball Players Association begins a 232-day strike.

The NASPO Distinguished Service Award is re-named the Giulio Mazzone Distinguished Service Award in recognition of Giulio Mazzone, a NASPO member, former NASPO President, and the seventh recipient of the Distinguished Service Award.

NASPO contracts with Spieler Group, Inc. to provide services previously offered by the Council of State Governments.



Academic Initiatives

In 2016, under the umbrella of Procurement U, NASPO began pursuing several higher education initiatives to elevate the public procurement profession. Since then, NASPO has partnered with eight top-tier Supply Chain Management schools in universities across the country to bring the value of public procurement to college students. From hands-on internship experiences to the curriculum taught in university classrooms, NASPO's Academic Initiatives continue to bring members, academic partners, and students together to help shape and strengthen the future of public procurement.

ACADEMIC FORUM

With five academic partnerships newly in place (Arizona State University, Oregon State University, Michigan State University, Pennsylvania State University, and Chemeketa Community College), NASPO hosted the inaugural Academic Forum in Tempe, Arizona, on March 19–21, 2017. The Forum, still held today, brought together academic partners and state procurement leaders (CPOs, Deputy Directors, and Hiring/Recruiting Managers) to discuss common

challenges faced in attracting and retaining qualified talent in state procurement. Their goals included identifying opportunities for collaboration between NASPO members and the academic community and highlighting best practices to prepare young professionals to enter the workforce. Concluding the event was a discussion about running a pilot internship program that summer with Idaho, Massachusetts, and Utah, offering internship slots in their states.

INTERNSHIP PROGRAM

The NASPO Internship Program launched in the summer of 2017, with the three identified states hosting four interns. After the pilot program, the group met to discuss challenges, successes, and areas of improvement, making the necessary adjustments to allow for the program to continue. Since its inception, the program has helped host 39 interns across 27 states. Its success is evident in the experiences that have encouraged students to pursue a career in public procurement, with multiple interns hired into state procurement following college.

NASPO ON CAMPUS

Over the years, NASPO has worked diligently to give procurement a strong presence on university campuses. Attending Academic Partner career fairs, NASPO and its members meet talented, top-tier students and discuss career goals, aspirations, internships, and full-time opportunities highlighting public procurement as a viable, attractive career choice.

NASPO has also worked with Academic Partners to implement public procurement courses and certificates into the Supply Chain Management curriculum. In 2017, NASPO developed a course with Arizona State University, SCM 494: Public and Non-profit Procurement. The NASPO *Practical Guide* continues to serve as the course textbook, and NASPO members serve as guest speakers. In Fall 2021, NASPO sponsored a course at Michigan State University, SCM 460/860: Procurement Contracting, with Michigan state members Jared Ambrosier and Sharon Walenga-Maynard as course instructors.



STUDENT MEMBERSHIP

To allow more students to gain exposure to the world of public procurement, NASPO launched its Student Membership in 2020. Student members receive complimentary access to many NASPO resources such as the online All Members Network community, the monthly NASPO Bulletin with timely procurement news, and invaluable networking opportunities with members through waived registration for two of NASPO’s events: Academic Forum and Annual Conference.

PROFESSIONAL DEVELOPMENT FOR PROCUREMENT STAFF

The goal of elevating the procurement profession is not solely focused on the future workforce. Academic Partners assist NASPO in providing professional development opportunities for current procurement professionals. Through a scholarship program with Chemeketa Community College, NASPO offers one free online course for up to 20 CPO-nominated members per semester. The course topic varies to cover a range of subjects such as Fundamentals of Supply Chain Management, Fundamentals of Transportation and Logistics Management, Contract Management, Negotiations, and Principles of Project Management.

Additionally, as a corporate sponsor of the Penn State Center for Supply Chain Research, NASPO is given limited access to its Supply Chain Leadership Sprint Program. Every month, NASPO offers this one-week online learning experience to a few CPO-nominated members.

NASPO is proud of the relationships built with our Academic Partners and excited to continue engaging with students and current procurement staff to develop the profession’s future.



“ASU was very pleased to be NASPO’s first academic partner. Prior to the start of the partnership, ASU (like almost all leading supply chain programs) had very little focus on the extremely important area of public procurement. While the public procurement field can certainly learn from commercial procurement practices, the reverse is also true.”

—John Fowler, Motorola Professor of Supply Chain Management,
Arizona State University



NASPO’S FIRST
ACADEMIC PARTNER



“Attending NASPO conferences has expanded my perspective on public procurement by learning how it affects our daily lives. It has been rewarding to see how receptive state members and NASPO staff are toward student recommendations for improving recruitment and retention. I look forward to seeing how NASPO’s connection with students will continue to grow and the benefits it will provide to all stakeholders involved.”

—Jacob Krantweiss, The Pennsylvania State University, Class of 2022
Sigma Chi Mu Tau—Supply Chain Honors Society, President
NASPO Student Member



VALUABLE
PERSPECTIVES

➤➤➤ NASPO Academic Partners

2016



2017



2019



2016



2017



2020



2017



2017



NASPO's Place in History

NASPO assists in negotiating the General Agreement on Tariffs and Trade (GATT) Government Procurement Code and works closely with the U.S. Trade Representative on various aspects of the accord.

1995

- Michael Jordan returns to the NBA.
- A U.S. postage stamp costs 32 cents.

The Summer Olympics are held in Atlanta, Georgia.

1996

NASPO goes online with its first website.

NASPO sends a delegation to Amsterdam to present to Dutch business officials on how to do business with the states.

1997

The fifth edition of *State and Local Government Purchasing Practices and Principles Vol. I* is published, featuring modernized text, including a chapter on current trends to identify how changes in technology impact the public procurement process.

NASPO joins NASIRE and the National Association of State Comptrollers (NASC) to create the National Electronic Commerce Coordinating Council (NECCC), calling for establishing a legal foundation for electronic commerce to recognize the validity of electronic records and digital signatures.

1998

The IRS gives approval for NASPO to retain its non-profit status.

NASPO joins with the National Association of State Chief Administrators (NASCA) and NASIRE to develop the publication, *Buying Smart: Blueprint for Action*, to assist state and local governments in realizing potential savings of information technology procurement reform.

1999

- The Euro is established as the new common currency of the European Union.
- Lance Armstrong wins his first Tour de France.

The final new *Peanuts* comic strip was published.

The U.S. Presidential election between George W. Bush and Al Gore is undecided for over a month due to disputed votes in Florida.

2000



Professional Certification

NASPO has supported the recognition of professional expertise for over forty years. With the founding of the Universal Public Procurement Certification Council (UPPCC), NASPO committed time and resources to elevate the profession through certification. Several of the first UPPCC certificants were NASPO members.

In the 2000s, a NASPO certification workgroup developed an action plan to increase awareness of the two certifications most recognized by state procurement offices, UPPCC's Certified Professional Public Buyer (CPPB) and Certified Public Procurement Officer (CPPO). This action plan included creating informational flyers, writing articles for the NASPO Bulletin, and highlighting the members who completed certifications on the NASPO website.

To assist those preparing to become certified, the workgroup gathered exam preparation resources, including a document aligning the NASPO *Practical Guide* to the UPPCC Body of Knowledge, a checklist for the exams, and a list of academic institutions offering procurement-related courses/degrees. Additionally, an instructor-led prep course was offered to those interested in certification. In 2022, the prep course evolved into

a self-study tool and was made available free to any public procurement professional.

A toolkit was also created to help states develop their own certification program or build upon one if already in existence. This toolkit was created by analyzing multiple state certification programs, with examples of program structures, legislation, and draft curriculum. The draft curriculum, developed in conjunction with the Procurement U training and Body of Knowledge, included an outline of procurement courses that each state could tailor to their own specific needs.

NUMBER OF ACTIVE NASPO MEMBERS WHO HOLD CPPB AND CPPO CERTIFICATES AS OF JUNE 2022:

CPPB: 176

CPPO: 73



A CONVERSATION WITH: **Jack Pitzer**, NASPO President, 1985

How long have you been a member of NASPO?

I've been affiliated with NASPO since 1973. I think it's one of the finest organizations that I've ever worked with, and I'm proud to be associated with it.

What do you think is the legacy of NASPO?

I was six years old back when they had their first meeting. This country's changed. State government's changed. But, this organization has been one thing that's kept many of us together and has helped us develop our skills. As I've said before, the camaraderie, the support. . . I'd leave somebody out if I tried to name all of those who are related to NASPO who still mean a lot to me and have done a great deal in my career to help me along.

You obtained your Certified Public Procurement Officer (CPPO) certification in 1984. What does professional certification mean to you and the procurement profession?

It's extremely important to me. It represents the profession setting standards of excellence in knowledge that we want to pass down to the future generations. And it represents a way that we can stand up and say that we are equivalent to the other chief officers of the governments we work with.

Why are the connections you make through procurement and NASPO so important?

It's a people business. It's a service business. You have to work with those around you in order to accomplish the missions. No one person can go it alone and be successful in public procurement.

All of us sometimes feel like we're the Lone Ranger out there with nobody else, but that's not true. We've always got our colleagues either in the state that we work in or the municipality we work in, who come along and can help and are vital to accomplishing the mission of the organization, which is to be good stewards for the tax dollar. To give people confidence their government is being run ethically and honestly.



NASPO's Place in History



- iTunes is released by Apple.
- Terrorists attack the United States, destroying the Twin Towers in New York City and a portion of the Pentagon in Washington, D.C. Four planes were used in the attack, and nearly 3,000 people died.

Former President Jimmy Carter is awarded the Nobel Prize for dedicating his life to promoting peace and democracy.

The European Union votes to add 10 new countries to the EU.



- The Human Genome Project is completed, successfully sequencing 99% of the human genome.
- Saddam Hussein, former President of Iraq, is captured by U.S. forces.

The Boston Red Sox win the World Series for the first time since 1918, breaking the "Curse of the Bambino."

Facebook is launched as a social networking site, open only to Harvard University students.



- Hurricane Katrina strikes the Louisiana, Mississippi, and Alabama coastal areas, flooding roughly 80% of the city of New Orleans and killing 1,600.
- YouTube is founded.

NASPO co-brands a brief on Intellectual Property with the National Association of State Chief Information Officers (NASCIO).

NASPO publishes a white paper on cooperative purchasing titled *Strength in Numbers*.

Jack Galt is named the association's new Executive Director.



The NASPO Cooperative Purchasing Committee agrees to a special project with the Multi-State Corrections Procurement Alliance (MCPA). This new relationship ensures contracts meet both correctional and procurement standards and requirements.

celebrating our connections

NASPO + You



NASPO's Place in History

All 50 states, the District of Columbia, and Puerto Rico sign a Memorandum of Agreement to establish a **NASPO Procurement Cooperative**.

The **NASPO Survey of State Purchasing Practices** was released on CD-ROM rather than in print.

NASPO issues *State and Local Government Procurement: A Practical Guide*. This publication represents the sixth edition of NASPO's premier guide to public procurement, formerly titled *State and Local Government Purchasing Principles and Practices*.

2007

- Apple announces the release of the first iPhone.
- The Tesla Roadster debuts at car shows prior to full production.

2008

NASPO enters a two-year agreement with the Responsible Purchasing Network (RPN).
NASPO approves a recommendation to support repealing the 3% Contract Withholding Tax, Section 511 of the Tax Increase Prevention and Reconciliation Act of 2005 (TIPRA).

2009

- Ongoing financial crisis and recession continues with many calling it the worst financial crisis since the Great Depression of the 1930s.
- Barack Obama is inaugurated as the 44th President of the United States.

2010

A 7.0 magnitude earthquake hits Haiti and devastates the country.
The U.S. Affordable Care Act passes in Congress and is signed into law.

NASPO establishes an Archives Task Force and puts out a call to the membership to share materials that document and preserve NASPO's history.

2011

The NASPO Network is launched as an online community for members.
NASPO eliminates standing "issue" committees/task forces.

Citing devastating impacts on small, women-owned, and minority businesses, NASPO expresses its support for S.89 and S.164, legislation that would eliminate a 3% withholding mandate on certain government payments.

2012

Hurricane Sandy devastates the U.S. East Coast and kills around 200 people.
The end of the Mayan calendar, or the end of the world as some believe, is observed with little to no consequence.

NASPO publishes a white paper titled *Effective Communication Between State Procurement and Industry* to assist procurement officials and state policymakers in developing state-vendor communication or policies.



Procurement in Emergencies

When an emergency strikes, state government often calls on procurement to deliver a front-line response, whether the emergency is natural or man-made. Throughout NASPO's history, member states have risen to the challenges set by disaster.

In 2020, NASPO published an *Emergency Preparedness Guide* designed to support the evaluation of procurement office preparedness to support emergency situations. The paper identifies issues to consider before, during, and after a catastrophic event. Additionally, NASPO developed two case studies, using Florida and Missouri's experiences to highlight how procurement takes a leading role in emergency response.

COVID-19 AND STATE PROCUREMENT

In March 2020, as the scope and scale of the COVID-19 pandemic emerged, NASPO quickly mobilized to provide resources for its members. The organization established a webpage with links to external health, workforce, fraud prevention, and emergency declaration resources. Working with strate-

gic partners to understand the complexity of the pandemic, NASPO positioned itself as a go-to resource for state procurement officials suddenly engaged with protecting their citizens against an evolving threat.

NASPO also hosted weekly calls with primary members, academic partners, supply chain council representatives, and subject matter experts. These calls worked to find needed products, discuss supply chain issues, and determine the best course of action, even as needs and concerns changed regularly. They were an opportunity for states to network, identify common purchase needs, and discuss how the pandemic was affecting their state at the moment. NASPO hosted these calls through June 2021, though the cadence of the calls decreased as the pandemic needs shifted.

The discussions in these calls led to a joint study between NASPO and five academic partners that began in September 2020. The goal was to interview all 51 Primary Members, other government officials, and industry representatives. Additionally, the researchers wanted to examine best practices during emergencies and investigate whether particular procurement processes resulted in a better response to the disaster conditions

of the COVID-19 pandemic. The research team ultimately recorded over 100 hours of interviews with Primary Members from 48 jurisdictions, suppliers, and officials from partner associations. Based on the research and interviews, NASPO developed *Assessing State PPE Procurement During COVID-19: A Research Report*.

The report provides an unflinching look at the challenges of the pandemic for state procurement and demonstrates the resilience, commitment, and knowledge of state procurement staff. Additionally, the report concluded that a more centralized state procurement system was better able to respond to the COVID-19 disaster because it allowed for the increased coordination of complex contracting and the leveraging of the volume of state purchasing power.

FUTURE EMERGENCY RESPONSE

In May 2021, NASPO hosted a Procurement Tabletop Exercise (PTTX) in Nashville, Tennessee, to take the lessons of the COVID-19 disaster and plan for the next emergency. Participants included NASPO staff, Primary Members, federal officials, other state agency officials, representatives from higher edu-

cation, and partner organizations. The conclusions of the PTTX were:

- the importance of state procurement establishing relationships among state leadership and other state agencies before emergencies arise; and
- state procurement's value as a strategic partner in emergency planning and response.

The exercise identified best practices such as identifying key partners, implementing training and processes, and understanding the specifics of supply chain management. As a result of the COVID-19 report and the Procurement Tabletop Exercise, NASPO developed an *Emergency Playbook* that states can use to improve their emergency response planning. Differing from the *2020 Emergency Preparedness Guide*, the *Emergency Playbook* offers insights for procurement in working with the state's administration in a partnership capacity.

"...Sometimes in an emergency, you have to stop the normal processes, and you've got to let people do what they have to. Then figure out a long-term strategy for how you meet the needs going forward. For the immediate, must-get-to-the-emergency, whether it's saving lives, saving property, saving any bad things from happening, you have to know when it's time to just let them do it and help assist that effort."

— Karen Boeger,
Director of Purchasing, Missouri



ON SEPTEMBER 11

Paula Moskowitz, NASPO President, 1993

After 9/11, the outpouring of support from all the states was amazing. What do you need? What can we do? Do we have a contract that you need to use? How can we help you? And because of the relationships we had set up [through work with the US Trade Representative] around the globe, I was getting calls from foreign countries. What do you need? What can we do to help NASPO?

For one thing, New York City had its own procurement office, but they were located near the blast site, so they had to leave. They had to abandon their office and work out of a secondary location where they didn't have their records. I actually had staff at the state Emergency Management Office in their bunker working around the clock.

There was a multi-state contract that Monica Wilkes had worked on that no one ever thought we'd have to tap. But it was on the shelf in case we needed it. And boy, did we need it! We brought in trailers where the workers on the mound could come in and contaminated water was kept separate so that it could be trucked out and safely disposed of.

But then not just the state contracts, it was the relationships with the companies. We didn't have dog mittens, you know, on the contract, but the dogs' feet were getting injured [in the rubble].

ON HURRICANE KATRINA

Felicia Sonnier, Deputy Director of State Procurement, Louisiana

I'm not so sure that any of us realized it was going to be any different from any other storm coming this way until it actually happened. I think it probably shocked everyone that lived here. I don't remember that much activity before it hit. I just remember what I could call "chaos" after the fact.

We really didn't have any contingency contracts in place; however, it affected the regular contracts we had in place because we had so many vendors that were in the New Orleans area that were displaced. It caused our office to have to try our best to get in contact with those vendors to determine whether or not they had relocated to a different place in Louisiana, if they were still going to be able to honor the state contracts.

One of the very first contracts we put in place after Katrina was an emergency fuel contract. They were trying to bus people out of New Orleans and get to a certain point, and there was no fuel. The vendor would set up a portable fuel truck at so many miles so they could stop and fuel up.

[After Katrina], I think we realized that even though we're prepared, we continue to have to change our mindset and continue to look at different things. Don't think we're ever finished because we're never finished. We always have to keep going back and take another look at it to see if you have to change.

PPE PROCUREMENT DURING COVID-19

The following quotations were taken anonymously from interviews conducted as part of the research leading to *Assessing State PPE Procurement During COVID-19: A Research Report*.

"We were making deals that were 100,000,000 N95s at a time. We were working anywhere from 12 to 14-hour shifts; we were working seven days a week."

"As we started buying these massive quantities we had to establish a warehousing framework because the state was not in the business of storing massive amounts of PPE."

"It was one of the —just the most difficult, defeating times in procurement from my perspective. It was really hard for my team. It was hard to stay strong. You know, it was grueling, but we just kept going."



A CONVERSATION WITH: **Lee Ann Pope**, Director of Administrative Services, NASPO ValuePoint

How did your career with NASPO/NASPO ValuePoint begin and what roles have you held during your time here?

I answered a good, old-fashioned “Help Wanted” ad posted in the newspaper. I started with NASPO in 2000 and there were just two full-time employees: the Director and me, a Coordinator. Within my first year, I was assigned to the Western States Contracting Alliance (WSCA, now known as NASPO ValuePoint) to provide administrative support. Eventually, I became a Deputy Director for NASPO and Program Manager for ValuePoint. I was allocated to both until 2018, when NASPO went stand alone. And now, I am the Director of Administrative Services for ValuePoint.

How have NASPO and NASPO ValuePoint grown during your time here?

Wow, this is really hard to describe! We have grown in absolutely every way possible: members, staff, and breadth of influence and knowledge. NASPO is now a force in the higher circles. It’s a recognizable organization for more than just its members. I think that’s taken a lot of hard work. ValuePoint has grown, continuing the legacy that WSCA created because they were the pioneers when ‘cooperatives’ didn’t exist.

What has been the most rewarding part of working for NASPO ValuePoint?

Honestly, just being a part of this organization and the professionalism of state members and the NASPO staff. This has opened me to an area and profession that I was unaware of. Our members are passionate public servants, and that is contagious.

What is your favorite NASPO/NASPO ValuePoint memory or experience?

It’s so hard to choose; there are so many great experiences! So many that have touched me on a personal level and a professional level. But I’ll stick with an early one. At my first NASPO Annual Conference, in 2000, they announced that Dugan Petty was leaving the procurement office to take the position as CIO in his state. He got up to the podium and cried. It was tearing him up to leave his peeps! It was just touching.

What do you see as the enduring legacy of NASPO and NASPO ValuePoint?

Their dedication to, and support of, the public procurement profession.

NASPO's Place in History

NASPO incorporates a subsidiary, NASPO ValuePoint, to manage multi-state cooperative purchasing on a national level. NASPO establishes a presence on Twitter and a monthly newsletter, the *Bulletin*.



NASPO launches the State and Local Procurement Law Institute. The National Council for Public Procurement and Contracting (NCPCC) endorses two NASPO publications: *Meeting the Challenges of World-Class Procurement* and *In-State Preferences and State Procurement Small Business Socio-Economic Consideration*.

The deadliest outbreak of Ebola starts in West Africa and spreads rapidly.

Travel restrictions are eased with Cuba and the U.S. Embassy is reopened in Havana.



NASPO launches Procurement U, a comprehensive educational program created to deliver high-quality, low-cost training and resources to support the professional development and certification process for state procurement officials.

For the first time, *State and Local Procurement: A Practical Guide* is released as an e-book.



A Bills and Regs Tracker tool for members is introduced through the NASPO Network.

NASCA and NASPO host a joint topical roundtable on shared services and eProcurement.

Donald Trump wins the U.S. Presidency.

The Chicago Cubs break a 108-year curse by winning the World Series in Game 7.



NASPO publishes *Critical Success and Key Performance Indicators for State Central Procurement Offices*, highlighting four critical success areas and key performance indicators (KPIs) for state central procurement to focus on.

The *How to Market to State Governments Meeting* is rebranded to *NASPO Exchange*, renewing its focus on building relationships between supplier communities and state governments.



Green Purchasing Technical Assistance Funds are offered to all state central procurement offices.

Procurement U offers four in-person training events to over 160 members. Topics included contract administration for non-procurement agency contract administrators, strategies for ethical and professional growth, and critical technology topics.



In lieu of the traditional four regional conference, NASPO holds the first Regional Education and Connection Hub (REACH) conference in New Orleans, Louisiana.



Strategic Partnerships

From the very beginning of NASPO, strategic partnerships have strengthened the organization. During its founding in 1947, NASPO was created as an affiliate of the Council of State Governments (CSG). Though driven by member involvement, the relationship with CSG provided some initial stability and a relationship that provided access to other government professionals and leveraged standing in the initial efforts to distribute war surplus materials. That affiliate relationship, with additional staff support added over the years, would continue until 1994 when NASPO administrative services were contracted out to a third party.

In recent years, strategic partnerships have become more formalized, but NASPO has worked with partners on a variety of projects through the organization's history. Beginning in the 1960s, NASPO participated in the authorship of joint publications based on common interests with other organizations. Joining with partner organizations allowed NASPO to contribute to existing knowledge and develop a reputation as a subject matter expert organization itself. In the early 1980s, based on its understanding of state public procurement processes, NASPO completed a study for the Library of Congress'

Congressional Research Service (CRS) on best practices in state procurement as an aid to the House and Senate investigation of purchase schedules for the General Services Administration (GSA).

In 1992, partnerships took a financial turn when the Environmental Protection Agency (EPA) awarded NASPO a \$73,000 grant to create a Database of Recycled Commodities (DRC). The grant provided computer hardware and staff for one year. With that support, NASPO joined with the National Association of State Information Resource Executives (NASIRE, now the National Association of State Chief Information Officers [NASCIO]) and the National Conference of State Fleet Administrators (NCSFA) in the development of a bulletin board system, which, when initiated in 1993, granted all state purchasing officials access to the DRC.

NASPO partnerships over time also resulted in the formation of new organizations. In 1978, NASPO partnered with the National Institute of Government Procurement (NIGP) to create the Universal Public Procurement Certification Council (UPPCC) certification program to promote professionalism. And in 1998, NASPO, NASIRE, and the National Association of State Comptrollers



“The procurement officials will always be the engine of state government. Every aspect of a state government needs strong procurement. CSG and NASPO working together and continuing to lean into why those roles and responsibilities are important and to lift up the stories of success.”

—Maggie Mick, Chief Advancement Officer,
The Council of State Governments



STRONG
PARTNERSHIPS

(NASC) created the National Electronic Commerce Coordinating Council (NECCC).

In more recent years, NASPO partnerships have created connections that empower public procurement to take a seat at the table in state government leadership. Co-hosted by NASPO and the National Association of State Chief Administrators (NASCA), in 2016, a roundtable on shared services and eProcurement designed and facilitated by Leadership for a Networked World (LNW) at Harvard University produced two case studies including insights from the 24 states represented at the meeting. One year later, NASPO and NASCA partnered again to host nine state government partner associations to discuss the organizations' top policy priorities and identify common issues.

This type of multi-agency partnership proved valuable again in the spring of 2021, after the initial phases of the COVID-19 pandemic, when NASPO hosted a tabletop emergency exercise. With involvement from the National Governors Association (NGA), the National Conference of State Legislatures (NCSL), the Federal Emergency Management Agency (FEMA), state agencies, and suppliers, NASPO has created a network of colleagues and subject matter experts

to provide better service to its members in meeting their lawful duties even during an emergency.



NASPO's Place in History

Two new Procurement U courses are launched: *Contract Administration Strategies* and *Blockchain: An Introduction for Procurement Professionals*.

2019

The third edition of *State and Local Government Procurement: A Practical Guide* is released with several new features.

NASPO hosts weekly calls with primary members to discuss needs related to pandemic procurement.

A new NASPO membership category for students is established to help college students explore the public procurement profession.

2020

Procurement U transitions to a new, award-winning Learning Management System that streamlines user registration, reduces connectivity issues, and provides a more modern, user-friendly experience.

NASPO releases *Assessing State PPE Procurement During COVID-19: A Research Report*.
Procurement U Gives Back launches, providing all 100-level Procurement U courses free of charge.

2021

NASPO becomes an Accredited Provider through the International Accreditors for Continuing Education and Training (IACET).

2022

NASPO celebrates its 75th anniversary.



NASPO Past Presidents

GEORGE CRONIN

Massachusetts
1947

F. CARL ANDERSON

Pennsylvania
1948

FRANKLYN ADAMS

Rhode Island
1949

P.T. PETERSON

Minnesota
1950

FRANK FREE

Vermont
1951

WILLIAM STEVENSON

Minnesota
1952

BLAINE YODER

Nebraska
1953

JOHN BUSH

Ohio
1954

J. STANLEY BIEN

Michigan
1955

C.L. MAGNUSON

Connecticut
1956

CHARLES BYRLEY

Kentucky
1957

IRA BAKER

Oklahoma
1958

JOHN DYER

Maine
1959

LACY WIKINSON

Colorado
1960

FRANKLIN PIERCE

Tennessee
1961

E. GUY MARTIN

Louisiana
1962

HENRY KNOUFT

Kansas
1963

CHARLES SULLIVAN

New Jersey
1964

ALAN VESSEY

Minnesota
1965

FRANCIS BROOKS

Nevada
1966

WILLIAM FINNEGAN

Connecticut
1967

HUGH WHITE

South Carolina
1968

JOHN AYERS

Washington
1969

THOMAS BLANCO

Illinois
1970

JOHN SHORT

Wisconsin
1971

RAMON DAMERELL

Oregon
1972

FRANK PENNONI

Michigan
1972-1973

WILLIS HOLDING, JR.

North Carolina
1974

GERALD GEER

Washington
1975

HERMAN CRYSTAL

New Jersey
1976

JOHN FISHER, JR.

Tennessee
1977

JOHN HITTINGER

Florida
1978

HOMER FORESTER

Texas
1979

E.R. (BUD) ROON

Colorado
1980

STANLEY HANNA

Maryland
1981

HUGH CARLETON

Louisiana
1982

JAMES CHRISTIANSEN

Utah
1983

JOHN SPATH

New York
1983-1984

JACK PITZER

Iowa
1985

GIULIO MAZZONE

New Jersey
1985-1986

HOWARD WHITE, JR.

Alabama
1987

THOMAS M. BOSTICK

Georgia
1988

EDWARD J. ERXLEBEN

Arkansas
1989

WAYNE A. CASPER

Arizona
1990

ROBERT J. LINK

Alaska
1990–1991

WILLIAM S. WARSTLER

Michigan
1992

PAULA MOSKOWITZ

New York
1993

N. KENT ROSE

Alabama
1994

DOUGLAS G. RICHINS

Utah
1995

RICHARD THOMPSON

Maine
1996

DONALD G. BUFFAM

Mississippi
1997

DUGAN PETTY

Alaska
1998

DAVID GRAGAN

Texas
1999

GARY LAMBERT

Massachusetts
February – July 1999

RICHARD THOMPSON

Maine
July – September 1999

JAN HAMIK

Wisconsin
2000

JOYCE MURPHY

Missouri
September 2000 – May 2001

PAT KOHLER

Washington
May – December 2001

RICHARD THOMPSON

Maine
January – March 2002

DENISE LEA

Louisiana
March 2002 – September 2003

GEORGE STREET

Tennessee
2003–2004

JOHN ADLER

Arizona
2004–2005

ELLEN PHILLIPS

Massachusetts
2005–2006

VOIGHT SHEALY

South Carolina
2006–2007

JEFF HOLDEN

South Dakota
2007–2008

VERN JONES

Alaska
2008–2009

DIANNE LANCASTER

Oregon
2009–2010

GREG SMITH

Nevada
2010–2011

RON BELL

Virginia
2011–2012

CAROL WILSON

Connecticut
2012–2013

DEAN STOTLER

Delaware
2013–2014

DEBORAH DAMORE

Vermont
2015

PAUL MASH

Utah
January – March 2016

LARRY MAXWELL

New Mexico
April 2016–2018

MICHAEL JONES

Alabama
2018

LISA EASON

Georgia
2019

GEORGE SCHUTTER

District of Columbia
2020

ROSALYN INGRAM

Florida
2021

DELBERT SINGLETON

South Carolina
2022





A CONVERSATION WITH: **Paula Moskowitz**, NASPO President, 1993

You were elected as the first female president of the organization in 1973, almost 40 years into the organization's history. Can you talk about the election and what it meant to you to be elected President? Do you think it had an impact on NASPO as an organization?

Yes, I think it did. NASPO had a history of not having multiple candidates and a run-off election, but there was a contested election; I ran against a male. I think the fact that I was a woman, and I think from the liberal Northeast, played into the fact. That was fine. But because it was an actual election, I felt very proud and honored to be chosen by a majority of my peers as the first woman to lead the organization.

One of the conferences, my daughter came, and she was five or six at the time. She looked around the room and said, "There aren't many women in here." There were a handful of women back then. As my time in NASPO went on, that definitely changed.

You served as NASPO Representative to the US Trade Representative. What was that experience like?

The US Trade Representative did not want to take on the 50 states; they wanted the terms that they were negotiating with other partners in the World Trade Organization. They wanted it to be terms that the states would accept, so I would get calls from Brussels during their negotiations, and the Trade Representative would be saying, "Ok, they want this in there. How do the states feel about it?"

The states actually had a lot of input into protecting some of their state-specific programs, small business programs, and disadvantaged programs. So, we were able to include in the terms of the WTO a list of states and the exceptions, the items that would not be part of the agreement because the states wanted it protected.

How did it feel for you to take on that additional role or be the lead advocate for the state side in those conversations?

It was amazing. I mean, my secretary would say, "You've got a call from Europe." You know that didn't usually happen. And I would have, on occasion, an official from a foreign government come and visit me in Albany. Through all of this, NASPO actually sent five people,

five directors, to Amsterdam to hold a “How to Do Business with the State” conference. So that started more relationships with other countries.

One of the main sessions I was a speaker alongside the US representative to The Hague, so it was a very heady experience.

What’s the biggest accomplishment you’ve seen from the organization?

For a lot of years, the vendor community was kind of seen as the “other.” My suggestion that we have a marketing meeting and invite vendors—there were a good number of members that just thought that would be totally inappropriate.

But NASPO was very careful in setting up the rules around the marketing meeting. That’s another area of collaboration. The vendors aren’t our enemy; they know their products better than we do. They know what’s coming down the line before we do, so collaboration has helped us have better contracts and has caused us to think about the terms and conditions that really make it more difficult to bid.

When you don’t cross any lines that would be seen as inappropriate, [it] has really helped to move NASPO forward, one with the states to get the job done and the other on a more national level.





Contributors

Thank you to those who helped with the creation of this book. Your time and knowledge have been invaluable in crafting the NASPO story, and we appreciate your efforts.

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