A. COURSE DESCRIPTION
Managing the acquisition of goods and services by governments from businesses, nonprofits, and other governments; ethical obligations and legal contexts, determining requirements, make vs. buy decisions, solicitation and selection of vendors, preparation and award of contracts, and contract administration through termination.

B. COURSE LEARNING OBJECTIVES
The course will explore a number of different issues pertaining to the procurement of goods and services by. To successfully complete the course, the student should be able to:

1. Describe current issues and practices pertaining to determining whether governments should purchase goods and services or have these made by government employees (the “privatization” decision);
2. Explain ethical obligations inherent to procurement on behalf of the public;
3. Explain options for organizing the procurement function;
4. Describe the special problems related to specifying what is to be purchased and learning how to get help in deciding this;
5. Explain options for solicitation and selection of vendors;
6. Explain the basics of contract development as well as sound practices for managing contracts;
7. Explain the challenges and recommended practices in the purchasing of Information Technology as well as the use of IT, the Internet especially, in the procurement function.
8. Explain how to organize a procurement organization to facilitate mitigation and recovery during crises and emergencies, as well as how to organize it to accomplish social and ecological policy goals.

C. COURSE EVALUATION
Mid-term exam 20%
Paper 30%
Final Exam 40%
Attendance & Participation 10%
(Note: Each unexcused absence will result in a deduction of 1% to a maximum of 10% of
the course grade)

D. UNIVERSITY ATTENDANCE POLICY
Excused absences include documented illness, deaths in the family and other documented
crises, call to active military duty or jury duty, religious holy days, and official University
activities. These absences will be accommodated in a way that does not arbitrarily
penalize students who have a valid excuse. Consideration will also be given to students
whose dependent children experience serious illness.

E. TEXTS TO PURCHASE … NONE!
There are readings aplenty for this course but all readings are available electronically,
either on the course Blackboard site or via a web site. The textbook cost to students is
zero. To assure copyright compliance, journal articles are to be accessed through the
Strozier Library web site.

F. AMERICANS WITH DISABILITIES ACT:
Students with disabilities needing academic accommodation should:
(1) register with and provide documentation to the Student Disability Resource Center;
and (2) bring a letter to the instructor indicating the need for accommodation and what
type. This should be done during the first week of class.
This syllabus and other class materials are available in alternative format upon request.
For more information about services available to FSU students with disabilities, contact
the: Student Disability Resource Center, 874 Traditions Way, 108 Student Services
Building, FSU, Tallahassee, FL 32306-4167
(850) 644-9566 (voice) (850) 644-8504 (TDD) sdrc@admin.fsu.edu
http://www.disabilitycenter.fsu.edu/

G. ACADEMIC HONOR POLICY:
The Florida State University Academic Honor Policy outlines the University’s
expectations for the integrity of students’ academic work, the procedures for resolving
alleged violations of those expectations, and the rights and responsibilities of students
and faculty members throughout the process. Students are responsible for reading the
Academic Honor Policy and for living up to their pledge to “. . . be honest and truthful
and . . . [to] strive for personal and institutional integrity at Florida State University.”
(Florida State University Academic Honor Policy, found at
http://dof.fsu.edu/honorpolicy.htm)
Note: Any work submitted that is not the student’s own original work, plagiarized in
other words, will be graded as a zero grade, likely resulting in a failure in the course.

H. STUDENT NETWORKING WITH PROCUREMENT PROFESSION
Students are encouraged to become members of the National Institute of Government
Purchasing. The NIGP offers free membership to students. Students who are members
can access research and other information at the NIGP website. If you are a full time
student (six [6] or more hours for graduate students) in public administration you qualify. Students can apply online and fax the requested documentation, a letter from the Askew School (from your instructor) verifying the applicant’s status as a student. The national web site is: http://www.nigp.org/

The Tallahassee Area Chapter of the NIGP invites students to attend its monthly meetings as well as training sessions and other events: http://www.tallynigp.org/

The Florida Association of Public Purchasing Officers: http://www.fappo.org/

I. TERM PAPERS

Papers should study contemporary problems in public procurement. Solid reviews of relevant literature are a fundamental requirement. Students are also welcome to interview practitioners or gather other kinds of information, depending on topics chosen. Students should especially review articles in relevant procurement journals such as those from which the articles assigned below are selected. All topics must be approved by the instructor by the end of the 4th week in the term. Evaluation of the paper will include such criteria as thoroughness of the literature review, explication of the problem, quality of writing, and quality of thought as to how practice might be improved. Papers are expected to be based on a thorough review of the relevant literature. The instructor will provide an ungraded review with suggestions for improvement of the paper if submitted by March 22nd. Papers should generally be about 15 pages. Final Due date is the last day of the class, April 19th.

Examples of topics:
- Facilitating inputs by Procurement Officials to Strategic Decisions
- Supply Chain approaches for government agencies
- Innovations in training and developing procurement personnel
- Best practices in procurement: information technology, advanced infrastructure, ‘make vs. buy’ decision-making, contract administration, measuring contractor performance, needs/requirements forecasting, advancing social or environmental goals, obstacles to forming effective procurement teams, design-build-operate experiences, overcoming ‘ignorance’ in framing requirements/specifications, e-procurement and ‘reverse’ auctions, intergovernmental contracting innovations, etc.
J. OUTLINE
(Note: Unless otherwise indicated, each reading is posted to the Blackboard site)

1. INTRODUCTION: THE SCOPE & MANAGING OF PUBLIC PROCUREMENT
(weeks 1 & 2 … Jan 5 & 12)

Buffington, “Our Changing Role: Procurement as a Strategic Partner,” Source (NIGP), (Winter 2007) BB


GAO Forum, Federal Acquisition Challenges and Opportunities in the 21st Century, 2006 BB

Kenneth Barden, “Strategies Support Procurement Reform” (elements of good procurement systems), Government Procurement, 14:5 (October 2006) S

Report of the Acquisition Advisory Panel to the Office of Federal Procurement Policy, 2007 BB


FLORIDA:
Florida IG, Roadmap to Excellence in Contracting, 2003 BB

OPPAGA, Steps Have Been Taken to Enhance State Acquisition Management, But Further Improvement Is Needed, 2006 BB

CAREER CONSIDERATIONS:


City of Miami, Job Description for “Procurement Supervisor” BB
Cases for Discussion:

Mark Twain, *The Facts in the Case of the Great Beef Contract*  

Sandra Emerson, “Promises and pitfalls of contracting for public services: The LAWA Case (Los Angeles airports),” *Journal of Public Budgeting, Accounting, and Financial Management*, 12:2 (Summer 2000)  

Gansler Commission, “Urgent Reform Required: Army Expeditionary Contracting,” Report of the Commission on Army Acquisition and Program Management in Expeditionary Operations, October 31, 2007 (read for major findings; see presentation slides at end, and executive summary, to start) [also see ‘accounts of misbehavior” in following ethics section] 

Required articles for Doctoral students:


Reference Source:


2. ETHICS, POLITICS, AND THE LEGAL FRAMEWORK

(week 3 … Jan 19)


Susan Taylor Martin and Dan Sullivan, “Florida tries to undo traffic school owner's publishing contract,” *St. Petersburg Times*, October 16, 2011
Accounts of Misbehavior:


Cases for Discussion:

(politically motivated prosecution, jailing & exoneration of procurement official)

“Interview with Al Zuck,” Electronic Hallway Case on political interference  BB

3. ACQUISITIONS PLANNING: Make vs. Buy
(week 4 … Jan 26 ; also topic 4 this week)


http://reason.org/news/show/how-to-compare-costs-between-i


Case Studies for discussion:

OPPAGA, “Review of the Potential for Privatizing Student Transportation,” 1998  BB
OPPAGA, “Feasibility of Outsourcing Florida’s Statewide Retirement Systems,” 2001 BB


David Kennedy and Robert Leone, “Cornwall County School District,” Electronic Hallway case on contracting for custodian services BB

4. ACQUISITIONS PLANNING: Supply Chain Management Perspective
(week 4 … Jan 26)


Case Study for discussion:
http://www.hhnmag.com/hhnmag_app/hospitalconnect/search/article.jsp?dcrpath=HHN MAG/PubsNewsArticle/data/0508HHN_FEA_gatefold&domain=HHNMAG

5. ACQUISITIONS PLANNING: Specifications/Scope of Work
(week 5 … Feb 2)

http://reason.org/news/show/designing-an-effective-bidding

Beau Grant, “Who Should Write the ‘Specs’?” Government Procurement; 14:1 (Feb 2006) S


Case Studies for discussion:
Sandy Springs, GA, RFQ to get vendor assistance in planning for E911 services BB
6. PROCUREMENT METHODS: Solicitation of Bids/Proposals

(week 6 … Feb 9)


Pasco District Schools, “Doing Business with Pasco County Schools,” web site: (an award winning purchasing organization; notice their organizational structure as well as the information they provide to prospective vendors)

http://purchasing.pasco.k12.fl.us/Pages/business.html

Pasco School Board, Request for Qualifications (RFQ) for construction managers  BB

Case Studies for discussion:

FSU Request for Proposals (RFP) for Lobbyist Services, 2006  BB

  Proposals submitted in response

FSU Invitation to Negotiate (ITN) for Lobbyist Services, 2007  BB

  Pre-negotiation Proposals submitted in response

  Post-negotiation “Final and Best Offer” Proposals

Invitation to Bid (ITB) for Cakes and Pastries (How to not get any bids)  BB

7. PROCUREMENT METHODS & NEGOTIATIONS: Evaluation of Bids/Proposals

(week 7 … Feb 16)


Case Study for discussion:
FSU Evaluation Committee Instructions BB
FSU Evaluation Committee “Sunshine” Instructions and Certification BB
FSU ITN for Lobbyist Services Score Sheet, 2007 BB

...: NEGOTIATIONS
(week 8 … Feb 23 … expect mid-term this week)


8. CONTRACTING BASICS
(week 9 … Mar 1)


Case Study to Discuss: (follow classroom instructor’s guidance, not instructions in case study)
Eugene Bardach, Mental Health Contract Case, Electronic Hallway BB

9. CONTRACT ADMINISTRATION
(week 10 is spring break; Topic 9 is week 11, March 15th)
10. PROTESTS, DISPUTES, LITIGATION, AND TERMINATIONS
(week 12 … March 22; also Topic 11)


Robin Pogrebin and Katie Zezima, MIT Sues Contractor, NY Times, Nov 7, 2007 BB

Karen Walker, “A Different Point of View: Bid Protests from the Vendor’s Perspective,” Holland & Knight, PowerPoint presentation BB


**Case Study for discussion:**

Gerado, “Organizational Ethics Case Study: The Bon Secours Richmond Contract Renewal.” *Health Progress*, 82:5 (September-October 2001) BB

GAO, Decision on Bid Protest for Language Training Contract, Oct. 12, 2007 BB

### 11. CONTRACTING FOR IT AND “INTELLIGENT” INFRASTRUCTURE

(week 12 … March 22, also topic 10)


W. Earle Klay and Margaret Bowden, “Contracting for 21st Century Infrastructure,” *Public Budgeting, Accounting, and Financial Management, 8:3* Fall 1996 BB


**Case Studies for Discussion:**


Seattle, WA, Tolt River water facility construction, (a successful example of Design-Build-Operate Procurement at its best) BB


### 12. PROJECT MANAGEMENT FOR PROCUREMENT

(week 13 … March 29: also following topic #13)
Ed Rinkavage; Patricia Bennis; Chuck Gault, “Project Management: Partnering With Procurement,” Government Procurement; 14:2 (Apr 2006)  S


Project Management Basics (from Wiki sources) including tools and software  BB

13. E-PROCUREMENT
(week 13 … March 29; also topic 12)


Recommendations of the Texas State Auditor, “Use “Reverse Auctions” to Reduce Procurement Costs,” 2001  also on BB http://www.window.state.tx.us/etexas2001/recommend/ch02/cg05.html

Case Studies for Discussion:


14. INTERGOVERNMENTAL CONTRACTING FOR SERVICES
(week 14 … April 5)


St. Petersburg Times, articles on Crystal River, FL Abolishing Police Department, St Petersburg Times, 2006-7  BB

Case Study for Discussion:
15. PROCUREMENT FOR CRISES/EMERGENCIES
(week 15 NO CLASS – Instructor will be at a conference … This topic will be on last class day April 19th along with topic 16)


Cases for discussion:
NIGP Editorial Staff, “A Failure of Initiative: The Hurricane Katrina Report,” BB
Mary Howe, “Emergency Preparedness: City of Punta Gorda FL,” BB
Keith Glatz, “Emergency Preparedness: City of Tamarac, FL,” BB
Cheryl Shanaberger, “Florida Hurricane Response Effort: Visa Purchasing Card Case Study,” BB
   All four of the above in: Source (NIGP), Summer 2006

Glendale, AZ, Application for NIGP Innovation Award for Emergency Procurement BB

See Also:
FEMA, National Incident Management System (NIMS) Intrastate Mutual Aid Agreement on-line course
http://emilms.fema.gov/IS706/index.htm

16. PROCUREMENT TO ACHIEVE SOCIAL & ECOLOGICAL POLICY GOALS
(week 16 … April 19th; last class day, papers due)


Case Studies for Discussion:
Travis County (Austin), TX. Historically Underutilized Business (HUB) Program. NIGP award winning program. Read all information on this web site and watch video: http://www.co.travis.tx.us/purchasing/hub.asp

Stacey Foreman, “City of Portland Takes on Environmentally Preferable Purchasing,” *The Source* (NIGP), Spring 2006 (see above NIGP symposium) BB

Commonwealth of Massachusetts, Environmentally Preferable Products Procurement Program, web site: http://www.mass.gov/?pageID=afsubtopic&L=5&L0=Home&L1=Budget%2c+Taxes+%26+Procurement&L2=Procurement+Information+%26+Resources&L3=Procurement+Programs+and+Services&L4=Environmentally+Preferable+Products+%28EPP%29+Procurement+Program&sid=Eoaf

Hatfield, Oregon, Energy Savings Performance Contracting (ESPC) Case BB