

# How to Do Business with PWC



*Presented by  
Fayetteville Public Works Commission  
955 Old Wilmington Road  
Fayetteville, NC 28301*



## **To all potential business partners:**

Thank you for taking the opportunity to learn more about the Fayetteville Public Works Commission (“PWC”) procurement-related business opportunities. As a large public agency with diverse procurement and contracting needs, there are several business prospects ranging from large construction to supplies and materials. PWC spends more than \$390M in operating and capital expenditures annually.

This booklet is provided as a supplier resource on how the PWC conducts business. Specifically, it will assist you in learning appropriate methods for bidding, marketing your business, and complying with our rules and regulations. This booklet will also provide a general overview of the functions within our organization and the general purchases, construction, professional services, and general services we procure.

If you have any questions or comments, please contact us via phone at: (910) 223-4271 or email at [SLS@faypwc.com](mailto:SLS@faypwc.com).

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# WHO BUYS IN PWC

PWC provides electric, water, and sanitary sewer services to the City of Fayetteville as well as the surrounding county. PWC is divided into seven key divisions. Listed below are those divisions and associated departments.

## ADMINISTRATION DIVISION

- Corporate Development
- Facilities Construction & Maintenance
- Fleet Management
- Supply Chain (Warehouse, Procurement, SLS)
- Information Technology
- Human Resources, Training, Medical Office

## CUSTOMER DIVISION

- Customer Service
  - Customer Program Call Center
  - Development & Marketing
  - Metering Services
- 

## FINANCE DIVISION

- Accounting
  - Financial Planning (Capital Projects, Budget, Rates)
  - Risk & Safety
  - Payroll
  - Internal Audit
- 

## WATER RESOURCES DIVISION

- W/R Construction
  - W/R Engineering
  - W/R Environmental (Lab, Environmental System Protection, Watersheds)
  - Water Treatment (Glenville Lake WTF, P.O. Hoffer WTF, Water/Wastewater Facility Maintenance)
  - Water Reclamation (Cross Creek WRF, Rockfish Creek WRF, Residuals Management)
- 

## ELECTRIC SYSTEMS DIVISION

- Butler-Warner Generation Plant
  - Compliance
  - Electric Construction
  - Electrical Engineering
  - Electrical System Support (Substations, Apparatus Repair Shop, C/T Crew)
- 

## COMMUNICATIONS/COMMUNITY RELATIONS DIVISION

## LEGAL DIVISION

# WHAT PWC PROCURES



## **Apparatus, Supplies, Materials, and Equipment**

The PWC warehouse maintains \$17M worth of inventory. The majority of PWC tangible purchases apart from office supplies and furniture are procured by the warehouse. The SLS Program supports the PWC warehouse by maintaining the SLS directory and matchmake SLSs to opportunities for the purchases of such items. Below is a sample list of inventory and non-inventory purchases for materials, supplies, and equipment.

- *Blinds & Shades*
- *Chemicals*
- *Draft Supplies*
- *Equipment Rental*
- *Flow Monitoring Equipment*
- *Gravel/Stone*
- *Hand & Power Tools*
- *Industrial Fluids*
- *Instrumentation*
- *Lighting Fixtures*
- *Meter Supplies*
- *Motor Vehicles & Vehicle Parts*
- *Office Supplies, Furniture, Equipment*
- *Oils & Lubricants*
- *Painting*
- *Safety Equipment*
- *Safety Shoes*
- *Scrap Metals*
- *Seed & Sod*
- *Siding*
- *Signage*
- *Specialty Items*
- *Tools*
- *Transformers, Poles, & Cable*
- *Underground & Overhead Hardware*
- *Vinyl/Decals*
- *Welding & Machining Material*

## Construction, Repair, and Maintenance

For projects where the cost is \$30,000 or more, firms submitting bids as prime contractors must be licensed as a North Carolina General Contractor. The SLS Program supports Procurement and respective departments with construction, repair, and maintenance contracts by attending Pre-bid meetings, sharing potential subcontractor data to prime contractors, providing education on participation goals, matchmake SLSs for construction, repair, and maintenance opportunities, and evaluates bid affidavits.

- *Asphalt Paving & Concrete Work*
  - *Building, Road Work & Utility Construction*
  - *Curb, Gutter, Sidewalk*
  - *Earthen Dam Spillway Maintenance & Repair*
  - *Excavation & Drilling*
  - *Fabrication*
  - *Related Trade Industries (HVAC Repair & Maintenance, Plumbing, Electrical Services, Demolition, Hauling, Sound Insulation)*
  - *Roofing*
- 

## Professional Services

Major architectural, engineering, and surveying services contracts are administered by the PWC Procurement Department and respective departments. The selection of a firm to provide these services is based on the qualifications of the firm and individuals to perform the desired services in accordance with North Carolina General Statutes 143-64.1. State licensed architects, engineers, and surveyors interested in being considered for selection to provide professional services to PWC may request to be placed on PWC's list of professional service providers. The SLS Program supports PWC by maintaining the SLS directory and matchmake SLSs to opportunities for Professional Services.

- *Architectural*
  - *Geo-Technical Surveying*
  - *Surveying*
  - *Engineering*
  - *GIS Services*
- 

## Technology

Major information technology goods and services are managed by the PWC Procurement Department and respective departments. The SLS Program supports PWC by maintaining the SLS directory and matchmake SLSs to opportunities for technology goods and services. The selection of a firm to provide these services is in accordance with North Carolina General Statutes 143-129.8.

- *Camera Maintenance*
  - *Fire Alarm Systems*
  - *Closed Circuit TV (CCTV) Inspection*
  - *Technological Equipment*
  - *Computer Equipment/Software*
  - *Security Systems/Monitoring*
  - *Energy Management Controls*
-

## General Services

Operational services contracts are administered by the PWC Procurement Department and respective departments. These services may include but are not limited to mowing, landscape, janitorial, security services, pest control, computer and technology services, uniform rental, temporary personnel, and financial and administrative services. The SLS Program supports PWC by identifying subcontracting opportunities and tracking for applicable service agreements, maintaining the SLS directory, and matchmake SLSs to opportunities for General Services.

Firms interested in providing operational services to PWC are encouraged to maintain periodic contact with each respective PWC department(s) and the PWC Procurement Department.

- *Advertising and Design Services*
- *Appraisers (Real Estate, Personal Property, Business, Tree, Auto)*
- *Automotive Body Builders & Installation*
- *Automotive Service, Repairs, and Parts*
- *Automotive Upholstery*
- *Backflow Testing*
- *Background Checks*
- *Boat Repair*
- *Carpet Cleaning*
- *Catering*
- *Compressed Air & Gas Services*
- *Copy Services*
- *Deionized Water Systems*
- *Document Shredding*
- *Easement Right of Way Services*
- *Electric Motor Repair*
- *Elevator Maintenance*
- *Employee Assistance & Wellness Programs*
- *Equipment Services*
- *Erosion Control*
- *Event Planning*
- *Equipment Services*
- *Erosion Control*
- *Event Planning*
- *Farming Fencing*
- *Fire Extinguisher Inspections*
- *Flooring & Maintenance*
- *Fraud Investigation*
- *Functional Employment Testing*
- *Gate & Rollup/Automatic Door Maintenance*
- *Generator Maintenance*
- *GPS Mobile Data*
- *Grounds Keeping*
- *Harvesting*
- *Hazardous Material Spill Cleanup/Disposal*
- *Ice Machine Services*
- *Insurance*
- *Janitorial*
- *Laboratory Services*
- *Land Application (Biosolids)*
- *Landscape & Mowing*
- *Mailing/Postage Services*
- *Media/Video Production*
- *Mobile Detailers*
- *Mold Damage Remediation*
- *Motorcycle Repair*
- *Occupational Medical*
- *Oil/Water Separator Cleaning Services*
- *Overnight Delivery Service*
- *Pest Control*
- *Physical Security*
- *Photography*
- *Pressure Washing*
- *Printing*
- *Professional Development/Training*
- *Publishing/Advertising*
- *Pump & Haul*
- *Recycling/Waste Removal Services*
- *Restoration Services*
- *Small Machine Maintenance & Repair*
- *Storage*
- *Surplus Sales*
- *Temporary Personnel*
- *Title Research*
- *Towing*
- *Transformer Disposal*
- *Tree/Vegetation Removal*
- *Underwater Inspections*
- *Uniforms & Laundering*
- *Vactor Truck Service*
- *Vibration Analysis*
- *Waste Disposal*

## **SMALL LOCAL SUPPLIER PROGRAM (SLS)**

Our Mission is to promote the utilization of small, local businesses in the Fayetteville Metropolitan Statistical Area by increasing opportunities for those businesses to participate in PWC Procurements and for business enterprises that meet the eligibility requirements.

PWC has established this Small Local Supplier Program (SLS Program or Program) to support local utilization, encourage capacity development, and offer procurement opportunities to business enterprises that meet the eligibility requirements of the SLS Program through various methods such as the 30 under 30K list and the Small Disadvantaged Business Enterprise (SDBE) Program.

### **30 Under 30K List**

PWC maintains a list of SLSs grouped by The North American Industry Classification System (NAICS). Vendors included on PWC's departmental 30 Under 30k list may receive quote requests for procurement opportunities related to their product or service offerings that are under \$30,000. To be included on PWC's department 30 under 30k list, a vendor must complete the Small Local Supplier (SLS) Self Certification Form and register their business through iSupplier. Vendors should accurately note their NAICS codes on the form to ensure they are placed on the appropriate department list. Existing Vendors who are not currently registered with an iSupplier account can register and update their information by completing the online application at: [www.faypwc.com/purchasing/](http://www.faypwc.com/purchasing/).

### **Small Disadvantaged Business Enterprise (SDBE) Program**

A Small Disadvantaged Business Enterprise (SDBE) interested in doing business with PWC is encouraged to apply for certification through the North Carolina Department of Transportation (NCDOT) Unified Certification Program and the North Carolina Office of Historically Underutilized Business (NCHUB) Unified Certification Program. Information regarding certification, including the certification qualifications and application, may be found on the NCDOT website at:

<https://apps.ncdot.gov/vendor/approvedproducts/> and the NCHUB website at:

<https://www.ips.state.nc.us/vendor/searchvendor.aspx?t=h>.

Certification is not required to participate in bidding or to be awarded a contract but is required for the participation to count toward NCDOT or NCHUB goals on certain projects. The certification process verifies that your company meets the compliance standards established by these two entities. PWC is committed to promoting equal opportunity for all and to eliminating prohibited discrimination in all forms. Prohibited discrimination means discrimination against any person, business, or other entity in contracting or purchasing practices based on race, color, sex, or national origin. Certified firms may receive solicitations from prime contractors/service providers to bid on subcontracts/ subcontracting opportunities to count towards any applicable NCDOT or NCHUB goals on certain projects.



## Additional Programs

Determine whether the business is eligible for any special contracting programs such as “Small Local Supplier Certification” or “Disadvantaged Business Enterprise Certification” and apply for eligible programs. For more information reference the SLS Program.



## HOW PWC PROCURES

PWC is committed to enhancing the quality of life for those we serve by providing safe, reliable utility services at the lowest reasonable cost, with exceptional customer service. The Procurement Department is dedicated to effectively managing procurement to ensure PWC continues to provide safe, reliable utility services at the lowest reasonable cost.

The Procurement Department:

- Purchases supplies, materials, and equipment for PWC departments.
- Recommends contractual and service agreements.
- Conducts the bidding process for goods and services.

Procurement ensures that all purchases for PWC are made in accordance with the bid laws as outlined in Chapter 143 of the North Carolina General Statutes. Our goal as the procurement professional is to ensure the availability of quality materials and services at the lowest reasonable cost to our employees to better serve the customers of PWC.

The SLS Program:

- Supports the Procurement Department and respective departments by maintaining the SLS directory, matchmake SLSs to opportunities, and maintaining the 30 under 30K lists.
- Supports Vendors and Contractors by attending pre-bid meetings, sharing potential subcontractor data to primes, matchmake prime and subcontractors, educates bidders on participation goals, evaluates bid affidavits, and provides bid debriefs to vendors, suppliers, and contractors.
- Assist suppliers with vendor registration process and vendor profile updates.
- Provide supplier networking and training opportunities.
- Identify partners to support SLS business development needs.



The SLS Program’s office hours are Monday - Friday (excluding holidays) from 8:00 AM to 5:00 PM and can be reached via phone at (910) 223-4271 or via email at [SLS@faypwc.com](mailto:SLS@faypwc.com).

## Bidding Statutes

Doing business with any public agency is different from doing business in the private sector. In the private sector, companies can buy from whomever they want. They do not have to adhere to a set of standards for obtaining competitive bids. If they buy a product from a vendor and they like the product, they can continue to purchase it without obtaining competitive pricing. In public agency procurement, however, there are a set of bidding standards called “statutes” that govern how municipalities, counties, and other public entities in that State do business.

The methods used for government purchasing are based upon two (2) criteria:

1. The type of purchase made
2. The dollar amounts

These criteria determine how solicitations are made and the form of response that is expected and required according to the NC General Statutes.

There are five (5) types of categories for purchases:

1. Apparatus, supplies, materials, and equipment
2. Construction and repair
3. Service contracts, purchase of real property, lease of personal property
4. Professional Services
5. Technology

The type of product or service and the value of the procurement being solicited determines the method that PWC uses. The method of solicitation determines what type of response a vendor should submit.

## Solicitation

PWC begins the process of purchasing a product or service by soliciting quotes, proposals, bids, or qualifications from prospective vendors. Solicitation of bids is PWC’s way of formally announcing to the public the method it plans to use to purchase a certain product or service.

A purchase is initiated by one of the following types of solicitations:

### Small Purchases (Under 30k)

- Email request
- Telephone request
- RFQu – Request for Quote

### Informal and/or Formal

- RFP – Request for Proposal
- RFQ – Request for Qualifications
- ITB – Invitation to Bid

## Thresholds

PWC issues purchase orders and/or contracts either through informal or formal procurement processes. Once a purchase order or contract has been issued, *changes to the terms and conditions of the accepted proposal are not allowed except by written, formal action.*

<u>30 Under 30K</u>	<u>Informal</u>	<u>Formal</u>
Purchases, construction, repair work, and services costing <b>less than</b> \$30,000	Purchase of apparatus, supplies, materials, or equipment costing <b>less than</b> \$90,000, and construction and repair projects costing less than \$500,000	Purchase of apparatus, supplies, materials, or equipment costing \$90,000 <b>or more</b> , and construction and repair projects costing \$500,000 or more
Departments are encouraged to seek competitive quotes when SLS availability exists	Requires competitive pricing by phone, mail, or fax (advertisement of contract opportunities <b>IS NOT</b> required)	Requires sealed bid competitive pricing (advertisement of contract opportunities <b>IS</b> required)
Departments utilize the 30 Under 30k List provided by the SLS Program to solicit quotes	Vendors submit oral, written, or faxed quotes by specified date and time. Bids are not open to public inspection until a contract is awarded.	Vendors attend the pre-bid conference (as applicable) and submit questions before the deadline for questions. (Question-Answer session)
PWC awards Purchase Order to the selected Supplier	Vendors submit oral, written, or faxed quotes by specified date and time. Bids are not publicly opened and are not open to public inspection until a contract is awarded.	PWC responses to questions via Addendum.
Department will complete the Requisition to Purchase Order Process and attach the completed 30 under 30K List to the requisition	PWC awards contract to the selected vendor	Vendors submit completed and sealed bids by the specified date and time. Bids are opened in public. Bids become a public record once they are opened.
Purchase Order is issued to Selected Contractor	Purchase Order (or contract) is issued to the selected vendor	Commission/City Council approves the recommendation of award and awards the contract

# ADDITIONAL REQUIREMENTS (CONSTRUCTION)

## Bonding

Bonding is mandatory by statute for construction or repair contracts in the formal bidding range. Bonds are required to manage risk on construction projects and are generally considered an indication of financial solvency. There are three basic types of surety bonds:

	<u>BID BOND</u>	<u>PERFORMANCE BOND</u>	<u>PAYMENT BOND</u>
<u>WHO</u>	<ul style="list-style-type: none"> <li>Prospective bidder</li> </ul>	<ul style="list-style-type: none"> <li>Successful bidder</li> </ul>	<ul style="list-style-type: none"> <li>Successful bidder</li> </ul>
<u>WHY</u>	<ul style="list-style-type: none"> <li>Assures that the bid is submitted in <i>good faith</i></li> <li>Assures that the contractor will enter the contract at the bid price if awarded</li> <li>Assures that contractor will provide necessary performance and payment bonds</li> </ul>	<ul style="list-style-type: none"> <li>Protects the owner from financial loss should the contractor default</li> </ul>	<ul style="list-style-type: none"> <li>Assures that contractor will pay subcontractors, laborers, and materials suppliers</li> </ul>
<u>WHEN</u>	<ul style="list-style-type: none"> <li>Submitted with a bid (or may submit cash, cashier's check, or certified check)</li> </ul>	<ul style="list-style-type: none"> <li>Submitted when a contract is awarded</li> </ul>	<ul style="list-style-type: none"> <li>Submitted when a contract is awarded</li> </ul>

## Licensing

On projects where costs exceed \$30,000, firms submitting bids as prospective prime contractors must be licensed as a North Carolina General Contractor. On projects requiring heating, ventilation, air conditioning, plumbing, or electrical wiring services, contractors must be licensed in their respective trades.



# HOW TO COMPETE

Prospective suppliers must submit bids (competitively priced offers) in response to several types of solicitations from PWC, such as Invitations to Bid, Requests for Proposal, Request for Quote, etc.

## ➤ **Public Advertisement**

- Opportunities within the formal thresholds are advertised on the PWC website at: <https://www.faypwc.com/purchasing/>. Formal Construction and Repair Opportunities are also advertised in *Greater Diversity News*, a minority publication out of Wilmington, N.C. Additionally, bid announcements are also sent to various minority and business organizations. Generally, advertisements are posted a minimum of 10 days before the bid opening date. Make time to review and carefully study the written specification, the scope of work, plans, special conditions, etc. that are documented within the advertised solicitation document.

## ➤ **Pre-Bid/Proposal Meetings & Site Visits**

- Attend *the pre-bid meeting* to ask questions or request clarification on any proposed specifications or requirements
- Can meet all the contract requirements
- Adhere to all written instructions, including any requirements for submitting properly sealed and labeled packages, providing supplemental information, and meeting due dates and times
- Review all *official* written addenda or requirement changes resulting from the pre-bid conference
- Account for all conditions of purchase, delivery, and payment
- Include accurate costs and estimates of material, labor, overhead packaging, and transportation
- Consider market conditions, i.e., price changes in raw materials, labor, whether a price adjustment clause is needed in the contract, etc.
- Include insurance certificates (when specified in the solicitation)
- Include bid security (when specified in the solicitation)

## ➤ **Solicitation Submittal**

- **Completed bids must be submitted and received by the Procurement Department on, or before the date and time specified in the solicitation. Vendor responses that are received after the specified date and time will be rejected and returned to the vendor unopened.**

➤ **Solicitation Evaluation**

PWC contracts are awarded to responsible vendors who have submitted responsive bids or proposals. Guidelines to determine the responsibility of vendors are established by North Carolina General Statutes to ensure a vendor’s ability to fulfill all contract requirements.

To ensure a vendor’s responsibility, we may request evidence of:

- A vendor’s financial resources
- A vendor’s performance record on previous contracts
- A vendor’s plant and testing facilities
- A vendor’s production capability
- A vendor’s ability to comply with delivery or performance schedule

To ensure a responsive bid or proposal, we may evaluate and or ensure:

- That the solicitation requirements are met
- That the offer is advantageous to PWC concerning the quality, performance, and time criteria specified in the solicitation

<b>EXAMPLES OF A <u>RESPONSIVE</u> BID/PROPOSAL</b>	<b>EXAMPLES OF <u>NON-RESPONSIVE</u> BID/PROPOSAL</b>
<ul style="list-style-type: none"> <li>• Is submitted by the deadline</li> <li>• Is prepared according to specifications and instructions</li> <li>• Is submitted with a bid/security deposit (if required)</li> </ul>	<ul style="list-style-type: none"> <li>• Bids submitted after the deadline</li> <li>• Includes substitutions that are not allowed</li> <li>• Includes a notice that a product is subject to prior sale or that prices are subject to change</li> <li>• Does not meet the specifications nor delivery schedule</li> </ul>



# HOW TO PARTICIPATE

## SUPPLIER REGISTRATION AND SLS CERTIFICATION

### iSupplier

- Make an appointment to meet with the Small Local Supplier (SLS) Program Manager or Local Vendor Analyst (unless related to a specific bid) to explore potential business opportunities with PWC.
  - Market your business to the SLS Program staff.
  - Ask about upcoming purchasing opportunities.
  - Maintain ongoing, periodic contact with the SLS Program Staff Supplier registration via iSupplier
- Register through iSupplier.
  - Include in the registration an accurate selection of your products and services. Ensure to include proper NAICS codes that relate to your business.
  - Submit the completed application and attach a copy of your W9 and COI. Along with any brochures, capability statements, or other information that may further describe your business.

### iSupplier Benefits/Tips

As a Supplier, using the Portal, you would have the ability to:

- View and Acknowledge Purchase Orders, Agreements, and Requests for Quotes (RFQs)
- Submit Change Requests to Purchase Orders and Agreements
- View Receipts
- View and Submit Invoices
- View Payments
- Receive worklist notifications and email notifications
- Create/Cancel - Advance Shipment Notices (ASNs)
- Create/Cancel - Advance Shipment Billing Notices (ASBNs)
- Update the Company Profile Data

### Small Local Supplier Certification

- Complete Small Local Supplier Certification Form
  - [SLS Program Self-Certification form](#)

Once the application is received, the SLS Program staff will review the application and verify that the business meets the criteria for the SLS Program. Businesses that meet the criteria will become SLS Certified and will receive a letter and certificate for the certification. SLS contact information will be published on the Directory of SLS firms for solicitations for bid opportunities for Prime Contractors and PWC Personnel at: [sls.faypwc.com/](http://sls.faypwc.com/).

## HOW TO BE A PROACTIVE BIDDER

The entrepreneurial journey and building a successful, thriving business isn't easy. Continued proactiveness instead of reactivity to future business opportunities will increase growth. Doing business with a publicly owned company requires attention to the same competitive business matters as it would in a private sector, own your destiny, and do not miss the opportunity to thrive in this ecosystem of commerce.

Keep these general recommendations in mind when working to increase your slice of the pie:

- ✓ **Make periodic salesmanship contact.**  
In person, by phone, email, or fax, make sure that you keep your business in the forefront of the minds of the buyers.
- ✓ **Keep your vendor application/MWBE application current.**  
To stay connected with buyers, the contact information must always remain up to date. Make sure that you reach out to the Purchasing Division in case of any changes, especially address, phone, fax, or email.
- ✓ **Provide business cards and reveal details.**  
Make sure buyers have a thorough understanding of what your business offers. Providing pamphlets, brochures, capability statements, and other literature will allow for a better understanding of the product and/or service you bring forth and will also give you another means to increase your exposure.
- ✓ **Know your market.**  
Explore to see what the government is up to. Look at Budget books, and Capital Improvement plans to stay ahead of the game so that you can position yourself accordingly.

For construction sub-contractors, proactive bidding is particularly important. As a 2<sup>nd</sup>-tier contractor, looking to make your pitch to 1<sup>st</sup>-tier (prime) contractors, keep your ear to the happenings concerning upcoming projects. You can do this in a few ways:

1. **Contact the architect/engineer or the sponsor of the project to make certain that the design or repair work calls for your field of expertise.**
2. **Attend the pre-bid meetings even if you might not be eligible to bid.**  
These meetings, attended by primes, are excellent opportunities to network and make your pitch to potential business partners for current and future projects. In-person interactions help to establish integrity and trust in your ability to perform and meet customer expectations.
3. **Request the bidders' list.** Contact the sponsor of the project and request the bidders' list. From here, you can view the specifications available to the public and compose a quote to give to potential primes. Make individual sales calls and/or present quotes for the project. You never know which one may work out for you.



## SUMMARY

Although doing business in the public sector may initially appear challenging, once you get the hang of the process, it becomes far less intimidating. As a public entity, all the laws and regulations are designed to protect you. It is our job as supply chain professionals to ensure that everyone has an equal opportunity to do business and is judged by the same criteria and standards to make certain that our process is equitable and fair.

Here is a quick rundown of what you should keep in mind:

1. **Get in the mix.** Complete the appropriate vendor applications/forms to place your organization in the database of potential vendors.
2. **Be proactive.** Market your firm to PWC. Make the sales calls, bring the literature, attend the pre-bids, and make an appointment to stop by for a face-to-face.
3. **Anticipate the opportunity.** Check the websites, newspapers, and other public notice areas to see what opportunities are available. Use marketing tools to get the inside scoop on what is upcoming.
4. **Effort and consistency.** When the opportunity arises to submit a bid/proposal, be sure to follow the directions and submit all necessary documentation.
5. **Be persistent.** Do not get discouraged. Everything is a process and public procurement is no different. Continue being proactive, stay motivated, and communicate with our organization.



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