

## Contracts Academy Update Board of Supervisors

### In This Presentation:

- Contracts Academy Summary
- Enrollment Status
- Results
- RQN Update (Contracts Tracking System)
- New Opportunities
- Participants Testimonials
- Questions



# Contracts Academy Summary

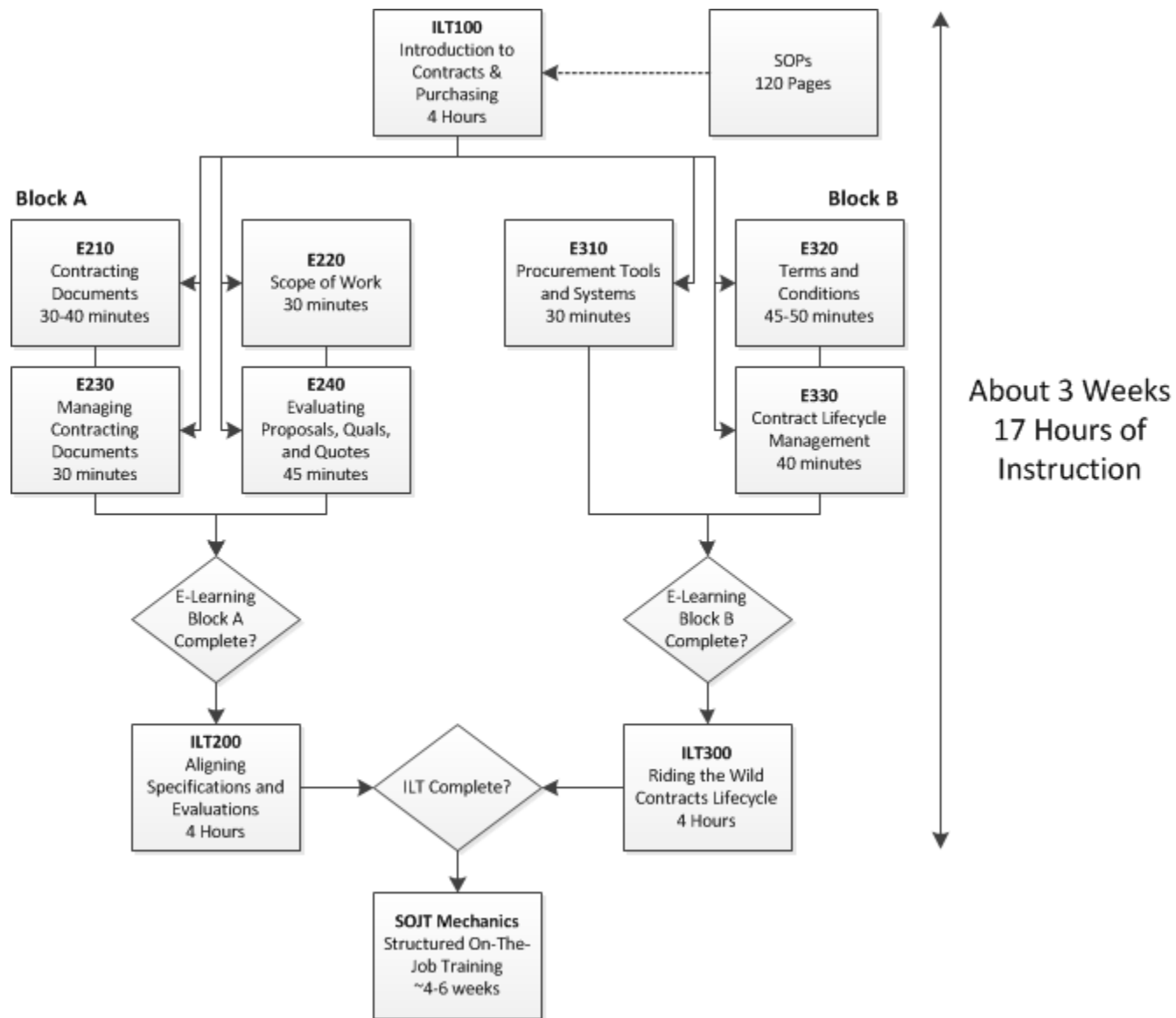
The Contracts & Purchasing Academy was created and developed at the direction of the County Board of Supervisors, so that all county employees having a role in the procurement process have the ability to be trained in both effective and efficient contract processes, in a standardized training environment focused on the mechanics and arts of contract creation, entry and life-cycle management.



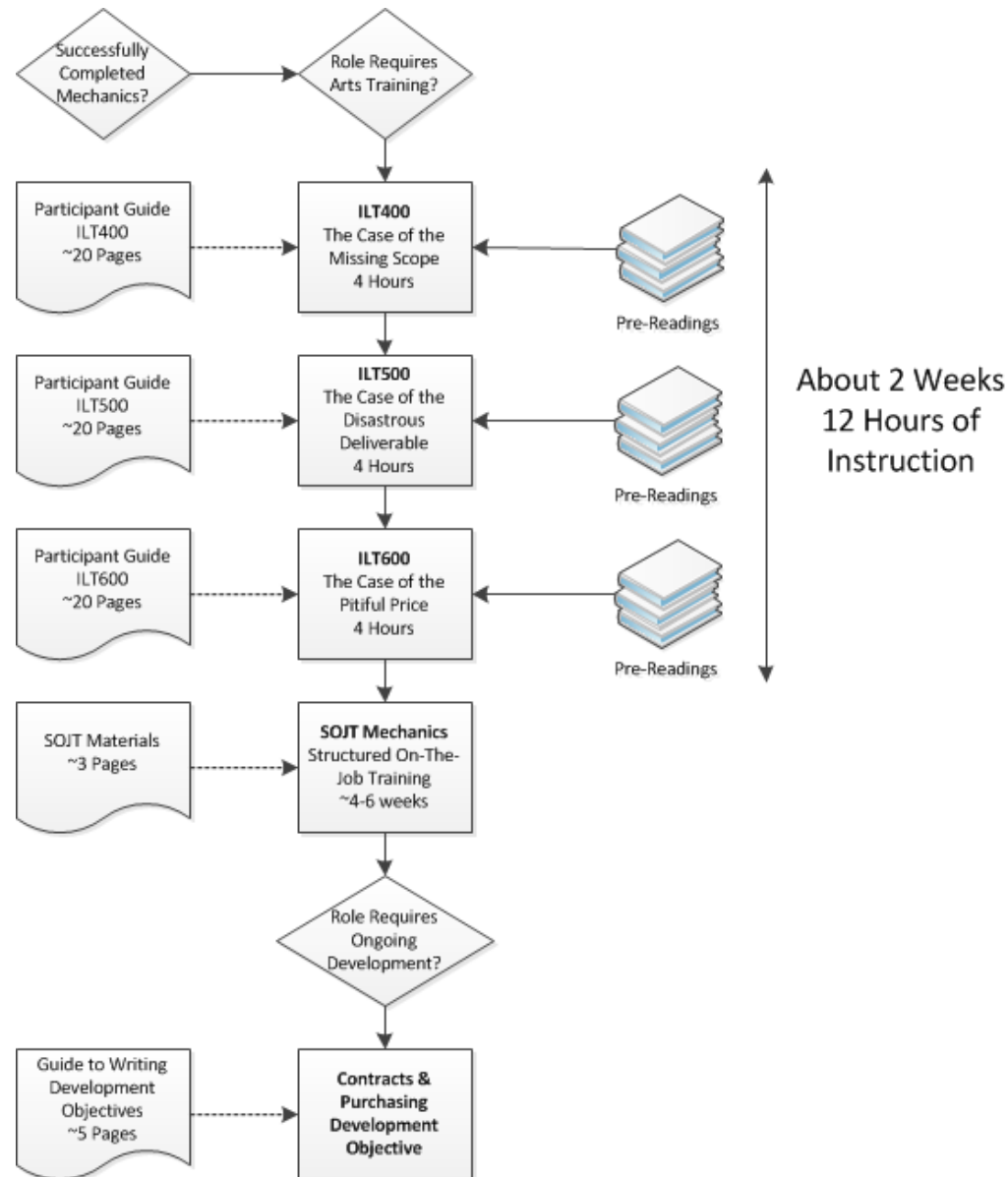
# Organizational Needs

Category	Need
Compliance	1. Increase contract compliance with regulatory statutes.
Efficiency	2. Increase productivity and efficiency throughout the contract and purchasing lifecycle. 3. Minimize the number of change orders for out-of-scope work. 4. Minimize the number of renewable or multi-year agreements that expire prior to completing an amendment.
Value	5. Increase the likelihood of more favorable pricing and terms in agreements.
Risk	6. Minimize the number of bid protests. 7. Minimize the risk of litigation due to process errors and unfavorable contract language. 8. Minimize number and amount of insurance claims.
Satisfaction	9. Minimize the number of internal customer complaints.

# Mechanics of Contracts and Purchasing



# Art of Contracts and Purchasing



# Content Areas Covered

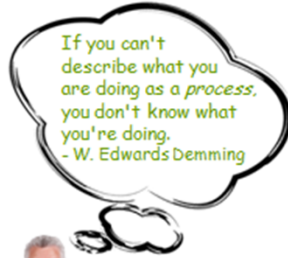
Mechanics Content	Arts Content
<p><b>Contract Creation</b></p> <ul style="list-style-type: none"><li>• <b>County procurement methods</b></li><li>• Using MS Word (track changes function) and managing multiple versions of contract documents</li><li>• Types of RFQ, RFP, Agreements, Purchase Orders</li><li>• <b>Formation of written scope of services and deliverables</b></li><li>• <b>Setting milestones for contract fulfillment</b></li></ul> <p><b>Contract Entry</b></p> <ul style="list-style-type: none"><li>• Automated procurement systems (knowledge of and using)</li><li>• Contract law and regulations</li><li>• Contract review and approval levels</li><li>• <b>Negotiating contract terms and conditions</b></li><li>• Understanding and applying indemnification and insurance requirements</li></ul> <p><b>Contract Management</b></p> <ul style="list-style-type: none"><li>• <b>Determine vendor performance failings</b></li><li>• Developing and managing multiple, long-term contracts</li></ul>	<p><b>Contract Creation</b></p> <ul style="list-style-type: none"><li>• Contract techniques for best value and sole source</li><li>• Researching statutory requirements for county procurement</li><li>• Reading and interpreting contract language</li><li>• Comprehend complex contract terms and conditions</li><li>• Business and industry best practices and market conditions</li><li>• Evaluate risk associated with contracting of goods and services</li></ul> <p><b>Contract Entry</b></p> <ul style="list-style-type: none"><li>• Payment terms</li><li>• <b>Determine price reasonableness</b></li></ul> <p><b>Contract Management</b></p> <ul style="list-style-type: none"><li>• <b>Recognizing and responding to evidence of contractor non-performance</b></li><li>• Developing the County's position on bid protests before or after award</li></ul>

# Key Deliverables: ILT, E-Learning, and SOPs

## Intro to Contracts and Purchasing

### Module 1 Contracts & Purchasing: The Process

- ▶ Introduction
- Course Overview
- Decision Matrix
- Lifecycle Model
- Break
- SOPs, Summary and Q&A



### Standard Operating Procedure SP1010 Choosing the Agreement Type and Agreement Process

Effective Date: 6-1-2014	Contact: Debra R. Bayard
Revision Date: 6-30-14	Document Status: Final
Audience: Requestors and Originators of goods and services	
Supporting Resources: Contracts & Purchasing Decision Table, Contracts & Purchasing Lifecycle Model	

#### Purpose

Requestors and Originators must choose the correct type of process for a desired Agreement for their purchases. Choosing the correct type of Agreement for your project allows you to identify the purchasing process to use. The purchasing process varies according to the Agreement amount, the terms and conditions used, and the type of services.

#### Where to Start

You should determine the Agreement type when you first identify a need for goods or services that a Contractor must provide. You should determine if your project could be determined to be a "work of public improvement." Agreements for those types of goods or services have other, different, requirements. If you are unsure, contact the Office of the County Counsel.

#### Steps for Choosing the Correct Agreement Type

You can determine the Agreement type by following the Contracts & Purchasing Decision Table (see Page 4) and answering a few questions.

1. Will the total contract be less than \$50,000?

Informal Process < \$50,000	Formal Process ≥ \$50,000
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- a. If less than \$50,000, then use the "Informal Process" side of the table.

*Note: There are exceptions for complex, lengthy, or potentially sensitive agreements. Contact Contracts/Purchasing if you are not sure.*



## Contracts Academy Writing the Scope of Work

### Introduction

### Module Overview

#### Module Goal

This module is designed to help you appreciate the importance of the scope of work (SOW) as a key document in the solicitation and contract phases of the C/P process. It will also allow you to explore some strategies for ensuring you develop a clear, effective scope of work.

This is critical to your success as part of the C/P process. This is because a well-written scope of work provides a strong foundation for a successful engagement with the Contractor. It clarifies your needs, your expectations of the Contractor, and the means by which you will ensure quality work is performed on time and within budget.

#### Time Required

Approximately 30 minutes.



My Progress  3 of 51



# Contracts Academy Project Results

**We are excited to report that the Academy:**

- **Came in on Time**
- **Within Budget**
- **Within Scope**
- **All Content Areas Addressed**
- **No Change Orders**
- **No Renewal Agreement Amendments**
- **Relationship Maintained**





# Enrollment Status



# Contracts Academy Review

## Contracts and Purchasing Academy Department Completion Status

Department	Participants	Completed	Percentage	Pending
Agricultural Commissioner	3	2	67%	0
Assessor/ Recorder- County Clerk	8	4	50%	0
Auditor Controller	7	4	57%	0
County Administrative Office	13	10	77%	0
Clerk of the Board	2	2	100%	0
Cooperative Extension	2	2	100%	0
County Counsel	30	3	10%	6
Child Support Services	3	3	100%	0
District Attorney	6	1	17%	2
Department of Social Services	29	8	28%	0
Economic Development	8	5	63%	0
Elections	2	2	100%	0
Emergency Communication	3	2	67%	0
Equal Opportunity	3	0	0%	0
Health	29	14	48%	2
Human Resources	3	2	67%	1
Information Technology	16	2	13%	1
Library	3	0	0%	0
Natividad Medical Center	13	7	54%	3
Parks	12	6	50%	2
Probation	7	5	71%	0
Public Defender	7	3	43%	1
Resource Management Agency	8	6	75%	1
Sheriff-Coroner	6	0	0%	0
Treasurer-Tax Collector	4	3	75%	0
Water Resources	28	4	14%	0
<b>Totals</b>	<b>255</b>	<b>100</b>	<b>35%</b>	<b>19</b>
			<b>Targeted Goal</b>	<b>125</b>
			<b>Participants Served</b>	<b>119</b>
			<b>Total</b>	<b>95%</b>



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Our Targeted Goal was to Graduate 125 Participants by 1-25-2015.

Participants Served: 119  
 Participants Graduated: 100  
 Pending: 19

We Reached 95%

## Contracts and Purchasing Academy No-Shows

Cohort	Number of No-shows
Cohort 1	2
Cohort 2	5
Cohort 3	6
Cohort 4	4
Cohort 5	4
Totals	21
<i>Average 4.2 No-shows per cohort</i>	

## Contracts and Purchasing Academy Pending Graduation List

Department	Missing ILT	Missing E-Learning	Missing Posttest
County Counsel	ILT 100, 300/400, 500, 600		ILT 100
County Counsel	ILT 100, 200, 300/400, 600		ILT 100, 200
County Counsel-Risk Management	ILT 200, 300/400		ILT 200
County Counsel	ILT 200, 300/400, 500, 600	E230, 240, 310, 320, 330	ILT 200
County Counsel	ILT 200, 300/400, 500, 600	E210, 220, 230, 240, 310, 320, 330	
County Counsel	ILT500		
District Attorney	ILT 200, 300/400, 500, 600	E310, 320, 330	ILT100, 200
District Attorney			ILT200
Health	ILT600	E310, 320, 330	
Health		E240, 310, 320, 330	
Human Resources	ILT 200, 300/400, 500, 600		ILT200
Information Technology	ILT100, 500, 600		
Natividad Medical Center		E230, 240, 310, 320, 330	
Natividad Medical Center	ILT 200, 300/400, 500, 600	E210, 220, 230, 240, 310, 320, 330	ILT200
Natividad Medical Center		E210, 220, 230, 240, 310, 320, 330	
Parks	ILT 200, 300/400, 500, 600	E310, 320, 330	ILT200
Parks	ILT 200, 300/400, 500, 600	E210, 220, 230, 240, 310, 320, 330	ILT200
Public Defender	ILT 500, 600		ILT200
Resource Management Agency	ILT300/400, 500, 600	E240, 320	

# Contracts Academy Review



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**Results**

## Contracts Academy Performance Measure Matrix

Training Measurements	Proposed Assessments	Resources Needed	Deadline	Responsible Party
Level 1	<ul style="list-style-type: none"> <li>➤ Survey Currently Utilized For Trainings</li> <li>➤ Drafted Survey that incorporates every facet of training delivery (building, instructor, instructional material, etc...)</li> </ul> <p><b>Objective:</b> A survey that incorporates demographic, reflective, and applicability questionnaires with the aim of quantifying the effectiveness of both the didactic materials and the amenability of the training facility towards learning.</p>	Evaluating Training Program Book	Upon Completion of Academy	
Level 2	<ul style="list-style-type: none"> <li>➤ Post-training retroactive self-assessment of understanding/capability improvement (Likert scale measuring acumen on key objectives)</li> </ul> <p><b>Objective:</b> Through a questionnaire, assess a participant's acumen in the Academy's key objectives by presenting coupled questions differentiated by before and after time frames.</p>	Evaluating Training Program Book Existing Surveys	Upon Completion of Academy	
Level 2	<ul style="list-style-type: none"> <li>➤ Post-class examinations measuring data retention (Pre-set-pass threshold: 80%)</li> </ul> <p><b>Objective:</b> Through an examination, determine whether a participant has been afforded enough instructional material to retain the championed skills and apply to contract's/purchasing duties.</p>	Embedded into E-learning and ILT instructional material	Upon Completion of Module	
Level 3	<ul style="list-style-type: none"> <li>➤ Re-administer survey capturing external impression of Contracts Purchasing Process. (Employ same participants list as previously utilized)</li> </ul> <p><b>Objective:</b> Determine whether the impressions of County of Monterey employees towards the contracts/purchasing process have improved favorably.</p>	Original Survey	End of March	
Level 3	<ul style="list-style-type: none"> <li>➤ Random Phone Interview, and survey for behavioral changes Assess application of learned skills</li> </ul> <p><b>Objective:</b> Through qualitative data, deduce if a behavioral change has occurred and if the proposed key objectives were improved upon.</p>	Academy graduates	3 Months Post Training	
Level 4	<ul style="list-style-type: none"> <li>➤ Renewal amendment reductions and other metrics proposed by Contract's Academy Developers(Pre and Post Measurements(1.7 )</li> </ul> <p><b>Objective:</b> Employing both Advantage and other data sources quantify a reduction in renewal amendments and other relevant metrics.</p>	Advantage(Platforms utilized to capture every stage of the contract's process)	6 Months Post Training 2012- Quarterly trends post academy.	

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<p><b>Level 2</b></p>	<ul style="list-style-type: none"> <li>➤ Post-training retroactive self-assessment of understanding/capability improvement (Likert scale measuring acumen on key objectives)</li> </ul> <p><b>Objective:</b> Through a questionnaire, assess a participant's acumen in the Academy's key objectives by presenting coupled questions differentiated by before and after time frames.</p>
<p><b>Level 2</b></p>	<ul style="list-style-type: none"> <li>➤ Post-class examinations measuring data retention <i>(Pre set pass threshold: 80%)</i></li> </ul>
<p><b>Level 3</b></p>	<ul style="list-style-type: none"> <li>➤ Re-administer survey capturing external impression of Contracts Purchasing <i>(5 months post training completion)</i></li> </ul>
<p><b>Level 3</b></p>	<ul style="list-style-type: none"> <li>➤ Random Phone Interview, and survey for behavioral changes Assess application of learned skills</li> </ul> <p><b>Objective:</b> Through qualitative data, deduce if a behavioral change has occurred and if the proposed key objectives were improved upon.</p>
<p><b>Level 4</b></p>	<ul style="list-style-type: none"> <li>➤ Renewal amendment reductions and other metrics proposed by Contract's Academy Developers(Pre and Post Measurements(1.7 )</li> </ul> <p><b>Objective:</b> Employing both Advantage and other data sources quantify a reduction in renewal amendments and other relevant metrics.</p>

# Contract and Purchasing Academy Performance Measures

## ***Effectiveness Measures***

The effectiveness measures assess the quality and deliverance of the instructional material.

A numerical 5 point Likert scale was used to quantify the effectiveness of:

- *Instructor(s)*
- *Relevance of Instructional Material to Job Responsibilities*
- *Workshop Relevance to Job Responsibilities*
- *Recommendation of Workshop to Colleagues*

The metrics were calculated using the potential points as the base (5 being the max allotted Points \* Total number of respondents) and the total of the actual points garnered as the numerator.



# Contract and Purchasing Academy Performance Measures

## *Process Aptitude Measures*

The following facets of the contracts and purchasing processes were identified as significant in maintaining the integrity and mitigate liabilities of County contracts.

Writing a:

- *Scope of Work-*
- *Bid Agenda and Plan-*
- *Performance Based Work Statement-*
- *Amendment-*

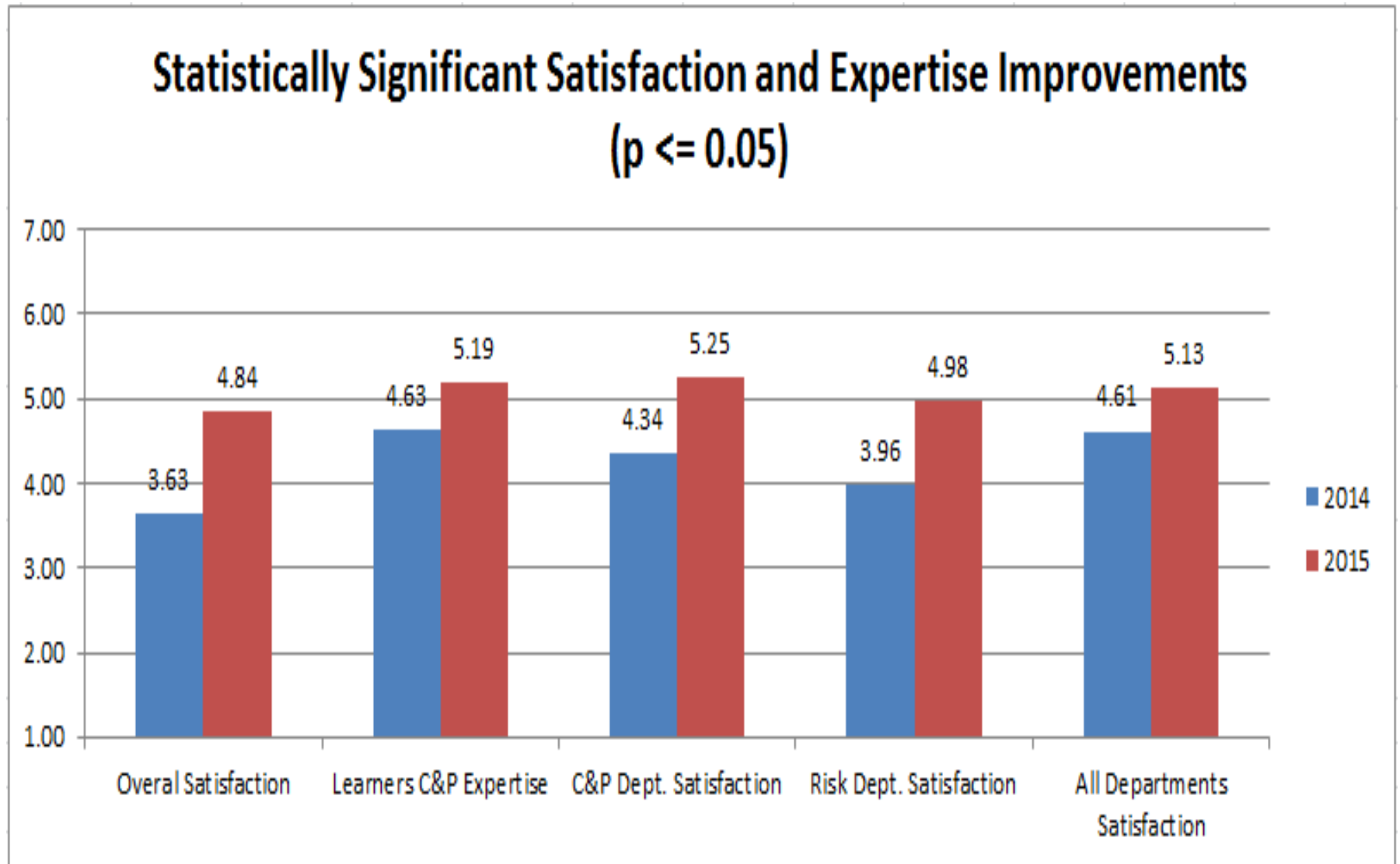
A pre and post self-reflection of aptitude in the delineated task was employed. A 5 point numerical Likert scale was utilized to quantify an improvement in capability. Each unit increment identifies a 20% improvement in aptitude towards the respective task.

The metrics were calculated as the average improvement of each cohort. Additionally, a 4 level performance measurement plan has been established and can be reviewed upon request.

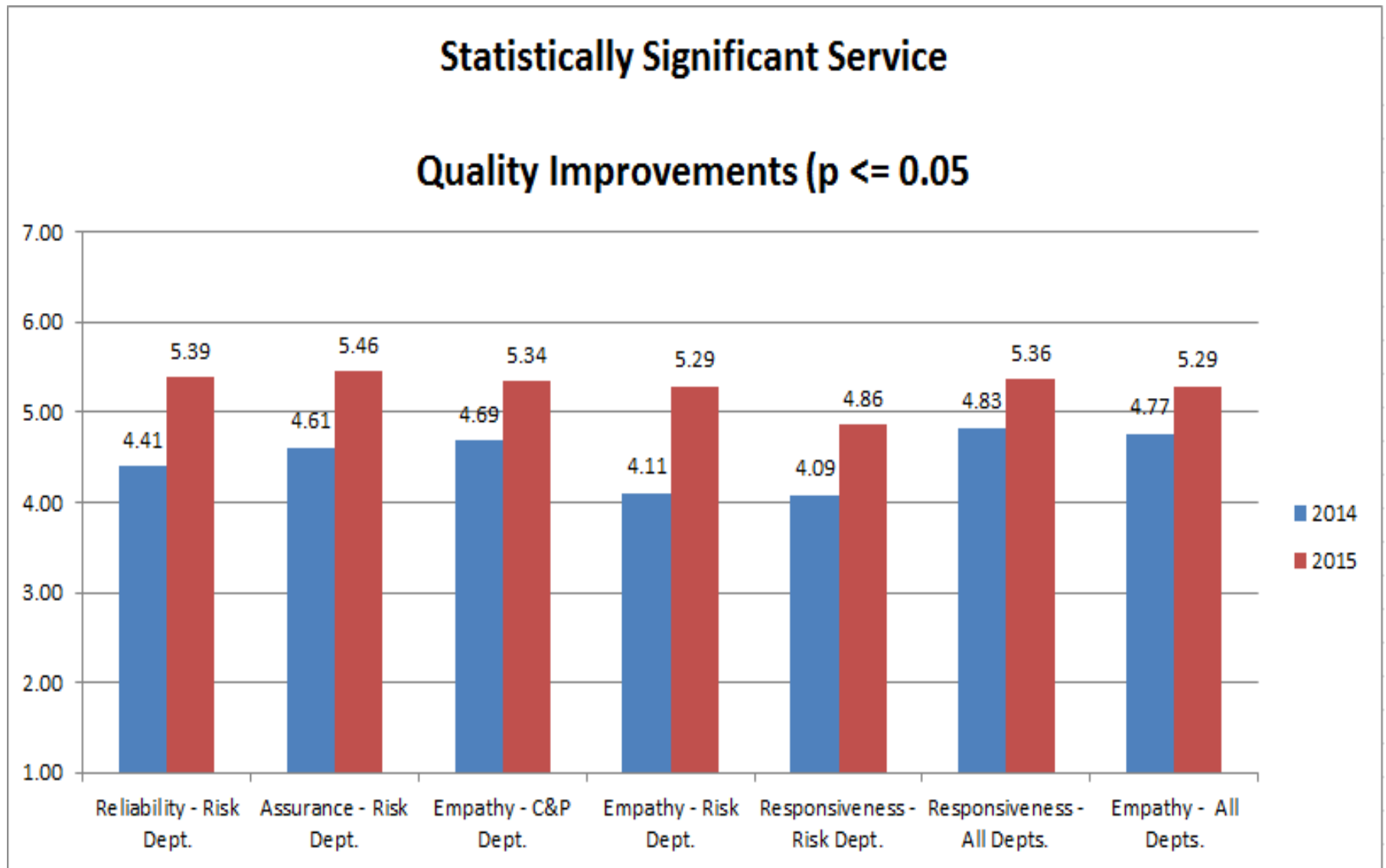
# Effectiveness Measurement:

County Administrative Office - Professional Development							
2/6/2015							
Effectiveness Measures							Aggregate
	Pilot Group	Cohort 1	Cohort 2	Cohort 3	Cohort 4	Cohort 5	Total
<b>1 The material covered in the program was relevant to my job</b>							
Total number of respondents	14	23	18	18	16	18	107
Aggregated Possible Rating	70	115	90	90	80	85	530
Aggregated Actual Ratings	68	109	80	80	73	77	487
Percentage	97%	95%	89%	89%	91%	91%	92%
<b>2 The instructor(s) was an effective communicator</b>							
Total number of respondents	14	23	18	18	16	18	107
Aggregated Possible Rating	70	115	90	90	80	85	530
Aggregated Actual Ratings	67	114	89	89	77	83	519
Percentage	96%	99%	99%	99%	96%	98%	98%
<b>3 I feel the workshop will help me do my job better</b>							
Total number of respondents	14	23	18	18	16	18	107
Aggregated Possible Rating	70	115	90	90	80	85	530
Aggregated Actual Ratings	67	110	86	90	76	83	512
Percentage	96%	96%	96%	100%	95%	98%	97%
<b>4 I would Strongly Recommend this program to other County Employees</b>							
Total number of respondents	14	23	18	18	16	18	107
Aggregated Possible Rating	70	115	90	90	80	85	530
Aggregated Actual Ratings	67	112	89	89	77	80	514
Percentage	96%	97%	99%	99%	96%	94%	97%
<b>Please, assess and rate your capability of performing the following tasks prior and after the Academy</b>							
<b>Write a Scope of Work</b>							
Average Improvement	29%	35%	49%	30%	27%	27%	33%
<b>Write a Bid Agenda and Plan</b>							
Average Improvement	33%	42%	49%	31%	27%	30%	35%
<b>Develop a Performance Based Work Statement</b>							
Average Improvement	33%	36%	44%	33%	29%	28%	34%
<b>Develop a Fully Executed and Signed Amendment</b>							
Average Improvement	30%	33%	41%	34%	25%	25%	31%

## Effects of the Academy



# Effects of the Academy



## So How Is The Academy Performing?

<b>Measures Showing Significant Improvement</b>	<b>Survey Item ID</b>		<b>2014</b>	<b>2015</b>	<b>Increase</b>	<b>p-value (p &lt;=.05)</b>
I am very satisfied with the County's contract and purchasing process.	01_OSAT	Overall Satisfaction	3.63	4.84	1.20	0.000
Learner's C&P Expertise (Aggregation of five items)	DER_Expertise	Learners C&P Expertise	4.63	5.19	0.56	0.037
Overall, I am very satisfied with the contracts and purchasing services the Contracts and Purchasing department provides.	11_CP	C&P Dept. Satisfaction	4.34	5.25	0.91	0.007
Overall, I am very satisfied with the contracts and purchasing services the Risk department provides.	11_Risk	Risk Dept. Satisfaction	3.96	4.98	1.01	0.006
Overall, I am very satisfied with the contracts and purchasing services that all departments (C&P, CC, Risk, ITD, AC) provide.	DER_OSAT	All Departments Satisfaction	4.61	5.13	0.52	0.033
Reliability - Risk	RL_Risk	Reliability - Risk Dept.	4.41	5.39	0.98	0.005
Assurance - Risk	AS_Risk	Assurance - Risk Dept.	4.61	5.46	0.85	0.011
Empathy - Contracts & Purchasing	EM_CP	Empathy - C&P Dept.	4.69	5.34	0.65	0.040
Empathy - Risk	EM_Risk	Empathy - Risk Dept.	4.11	5.29	1.18	0.001
Responsiveness - Risk	RS_Risk	Responsiveness - Risk Dept.	4.09	4.86	0.78	0.021
Responsiveness - Average All Depts	AVG_RL	Responsiveness - All Depts.	4.83	5.36	0.53	0.027
Empathy - Average All Depts	AVG_EM	Empathy - All Depts.	4.77	5.29	0.53	0.032

**This reflects six (6) months worth of performance data**

What does this data tell us?

**With process  
improvements, comes  
performance  
improvements.**



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# **RQN Update**

# RQN TRACKING SYSTEM



## COUNTY OF MONTEREY RQN PROCESS AND PROCEDURES CONTRACTS TRACKING SYSTEM





# RQN Training Document:



## RQN PROCESS AND PROCEDURES



### Orientation

This course covers the RQN contract tracking process, its use, and its lifecycle within the Advantage System. The RQN contract tracking training will include when and how to process the RQN document within Advantage.

### Learning Objectives

At the conclusion of this lesson, you will be able to:

- Understand the RQN intent.
- Understand the RQN document lifecycle.
- Understand how to request a Multi Year Agreement (MYA) in the RQN document.
- Understand the RQN exceptions.
- Create an RQN document from a template - Interaction #1
- Create an RQN document from scratch - Interaction #2
- Track an existing RQN document in Workflow – Interaction #3
- Approve or Reject an RQN document - Interaction #4

### Expectations

Estimated Learning Time	2 hours
Logistics	Log into Advantage Financial Training Environment via the link provided.

# RQN Training Document:

## Changes and Improvements

Contracts/Purchasing implemented an automated contract tracking system, the Advantage RQN document, to allow departments to track their agreement documents through the review and approval process. This implementation includes the following :

- RQN: Non-encumbering requisition document in Advantage. The RQN is used for tracking contracts in Advantage through the automated workflow process.
- The RQN is only for tracking contract documents. The hard copy routing process for contract documents will continue .

## Key Concepts and Terms

Concept or Term	Description
<b>RQN Commodity Codes</b>	<ul style="list-style-type: none"> <li>▪ There are five (5) RQN commodity codes.</li> <li>▪ The commodity code determines the workflow of the RQN document.</li> <li>▪ The five (5) RQN commodity codes are set up as Templates in Advantage for users to COPY and use in order to create their RQN document.</li> <li>▪ The five (5) RQN commodity codes:  RQNSA: Standard Agreement  RQNNS: Non-Standard Agreement  RQNIT: ITD Standard Agreement  RQNIN: ITD Non-Standard Agreement  RQNPB: Pre-Board Agreement</li> </ul>
<b>Standard Agreement</b>	<ul style="list-style-type: none"> <li>▪ Commodity Code: RQNSA - Standard Agreement</li> <li>▪ The document is "Standard" and does not include any language or supporting documents that conflict with County terms and conditions.</li> <li>▪ The Vendor has signed the document.</li> <li>▪ The document is being routed for County Counsel review and approval.</li> <li>▪ The document is being routed for Auditor Controller review and approval.</li> <li>▪ Risk Management approval is not required.</li> <li>▪ The document is being routed for Contracts/Purchasing review and approval.</li> </ul>

# Advantage RQN- Contracts Tracking Program Status Update

### **Brief Overview:**

The RQN Contracts Tracking Program and Process was created and implemented based on several prior actions, first those findings and expressed common interests made by the Monterey County Board of Supervisors and County Department Heads during their Annual 2013 Strategic Initiatives Planning Session held in early December 2012.

The expressed common interests and findings were centered and focused mainly around the County's de-centralized contracting process and the amount of time it took to process a county contract.

## RQN Status:

### Document Tracking/Numbers:

Listed below are the numbers of documents tracked within the new system as of January 20, 2015:

The implementation of the Tracking Program (RQN): July 14, 2014

To date we've:

- tracked **495** RQN documents
- **328** of them have been listed as **“Final”** status
- **66%** of **495** documents passed through the first time
- There are currently **34** RQN documents listed within the system as **“Pending”** status
- Only **9** RQN documents are currently in **“Rejected”** status



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# **New Opportunities**

# New Opportunities:

## Contracts and Purchasing Academy: On-boarding System (draft)

Key Stakeholders	Roles and Responsibilities
Learning and Organizational Development (LOD)	<ul style="list-style-type: none"> <li>• Provide Human Resources with CPA training brochure to provide to new hires.</li> <li>• Provide CP staff with monthly new employee list for onboarding.</li> <li>• Provide Learning Development Network (LDN) troubleshooting and enrollment support.</li> <li>• Provide announcement of CPA during New Employee Orientation.</li> </ul>
Human Resources (HR)	<ul style="list-style-type: none"> <li>• Provide new employees with LOD's training brochure during new hire process for onboarding.</li> </ul>
Contracts & Purchasing (CP) Staff Member	<ul style="list-style-type: none"> <li>• Monthly, will provide CP Liaisons/Coordinators with new hire list to find out if new employees will process contracts for department or division.</li> <li>• Will support new employees with enrollment support.</li> <li>• Will keep an up to date contract and purchasing target audience list.</li> </ul>
Contracts & Purchasing (CP) Department Liaison or Coordinator	<ul style="list-style-type: none"> <li>• Provide support to new employees with the contracts and purchasing process.</li> <li>• Will provide CP staff with updated enrollment list.</li> </ul>
Learning Development Network (LDN) Coordinator	<ul style="list-style-type: none"> <li>• Will provide LDN support for new employees and CP Liaison/Coordinator.</li> </ul>

### New Employee Orientation Recommendations:

- Offer an ILT50 course monthly. (Similar to the 2hr Executive Management workshop)
- Create an online module, to be used as an online orientation to the contracts and purchasing process.
- Offer information sessions, reviewing the process, website and resources available.



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# Participants Testimonials

## TESTIMONIALS:

Thanks!! Allot of good information - handouts

Great - excellent examples

Very informative; the energy of Debra & Mike makes the class more interesting;

ALTHOUGH VERY INTENSE AND TIME CONSUMING,

WELL WORTH IT! THANK YOU! J

Amazing class! By far the best I have taken in

my years as a county employee



## TESTIMONIALS:

I thought the Academy was very useful and productive. Before, I didn't feel that there was any real standardization of what the County was looking for but now I feel I have standards and guidelines to push a contract through the process successfully.

liked open discussions &  
team building approaches for  
brainstorming issues & resolution  
Speakers were entertaining, knowledgeable  
with excellent examples to demonstrate  
topics discussed

## TESTIMONIALS:

Extremely informative, thank you Mike & Debra for being great instructors. Being new to NMC, county and contracts team at NMC, the knowledge was invaluable.

I really enjoyed the academy and love the energy of both Mike & Debrah. I think they are a really effective team and have learned a lot about the County's requirements for contracts. Another great plus is that I now understand why there are so many steps in the contracting process.

This class was not only informative, but it was also fun! Great instructors, no wasted time, taught the key elements - overall GREAT EXPERIENCE!



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# **QUESTIONS OR COMMENTS**