

◆ P2P Newsletter ◆

Public to Private

Information for the Purchasing Professional and Our Business Clients

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Inside

P2P Goes Electronic
There are now 3 ways to obtain the quarterly Newsletter. Use page 8 to change.

P2P is a publication of the certified woman-owned Nevada corporation of International Consulting & Contracting (ICC) headquartered in Las Vegas, Nevada. P2P is provided to all clients and subscribers on a quarterly basis with a goal to provide information and ideas to professionals and businesses in the public and private sectors. Annual subscription is \$10.00. Seminar participants may receive a free issue. Clients and seminar coordinators receive a complimentary annual subscription. For more information please contact Donald L. Woods, CEO, 1501 Frandosa Lane, Las Vegas, NV, USA 89117; (702) 254-6606; Fax (702) 254-7067; E-mail dlw@anv.net; Web <http://www.donwoods.com> © August 1998. All Rights Reserved. Subscribers list is not marketed, sold or distributed to other businesses.

OBTAINING PROFESSIONAL SERVICES

Introduction. Obtaining professional services by the utilization of a Request for Proposals (RFP) is probably the best solicitation method for today's business world. Purchasing professionals must be able to write the document, conduct the process, lead the negotiations, and administer the resulting agreement.

Types of Solicitations. Acquisition of professional services by utilization of an RFP or competitive negotiation, sometimes called a Request for Qualifications (RFQ), is similar to the utilization of an Invitation for Bids (IFB) which is awarded to the lowest responsive and responsible bidder. Both methods are competitive procedures, should be given public notice, and both require sealed submissions. The underlying distinction between the two is that competitive sealed bidding, through an IFB, does not allow changes or negotiation to occur after the bids are opened; whereas, an RFP permits such negotiation, both to the nature of the offer and the price. Whenever negotiation is permitted, an RFP should be the standard solicitation document.

Please note that there is a two-step RFP solicitation

procedure that combines certain advantages of competitive negotiation and competitive sealed bidding. This method prescribes that the technical or performance aspects of the proposed project be submitted in a sealed envelope separately from the sealed envelope with the pricing. The qualifications and performance methods of the proposer can then be evaluated and negotiated individually with each offeror whose work proposal is within the range of acceptability. Subsequently, the pricing envelope for the potential awardee is opened, but cannot be negotiated. Two issues are created by this type of solicitation: (1) If negotiations change the SOW, then the price should be adjusted; but that arguably alters the original solicitation. (2) Some individuals in the organization are too curious about the unopened pricing envelopes.

Any of these methods: conventional competitive bidding, competitive negotiations, or two-step solicitations, can be preceded by a Request for Information (RFI), or by an RFQ.

When preparing an RFP, the purchasing professional should pay particular attention to the following:

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About Don

Donald L. Woods, J.D., C.P.M., parlayed his law degree into a very successful 20-year career in management, purchasing and contract administration. At Clark County he was responsible for a staff of 26, and was the chief negotiator for the County. Prior to that, he managed private law firms and had other management positions in the Fresno County D.A.'s office.

Don is an instructor at the University of Nevada in UCC and Contract Law classes, and is the author of many articles in national publications for private and public entities.

He is a noted national speaker and presents continuing education seminars on a variety of subjects such as basic and advanced courses in total quality management techniques, purchasing skills and concepts, winning at negotiation, how to write agreements, managing

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Obtaining Professional Services (cont. from pg. 1)

Solicitation Document. Do not use the terms "bid" or "bidder". Use "proposer" or "proponent". If a signed document is required, request a signed cover letter that incorporates the proposal, or provide an "official signature form". When an award could be made on the basis of the proposals as first submitted, without any discussion or changes, then explain that possibility in the solicitation document.

Expect the solicitation document to be larger than a normal bid because of the Statement of Work (SOW) description and the more detailed terms and conditions in the ultimate contract. I recommend that a boilerplate agreement be developed, then attached to a solicitation document that includes the submittal instructions and an SOW.

Drafting a Scope of Work. When you write the SOW for an RFP, you describe the work or services you want the proponent to perform. It is important to draft provisions that are clear and definite so that progress under the contract can be measured and the services are completed in the appropriate manner. Clear standards and other terms are also essential to enforcement. Here are suggestions of some ways to assure that your SOW provisions are clear and complete:

1. State the objective clearly. Be concise wherever possible, but give adequate information to show what work or service is expected.
2. Do not leave anything to assumption. State, for example, whether you expect preliminary research, meetings with specific people before or while performing the work, training for your staff, or any testimony/presentations before officials or a local committee.
3. If documents are to be delivered under the contract, identify them clearly. For example, state whether you expect a preliminary draft or a final report, a training manual, or an instruction manual. If the awardee is to use or to provide technical data or statistical information, say so.
It is a good idea to require a draft for your review before a final product is submitted. This insures the contractor is on the right track in terms of understanding and completing the scope of the final product.
4. Be careful not to lead consultants into believing there is a pre-ordained result desired when requesting studies, evaluations or audits. Give them the opportunity to express their opin-

ions, creativeness or professional knowledge.

5. Detail the contents and the requirements for progress reports, including content, dates, and decision structure. Lay out invoicing and payment procedures with applicable forms.

6. Express all available standards generically, clearly and concisely.

7. Articulate mandatory requirements, including any government- or company-required methodology.

8. Set forth your understanding of the phases or stages of required work in a clear, logical progression. Include, if possible, a sample work plan and/or time frames. Describe conditions that must be fulfilled before another phase is begun. Describe fully the consequences of failing to meet time frame conditions.

9. Specify procedures for breach and termination of the agreement that includes partial payment for work completed, ownership of work to date, and the return of all documents and assets provided to the contractor. (Note: This can also be referenced to the contract document, but the formula for applying the partial payments should be in the SOW.)

10. Include a statement of how the continuing evaluation criteria will be applied to the SOW and to the awardee's performance of the contract.

11. Clearly describe the role of your firm or entity, if any, in furnishing assistance such as in-house meetings, coordination, equipment, typing, research, or existing documents. Provide detailed instructions for disposing of or returning these items upon completion of the

project.

12. List any performance warranties that you expect of the awardee and explain why you need them.

13. Determine if liquidated damages will be requested. If so, evaluate the reasonableness of the figure to be applied to determine that it is not a penalty.

Criteria for Evaluation.

The types of services usually contracted pursuant to an RFP tend to place lesser emphasis on price as a criterion for award than is the case with IFBs. The particular evaluation and award factors that are to be applied, such as managerial and technical capabilities, comparative feasibility of the methods or plans, overall cost, etc., need to be easily understood. This can be facilitated by weighting the factors as to importance, or by using a numerical rating system in the evaluation process.

Pre-submission Conferences. A meeting of all potential proponents is advisable, but may not be necessary. However, on large or complex projects, it is a good idea for making sure the SOW, the method of evaluation, and the solicitation procedures are thoroughly discussed and stipulated among the competitors, especially if liquidated damages clauses appear in the contract.

Opening. Buyers for private firms are only governed by internal processes or procedures, but state and local governments normally require that offers, and hence RFPs, be opened publicly. If

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The Escalation/De-Escalation Clause

The clause in a buy/sell contract that allows the price to fluctuate or be changed is most commonly referred to as the "Economic Price Adjustment" clause, and will be referred to here as the EPA clause.

There are mixed opinions as to whether these clauses are good or bad and whether they should be utilized in buy/sell contracts. But it is clear from current case law that the courts are upholding the buyers' rights to adjust the contract price pursuant to an EPA clause, while also allowing the parties to omit the clause from their contracts without making the contracts invalid.

Without an EPA clause, the contract is a fixed price contract for the full term. Sellers quote a price to recover any future increases, and buyers lose the benefit of any early lower price. The ultimate risk is on the sellers because they must still perform, even though later deliveries may be at prices lower than their cost. Buyers with this type of contract must realize they cannot change the price (even if they want to help the seller) without amending the contract formally, or canceling the contract and entering into a new contract. Both of these choices will encounter the problem of "no consideration" to support the change or termination, and could make the contract invalid.

Experienced buyers obtain more favorable agreements by incorporating an EPA clause. This clause is useful in long term contracts and in agreements for commodities with volatile price fluctuation, such as fuel and paper products which can change weekly or daily. These clauses allow sellers to pass along some, or possibly all of their cost increases so sellers can actually quote their very best price.

One of the most common EPA clauses recognized by sellers is the Consumer Price Index (CPI). Buyers of commodities or goods should refer to the Producer Price Indexes (PPI) published by the U. S. Department of Labor, Bureau of Labor Statistics because the PPI best reflects the industrial price trends. The U. S. Claims Court supported the use of the PPI in the case of *Glopak Corporation v. United States*. Federal, state and local government buyers should note that the *Glopak* contract was based upon a formal solicitation.

An EPA clause should contain some basic elements:

1. CAPS - The maximum amount the price can change in either direction.
2. ESCAPE - A description of what the parties are to do with the contract if the cap is reached.
3. BASE PRICE - Also known as contract price, initial price, current price, constant dollar, today's dollar. It is the price stated in the contract as the commencement price.
4. UNITS - Those items or costs subject to the EPA clause or price change.
5. ADJUSTMENT DATES - Specific times and dates the EPA clause will be applied or take effect.
6. INDEXES - The explicitly defined publication and/or index which will be relied upon to measure the fluctuation. Note that neither party should be able to manipulate the index - otherwise the clause could become invalid.
7. NOTICE REQUIREMENTS - Method by which one party gives the other party notice that the price is being changed pursuant to the EPA clause.

A basic EPA clause could be as follows:

ECONOMIC PRICE ADJUSTMENT:

- a. The unit price(s) of all items which are purchased under this contract are subject to price adjustment, upward or downward, by the application of the formula set forth in (b) below. The index to be used in the computation of the price adjustment(s) shall be [specify exact commodity, such as PE Resin, Low, Film and Sheeting, Commodity

Code 0662 0301], as quoted in the monthly publication "Producers Prices and Price Indexes" which is issued by the U. S. Department of Labor, Bureau of Labor Statistics.

- b. The indexes published for the month of [beginning date and year] shall be used as the base for determining price adjustments. The indexes for the month(s) of [the date and year change will take place] shall be used in determining the adjusted contract price(s) for the ensuing period(s). Contract price adjustments shall be determined by the following formula: Unit price X % change (divide the point difference between the beginning index and the subsequent specified index, by the beginning index points and multiply by 100) in the index = amount of price change provided that no price adjustment shall be made unless such index increase or decrease is [specify minimum percent] percent or greater. Whenever a price adjustment is made pursuant to this clause, the index which was used for computing the adjustment shall become the new base index for determining further adjustments. No adjustments will be made before [date], and subsequent changes will be made every [frequency] months thereafter.

- c. The seller shall submit a written request for price adjustment and such request shall include the new price(s) and the basis for the determination. In the event of a decrease, the buyer has the right to unilaterally adjust the contract price(s).

- d. The aggregate of the increase in any contract unit

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Description of Some Seminar Topics (updated 12-15-97)

Don Woods' Seminars provides all of the topics in the accompanying list (see page 5) for the entry level buyer (basic), but most of the topics are also designed for the intermediate to advanced buyer (professional). Many of the topics are also presented in a highly technical, theory orientated format for the very experienced buyer or purchasing executive (expert). Many entities currently use our training manual or presentations to train their staffs. Here are some descriptions of a few of our presentations.

4-Hour Presentation on Construction Bids

This fast-paced basic course introduces attendees to standard bid document organization, procedures for conducting a bid, problems to look for, and how to make sure the project does not embarrass them later. We recommend the 8 and 16 hour seminars to obtain detailed discussions and the "how to" procedures and forms.

8-Hour Presentation on Acquiring Professional Services

During this introductory course the experienced attendees will be introduced to the best documents utilized today to acquire professional services, such as architects, consultants, doctors, and auditors. We will also explore the methods to use to write a great SOW (Statement of Work), understand and incorporate binding contract language, and the monitoring of the contract for project success. When combined with the negotiations seminar, it makes a great two-day seminar.

8-Hour Negotiations Seminar

The course covers the theories of negotiations, the practical methods to utilize, and how to prepare for and satisfactorily conclude formal negotiation sessions. During the day, there will be class participation exercises to emphasize techniques and methods. Attendees who complete the class will have a better understanding of how to deal successfully with other people, be great negotiators, strengthen their ability to accomplish the goals of their employer and themselves. The ideas presented are designed for owners, department heads and project managers, while a 16-hour seminar is available for the experienced purchasing professional.

Customer Service in Local Government

This 4 to 8 hour presentation provides a

method of eliminating customer complaints while increasing efficiency and employee morale. Attendees will receive step-by-step ideas to implement an in-house program. It is designed for every level of leader, but also educates the staff member on how to achieve customer service excellence.

1. Improve your management techniques.
2. Know the real problems.
3. Team building and participation.
4. Responsive results.

Great Specifications

This 8-hour presentation will focus on technical and performance specification development for commodities and service or maintenance type bids and contracts. Each attendee will be exposed to the latest successful procedures, check-lists, specification sources, and methods of involving the users and suppliers to achieve great documents. The course is specifically designed to include the new and experienced buyer, as well as the buying team leader or supervisor. All information presented can be used on the job the next working day.

Uniform Commercial Code

This 2 to 8 hour presentation compares the UCC to contract law and explains why the code is applicable and important in any buyer's business day. Attendees will gain the knowledge to immediately utilize the information and will have a checklist for quick referencing. This basic course provides both the entry level buyer and the advanced purchasing agent a comprehensive understanding of how

to take advantage of the laws developed especially for the buyers and sellers of goods or commodities.

Surety Bonds

This 4-hour seminar is one of the most comprehensive presentations about contractor bonding ever presented in your area. You will have the opportunity to review standard bid and contract language as well as several bond forms. The presentation will culminate with presentations by the local bonding companies. It will also allow the attendees to compare, shop and sign up for a bonding portfolio.

Best of Best - 1 day

"Best of the Best" is only offered to leaders in the purchasing function. Each session will have a limited number of attendees who have been screened and pre-prepared for the meeting. This round-table, symposium, brainstorming format is designed for the particular region with an emphasis on current trend concept implementation, managing more efficiently and the exchanging of ideas that are being implemented by innovative practitioners around the country. Attendees will be provided the tools necessary to adopt the new ideas.

Purchasing's Future

This advanced presentation explores the concepts associated with the purchasing profession now and in the near future. You will examine teamwork, TQM, management theories, as well as the skills that will be mandated in just a few short years. All public and private purchasing professionals planning for a successful career will garner many useful

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ideas and tools to start using immediately.

Advanced Specification Writing

Beyond basic bid documents there is an exciting field for the expert purchaser who wants to efficiently and effectively buy sophisticated items and services utilizing concepts that are leading edge today. This seminar concentrates on the techniques, and specification terminology for complex purchases and contracts that will take the attendee into the strategic level of purchasing. The contents are designed for the experienced purchaser, the buying team leader and the manager who ultimately supervises the Purchasing Department or function.

Buyer Training

Don Woods has been providing in-house training to new buyers and employees for more than 14 years. These programs are specifically tailored to each business or public entity and include all of the techniques absolutely necessary for successful purchasing professionals and their internal customers. Our customization includes your policies and procedures as well as the basic purchasing concepts and techniques so vital to a successful operation. Many of the basic courses listed in Presentation Topics are addressed in the classes. If you would like to have a leading edge purchasing staff, call today for a free consultation.

Those wanting a more advanced program for existing staff should contact us immediately to reserve a date on the 1998/1999 agenda.

Public Purchasing Leaders

What does it take to become a successful manager/leader of a governmental purchasing operation? In this seminar we cover background, training, education, philosophies, procedures, techniques, networking, brainstorming, follow up, empowerment, responsibility, trust and communication skills needed to make you one of the most effective supervisors in the United States.

Advanced Purchasing Best Practices

This is an in depth education presentation for the EXPERIENCED buyer, and will address current issues now confronting the purchasing profession. While this is primarily a lecture course, all attendees will be asked to participate in discussions about current best practices. As always, there will be checklists, sample forms, generic procedures and other information that can be utilized on the job the

next day. This seminar will also be of interest to innovative leaders, purchasing supervisors and their managers, elected officials and CEOs, cross-functional teams, and in-house customers of the purchasing department. Areas include: cross functional contract management, solving supplier problems, insurance & bond monitoring, professional service administration, and construction project coordination. (Note, this course can be customized to emphasize additional topics)

Presentation Topics

(basic to advanced)

- ◆ Best Practices
- ◆ Bid Boiler Plates
- ◆ Bids (RFB & IFB): Commodities, Construction, Hardware, Health, Insurance, Maintenance, MRO, Professionals, Services, Surplus Disposal
- ◆ Bond Monitoring
- ◆ Buyer Training
- ◆ Construction Project Management: For the Contractor, Buyer and Owner
- ◆ Contract Administration
- ◆ Contracting Maintenance
- ◆ Creative Brainstorming
- ◆ Cross Functional Teams
- ◆ Customer Service
- ◆ Escalation Clauses
- ◆ Evaluating your Customer Services
- ◆ Excellent Business Practices
- ◆ Fax, Legal Aspects
- ◆ FOB (Transportation)
- ◆ Future of Purchasing
- ◆ Health Providers

- ◆ Insurance Monitoring
- ◆ Insurance Solicitations
- ◆ Leadership Techniques
- ◆ Liquidated Damages
- ◆ Managing a Purchasing Department
- ◆ Negotiations
- ◆ New Buyer Training
- ◆ Obtaining Local Government Contracts
- ◆ Organizing your work for efficiency
- ◆ Philosophies for the Future
- ◆ Policy Manuals
- ◆ Procedure Manuals
- ◆ Professional Services, RFQs, RFPs
- ◆ Prompt Payment for Suppliers
- ◆ Purchasing Techniques
- ◆ Reengineering Purchasing Solicitations (RFP & RFQ): Consultants, Auditor/Accountants, Computer Integrators, Insurance, Health Providers, Bond Sales, Professionals, Software, Instructors
- ◆ Slow Pay Solutions
- ◆ Solving Purchasing Problems
- ◆ Specification Writing
- ◆ Std. Contract Language
- ◆ Std. P.O. & Bid Clauses
- ◆ Starting Into Business
- ◆ Strategic Planning
- ◆ Support Staff Fundamentals
- ◆ Support Staff Training
- ◆ Surety Bonds
- ◆ Training New Buyers
- ◆ Training Users to Prepare Specifications
- ◆ Uniform Commercial Code
- ◆ Utilizing TQM Concepts
- ◆ Vendor Control
- ◆ Warranties

Free Seminar by coordinating a presentation in your area on a topic of your choice. Contact Don at (702) 254-6606

International Consulting & Contracting

Incorporated in the spring of 1996. International Consulting & Contracting (ICC) combines the experiences of entrepreneur Don Woods, the management services of Layna Woods, and the computer/graphic skills of Debra Tyson. This Nevada corporation is licensed under the auspices of the City of Las Vegas and the County of Clark, Nevada. ICC carries more than one million dollars of Public Damage and Liability insurance in order to offer its services to any client in the public and private sector.

ICC is dedicated to the proposition of professionalism in all aspects of the business world, with a heavy emphasis on customer service, developing staff efficiency, and the opportunity for clients to obtain contracts with the public and private sectors.

ICC offers public entities and business owners the following: consulting services for those hard to solve purchasing/procurement problems; review and evaluation of current processes; development of purchasing procedures, manuals, policies, specifications and statements of work (SOW); construction and project administration; excellent negotiating skills; expert witness services in procurement related matters; innovative skills on how to manage a purchasing department; and in-house consulting and training for all types of purchasing functions.

Don Woods' Seminars cover a wide range of topics such as those listed in Presentation Topic List and are designed to inform and inspire participants in today's world and those wanting innovative futuristic ideas. And we still cover the nuts and bolts skills necessary for becoming an extremely competent purchasing professional.

Don Woods, through ICC, also provides his expertise to firms who want to do business with a local government or a corporation; personally guides suppliers through the bidding or contracting process; prepares or reviews award protests and protest responses; qualifies as an expert witness for litigation evolved from purchasing/procurement disputes.

Clients utilizing the services of ICC increase their opportunities for becoming successful. ICC services include: creative management expertise, brainstorming away problems, mentoring, assistance in locating opportunities, and motivating your staff. Our CEO is available to assist in the management of firms for absentee owners, or for owners who prefer to concentrate

on their product or service. References available upon request.

Escalation/De-escalation (Cont. from pg. 3)

price made under this clause shall not exceed [specify cap] percent of the original unit price. There is no percentage limitation of the amount of decrease made under this clause.

The above basic clause needs to be reviewed and modified for each contract. Hopefully all buyers will have the clause approved by their legal counsel.

Summary. The current cases support the buyers utilization of an Escalation/De-Escalation Clause, and a well drafted clause will allow buyers to obtain the best prices throughout the term of their contracts.

Y2K HYPE

I personally don't know if our computers are going to crash on New Years Eve of 1999. As a business man and consultant, I am currently concerned about the diverse attitudes toward this problem, and the chaos that could occur even if no computer glitches occur that night!

First, let me say I am spending the money to make sure my systems do not fail and our firm's strategic alliance partners are helping each other and our clients determine if their systems are compliant.

But the real issue comes from the wide spread publicity and what everyone is planning to do to protect

themselves.

The serious problem may spring up from the calamity that is created by the amateur's theories and advice.

For example:

- Find out if your providers and customers are compliant. The paperwork generated by this unorganized idea could be horrendous and expensive, and how do you know the responses are accurate?
- Prepare hard copy print-outs of all important information and data. What are the costs for obtaining, saving, retrieving and reinputting this information if something does happen? And how do you prove to others that your information is the accurate record?
- Remove all of your assets from current institutions, and place them in a safe place that will not be affected by this calamity. This will amount to a run on our financial institutions which in turn could create a catastrophe that could make the 1920's Wall Street collapse look minuscule.
- Down load or save all of your information on external tapes or discs. However, the software currently used to provide that backup may have the same culprit that is not going to allow your current system to operate. Will you be able to utilize the stored information to upload into a compliant system after the turn of the century? According to some experts, NO!

It is not time to panic, nor should we jump onto the first

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Obtaining Professional Services (Cont. from pg. 2)

an official record is necessary, limit it to only the names of the offerors and whether it was received on time. Any other information should not be made public or be provided to all participants and outsiders until after award of the contract.

Evaluation Team. Each evaluator should prepare their scores individually. Then the team should meet to discuss their individual rankings and why specific proponents received very low or extremely high scores. These meetings should be governed by some type of confidentiality so that the evaluators' comments do not leave the room. Final scores should be reached by a consensus, rather than a majority vote, so that a unanimous decision can be asserted. All evaluators must have an opportunity to contribute so that they will adjourn with the idea there was complete agreement among the participants.

Notify proponents at each stage of the process utilizing standard form letters.

Negotiation. When negotiations actually take place, impartiality is essential. Discussions with offerors are conducted individually. Information in a proposal is not disclosed to another offeror. The principles of not allowing an advantage to one competitor over another, and of not permitting the use of auction practices, also applies to competitive proposals. If a "best and final offer" is expected, then the time frame for submittal of offers should apply to all, or an addendum extending the time must be issued to all participants.

Administration of the Agreement. Once a professional service contract is awarded, the purchasing official should participate in the administration of the agreement. This includes monitoring the services, payments, modifying the SOW, and terminating the agreement. Maybe even more importantly, Purchasing should be involved in evaluating the services provided in order to make future improvements to the contract language and the SOWs.

Conclusion. Obtaining most professional services does not lend itself to the "award to the low bid" concept because the services requested lack sufficient description or specificity for determining if the proposer is the lowest responsive and responsible firm. Quality of service, customer service, and the ability

to perform are much more important. Therefore, the RFP should be utilized to ferret out the weak firms and award to the best firm for your particular project.

Y2K (cont. from pg 6)

apparent solution we come across. But it is a good time to start weighing our options and thinking about the backlash we could cause by a hasty decision. And of course, we need to continue cooperatively working on eliminating the problem in our systems.

Retaining ICC/ Don

Almost every agreement we enter into is unique but may be categorized as follows.

Seminars & Training. Per day plus expenses. Sometimes a percentage of the registration.

Management & Creativity. Percentage of gross income, flat fee based upon requirements.

Particular Project. Flat fee which includes all expenses.

Expert Witness/Consultant. Hourly or daily rates plus expenses.

Desktop Education Over the Internet - Topic or course fee.

Submission of Proposal or Protest Assistance. Percentage or flat fee.

About Don (cont. from pg. 1)

methods, and how to be successful at selling services and goods to others. He has received numerous awards of recognition for his contributions to his professions and for his training programs. As a consultant, Don provides audits or reviews of existing business practices, facilitates brainstorming and visionary ideas, creates leading edge management philosophies and conducts in-house training for corporations and governments.

Through International Consulting & Contracting he offers a business management service, but also makes his expertise available to new and emerging businesses or those firms having trouble making a profit.

Don's Schedule

Oct. 10-14, Colorado Springs, CO. NPI Conference, 2 workshops "Supplies & Services Case Studies" and "Effective Public Purchasing"

Nov. 12 & 13, 1998, Reno, NV, NAEB Regional Conference, 1.5 hour workshop, "Contract Incentives"

Jan. 21, 1999, Sacramento, CA, CAPPO Conference, 2 workshops

May 20, 1999, NAPM, Denver, CO, dinner speech

May 21, 1999, Denver, CO, 1 day seminar.

Look for Don's latest article on contract incentive clauses in the October issue of "Purchasing Today"

