

SPO-122, Basics of Writing Specifications/Scope of Work

Slide 1 – Introduction

Today, we are training on specs. Throughout this training please keep in mind that specs are a part of ALL methods of procurement and this training will not cover any specific method of procurement. So, let's get started.

Slide 2 – Agenda

Here's the agenda for today and we're going to use about an hour of your life to cover it all so hang in there.

Slide 3 – Agenda

Procurement 101

Slide 4 – Procurement 101

General information on Procurement is covered in the On-Demand Training Workshop SPO-001 for Procurement Basics. Please make sure you take that Procurement Basics class...it has a lot of useful, basic information for you to lock into your knowledge bank.

Slide 5 – Agenda

On to Specs

Slide 6 – Specifications: What Is

So what is a spec, the dictionary states that a spec is 'the act or process of specifying.' Well, that's not very specific, right? So, I looked up 'Specifying,' and got 'to name or state explicitly or in detail.' That's a little better, but we'll get to the exact HRS-defined description later.

Slide 7 – Authority to Prepare Specifications HAR §3-122-11

So, who has the authority to prepare specs? The CPO does! And the CPO delegated the authority to prepare specs (via Procurement Delegation 2010-01 dated Dec. 6, 2010) to the: Chief of Staff for both the Office of the Gov and the Lt. Gov, Executive Dept Heads (except DOE, HHSC, OHA and UH), and to the State Librarian for HSPLS. If you wanted to look it up, you can find the Procurement Delegation, as revised, on the SPO site under "Manual for State and County Personnel".

Slide 8 – Definitions HAR §3-122-1

These are some of the definitions as defined by HAR. You folks can read, so I'm not going to read it word for word. In a nutshell: Practicable is: accomplished or possible. Advantageous is: State's best interest. A sample provided by the rules on these two terms is: The use of Competitive Sealed Bidding may be *practicable*, that is, reasonably possible, but not necessarily *advantageous*, that is, in the State's best interest. Best Value is: the most advantageous offer. Standard Commercial Product is: a product or material maintained in stock or readily available.

Slide 9 – Specifications: Purpose

The spec is basically the purchase description. It's the what, when, where, how, and possibly, why to what you are buying. It provides minimum requirements to increase competition (without being restrictive) so potential Offeror's know what you're looking for.

Slide 10 – Specifications: Sources

When creating specs, it's rarely necessary to create them from scratch. Chances are specs already exist (with perhaps a little modification)...you just need to find them. So, here are some sources you can utilize: There's the Request for Information to gather ...well, information. You can talk to manufacturers or pull their brochures (but be sure to compare multiple manufacturers so you're not restrictive!). Or you can even check with other departments, other jurisdictions, or even other States.

Slide 11 – Specifications: Importance

So why are specs so important?

Because they're critical to the procurement process. It lets the vendors clearly know what you need (and what you don't need) while providing a fair, competitive environment. Also, it allows for improved procurement practices thru strategic sourcing. If you don't describe your minimum requirements, you could get something totally different. So right now, we're going to do a little exercise. I want you to imagine that they were given the assignment to procure for a hook. Now picture that hook in your mind. Got it? Ok.

Slide 12 – Sample: Hook

So, I can imagine everyone had a different kind of hook in their mind. Some may have pictured a ceiling hook, a fish hook, a crane hook, a plastic-type hook, a wall hook, a boat hook, or maybe even captain hook from peter pan. They are so many different types of hooks. Now imagine you were a vendor responding to a solicitation for a hook. What would you offer to the State?

Slide 13 – Sample: Fish Hook

Ok, so now, we get it. We'll narrow it down, right? We want a fish hook. So we put 'fish hook'? We're good to go right? Not really. How many types of fish hooks are there? I'm not a fisherperson, but when googled, apparently fish hooks differ in size, points, barbs, eyes, there's single, double, triple hooks, worm hooks, fly hooks, bait hooks, I never knew there were so many. But anyway, the point of the exercise was to point out that without good specs, Vendors can formulate their own idea of what you need. And when they do that, you may end up getting (and paying for) something that you just can't use.

Slide 14 – Specifications vs. Scope of Work

So if you're ever procuring for hooks, or for anything you procure, a well-written spec is a must.

Here is the HRS definition of a spec. In a very basic nutshell, a spec is a physical or functional description of the supply or service you require. A Scope or Statement of Work is a description of the requirements to be performed. Scopes or Statements of Work are more commonly used when procuring for services.

Slide 15 – Specifications: Types HAR §3-122-13(b)

There are 5 different types of specs, but I listed the combo as a type of spec since it's actually the most commonly used.

Slide 16 – Design Specs: Defined

We'll start off with design specs. Design specs state the physical requirements or characteristics of an item. They're used when you know what you want and can develop the procedures or processes that should be followed. Design specs usually use standard measurements like length, weight, size and includes characteristics like what the product is made out of: brass, chrome, steel, plastic.

Slide 17 – Design Specs: Advantages

All specs have advantages. With design specs, you will basically get what you spec-ed out. Nothing less, nothing more.

Slide 18 – Design Specs: Disadvantages

But, with all their advantages, design specs also have Disadvantages. It can limit competition and create obsolescence and restrictiveness. It can create higher prices if the product has to be custom made or if the product is over-specified. And it can increase liability and put responsibility of the final product on the person who wrote up the specs. Example: if a buyer is buying paint and details the exact chemical specs of the paint desired. When they get the paint and paint the wall and a month later, the paint fades and chips. Who's responsibility is it? It's the buyer's. They specified the exact chemical structure they wanted.

Slide 19 – Performance Specs : Defined

Performance specs spec out WHAT results are required (instead of *how* the work is to be performed.)

They basically describe what the item is required to do.

Slide 20 – Performance Specs: Advantages

The advantages of performance specs is that it is very result/outcome driven and it can allow Offeror's the flexibility in what they offer.

For example: copiers. You, the buyer, specifies the output volumes and quality standards. The Offerors, in turn, can offer a product that meets your *minimum* output and quality standards OR they can beef it up and offer a product that meets and exceeds your requirements. Though, if the Offeror does this, it's a chance they have to take since it may increase their offered price.

Slide 21 – Performance Specs: Disadvantages

There are negatives to performance specs. They can be time consuming, long, lengthy and super detailed. And if the specs are not developed correctly, you can end up with, well, junk.

Slide 22 – Restrictive Specs: Defined

Restrictive specs are specs written specific to a brand name item and does not allow for an "or equal". Restrictive specs require CPO approval (for all methods of procurement except small purchases).

When requesting for restrictive specs, you need to justify why only that identified brand will satisfy the State's needs and why it is not practicable to use a less restrictive spec.

Slide 23 – Restrictive Specs: Impact

Restrictive specs limit competition and provide no incentive for vendors to offer their best price which can result in a higher cost to the State. In terms of the public, they may think that the State is getting, and paying, for much, much more than we actually need. Not a good perception.

Slide 24 – Restrictive Specs: Transformed

So how do you transform restrictive specs? You beef up your general specs to allow for more competition while still getting what you need...you can add performance expectations or a compatibility clause.

Here's an example. You have a predetermined outcome. You need to buy a car and specifically, you want to buy a Toyota Corolla LE. You know that corolla specs slightly differ from other comparable cars. So you write a spec (that's restrictive) to make sure you get a corolla. Bad Procurement.

So, why do you NEED a Corolla? I'm not knocking the corolla but there are many types of comparable cars out there. Ford Focus. Chevy Cruze. Nissan Sentra. Etc. Some are actually more fuel efficient than the corolla (and given today's cost of gas, can't we all consider something a little more fuel efficient?). Similarly, the Corolla is a 4-speed automatic (the others are 5 or 6 speeds), so what's the harm in one or two more gear options? The Corolla also comes with some extra standard features like cruise control and driver/passenger heated mirrors. Really? Do you *really* need cruise control and heated mirrors? Remember now, this is taxpayers monies.

Slide 25 – Restrictive Specs: Transformed

Ok, so we're going to take the Corolla restrictive specs (see the restrictive column) and we're going to transform them into a spec that's a little more competitive and fair. In the transformed column you'll see how we added the word 'minimum'. That means that Offerors can offer a car that has at least that or better. So, you may not get the Toyota Corolla, but you will still get something that meets your requirements.

Now, given specs in the transformed column, it still takes out the Sentra (who doesn't meet the minimum torque or horsepower) and it takes out the Cruze (who doesn't meet the minimum torque or fuel economy). Can you justify WHY you need horsepower of at least 132 @ 6000 RPM? Why is 130 @ 6000 RPM not sufficient? And for torque, why do you need at least 128 @ 4400 RPM? Can you make do with 123 @ 3600?

The best transformation column is the most competitive of the 3 examples above. It allows you, the agency, to be competitive so a bunch of Offerors can meet your requirements.

Disclaimer - The samples above focused solely on restrictive specs and would be in no way ready for release without adding more complete specs like: seat capacity, spare tire availability, safety features, etc.

Slide 26 – Brand Name or Equal: Defined

Another type of spec is a brand name *or equal* spec. Don't get it mixed up with restrictive, brand name specs. A brand name or equal spec identifies a brand name and model number and includes 'or equal'. Usually, if you're going to use this type of spec, it's best to also include characteristics or features that you require so that vendors know what to offer in the event they can offer you an 'or equal'.

Slide 27 – Brand Name or Equal: Sample

Here's a sample: Toilet Paper! I did my research and made sure that both major manufacturers (Kimberly Clark and Georgia Pacific) could offer this product. Then I went ahead and listed both of their product numbers as part of my spec. "or equal". In addition to the product numbers, I also spec-ed out what I was looking for in my toilet paper: roll, 2-ply, fully bleached, sheet size of approximately 4" x 4".

And because KC and GP package their cases differently, I included both of their rolls and case sizes in my description.

As a side note, if there was a big difference in the number of toilet paper sheets per case, to keep it the most fair and competitive, you may want to have Offerors submit pricing by the least common denominator which, in that case, would be by toilet paper sheet. Sounds ridiculous, I know. But you do what you need to do to be fair and competitive.

Slide 28 – Qualified Products List: Defined

Here are the HAR definitions of a Qualified Products List (or QPL). Basically, it's a list of items that have been examined, tested and approved by the State to meet the State's requirements. The QPL list is a part of the

solicitation so any additions or changes to the products listed needs to be addressed via amendment or addendum prior to the due date for offers.

Slide 29 – Qualified Products List: Defined

If using a QPL, you have to be fair and allow for substitution requests. The pre-qualification process for substituted items must be and must be *perceived* to be fair.

Slide 30 – Combination Specs

Combo specs are the most common type of specs. It's when you combine design and performance specs OR design, performance, and brand name or equal specs. Or some other combination.

Remember though, a restrictive spec will always be a restrictive spec. And approval may be needed prior to using a restrictive spec.

Slide 31 – pop quiz

pop-quiz! A response isn't necessary on your part but it's just to get you thinking. What kind of spec is this? Retractable gel pen with black ink, 0.5mm, pilot g-2 (N131002)?

This is a restrictive spec. It specifies the exact brand name (pilot g2) and product number (N131002) and does not allow for an 'or equal.'

Slide 32 – pop quiz

Another pop quiz. What kind of a spec is this? Gel, Retractable, refillable pen, 0.5mm, black ink (pilot N131002 or equal)

It's actually both a & c. It's a combo - design spec and a brand name or equal spec.

Slide 33 – Specifications: Development HAR §3-122-13

When developing specs these are some of the things that should be considered: minimum requirements, competition, and test methods. All which should provide an award at best value.

Slide 34 – Elements of Sound Specifications

Awesome, sound specs use industry terminology, specifies tolerances, describes the application, and is clear, concise and consistent. It avoids ambiguous, conflicting terms and requirements that limit competition.

Slide 35 – Specs: Inclusions

So, what should be included in your specs? Detailed product and/or performance requirements like space or weight restrictions and minimum/maximum parameters, Include quantities, the intended use of the product, any required certifications or licensing, Include information regarding delivery like when and where the item needs to be delivered. It's always good to include the necessity to walk up stairs or crouch into tiny spaces to complete delivery. Include warranty, training, and insurance information.

Also, include what the vendor should be including in their offered price. Like is the vendor to include freight, transportation, packaging, delivery to destination, labor, fees, materials, taxes, GET in their offered price? It may also help the Offerors to include a clause that states what the vendor can charge as a separate line item. For example GET. Does the vendor include GET in their offered price or will they be able to add it as a separate line item to their invoice? Lastly, include any other requirements or responsibilities of the vendor (samples are electrical hook-ups, removal of debris/packing materials, or disposal of old equipment).

Slide 36 – Specs: Sample – Trash Bags

Here's a sample spec for low density polyethylene bags (or trash bags). It specs out materials, destructibility, sizes, the formula used to calculate average weight of bags per case, inclusions of twist ties, and required case labeling

Slide 37 – Specs: Sample – Trash Bags

Here's the accompanying offer form pricing page for vendors to complete (note: this particular solicitation allowed for 2 types of preferences: recycled products and Hawaii products). Preferences will NOT be covered in this training but are covered more in depth in the training for the specific method of procurement like competitive sealed bids.

Slide 38 – Specs: Sample Clauses

Here's sample clauses requiring HCE compliance.

Slide 39 – Sample: Liability Insurance

And a sample clause for liability insurance since it is required for Executive Departments/Agencies. Reference Comptroller's Memorandums 2010-06, 2010-08 and 2010-39.

Slide 40 – Recycled Products

Specs cannot discriminate against recycled materials. In fact, you can further encourage Offerors to offer recycled products by including a recycled products preference clause in your solicitation. As stated earlier, I'm not going to go into preferences. But! For office paper and printed materials, the State SHALL (and counties are urged) to purchase office paper and printed material with recycled content. No questions asked. The State needs to purchase office paper and printed materials with recycled content.

Slide 41 – Recycled Products: Sample – Office Paper

Here's a sample of a spec for Office paper. Remember, for the State, agencies are *required* to purchase paper with recycled content. So this spec gives definitions of the different types of recycled paper and the minimum recycled material required, which, in this case, was 30%.

Slide 42 – Recycled Products: Sample – Office Paper

Here is a sample offer form pricing page for Offerors to submit their pricing on. This offer form page includes the specs (type, size, color of paper) in the description and also reiterates the minimum recycled content. It also allows for a brand name OR EQUAL so Offerors can offer the Boise product stated or anything equal to that.

Slide 43 – Recycled Products: Sample – Toilet Tissue

Another example, but this time, when recycled products are NOT required. Toilet Tissue! This spec tells the percentage required to qualify for the recycled products preference. In this case, 20% recycled was required to qualify for the preference.

Slide 44 – Recycled Products: sample – Toilet Tissue

Here's a sample recycled products preference clause that was included in the solicitation used for Toilet Tissue because recycled products were not required, but because we wanted to encourage recycled products, we gave them a recycled product preference.

Note again: we're not going into depth on any preferences. Preferences are covered in the training for the methods of procurement where preferences apply.

Slide 45 – Recycled Products: Sample – Toilet Tissue

And here's my toilet paper Offer form pricing page.

Slide 46 – pop-quiz

Here's a quick pop quiz to make sure you folks are still with me: true or false! State agencies are required to purchase recycled office paper?

Well, the answer is true; State agencies are required to purchase recycled paper.

Slide 47 – Energy-efficient vehicles HAR §3-122-13(c)

The statutes and rules have requirements when spec-ing out motor vehicles. The purpose of this is to reduce our dependence on petroleum. When acquiring new vehicles, agencies shall use DBEDT's guidelines. If you're purchasing or leasing a vehicle, recommend reviewing DBEDT's guidelines on their website and HRS section 103D-412.

Slide 48 – Guard Services HAR §463-10.5

Any one procuring for guard services effective July 2013...guards need to meet certain requirements. Review HRS section 463-10.5 in entirety and include the requirements in your solicitation.

Slide 49 – Other Statutes to Consider

These are some of the other statutes that should be considered depending on what you're writing specs for. I'm not going to go into detail but it can be good information to know in the event that you need procure for any of these types of things.

Slide 50 – Specification Preparation/Writers

For those agencies who procure for a company to develop or prep specs for them, the company that was awarded and paid to prep the specs CANNOT submit an offer on that solicitation.

Remember, regardless of who is prepping the specs, specs should always seek to promote overall economy and encourage competition.

Slide 51 – Agenda

Let's briefly cover Scope of Work.

Slide 52 – Scope/Statement of Work: Defined

As stated earlier, a Scope or Statement of work is a description of the requirements to be performed. They are normally used when procuring for services. Because "Scope or Statement of Work" is quite a mouthful, from now on, I'll just refer to them as "Scope of Work". Easier.

Slide 53 – Scope of Work: Inclusions

So what should be included in your scope of work? Include the background, what this procurement is all about and what your objectives are, basically what you're buying. Include the Contractor's tasks. And any

Deliverables, milestones, proof of performance (like findings or data reports), delivery dates, completion dates, and the responsibilities of the department (like what the State will be providing).

Slide 54 – Scope of Work: Characteristics

Characteristics of a good scope of work is something that is consistent, simple, and easy to comprehend. It's something that's categorized and organized. Make sure that you're clear on who's responsible for what.

Slide 55 – Questions to Consider

Some questions to consider when developing your scope of work: Who's responding? Will my scope restrict my competition? What should the Offerors know? How much detail should you provide? Is the scope written clearly enough to avoid confusion? What questions could vendors ask? And what exactly are you buying?

Slide 56 – Agenda

Last section we'll go over is word selection

Slide 57 – Key Words

Your choice of words is very important in specs. It tells the vendor what's required and what's not. When using must or shall, that's like saying the vendor HAS to do that something, no matter what. Should or may is like saying it's not a requirement, but it would be nice to have. For will ... you can use will in cases where future performance is required. Like "power for the motor will be supplied by the agency".

Slide 58 – Use of Terminology

These are some samples where the choice of words greatly affect the requirements of the Offeror or contractor. If you use 'shall' on the first one, "the Contractor SHALL deliver bags within 10 days of receipt of order," then that's telling the vendor that they have to do it. But if you use 'should', that the contractor should deliver in 10 days, they can deliver in 10 days ... or 20 days or 30 days. Granted, the contractors shouldn't do that cause it's bad customer service, but still... it's good to specify in your solicitation exactly what's required of your vendors. Just ensure that you're not requiring something that's unreasonable. Likewise, on the second sample, Offeror ... Shall? Or Should? provide references. Do you *require* the references or are they a nice-to-have?

Slide 59 – pop-quiz

Another real quick pop-quiz: If you require the Offeror to be HCE compliant prior to award what word would you use? Shall? May? Should?

The answer ...is SHALL. It's required. So the Offeror shall be HCE compliant.

Slide 60 – Selecting Words

When creating your specs, choose words that are simple and easy to understand. No need go all crazy and try to impress the vendors with your extensive vocabulary. Just say what you mean and be clear about it.

Slide 61 – Selecting Words – Sample

For example: All these specs are requesting for the same thing...janitorial services specifically to empty trash. But from a vendors standpoint, which is easiest to read and understand? Which one tells the vendor what you, the agency, wants?

The first one is pretty straight forward, right? Empty trash cans. But it doesn't tell the vendor where to put the trash or if they need to take the trash home with them. or whether or not they need to change the liners. And if they do need to change the liners, who is to provide them? Them? Or the State?

The second one is a little convoluted. "All 10 gallon, 30" trash receptacles shall be emptied..." The word shall is used so the vendor shall empty the specified trash cans. But then it goes on to say "...at least' 5 times a week at approximately 10 am sharp..." Does that mean that the vendor shall empty the trash *in the metal container* at least 5 times a week at 10? So the vendor, wanting to do a good job, collects the trash 2 times a day and leaves the trash ...somewhere ...to dump it in the metal container once a day at 10ish. And "...Approximately 10 AM sharp'..." Does that mean at exactly 10AM? Or approximately 10AM? It's confusing.

The last one is good. "Empty trash cans into the buildings refuse bin 5 times a week. Replace liners when the existing bag is leaking, torn, or unsanitary. Contractor shall furnish all labor, equipment, and supplies necessary to perform services." This spec tells the Offeror what the agency needs and what the Contractor is expected to do and the frequency in which to do it. It provides a clear description of what the vendor is responsible for.

Slide 62 – Contractor vs. Offeror

When using the words "Contractor" and "Offeror", keep in mind that both have different meanings and should be used appropriately in your solicitation.

The word "Contractor" is used when referring to requirements *after* the solicitation is awarded.

The word "Offeror" is used when referring to the entity that is responding to the solicitation. So when you say that HCE compliance is required prior to award, you would refer to the entity as "Offeror" (like the *Offeror* is required to obtain HCE compliance prior to award).

However, the *Contractor* may be required to *maintain* compliance throughout the term of the contract.

When using Offeror or Contractor in your specs, you're going to want to specify which is responsible for what requirements, and the consequences, if any.

For example, if the *Offeror* is required to do something, but fails to do it, what will happen? Will it delay proper execution of the contract? Or will it be sufficient grounds for rejection of offer?

Likewise, if the *Contractor* is required to do something, but fails to do it, what happens? Will it be a breach of contract? Will it be subject to liquidated damages? Or will it be cause to terminate the contract? You may want to check with your AG on any legal issues that may come about when terminating a contract.

Slide 63 – Terms and Acronyms

When using terms and acronyms, use only the ones that have a specific meaning to the solicitation. Capitalize acronyms whenever they are used throughout your document. But keep the use of acronyms to a minimum. You also may find it helpful to have a 'terms and acronyms' section in your solicitation for easy reference.

Slide 64 – Terms and Acronyms: Sample

Here are some samples on the overuse/underuse of terms and acronyms. The first one "the TP shall be FB 2-ply with SS APX 4" x 4" to fit SSD, with 500 SPR ..." it's totally an over dramatization but it definitely has too many acronyms making it hard to read.

The second sample states the same thing as the first, but, it doesn't use any acronyms, even though it could probably use some.

The last one is a good example. It's clear and easy to read. And because this would be a solicitation put out by the State Procurement Office, the acronym, 'SPO,' would likely be a commonly used acronym throughout the solicitation. And, if there was a terms and acronyms section in the solicitation that would be a bonus cause it'll help for easy reference.

Slide 65 – Writing Style

Your writing style is also very important when writing specs. You want to have an expository style. You want to use an active voice, not a passive voice. And you want to use short words and phrases and keep a parallel structure.

Slide 66 – Writing Style: Expository

Expository style is used to inform, describe or explain. It's not creative or imaginative. Pretty much, don't be Shakespeare when writing your specs. When your formatting your sentences, some things to keep in mind are that long sentences are generally harder to understand but too many short sentences make it sound choppy. It's usually best to use medium-length sentences which allows space to connect ideas and add details while still being clear and easy to read. A word of caution tho, a continuation of medium-length sentences can be monotonous. So, it's best to keep your *average* sentence length to be about 20 words.

Slide 67 – Writing Style: Active vs. Passive

Here's some examples of active vs. passive sentences. A *passive* sentence is like "the meetings will be held monthly by the Contractor's management team." Where an *active* sentence is like "the contractor's management team will conduct monthly meetings." Active sentences are not meant to beat around the bush. It states who's doing what. No questions.

Slide 68 – Writing Style: Shorter Words/Phrases

So, as stated before, when you're writing your specs, keep it simple and limit the wordiness. Here's some examples of commonly used terms and how these terms can be replaced with something a little more simple.

Slide 69 – Writing Style: Parallel Structure

Parallel structure is the repetition of a chosen grammatical form within a sentence. It adds clarity to your writing by creating word patterns that are easily followed. An example of a non-parallel structure is "Please complete the form, sign it and then it should be included in the proposal." Not that easy to follow, right? So an example of a parallel structure for this sentence would be "Complete the form, sign it, and include it in the sealed proposal." It's a small change, but it's much easier to follow.

Slide 70 – Writing Style: Extras

Here are some extras that should be considered when writing your specs. Requirements should only be stated once. Reason being is that, if, in the event you need to do an addendum or an amendment, it's easier for you to change just one area. But if you have the requirement in multiple areas and you change one but not the other, you can end up with a contradictory spec. Not good. Another extra is to be consistent - in your references, in your wording, in your formatting and in your phrasing. The last extra is to be clear as to what's required and what's not and of course, who's responsible for what.

Slide 71 – Specifications and the Procurement Process

Specs have a great impact on the procurement process. A poorly written spec can restrict and deter potential offers and increase costs, while a well-written spec can attract many qualified Offerors.

A poorly written spec can be protested by unsuccessful offers due to spec misinterpretation. While a well-written spec gives sharp, specific criteria which will hopefully minimize protests. Specs also affect the Offerors risk, the type of contract and administration of the contract.

Slide 72 – Overview

Quick overview: Remember, we are using taxpayers monies so we need to be open, transparent, and fair. Spec out what you need: using the types of specs we covered today. Be clear and concise.

And don't forget to include clauses for the other things that may be required like Compliance, Liability Insurance and delivery requirements.

Slide 73 – State Procurement Office

Here's some contact information for the SPO folks (info is on the SPO site).

Slide 74 – Thank you

Thank you for attending! I hope you enjoyed the workshop. Take a moment to fill out the self-certification form that'll pop up shortly. You will also be requested to fill out a short survey by clicking on a link. Appreciate your feedback. Thank you and have a great day!