Monday Sessions

M01 – How to Communicate with Confidence and Clarity
Gloria Thomas – President, Wizard Workforce Development, Inc.
We have yet to tap into the full power of clear, confident, outcome-focused communication. Let’s debunk the myths and misconceptions that lead to misunderstandings and miscommunication. Learn how to communicate with clarity and purpose. Identify and eliminate the barriers to true connection. Explore the power of a winning attitude to avoid personalizing the negativity of others, and to build your communication confidence and skill.

M02 – Making Connections Count: Networking for the Under-Connected
Barbara Williams – Partner, Global Associates, Inc.
Building personal networks benefits organizations and individuals by improving the information flow from disparate business departments, teams and work groups. Effective networks allow access to otherwise unknown information and ideas. This session offers concrete guidelines for building successful individual networks, with opportunities to begin “in session!”

M03 – Skills for 21st the Century Professional
Norma Hall, FNIGP, CPPB, C.P.M. – Program Manager, Training and Strategic Planning, Materials Management Office, State of South Carolina
The 21st century has opened up a whole new world of challenges for public procurement professionals - challenges such as a failing global economy resulting in smaller budgets and changing regulations. We’ve also seen an increased global awareness of sustainability and how our actions or inactions are affecting the world we live in. We’ve experienced three generations merging in the workplace, all with differing professional needs, wants and desires. With all these demands, what skills are necessary to survive and stay ahead of the curve? This session will reveal skills that leaders in the profession have expressed are necessary to survive and thrive in the 21st century.

M04 – The Threshold Has Changed: Now What Should I Do?
Jan Giffin, CPPO, CPPB, VCO – Procurement Management Account Executive, DGS/DPS
The small purchase threshold has increased to $100,000. Is Quick Quote the best way to go or should you use an Informal IFB or RFP? Each has its particular uses and benefits. We will help you sort through the options and learn how to match the right tool or method to the job and – perhaps – even make your job a little easier.

M05 – Are You the Wizard of Clause?
John Westrick, Senior Assistant Attorney General, Office of the Attorney General
Join this fun and interactive workshop to practice your skills at recognizing common risks in developing a solicitation or contract and the sorts of clauses or language available to manage these risks in a reasonable manner. The workshop will feature scenarios drawn from actual contracts where the buyer’s (or seller’s) use of these tools made a difference. Come join us in a friendly role-play of these scenarios and sharpen your contracting skills!

M06 – Procurement Topics and Trends
Ron Bell, CPCM – Director, Division of Purchases and Supply, Department of General Services
The Director of Purchases and Supply will lead a discussion of current topics and trends challenging the procurement community. The profession is evolving in response to budgetary and other influences. Come hear what is trending on the national level and how that may affect state and local programs. Discussion topics will be driven by audience questions but likely will include Supplier Diversity, eProcurement, Cooperative and Green Purchasing. Other topics are up to you!

**M07 – Emergency Preparedness and Procurement Planning**  
*Peter Rigerink, CPPO, CPPB, VCO – Procurement Manager, Virginia Department of Emergency Management  
Duane Sheppard, VCO – Senior Buyer, Virginia Department of Emergency Management*

This session focuses on the role of public procurement, particularly as it relates to emergencies. We will discuss the importance of emergency procurement planning as it relates to identification of resources and pre-approved contracts. Specific experiences will be provided to help participants envision their role as a procurement professional during agency or state emergencies.

**M08 – Billing and Collection of eVA Fees – Basics for Buyers**  
*Rebecca Barnett, VCO – eVA Business Manager, DGS/DPS  
Bryan Chamberlain, VCA – eVA Billing and Collections Manager, DGS/DPS  
Kelly Flexon, CPPO, CPPB, VCO – Deputy eVA Business Manager, DGS/DPS*

Buyers play a key role in all aspects of procurement, including the impact of fees on overall procurement cost. In this interactive session, we will discuss:

- upcoming changes to eVA agency fees;
- what buyers can do to reduce agency fees;
- buyer obligations to ensure purchase order and invoice amounts are reconciled and change orders processed when necessary, and;
- how buyers are affected by the collections process for past due vendor fees.

**M09 – VDC: The Right Procurement Connection**  
*Andrew W. Repak, CPA, CMA, CFM, VCO – Director, Virginia Distribution Center, Department of General Services*

This session will give you the opportunity to take a virtual tour of the VDC and meet the staff. They will be prepared to answer your most perplexing questions about leveraged procurement and amaze you with their range of knowledge! So, get connected to the VDC and discover how leveraged procurement and cost efficiencies for freight distribution are great tools for success.

**M10 – The Magic Is in Your Mouth**  
*Juliet Funt – Motivational Keynote Speaker, Talking on Purpose, Inc.*

Are you being starved? Maybe: because clarity, directness and useful feedback are hard to find these days. Are you being poisoned? Maybe: because gossip, over-promising, and gender based misunderstandings are just a few of the verbal habits that slip by even the finest communicators and drain the pocketbooks of all companies. Luckily, The Magic is in Your Mouth. This morale boosting session of humor and stories will keep you entertained but is also laced with practical and innovative ideas to make the most of every word you choose.

**M11 – Success Strategies for Challenging Communication Scenarios**  
*Gloria Thomas – President, Wizard Workforce Development, Inc.*

Do you ever find yourself at a loss for words? Learn how to not just “think on your feet,” but to *Speak on Your Feet*™ in a variety of challenging circumstances. You can prepare for conflict, confrontations, emotionally-charged situations and unexpected questions. Master *in the moment* tools that include: *Positive Power Lines* and *Power Levels*. Even during the most difficult exchanges, you CAN maintain your composure.

**M12 – 2012 Public Procurement Outlook**  
*Brent Maas – Marketing Director, National Institute of Governmental Purchasing*

During this session we will briefly review events of 2011 that have influenced the course of trends experienced by public procurement professionals as the foundation for looking ahead to 2012 and beyond. Specific areas of focus are: federal-state-local budget outlook; demographics and employment; procurement’s operating environment; and political stature. You are invited to bring additional topics for discussion and we will explore as many as time permits.

**M13 – Launching the Ship without a Captain**
Betsy Bratton, CPPB, VCO - Lead Contract Specialist, Department of Motor Vehicles

How often has the contract you spent so much time planning and soliciting veered off course from your desired results? You captained the contract through award but when it’s time to hand off and let a new captain steer the course through contract execution, you have more questions than answers. In this session, you will learn how to navigate the process between contract award and contract execution to achieve a successful launch; and how to prevent the majority of the non-performance issues to achieve your goals of completing the contract on schedule, within budget and according to the specifications.

M14 – VRS: Retirement Overview and Highlights of Benefits Changes
Cornelius Rogers – Virginia Retirement System

What are the top five things you need to know when it comes to the Virginia Retirement System? If you are not certain or have questions or concerns about retirement in general, this session is for you. We will review not only the ‘top five’ but highlight recent legislative changes to benefits and examine defined benefit versus defined contribution plans from a – what’s in it for me – perspective.

M15 – An Update on All Things eMall/Shop Now
Gail Kemper – eVA eMall and Reports Manager, DGS/DPS

Join us for an interactive discussion on what is going on with the upgrade to the eMall. We’ll give you all the inside information and let you see ‘the real thing.’

M16 – Connecting the Numbers: Quantitative Methods for Purchasing
Keith Gagnon, CPPO, VCO – Director of Procurement, Virginia Community College System

In this hands-on session, participants will connect the numbers and connect with the numbers in procurement by exploring methods to quantify concepts such as Fair and Reasonable Price, Cost Savings, Key Performance Indicators (KPIs) and other procurement metrics. Thinking caps required; calculators optional.

M17 – State of the Profession: What Values, Guiding Principles & Standards of Practice Mean to You
Candice Riddle, M.A. – Standards of Practice Manager, National Institute of Governmental Purchasing

This session will explore the development of the Values, Guiding Principles, and Standards of Practice for the public procurement profession. It is designed to help you understand what the Principles & Practices project means for the profession; how to get involved in the project, and; what steps have to be met in creating a true profession. In addition, important updates and exciting news will be revealed during this session.

M18 – Transitioning to Supply Chain Management and an Enterprise Focus
Steve Gordon, Ph.D., FNIGP, CPPO – Director, Public Procurement and Contract Management Certificate Program, Old Dominion University

The role of the public procurement officer is transitioning from reacting to needs presented by client departments to pro-actively helping clients achieve their strategic goals and objectives. At the same time, the public procurement officer’s role is expanding beyond helping individual clients meet their individual needs to helping the organization as a whole achieve its desired operational and policy results. Our evolving role demands that we better understand how supply chain management and other techniques used in private sector supply management can be adapted for use in the public sector. Examples of how to purchase goods and services in ways that support public organizations’ efforts to be more sustainable will be provided. Key differences between public procurement and private sector supply management will be noted.

M19 – Your Contracts’ Legal Connection
Ron King, CPPO, CPPB, VCO – Director of Procurement & Support Services, Department of Agriculture & Consumer Services

What is your legal liability as a contracting officer? This session will cover general legal issues as well as some contracting basics, such as various types of contracts. Taught by someone who is not a lawyer for contracting officers who are not legal eagles, we definitely will be speaking your language.

M20 – Is Your eVA Workflow Working for You?
Jan Giffin, CPPO, CPPB, VCO – Procurement Management Account Executive, DGS/DPS
Sandra L. Gill, CPPO, CPPB, VCO – Procurement Management Account Executive, DGS/DPS
Dollar Approvers, Commodity Approvers, Expenditure Limit Approvers, Budget Approvers, Vendor Approvers, P-Card Approvers – OH MY – so many approvers! eVA offers customizable approval flows that can meet most agencies’ needs. In this session we will discuss the types of approval flows available and how they can make your approval workflow work for you and your agency.

M21 – Opportunities for Success in eVA – a Locality Choice!
Debbie D. Field, M.A., CPPO, VCO – Procurement Management Account Executive, DGS/DPS
Jerry Stokes, VCO – Procurement Management Account Executive, DGS/DPS
This session will assist localities and other public bodies in deciding how to make eVA work for them successfully. Situational examples and policy considerations will be presented to help you decide how best to use eVA and when! eVA tips and along-the-way policy suggestions will make this a lively session.

M22 – Keeping Your Balance on the Procurement Tightrope
Paul R. Higgins, VCO – Manager, Services & Statewide Contracts, DGS/DPS
Preferences; Set-Asides; Small Business Considerations; Cooperative Procurements; Lowest Responsive/Responsible Bidders; Best Value; Staffing Shortages; Loss of Procurement Expertise; Political Pressures – What’s a Contracting Officer supposed to do? We will examine these thorny issues and suggest strategies to help you keep your balance on the procurement tightrope.

M23 – Specifications with a Wide Angle Lens
Betsy Bratton, CPPB, VCO – Lead Contract Specialist, Department of Motor Vehicles
Warren Mitchell, CPPO, VCO – Statewide Contract Officer, DGS/DPS
Laurie Sparkes, PE, VCO – Architect/Engineer, DGS/DPS
This session will address the potential consequences of narrow focus in the use of wording, and possible content problems that can have negative effects on other aspects of the contract outside of the specifications. Topics will include how taking a wider view during specification creation to include the total scope of the contract can prevent possible costly consequences. We will address your questions and provide a helpful handout on specifications.

M24 – I Heard It through the Grapevine That There is a PIM29…
Dennis Blackwell, CPPB, VCO – Procurement Management Account Executive, DGS/DPS
Frank Denny, CPPO, VCO – Procurement Management Account Executive, DGS/DPS
Pete Stamps, CPPO, VCO – Procurement Management Account Executive, DGS/DPS
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M25 – eVA Update and User Group
Shane Caudill – Deputy Director, eProcurement Bureau, DGS/DPS
Bob Sievert – Director, eProcurement Bureau, DGS/DPS
This session offers the opportunity to collaborate and connect with the eVA User Group while also learning about the latest eVA updates. The eVA User Group presents an open environment where comments, concerns and issues with eVA can be addressed. And you know Bob always has a trick or two up his sleeve to make the eVA update an entertaining learning experience!

M26- The ABCs of Service Contracting
Maureen Daniels, CPPO, CPPB, VCO – Procurement Management Account Executive, DGS/DPS
Clarence Wilson, CPPO, CPPB, VCO – Procurement Management Account Executive, DGS/DPS
Service contracts have some unique characteristics – what are they? This session will explore the fundamental differences between buying services and goods so you will be better prepared to create solid and manageable service contracts.

Tuesday Sessions
T01 – Skills for 21st the Century Professional
Norma Hall, FNIGP, CPPO, CPPB, C.P.M. – Program Manager, Training and Strategic Planning, Materials Management Office, State of South Carolina
The 21st century has opened up a whole new world of challenges for public procurement professionals - challenges such as a failing global economy resulting in smaller budgets and changing regulations. We’ve also seen an increased global awareness of sustainability and how our actions or inactions are affecting the world we live in. We’ve experienced three generations merging in the workplace, all with differing professional needs, wants and desires. With all these demands, what skills are necessary to survive and stay ahead of the curve? This session will reveal skills that leaders in the profession have expressed are necessary to survive and thrive in the 21st century.

T02 – Leadership and the Final Four
Mary Ruth Burton – President, Burton-Fuller Management
This presentation describes the eight leadership behaviors that helped catapult the Virginia Commonwealth University (VCU) Rams to the Final Four in 2011. Mary Ruth Burton helped guide Head Coach Shaka Smart and his Assistant Coaches through their leadership transition at VCU. Hear the story through Mary Ruth’s observations along with photos and video. Learn to leverage the leadership behaviors that helped this Cinderella team go from inconsistent performance to the NCAA Final Four.

T03 – P-Card Connection 2011
Melinda Pearson – Director of General Accounting, Department of Accounts
Connect with us on cards as we give you an update on the Commonwealth’s Charge Card Program! Learn about new card initiatives, including ePayables, changes in policy, and up-and-coming important items for those involved in the card program.

Marilyn Gettinger – Owner and President, New Directions Consulting Group
Social Networking is really with us. In just a few years, 500 million users have joined Facebook, 57 million have joined MySpace, and 55 million have joined LinkedIn. People are connecting to make new contacts, pursue new jobs, find old friends and business associates, market products, handle customer complaints, and hire new people. This presentation discusses the importance of this form of networking, defines the new terminology, introduces several networking sites, looks at how to get started, and discusses some of the challenges for the networker as well as the organization. Workshop attendees will be ready to set up and manage their own social network for their work, career, hobbies, and family.

T05 – Web-Based Processing of Construction Project Payments
Bert Jones, RA – Director, Division of Engineering and Buildings, Department of General Services
Shirley McNutt, VCO – Manager, Construction and Facilities Procurement, DGS/DEB
There is a statewide contract for public bodies to use a web-based service, called GC Pay, to process payments for construction projects. All payment applications for a specific project can be processed with this system, whether the request for payment is by the contractor, AE, or support vendor. GC Pay will generate reports in real time that will track all commitments, payments, and overall expenditures to date associated with the project. Come learn about this exciting tool and how it streamlines payment processing.

T06 – eVA Goes Mobile and Redefines On-Line
Angel A. Rodriguez-Serrano – VCO, eProcurement Support Manager, DGS/DPS
Got an iPhone, iPad, Android tablet or phone? Come see how eVA takes Procurements on-line in the Mobile World with a cool App for LIVE access to VBO and Quick Quote solicitations! Quick Quote also takes On-Line to a new level by joining the VBO. Now, all eVA solicitations can be found using VBO. Come for an exciting walk-through of this new feature and get a first-hand view of the vendor side of Quick Quote.

T07 – Connecting the Dots in the Disposal Process
Bradley W. Crawford – Director, Surplus Property, Department of General Services
This session will present the new electronics recycling contract and explain how agencies/local governments can access and utilize the contract. We also will discuss the process and requirements for agencies/localities regarding the Internet sale contract.

T08 – Negotiations – A Game of Give and Take or Win/Win?
Are your negotiations a game of give and take or are they truly win/win, mutually acceptable agreements? This session will discuss the fundamentals and techniques of negotiation. It will focus on allowing the negotiation process to change from what’s best for ME to what’s best for US. After this session you will be prepared to get better results and end up with an agreement that all parties feel good about.

T09 – 2012 Public Procurement Outlook  
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T10 – Construction Contractor Panel  
Richard F. Sliwoski, P.E. - Director, Department of General Services  
Contractor Panel

From the perspective of private contractors, learn what agencies can do to make construction projects more successful for both parties. This session offers a unique opportunity to hear from the contractor side the aspects of construction contracting that contribute to a successful partnership and project outcome.

T11 – eVA Update and User Group  
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T12 – Fleet Focus 2012  
Michael Bisogno, CAFM – Director, Office of Fleet Management Services, Department of General Services

The session will review the progress, successes and lessons learned in the first year of the State Motor Fuel Program – the combined statewide motor fuel contracts. We also will provide a general update on the Office of Fleet Management CY2012 operations outlook.

T13 – Billing and Collection of eVA Fees – Basics for Vendors  
Rebecca Barnett, VCO – eVA Business Manager, DGS/DPS  
Bryan Chamberlain, VCA – eVA Billing and Collections Manager, DGS/DPS  
Kelly Flexon, CPPO, CPPB, VCO – Deputy eVA Business Manager, DGS/DPS

When it comes to antiques and collectables the saying goes: “the older the better.” When it comes to eVA fees, older definitely is not better! That’s why the eVA business team strives to keep eVA accounts receivable from becoming antiques. In this session, vendors will learn about the eVA fee billing and collections process, how the team works with vendors to collect eVA fees, escalation measures for aging receivables and what happens if vendors are deactivated for nonpayment. Collection of eVA fees is mandated by the Code of Virginia – understanding the requirement and the process may save you a few gray hairs.

T14 – Connect Your WORKS Knowledge  
Melinda Pearson – Director of General Accounting, Department of Accounts  
Maureen Sudbay – Senior Card Account Manager, Bank of America

Sit back and get ready for a dose of WORKS Charge Card System training in a competitive – but fun – environment. Put on your thinking caps as we delve into areas of WORKS, which some of you may know and some not, but which everyone can benefit from in your day-to-day interactions with the card program.

T15 – Debarment and Enjoinment Procedures for Construction  
Bert Jones, RA – Director, Division of Engineering and Buildings, Department of General Services  
Steve Owens, Senior Assistant Attorney General and Chief of the Real Estate and Land Use Section, Office of the Attorney General
Have you experienced extreme difficulties with a contractor during a construction project? This session will teach you the various remedies that are available to state agencies.

**T16 – A Vendor View of Procurement: Where and How Do I Fit In?**  
*Vicki Beasley, VCA – eVA Vendor Support Manager, DGS/DPS*  
*Dennis Blackwell, CPPS, VCO – Procurement Management Account Executive*  

Vendors need to know the rules and how to identify opportunities. Buyers need to find the best deals and secure the most competition. Join us to review procurement rules from a vendor perspective and learn how to leverage eVA Public Reports for a view into Virginia procurement. Who’s buying what? How much are they paying? Who are they buying from? All this and more…

**T17 – VDC: The Right Procurement Connection**  
*Andrew W. Repak, CPA, CMA, CFM, VCO – Director, Virginia Distribution Center, Department of General Services*  

This session will give you the opportunity to take a virtual tour of the VDC and meet the staff. They will be prepared to answer your most perplexing questions about leveraged procurement and amaze you with their range of knowledge! So, get connected to the VDC and discover how leveraged procurement and cost efficiencies for freight distribution are great tools for success.

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**T21 – Self Bonding for Construction Projects**  
*W. Michael (Mike) Coppa, RA – Director, Bureau of Capital Outlay Management, Department of General Services*  
*Don LeMond – Director, Division of Risk Management, Department of the Treasury*  

Recent changes to procurement law have increased the threshold of construction projects that do not require bid, performance, and payment bonds from contractors. This session will explain the Code changes and the Department of the Treasury’s new program to provide bonds for agency projects.

**T22 – I Heard It through the Grapevine That There is a PIM29…**  
*Dennis Blackwell, CPPB, VCO – Procurement Management Account Executive, DGS/DPS*  
*Frank Denny, CPPO, VCO – Procurement Management Account Executive, DGS/DPS*  
*Pete Stamps, CPPO, VCO – Procurement Management Account Executive, DGS/DPS*  
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differences between buying services and goods so you will be better prepared to create solid and manageable service
contracts.

Wednesday Sessions

W01 – How Do I Know What to Show?
Maureen Daniels, CPPO, CPPB, VCO – Procurement Management Account Executive, DGS/DPS
Frank Denny, CPPO, VCO – Procurement Management Account Executive, DGS/DPS
Are you unsettled by requests to inspect your procurement files – by not knowing what to show? Attend this session to
gain the knowledge and confidence you will need to face and respond to those requests. Eliminate your fears by
learning what can be seen – when, how and by whom.

W02 – Launching the Ship without a Captain
Betsy Bratton, CPPB, VCO – Lead Contract Specialist, Department of Motor Vehicles
How often has the contract you spent so much time planning and soliciting veered off course from your desired
results? You captained the contract through award but when it’s time to hand off and let a new captain steer the course
through contract execution, you have more questions than answers. In this session, you will learn how to navigate the
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• what buyers can do to reduce agency fees;
• buyer obligations to ensure purchase order and invoice amounts are reconciled and change orders
  processed when necessary, and;
• how buyers are affected by the collections process for past due vendor fees.

W04 – Power Proof Reading Proposals
Karen Wormald – Writing Consultant, Kew Publications
Learn an easy, sure-fire method of proofreading documents of any length so you can quickly pinpoint and correct
problems with consistency, capitalization, punctuation, formatting and more, including tips on how to harness the
power of word processing software to aid in proofreading on the screen.

W05 – Are Your Actions Speaking Louder than Your Words?
Alan H. Culpeper, CPPO, VCO – Director of Procurement, Culpeper County, Virginia
The importance of nonverbal negotiation skills cannot be overestimated. Given today’s technology-driven
communication devices, people have fewer face-to-face interactions, and when people meet for the first time they form
an opinion of one another within the first seven seconds. It is said that almost 90 percent of the meaning transmitted
between two people in face-to-face communications is nonverbal. This means only about 10 percent of your verbal
communications will have an impact on the outcome of your negotiations!

This workshop will explore the importance of nonverbal communications and will enhance procurement professionals’
understanding of how the nonverbal aspects of a negotiation often say much more than the verbal one. Good
nonverbal communications skills can be the cutting edge advantage every Purchasing Agent needs in negotiation to “Connect for Success.”

**W06 – eVA ‘DEAL or NO DEAL’**  
*Angel Rodriguez-Serrano, VC0 – eProcurement Support Manager, DGS/DPS  
eVA Team*

Last year it was eVA ‘Family Feud’ and the competition was tight. This year we take it to new heights with eVA ‘DEAL or NO DEAL’ where winning every ‘case’ is the objective. Join us as we divide the room into two teams to compete against each other. Contestants will each other in on this high-energy contest of nerves and knowledge about eVA. Then - out of nowhere - comes... the ‘Judge’. His opinion rules! And sometimes he’ll offer you a deal you can't - or shouldn’t - refuse. Don’t miss the excitement as contestants have to choose.... ‘DEAL or NO DEAL’. In the end we’ll see who ends up with the ‘winning case’.

**W07 – Records Management: It’s Not Just Paper**  
*Corey Smith – Records Analyst, Library of Virginia*

This session will provide guidance in the management of electronic records, including e-mail, database systems, local area networks, and individual workstations. Topics will include: the responsibilities and challenges of managing electronic records; storage media and database concerns; reformatting paper records, including metadata with electronic records; and e-mail management.

**W08 – Connecting the Numbers: Quantitative Methods for Purchasing**  
*Keith Gagnon, CPPO, VCO – Director of Procurement, Virginia Community College System*

In this hands-on session, participants will connect the numbers and connect with the numbers in procurement by exploring methods to quantify concepts such as Fair and Reasonable Price, Cost Savings, Key Performance Indicators (KPIs) and other procurement metrics. Thinking caps required; calculators optional.

**W09 – Take Care Now: Be Cared for Later – The Basics of Long Term Care Insurance**  
*R. Weldon Hazlewood - Principal Market Examiner, Bureau of Insurance, State Corporation Commission*

People talk about it, say you need it, but maybe you don’t really understand it. In this session we will explore the basics of long term care insurance and provide you the information you need to make an informed decision whether it is right for you and your life situation. Thinking about LTC now can provide the TLC you may need later.

**W10 – I Heard It through the Grapevine That There is a PIM29...**  
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Frank Denny, CPPO, VCO – Procurement Management Account Executive, DGS/DPS  
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*Betsy Bratton, CPPB, VCO – Lead Contract Specialist, Department of Motor Vehicles  
Warren Mitchell, CPPO, VCO – Statewide Contract Officer, DGS/DPS  
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This session will address the potential consequences of narrow focus in the use of wording, and possible content problems that can have negative effects on other aspects of the contract outside of the specifications. Topics will include how taking a wider view during specification creation to include the total scope of the contract can prevent possible costly consequences. We’ll address your questions and provide a helpful handout on specifications.