



THE POWER OF NETWORKING

The Iowa Economic Development Authority's Targeted Small Business (TSB) program is committed to helping targeted businesses connect and build relationships – connecting business owners to public procurement opportunities through the TSB 48-hour advance notification portal or through business-to-business opportunities through the TSB community.

Claudia Schabel, owner of Schabel Solutions and a certified TSB, says “Networking is not a superficial activity. It’s a must-do activity to connect with people and connect with your community. It is about making connections that are meaningful and impactful.”

To facilitate business-to-business networking opportunities, TSB staff work with local small business resource partners to organize networking events throughout Iowa as a means for businesses to connect with others in the program. Recently, the TSB team partnered with several resource providers in the Iowa City area to bring together small business owners for a networking event.



More than 40 people attended the gathering, which was specifically formatted for attendees to meet and create connections with other attendees, including the small business resource partners supporting the event. Sarika Bhakta, a TSB business owner of Nikeya Diversity Consulting, attended the event and approached it like she approaches all networking opportunities, “it’s an opportunity to build a long-term, trusting two-way relationship which allows me to expand my network. That network is what really helps me and my business.”

It was at the Iowa City event that Bhakta met with another business owner who learned about her services and thought it would complement services she offered. This connection led to a coffee meeting. Over coffee, the two business owners explored how they could share opportunities, expand their services, and assess the needs and the demands of the markets they were in together - but it all started by getting to know each other through networking.

Bhakta indicated, “It’s really about getting to know that person first. Get to know who they are, what they do and what areas are their pain points, then offer solutions through partnership.”

Although Bhakta and the business owner hit it off, she added that networking isn’t always about an immediate return. With some individuals, she may make an immediate connection while others connect at a later point. So, it’s important to continue to attend events and be visible.

“Your services may not be needed at that time, but down the road when they need it, they will remember you. It’s not just a one-time connection or one-time contact.”

For many business owners, networking is one more task to complete, on top of running a business, and can be intimidating. “I know the word networking has connotations that aren’t always positive,” Schabel said, “but if you look at approaching it a little differently, it can become less intimidating. I always walk in with the intent to build relationships. Not just a direct connection with a specific business, but building relationships that enhance my knowledge about how to grow my business or help the community.”



THE POWER OF NETWORKING, CONTINUED

“There are times when it’s easy to talk yourself out of going to networking events,” Schabel said. When she is on the fence, she always asks herself, “What are you missing if you don’t go? Who are you not meeting if you don’t go?” Schabel remembers a significant connection made at a small business event in Des Moines. The business owner attended a forum Schabel spoke at and approached her afterward. That connection led to a coffee meeting and ultimately, a close friendship. “She just came over for dinner with her kids. And, now, we’re always checking in with each other about the events we’ll be attending together.”

Making networking a priority in her calendar is what helped Bhakta build her brand and her business. She specifically carves out time on her calendar to attend, learn about different industries or follow-up with those she met at various networking events.

Bhakta concluded, “You have to continue to feed your pipeline, and if you don’t network it’s going to be very hard. If you’re not out there, either online or in person, it’s easy to be forgettable.”

To learn more about the TSB program, visit iowaeconomicdevelopment.com/tsb or contact tsbcert@iowaeda.com.

***Want to learn more about doing business with the State of Iowa or Iowa State University?
Plan to attend an upcoming vendor orientation session.***

IOWA STATE UNIVERSITY PROCUREMENT SERVICES VENDOR ORIENTATION MAY 14, 10 – 11:30 A.M.

Learn how to do business with Iowa State University (ISU), what they buy, the bid process, invoicing and payment and information available to vendors online. The Center for Industrial Research and Service (CIRAS) will also present information on their services to help Iowa businesses throughout the state in obtaining government contracts at the federal, state and local level. At the end of the session, purchasing agents from ISU, Department of Transportation and representatives from CIRAS will be available to answer questions.

Contact the ISU vendor desk at quotedsk@iastate.edu to sign up for a session. Include company name, session date, and the names and email addresses of the attendees.

DEPARTMENT OF ADMINISTRATIVE SERVICES (DAS) CENTRAL PROCUREMENT VENDOR ORIENTATION JUNE 5, 9 – 10:30 A.M.

Learn the basics of public procurement, what the state purchases, where to find solicitations, other procurement information and whom to contact. All sessions will be held at the Hoover Building, Level A, Procurement Conference Room, located at 1305 E. Walnut St., Des Moines, IA 50319. To register or learn more, email purchasing.mailbox@iowa.gov.

IOWA LEGAL AID SERVICES

Iowa Legal Aid has a new project providing free legal services for low-income business owners, the Community Economic Development Project (CED). CED can help people start a business, or if the business already exists, help with business-related legal matters. Examples of assistance include drafting contracts, reviewing and negotiating contracts and leases, entity selection and formation, answering specific legal questions, and advice on a variety of business-related matters.



Clients must meet eligibility requirements, including income restrictions and other considerations.

Another goal of the project is public Community Legal Education presentations. Iowa Legal Aid can present on general business law topics or a specific topic, if a group is interested. Iowa Legal Aid can present in different languages.

There are three ways to apply for Iowa Legal Aid Services:

1. Walk in to one of the 10 offices - open Monday through Friday 8:30 a.m. - 4:30 p.m. (except Thursday afternoons). Bring paperwork about your business.
2. Call 1.800.532.1275, Monday - Friday 9-11:00 a.m. or 1:30-3:30 p.m. (except Thursday afternoons).
3. Apply Online - Do not apply online if you have deadlines.
www.iowalegalaid.org/resource/applying-for-help-from-iowa-legal-aid

For issues or questions, contact Samantha Wagner, staff attorney for the CED Project, at swagner@iowalaw.org.

NEWEST MEMBERS OF THE CERTIFIED TARGETED SMALL BUSINESS DIRECTORY

In the last quarter, 26 new businesses became Targeted Small Businesses. Please welcome the following to the [Targeted Small Business Directory](#):

[Anura Inc., Urbandale](#)

[Backyard Trails, LLC, Cedar Rapids](#)

[Bieri Brokerage Co, Inc., Letts](#)

[BLK & Bold, LLC, Des Moines](#)

[Cedar Integrated Communications, LLC, Swisher](#)

[Clinton Printing Co., Inc., Clinton](#)

[Creative Media Ink, LLC, Des Moines](#)

[Cruz Painting, LLC, Des Moines](#)

[Day Enterprises, Iowa City](#)

[Holden Management Group, LLC, Waterloo](#)

[Inspiring Solutions, Inc., West Des Moines](#)

[K and M Janitorial Services, Inc.
dba Reliable Maintenance Co., Des Moines](#)

[Kinseyco, LLC, West Des Moines](#)

[MA Architecture, West Des Moines](#)

[Military Cost Cutters, Carlisle](#)

[Monarch High Performance Solutions, Thurman](#)

[Multilingual Interactive, Sioux City](#)

[North Iowa Interiors, LLC, Clear Lake](#)

[Ocular, LLC, Ankeny](#)

[PC Sweep, LLC, Sergeant Bluff](#)

[Promotions Plus, LLC, Milo](#)

[Rocking W Services, Adel](#)

Remember to use the directory as a resource when marketing to other local businesses!

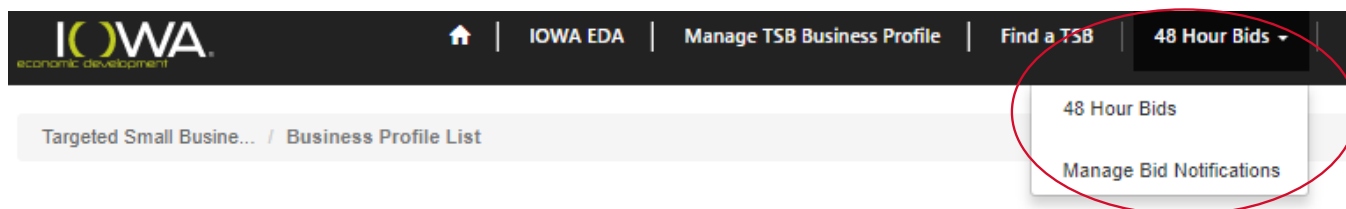
WANT TO KNOW MORE ABOUT STATE PROCUREMENT?

- Visit the [DAS Central Procurement Website](#)
- Contact DAS Central Procurement Manager [Karl Wendt](#), 515.281.7073
- Review [How to do Business with the State of Iowa](#)
- Find out [What Does the State Buy?](#)
- Learn about state purchasing practices in Iowa's [Procurement Administrative Rules](#)
- Understand [TSB Procurement guidelines](#) for state buyers
- Register your business at the [Vendor Self Service Portal](#)
- Locate your [NIGP Commodity Codes](#) to receive solicitation notifications
- Review current [Bid Opportunities](#) open to all businesses

HOW TO SET UP TSB PUSH NOTIFICATIONS OF STATE BIDDING OPPORTUNITIES

The TSB portal allows TSBs to view advanced notifications of bidding opportunities, but did you know you can also set up emails to be delivered based upon preferences for the types of bids posted? Follow the steps below to activate push notifications that allow you to skip the step of viewing the portal every day and receive notifications straight to your inbox!

First, login to the portal at iowaeconomicdevelopment.com/tsb. Once logged in, navigate to the 48-hour bid area of the portal and click on the “48-hour bids” tab located in the navigation bar located at the top right edge of the portal:



To manage bid notifications for the types of bids to receive, click “Manage Bid Notifications.” From there, users set notifications based upon the National Institute of Governmental Purchasing (NIGP) code assigned to the notification.

Note: To review a list of NIGP codes and understand the product/services each code represents, visit: das.iowa.gov/commodity-codes-table

TSB Bid Notifications

Iowa Economic Development Authority enables TSBs the ability to be Notified as Bid Opportunities become available through the state's procurement department. After creating a TSB Bid Notification, as bid opportunities become available, the TSB will receive an email for each bid opportunity that matches their NIGP code preferences.

How to create a Bid Notification:

Step 1) Click add Bid Notification
Step 2) Add the e-mail address at which you would like to receive notifications. Example: `tsb@email.com`
Step 3) Add a comma separated list of NIGP codes that are of interest to you. Example: 025, 031

To lookup your applicable NIGP code(s), [click here: NIGP Search](#)

[Add Bid Notification](#)

To establish a bid notification, click “Add Bid Notification” to enter an email to which notifications should be sent and the NIGP codes users desire to receive. Please note: many NIGP codes represent several different types of products/services. There is no way to differentiate within a code the emails sent, so users will receive all bid notifications tagged with that specific code.

Email Address: Add the e-mail address you would like to have 48 bid opportunities sent to.
TSB Category Code List: Add a comma separated list of NIGP codes.
To lookup your applicable NIGP code, [click here: NIGP Search](#)

Email Address

TSB Category Code List

Submit

Once finished, click “submit.” Multiple bid notifications may be set up, so users need not limit the number of categories!

TSB Bid Notifications

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How to create a Bid Notification:

Step 1) Click add Bid Notification

Step 2) Add the e-mail address at which you would like to receive notifications. Example: tsb@email.com

Step 3) Add a comma separated list of NIGP codes that are of interest to you. Example: 025, 031

To lookup your applicable NIGP code(s), [click here: NIGP Search](#)

Add Bid Notification

Email Address ↑

TSB Category Code List

test@iowaeda.com

112



Questions? Contact Jill Lippincott at 515.348.6159 or at tsbcert@iowaeda.com.

GOLDMAN SACH'S 10,000 SMALL BUSINESSES

The Goldman Sachs [10,000 Small Businesses](#) program has helped entrepreneurs across the U.S. create jobs and economic opportunity by providing greater access to education, financial capital and business support services.



This year, the program launched locally in Iowa, and has already held an application round. Based on the overwhelming success of the first round of applications, the program launched a second cohort for spring 2019 and is now accepting applications for a third, summer of 2019 cohort.

The 10,000 small businesses program is a free opportunity for business owners to gain access to tools and knowledge to grow their businesses. Professional workshops are delivered in-person and online, where business owners can learn from the experts, trained by the top entrepreneur college in the nation, about practical business skills, such as contract negotiation, finance and people management.

To be eligible for the program, businesses must have been in business for at least two years, have at least \$100,000 in revenue and at least two employees (including the business owner.)

To apply, visit www.10ksbapply.com/iowa. The application takes less than 15 minutes to complete! For more information about the application process, contact Karen Stiles at Des Moines Area Community College: kastiles@dmacc.edu. Interested parties may also learn more and hear some of the program graduates' perspectives [here](#).

Congratulations to the Targeted Small Business owners participating in the first Iowa Cohort of the Goldman Sachs' 10,000 Small Businesses program this winter:

Ashley Kiger, owner of McMahan Industrial Services, Des Moines

Jessica-Ledger-Kalen, owner of J&J Endeavors, dba Royal Concrete, Fairfield

Anne Mino, owner of RedBud Landscaping, Des Moines

Stacey Robinson, owner of KLTM Hawk, dba Welch's Insurance Agency, Donnellson

CALLING ALL LLC'S — YOUR BIENNIAL REPORT IS OVERDUE



If your company is structured as a Limited Liability Company (LLC), your April 1 biennial report deadline passed. For many companies, this required filing to the Iowa Secretary of State's office (SOS) is a routine part of doing business; as for LLC's, the biennial report is filed every odd-numbered year between January 1 and April 1. However, for some newly established businesses, the first biennial filing deadline comes as a surprise, especially if the business launched late in an even-numbered year - like 2018 - when it may not seem possible that a filing could already be due.

The biennial report is a short, easy to file document including the company name, street address of the registered office, name of registered agent, and the street address of the principal office. The report simply informs the SOS that the business is still "in business". (Businesses may now even file [online](#)!) However, if the report isn't received, the SOS will 'dissolve' your business – meaning it no longer exists! Don't despair, if you missed the April 1 deadline, file a Restatement of Certificate of Organization for a small fee, and your business can legally be back up and running.

If you have questions on these filings or other business questions, contact the IASourceLink [Business Concierge](#) at 866.537.6052. The concierge provides answers to get you back to doing what you do best!

IASourceLink is brought to you by the Iowa Economic Development Authority (IEDA) in collaboration with the Center for Business Growth and Innovation (CBGI) at the University of Northern Iowa.

TARGETED SMALL BUSINESS HIGHLIGHTS

BLK & Bold Coffee of Des Moines, owned by Rod Johnson and Pernell Cezar, was recently featured in MidWest Living's The Give Back issue, highlighting businesses with a philanthropy core.



Jill Howarth, owner of **NuTreatments, LLC dba CocoRoo Natural Skin Care** in Clarion, was featured on the Clean Beauty Podcast, speaking about sustainable cosmetics.



Deran and Dana DeLong, owners of **DeLong Construction** in Washington, were honored with the Small Business of the Year award from the Washington Chamber of Commerce for its support for both the growth of the economic and well-being of the town of Washington.



Heather Smith Friedman & Jen Neumann, owners of **De Novo Alternative Marketing** in Cedar Rapids, were inducted into the Advertising Federation Hall of Fame. Additionally, de Novo won two gold and two silver ADDY awards for its work from the American Advertising Federation. Neumann will speak at EntreFEST, covering the premise of using the basics of improv to lead with innovation and creativity.



Deshara Bohanna, owner of **Design Fetish** in Des Moines, was featured in the March edition of Urban Experience magazine speaking on the benefits of marketing your business and your products as "Certified Woman Owned." Bohanna also presented at the Iowa Center For Economic Success's "First Friday" series about her experiences in her first two years in business full time.



Jennie Morton, owner of **Herringbone Freelance** in Cedar Rapids will present at EntreFEST on how using content marketing tactics as a strategy can help to position your brand as a thought leader.



Dwana Bradley, owner of **Iowa Urban Media** in Des Moines was recently profiled by KCCI news in Des Moines for her great work in the Central Iowa Community.



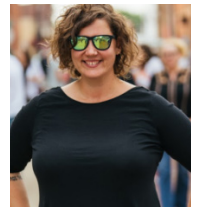
Claudia Schabel, owner of **Schabel Solutions** will speak at a Des Moines Downtown Chamber event focusing on how to diffuse the unconscious bias that drains people, potential, and damages Brand Value in a presentation titled "From Slow Erosion to Social Media Explosion." Claudia Schabel will also present at EntreFEST, speaking on cultivating inclusive leadership skills and focus on five inclusive leadership behaviors.



In the last month, Jeri Frank and Uriel Barillas, co-owners of **STRATAFOLIO** in Cedar Rapids, presented at both 1 Million Cups Cedar Rapids and 1 Million Cups Omaha about what it was like quitting their jobs and working full time at their start-up company.



Danielle Stowell, owner of **Wicked River Events** in Dubuque, presented at the Creatively Adventure Lab's Monthly Lunch & Learn Series about why face-to-face meetings matter in this day and age. A Wicked River produced event, Millwork Night Market, also received a 2019 Community Impact Award presented by 365Ink Magazine.



Gerald Young, owner of **Young G's Barbecue Sauce** in Des Moines received a Community Business Award from the Chinese Association of Iowa. The award is dedicated to companies that address deprivation and create sustainable dynamic and inclusive communities.



Sinikka Waugh, owner of **Your Clear Next Step** in Indianola will present two sessions at the Rocky Mountain Project Management Institute (PMI) Symposium on the Power of Relevance in Denver, Colorado. She's also been invited to speak at the Southern New England PMI Symposium in Hartford, Connecticut, on the basics of business analytics and delivering value to stakeholders.



PARTNER EVENTS

SBA Events: Stellar Women Achieving Greatness (SWAG)

Time: 9:30 a.m. – 1:00 p.m. 2nd Saturday of every month

April 13, May 11, June 8, July 13, August 10, September 14

Location: Marion Public Library, 1095 6th Avenue, Marion, IA 52302

The group will center around the discussion of women in business or those thinking about starting a business. Attendees will provide a short elevator pitch about the business, then discuss positive and negative aspects they're encountering. Idea sharing, thoughts, connections, and overall comradery with other women who may be facing or have faced similar issues is key. This is a casual event and no prior registration is required. Attend the entire morning or come and go as it fits your schedule.

For further information, contact Jo Eckert at 319.362.6535 (office) or 319.450.2027 (mobile) or email jo.eckert@sba.gov.

Boots to Business: Reboot – Veterans in Agriculture

(this event is specific to current or retired service members and their spouses)

Time: April 17, 8:30 a.m. to 4:30 p.m.

Location: Hansen Ag Center, Room 1104, 2508 Mortensen Rd., Ames, IA 50014

Participants will learn to understand the steps, stages, and activities related to launching and growing a business as a post-military career, understand how business ownership might align (or not) with their own personal strength and life goals and receive introductory training and orientation to the fundamental tools and strategies associated with executing plans to launch a new business.

Contact Laura Olson, Iowa State University Veterans Center, at vcolson@iastate.edu to register.

Topical Tuesday: AARP Work for Yourself at 50+

Date: April 16, 5:30 p.m. – 7:30 p.m.

Location: 8345 University Blvd Ste. F, Clive IA 50325

Are you over 50 and looking for ways to improve your current financial situation? Have you ever dreamed of being your own boss? Work for Yourself@50+ has the information you need to succeed.

AARP Foundation's Work for Yourself@50+ initiative will help you gain the knowledge, support, and resources you need to make informed decisions about working for yourself and take the right first steps toward successful self-employment.



The decision to start your own business can be both exciting and daunting. Work for Yourself@50+ breaks the choices down for older adults in an approachable way through five steps:

- A careful consideration of the potential benefits and risks of working for yourself
- Exercises to help develop the self-employment idea
- A realistic overview of what it takes to pursue a self-employment opportunity
- Guidance to help avoid pitfalls and scams
- Ways to find trustworthy support and services

Registration link: theiowacenter.org/calendar/events/event-475/

How to Effectively Share Your Story with Government Customers

Time: April 17

Location: Merge, 136 S. Dubuque St., Iowa City, IA 52240



You can't land that big contract without first convincing someone that your experience and expertise will provide them with something of value. But, sometimes it's difficult to adequately convey the full breadth of your ability, work history, and technical know-how in easy-to-understand language – especially when marketing yourself to possible government sector clients or partners. To help, CIRAS has arranged this 2½ hour, hands-on workshop where Iowa businesses can learn the value of storytelling and how to use it to refine their approach to government contracting.

For questions please contact Julie Fagle at jafagle@iastate.edu

You are a Certified Targeted Small Business (TSB) - What's Next?

Time: April 24, 9 – 10:00 a.m.

Location: Webinar

This webinar is useful for companies that recently received TSB certification from the State of Iowa. The session will provide information on next steps and considerations to take advantage of the procurement opportunities for TSB's with the State of Iowa. Attendees will explore the structure of the state and independent buying agencies and review the types of products and services they buy, discuss in greater detail the procurement benefits to the program, how to best do business with the state as a vendor and TSB, as well as marketing best practices. Staff will also discuss additional procurement and preference program eligibility as a TSB. This session is also suitable for companies eligible for TSB certification, but would like to review the procurement processes and opportunities prior to pursuing certification. After registering, attendees receive a confirmation email containing information about joining the webinar.

Register for the April webinar:

www.eventbrite.com/e/you-are-a-certified-targeted-small-business-tsb-whats-next-webinar-registration-47528925295

Preparing a Winning Proposal

Time: April 24, April 25, and May 7, 1 – 3:30 p.m.

April 24 Location: Kirkwood Community College, 6301 Main Campus, Kirkwood Blvd., SW, Cedar Rapids

April 25 Location: Best Western Plus SteepleGate Inn, 100 W. 76th St., Davenport

May 7 Location: Woodbury County Extension Office, 4728 Southern Hills Drive., Sioux City

Success in government contracting requires you to convince a government agency that you are the best choice to fill any need. Doing that requires knowing how the system works, who to deal with, what the rules are, and how to cast yourself in the best light. CIRAS can help you. Experts with the CIRAS Procurement Technical Assistance Center (PTAC) are partnering with Nancy Brooks, a veteran with 28 years' experience in procurement for public higher education, to provide this primer on Preparing a Winning Proposal. In four different sessions scheduled for four different cities, Brooks will walk participants through many of the basics of doing business with state and local governments.

Register for the April 24 Event:

www.eventbrite.com/e/preparing-a-winning-proposal-cedar-rapids-registration-51885752683

Register for the April 25 Event:

www.eventbrite.com/e/preparing-a-winning-proposal-davenport-registration-51885807848

Register for the May 7 Event:

www.eventbrite.com/e/preparing-a-winning-proposal-sioux-city-registration-51885860004

Empowering Contractors: Partnering, Teaming, JV, Proposal Prep and Post-Award Strategies

Time: May 6

Location: The Park Lodge at Terry Trueblood Recreation Area, 579 McCollister Blvd., Iowa City, IA 52240

The government sector is a vast ocean of possibility for Iowa businesses, but the waters can be treacherous if you don't understand how it works. This day-long Iowa City event is designed to help companies take a deep dive into the world of government contracting and delve into advanced strategies for business development. Hear experts explain how to use teaming, joint ventures and mentor-protégé programs to score the desired contracts. Learn how to prepare for the unexpected, as well as the proper way to debrief and use protests to shape the process.

For questions please contact Melissa Burant at mmburant@iastate.edu.

GovCon 101

Time: May 6, 9 – 10:30 a.m.

Location: Webinar

This 1.5-hour session will provide an introduction of Government Contracting and discuss the various factors to consider before entering this market. Discuss how the government market differs from the commercial market, the pros and cons of servicing this market, how the government buys, and all the various steps required in order to sell to the government. There are no recommended prerequisites for this session.

To register: <https://www.eventbrite.com/e/govcon-101-webinar-registration-47562458594>

The Federal Sales Game - A Three Step Process

Time: May 8, 9:00 a.m. – 4:00 p.m.

Location: Kirkwood Hotel, 7725 Kirkwood Blvd, Cedar Rapids, IA 52404

Attendees will learn from Eileen Kent of Custom Keynotes how to play in the federal market, how to build a competitive analysis and how to build a federal sales action plan. Attendees should bring a laptop, thumb drive and an open mind! This will be an interactive workshop where Eileen will take students through the process of doing a deep data dive to find their target market and then begin building their build an Action Plan for the federal market.

Whether you're experienced in the federal market or want to learn more about how the process really works and how to identify those customers you haven't been able to find, this is your event!

Registration: www.eventbrite.com/e/the-federal-sales-game-a-three-step-process-tickets-56957255685

Subcontracting Opportunities

Time: May 13, 9 – 10:00 a.m.

Location: Webinar

This online webinar will help attendees understand how they can sell to the government indirectly through subcontracting. Subcontracting can be a better "fit" for some companies and industries and can also help those new to government contracting build past performance. This session will help companies understand subcontracting plans, provide some tactical processes to identify subcontracting opportunities and provide an overview of how to effectively perform initial outreach to large government prime contractors.

Prerequisite: Participation in GovCon 101 is recommended or a one-on-one meeting with a CIRAS Government contracting specialist prior to attending this session. Attending a Market Research workshop can also help attendees determine whether subcontracting is appropriate, but it is not required.

To register: www.eventbrite.com/e/subcontracting-opportunities-webinar-registration-47563345246

12th Annual Midwest Government Contracting Symposium

Time: May 22 – 23

Address: TaxSlayer Center, 1201 River Dr., Moline, Illinois

What makes this symposium unique — The variety of product and service opportunities covered and the access to senior leadership from these requirement and procurement agencies. Key personnel and contracting staff from these agencies will be on hand for networking and connecting.

To register: www.visitquadcities.com/sites/government-symposium?

Contractor Post-Award Activities Training

Time: June 11, 12 and 13

June 11 Location: Western Iowa Technical Community College, Sioux City

June 12 Location: Economic Development And Industry Relations Building, Ames

June 13 Location: BioVentures Center, Coralville

This training will prepare attendees to make “real world” decisions as they execute the terms and conditions of awarded government contracts. The class will include discussion of the complexities of developing and maintaining relationships with the goal of a continuing relationship with a government customer, the “rules” for managing contract performance and administrating the contract from start to finish. Participants will review the process to ensure invoices are submitted accurately with the goal of timely receipt of payment. Attendees will also learn strategies for managing protests, contract changes, claims dispute and contract termination. Exercises and case studies will enhance the learning experience by providing participants with the opportunity to work through various scenarios illustrating the concepts presented in this class.

To learn more and register for any of these classes, visit: www.ciras.iastate.edu/events-workshops/ptac-events/