



**SWC-90818  
INDEFINITE QUANTITY CONSTRUCTION (EZIQC®)  
SERVICES**

**Statewide Contract Webinar**

**American Recovery and Reinvestment Act of 2009 (ARRA) Requirements**

**SPD-CP031b**

**Georgia State Purchasing Division**  
<http://statepurchasing.doas.georgia.gov>

# Agenda



- **SWC-90818 Background/Purpose**
- **Weatherproofing Technologies Inc. (WTI) – Brian Mosey**
- **The Gordian Group (TGG) – Ed Snow**
  - NJPA Contract Award
  - SWC Contract Benefits
- **Rules of Engagement**
- **Process Overview/Ordering Instructions**
- **American Recovery & Reinvestment Act (ARRA)**
- **Where to Find this Statewide Contract**
- **POC Information**
- **Questions**

# SWC 90818 - Purpose/Background



## PURPOSE:

*Indefinite quantity construction services contract to provide firm fixed priced, indefinite quantity, multi-traded general construction services to accomplish small to medium sized projects for repair, alteration, modernization, rehabilitation and minor new construction to infrastructure, buildings, structures, or other real property.*

## BACKGROUND:

- **DOAS established a new statewide Indefinite Quantity Construction (EZIQC®) Services Contract through a strategic partnership with**
  - **National Joint Powers Alliance® (NJPA) – *National Municipal Contracting Agency***
    - *Specializing in cost effective purchasing solutions achieved through the bundling and leveraging purchasing power of its national membership.*
  - **Weatherproofing Technologies, Inc. (WTI) – *General Contractor***
    - *Competitively Awarded 2 Regional Contracts within the State (Northern GA & Southern GA)*
  - **The Gordian Group (TGG) – *Leading Consultant Firm in the IQCC/JOC Industry***
    - *Provide Independent Scope of Work Development and Price Proposal Review Services to all EZIQC® Authorized Users*
    - *Assists NJPA in Administering the EZIQC® Contracts*

## CONTRACT TERMS:

- Contract Awarded - October 15, 2009
- 1 Year Base Period with 4 (1) Year Renewal Options



## General Contractor- Weatherproofing Technologies, Inc

### Presenter: Brian Mosey

- EZIQC/IQCC Business Development Manager for the State of Georgia
- Joined Tremco/WTI in 2003
- Sales Manager for Blackmore & Buckner Roofing Division of General Roofing Inc.
- Ball State University - Business/Marketing/Economics- 1981

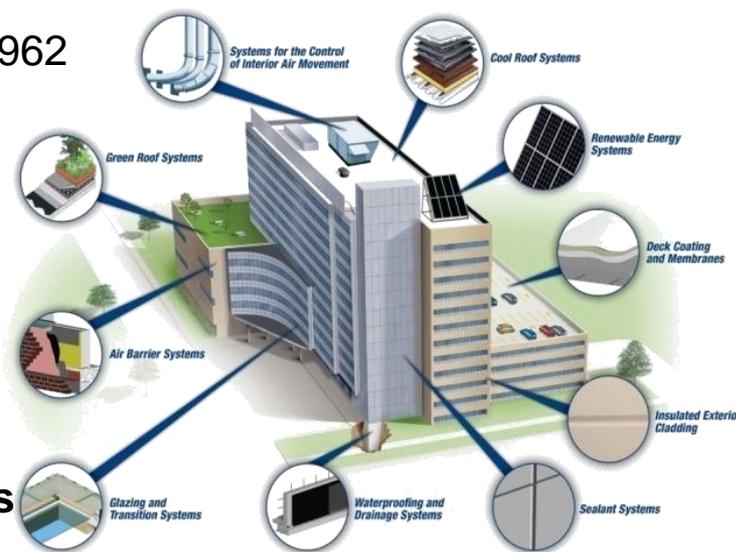
bmosy@tremcoinc.com  
(317) 446-3024 (Mobile)

# Weatherproofing Technologies Inc. (WTI)



- **WTI is a subsidiary of TREMCO**
- **Parent Company - TREMCO in business since 1928**
- **WTI**
  - Delivering Quality Services and Solutions since 1962
  - Large Presence throughout North America
  - Extensive Experience throughout State of GA for over 25 years
  - Experienced in all Divisions of Constructions
  - Locally based Staff
  - Utilize all Local Subcontractors
- **Ready to Scope Work and Provide Price Proposals Immediately**

## Full Range of Construction Services





## **IQCC Consultant - The Gordian Group**

### **Ed Snow**

- The Gordian Group, Inc. (TGG)- Southeast Region Manager
- 15 years experience with Job Order Contracting
- Prior to that managed design/construction/development contracts with national A/E/C firm.

[E.Snow@gordian-group.com](mailto:E.Snow@gordian-group.com)

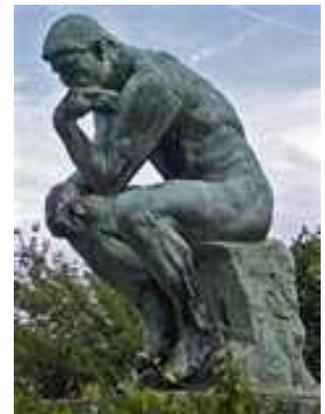
(800) 874-2291

# The Gordian Group (TGG)



**EZIQC is a Brand of IQCC Contracting established by TGG**

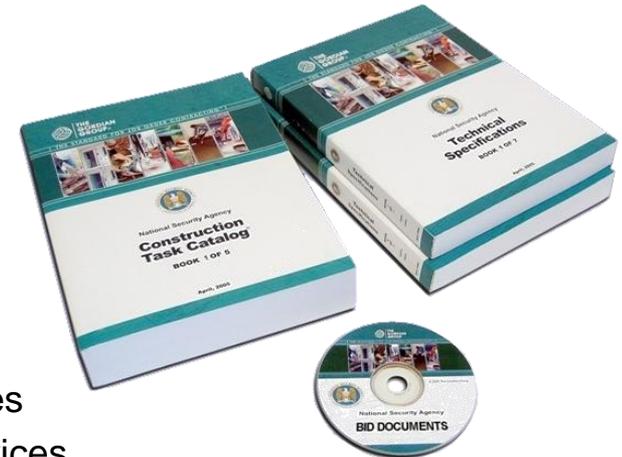
- **TGG**
  - Helped establish the IQCC /JOC Concept in the Construction Industry
  - Leading Consulting Firm to Facility/Infrastructure Owners accomplishing work through the IQCC/JOC / **EZIQC®** Contracts
  - Helped Clients procure over \$1.5 Billion in minor repair, maintenance, alterations, and minor new construction projects in North America each year
  - Professional **EZIQC®** Assistance
    - Assist in developing Detailed-Scope-of-Works
    - Assist in Price Proposal Reviews



# NJPA Contract Award Details



- **Competitively Bid**
- **Construction Task Catalog (CTC) is prepared for the Bid**
  - Prepared by The Gordian Group, Inc., the foremost authority on construction tasks costs for JOC/IQC contracts.
  - Task prices are set at the time of Bid
    - Local Labor
    - Local Equipment
    - Local Material
- **Bid is Adjustment to Catalog Prices**
  - For example- 1.10 bid is a ten percent increase to the prices
  - For example-1.12 bid is a twelve percent increase to the prices
- **The lowest responsive and responsible bidder was awarded the Contract**



# Construction Task Catalog (CTC)



- Unit Prices include locally Priced Labor, Material and Equipment

		08000 - Doors And Windows	
MINOR	CSI UOM DESCRIPTION	TOTAL DIRECT UNIT COST	DEMOLITION UNIT COST
<b>08000</b>	<b>Doors And Windows</b>		
<b>08700</b>	<b>Hardware And Specialties</b>		
	Note: Demolition Of Doors And Windows Include All Associated Hardware And Devices. For Individual Hardware Removal/Replacement Use The Appropriate Demolition Line Items. Includes Preparing Door For Hardware.		
<b>08710</b>	<b>Finish Hardware</b>		
	Note: All Hardware Is Grade I Complying With BHMA. Hardware Quality: Standard: Light gauge metal, chrome or brass plated with little or no pattern. High: Brass, chrome over brass, or nickel over brass with minimal detail, or plated with ornate detail. Deluxe: Brass, chrome over brass, or nickel over brass with moderate detail. Custom: Brass, chrome over brass, or nickel over brass with ornate detail.		
08710	2500 Door Closers		
08710	2505 EA Surface Mounted Heavy Duty Door Closer Modern Type Parallel Arm	143.02	8.69
08710	2019 For Oxidized Bronze, Oil Rubbed, Add	29.00	
08710	2039 For Stainless Steel, Add	53.31	
08710	2041 For Delayed Action, Add	22.25	
08710	2042 For A/VB (5# Per Push), Add	28.00	
08710	2043 For Extra Heavy Duty Parallel Bracket, Add	20.00	
08710	2044 For Fusible Link Arm, Add	8.75	
08710	2045 For Shock Absorbing Arm, Add	20.00	
08710	2058 For Satin Brass Plated Clear Coated Finish Deduct	-11.63	
08710	2068 For Chrome Plated Finish Add	14.54	

- Energy Conservation Measures (ECM) Type Tasks Included
- Web Links to the Contract Documents as well as the CTC can be found on the SWC Website:  
[http://ssl.doas.state.ga.us/PRSapp/PR\\_StateWide\\_Contract\\_Menu.jsp](http://ssl.doas.state.ga.us/PRSapp/PR_StateWide_Contract_Menu.jsp)

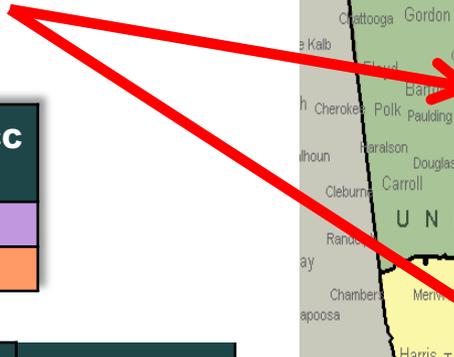
# NJPA Contract Coverage & Pricing



- WTI holds an EZIQC contract in both regions

NJPA Contract #/Region	Number of Active IQCC Contracts
GA01-111908 N GA	1
GA02-111908 S GA	1

Adjustment Factors	Normal Working Hours (7:00 AM-4:00 PM) Mon.- Fri.	Other Than Normal Working Hours (4:00 AM-7:00 AM) Sat., Sun. & Holidays	Non Pre-priced Items
GA01-111908 N GA	1.0603	1.1133	1.2000
GA02-111908 S GA	1.0765	1.1303	1.2000



# NJPA Contract Service Details



- **Typical Project Size**
  - Typically between \$2k-\$750k
  - Average IQC project nationwide is \$75k
- **Appropriate for all Types of Construction Projects**
  - Site Work/Utilities
  - Concrete
  - Masonry
  - Metals
  - Wood Plastics and Composites
  - Thermal and Moisture Protection
  - Door and Window Openings
  - Finishes
  - Specialties
  - Equipment
  - Furnishings
  - Conveying Equipment
  - Mechanical
  - Electrical
  - Communication



# SWC Benefits



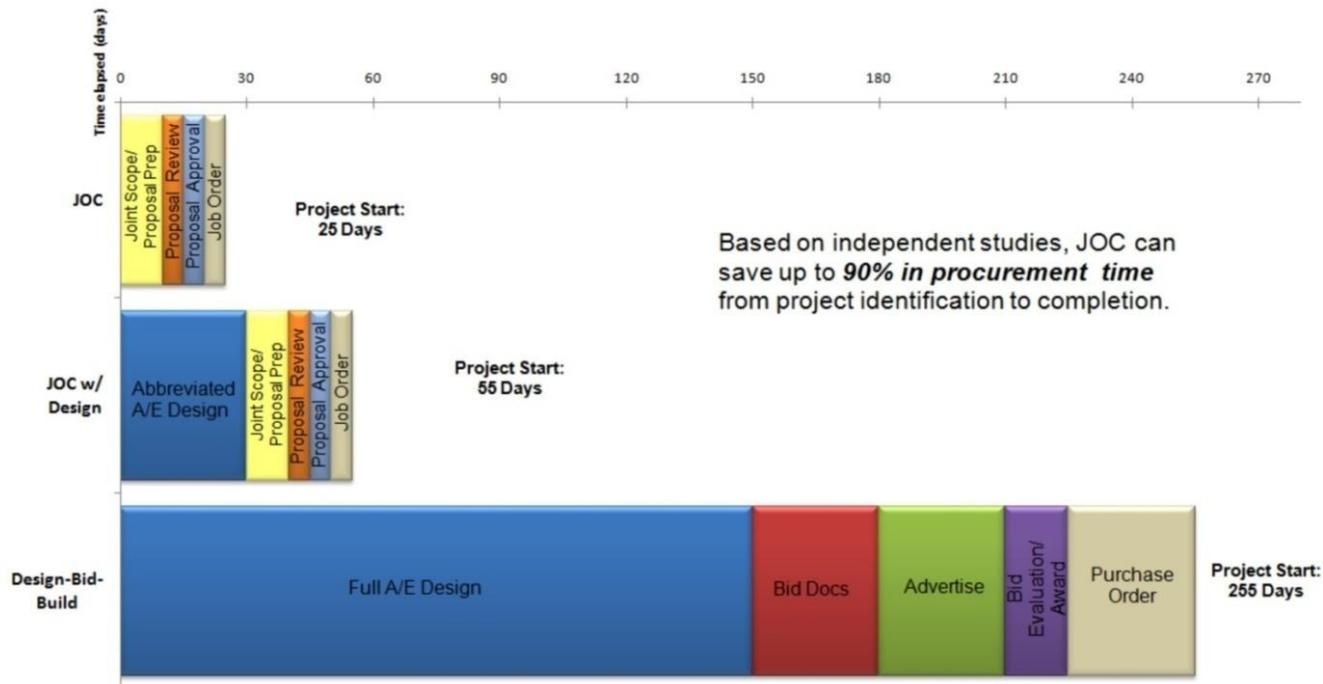
- **On Call Construction Contractor**
- **Saves Significant Amount of Time**
- **Saves Money**
- **Reduces Change Orders and Related Costs**
- **Local Subcontractors**
- **Transparency**
- **Greater Schedule Flexibility**



# Benefit – Time Savings



**Project Timeline Comparison: JOC vs. Traditional Design-Bid-Build**



# Benefit – Cost Savings



- **Typical Cost Savings 8-15%**
  - **Construction Cost**
    - ✦ Overhead and profit spread over entire value of contract
    - ✦ Greater Maximum Value = Lower Adjustment Factor = Greater Savings
  - **Lower Procurement and Administrative Costs**
    - ✦ EZIQC Eliminates the need to use full procurement cycle for each and every project
  - **Fewer Change Orders and Claims**
    - ✦ Joint Scope process eliminates misunderstandings about scope
    - ✦ Contractor paid same price for changes in the scope of work (no negotiating change orders)
  - **Reduction of Architectural and Engineering Fees**
    - ✦ Currently many projects are “designed” primarily for procurement purposes
- **Cooperative Purchasing = Volume Discounts**



# Benefit – Cost Savings



- Prevent Non-Competitive/Negotiated Change Orders



# Benefit – Local Subcontractors

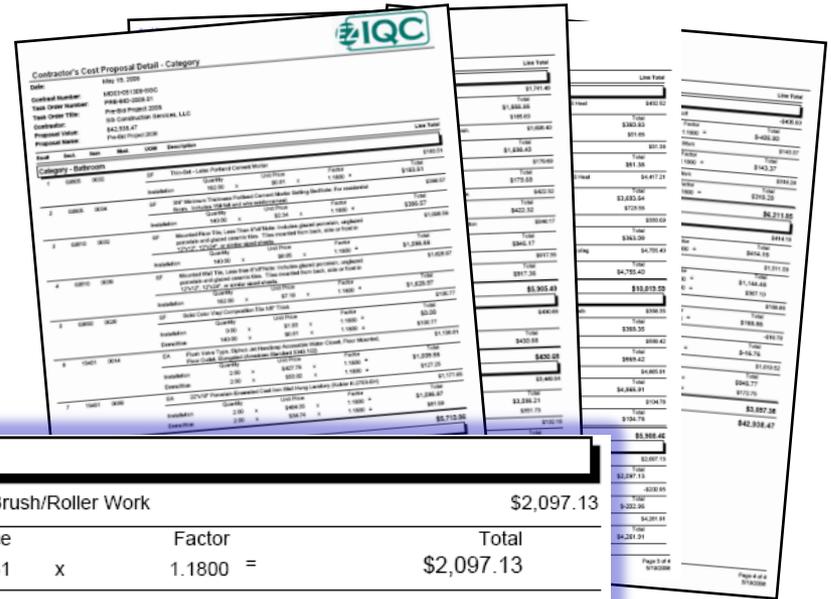
- **Work to Marketplace Rapidly**
- **Increase Opportunities for:**
  - Local businesses
  - Small businesses
  - Minority business enterprises
  - Women owned business enterprises
  - Disadvantaged business enterprises
- **Responsiveness = Local Subcontractors**
- **“Open” Request for Qualified Contractors posted to GPR**
  - Provides instructions for local contractors to register for subcontract opportunities
- **Construction Contractors can register at [www.egordian.com](http://www.egordian.com) and receive emails concerning opportunities**
- **Customer “review and approval “of Subs prior to Purchase Order**



# Benefit – Transparency



- See and Review Pricing Details
- EZIQC provides all the details

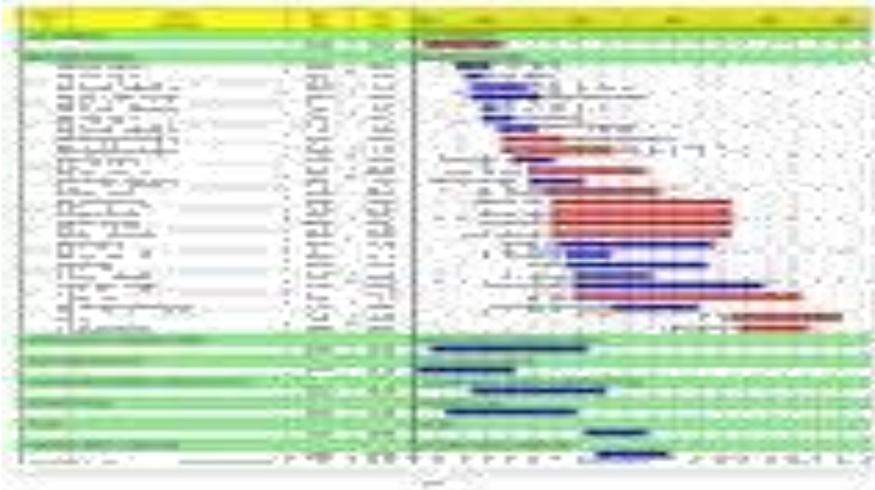


Category - Paint							
29	09920	0062	SF	Paint Interior Plaster/Drywall, 1 Coat Primer, Brush/Roller Work		\$2,097.13	
			Installation	Quantity	Unit Price	Factor	Total
				5,733.00	\$0.31	1.1800 =	\$2,097.13
30	09MOD	0062	0350	For Quantities > 5000 To 10000 (> 464.5 m2 To 929.0 m2), Deduct		-\$202.95	
			Installation	Quantity	Unit Price	Factor	Total
				5,733.00	-\$0.03	1.1800 =	-\$202.95
31	09920	0064	SF	Paint Interior Plaster/Drywall, 2 Coats Paint, Brush/Roller Work		\$4,261.91	
			Installation	Quantity	Unit Price	Factor	Total
				5,733.00	\$0.63	1.1800 =	\$4,261.91

# Benefit – Greater Schedule Flexibility



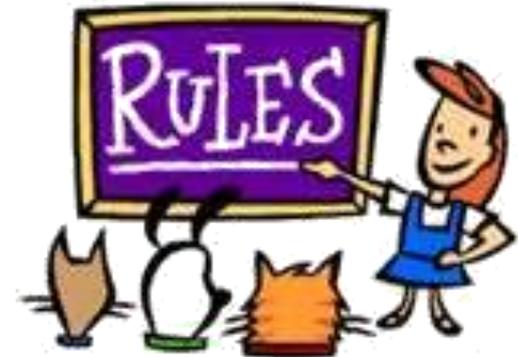
- Agency approves schedule before Purchase Order
- No shelf life for prices or Work Orders
- Time Delays are not Monetary Decisions



# SWC Rules of Engagement



- MUST BE AN AUTHORIZED USER
  - BOR has unique Pre-Approval Process & Website
- Ordering Limitations
  - Contractor may decline Jobs under \$2K
  - DOAS Approval required for
    - Individual jobs over \$750K
    - A series of POs from same User within a 30 day period that combined together total more than \$2M.
  - Maximum Order Limitations **DO NOT SUPERCEDE** any ordering limitations established by a User Agency/Entity
- Bonds and Insurance Certificate issued on Work Order by Work Order basis
- Bonding Requirements may be waived for Work Orders < \$100K



# PO Rules of Engagement



- PO should reference the following:
  - SWC-90818
  - Detailed Scope of Work
  - Additional Terms & Conditions (if required)
    - ❖ Special Insurance
    - ❖ Federal Regulations (not included)
- Special Insurance Coverage addressed on Work Order by Work Order Basis
  - Pollution Liability
  - Hot Work CGL Limits
  - Railroad Protective Liability
- Users may negotiate the inclusion of any unique contract terms and conditions specific to the Work Order with the Contractor
- PO should be issued only after:
  - All required Bonds and Insurance Certificates have been received from the Contractor
- Submittals & Inspections follow the Standard Construction Process
  - Certified Payroll Records will be submitted with the application for payment (as applicable)
- Construction Management is performed by the Authorized User or a Representative
  - Construction Management and Inspection Services may be ordered through EZIQC

# Process Overview/Ordering Instructions



**New Project Information**

If you are unable to provide all of the required information, please call us at 1-888-993-9472.

First Name

Last Name

E-Mail

Phone Number

Organization

Which of the following describes your organization?  Public  Non-Profit  Private

**Project Details**

Address 1

Address 2

City

State/Location

Zip

Project Management Services  Please Include  Not Necessary [More Information](#)

Description of Work to be Performed

\*red indicates required fields\*

- Go to <http://www.EZIQC.com>,
- If you are part of the University System of GA and governed by the BOR, then go to <http://www.EZIQCR.com>
- Authorized User should Enter Name, Contact Information and Project Description
- EZIQC Representative will contact User to schedule a Joint Scope Meeting.
- EZIQC Representative will help User prepare a Detailed Scope of Work.
- Once the Detailed Scope of Work is complete and approved, the EZIQC Rep will forward it to the Contractor.
- The Contractor will prepare a Price Proposal Package using the CTC for the appropriate region.
- The CTC prices will then be multiplied by the appropriate Adjustment Factor to determine the total price of the order.
- The completed Price Proposal Package will be reviewed by the EZIQC Rep.
- Once the Price Proposal Package has been satisfactorily validated by the EZIQC Rep, the package will be submitted to the Authorized User for final approval.
- If satisfied with the price and schedule, the Authorized User will issue a Purchase Order to the Contractor to complete the work.



## American Recovery & Reinvestment Act of 2009 (ARRA)

- **ARRA – Public Law 111-5, enacted February 17, 2009**
  - Purpose is to Stimulate the Economy and Create and Retain Jobs
  
- **State Energy Program (SEP) – Approved 135 ARRA Projects/Completion Date of 03/31/2012**
  - 71 of 135 Projects (USG)
  
  - Georgia Environmental Facilities Authority (GEFA) received all ARRA Funding for State of Georgia
  
  - USG Facilities Office will Administer USG funded ARRA Projects (71)
  
  - All Projects funded by GEFA/ARRA for State facilities (Agencies or Units of University System)
    - Recipients must receive PRIOR APPROVAL to use the EZIQC Contract (Project Management Team)
    - Project Management Teams consists of both GSFIC and USG
  
- **DOE - Direct Allocations of ARRA funding (EECBG) to Georgia Cities, Counties & GEFA**
  - 18 Cities - > 35,000 population
  - 10 Counties - > 200,000 population
  - Report directly to DOE
  
- **GEFA Currently Working on Procedures/Application for Smaller Cities and Counties to receive ARRA Funding**
  - Cities < 35,000 population
  - Counties < 200,000 population

# ARRA Projects and SWC 90818 - EZIQC



- **ARRA Implementation Guidance states:**

Updated Implementing Guidance for the American Recovery and Reinvestment Act of 2009, issued by the Executive Office of the President; Office of Management and Budgets - Dated April 3, 2009

- **Section 6, Paragraph 6.1 Competition**

- Existing Fixed-price contracts that were competitively awarded may be used to obligate funds expeditiously

- **Section 6, Paragraph 6.1 Existing Contracts**

- If Agencies obligate funds provided under the Recovery Act on an existing order or contract, including but not limited to a GWAC, multi-agency contract, GSA Federal Supply Schedule contract, or agency indefinite-delivery/indefinite quantity (IDIQ) contract, they must be reported as “Recovery” actions per Section 6.2.

- 

- **Section 6, Paragraph 6.2 Posting of Notice/Summary**

- Notice provided for Information purposes only

- **Appropriate ARRA Projects for SWC 90818 -EZIQC**

- Lighting Upgrades and Sensors
- Reroofing
- Windows & Door Replacement
- Chiller & Boiler Replacement
- HVAC Replacement

- **Non Appropriate ARRA Projects**

- Project types involving Design, Professional Services and Unique Construction
- Bldg Commissioning and Decommissioning
- Solar and Wind Projects
- Unique Controls and Building Automation

- **EZIQC Currently Working on 2 ARRA Projects**

- Approved by GEFA & GSFIC
- Project Types – Roofing & Lighting
- State Agencies will be required to Post Notice on GPR for **ALL** EZIQC ARRA Projects
  - Directions provided in Ordering Instructions

# SWC 90818 – EZIQC Modified to Incorporate ARRA Requirements



- Buy American Provisions (Exceptions)
- Dun & Bradstreet
- Central Contractor Registration
- Copeland “Anti-Kickback” Act
- Copeland “Anti-Kickback Act (Wage Reporting)
- Davis-Bacon Wage Act
- Subcontracting Requirements
- Neutrality – Open Competition
- IG/DOE Audits
- Field Audits
- Reporting Requirements
  - Measurement & Verification (M&V)



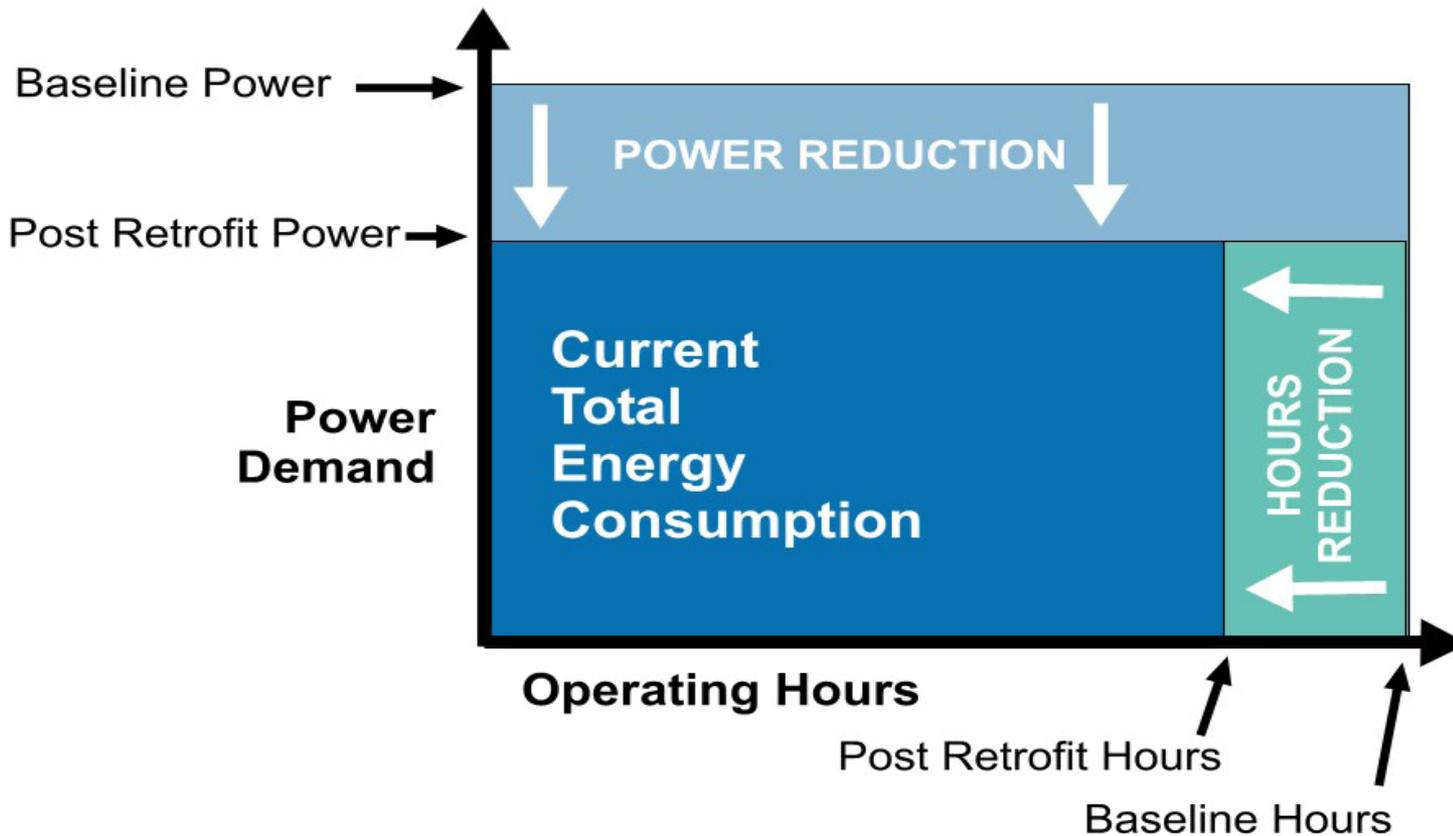
## Reporting Requirements - M&V Methods

- **M&V Required on Each Project in accordance with M&V Plan**
- **Exact Method of M&V for each Project shall be determined by the State using guidelines of International Performance Measurement and Verification Protocol (IPMVP)**
  - Option A - Retrofit Isolation with Key Parameter Measurement
  - Option B - Retrofit Isolation with all Parameter Measurement
  - Option C - Whole Bldg Utility Data Analysis
  - Option D – Calibrated Computer Simulation
- **ECMs with Projected Annual Savings < \$10,000 per year can use Engineering Calculations instead of an official IPMVP method.**
- **Lighting Projects -Typically Option A or B**
- **Medium and Large Controls (excl. metering) & Mechanical Projects (within a single building or central plant) - Option B (where practicable)**
- **Metering, Commissioning, Building Envelope, and Multi-building Controls Projects - Option C (10% rule)**
- **Required M&V Data and Technical Information may be manufacturer-provided specifications, data, engineering calculations, measurement via metering or other methods /sources**

# Reporting Requirements – M&V



## Impact of Energy Efficiency Measures



## Reporting Requirements - M&V Plan

- All M&V Plans must be approved by GEFA
- All M&V Plans must include:
  - Description of the ECM & Intended Results
  - M&V Option (A, B or C) to be Used
  - How Baseline Data will be Determined
    - Parameters to be measured (also, when and for how long),
    - Parameters to be stipulated (agreed to, held constant)
    - How & why the baseline may be adjusted (weather, occupancy, etc.)
  - Measurement Methods & Equipment to be Used
  - Schedule for All M&V Activities (Baseline, Construction, Post-retrofit, Report)
  - Who will Conduct the M&V Activities (self-perform – all or some?)
  - Energy Savings Report - Methods, Assumptions, Calculations & Results of M&V
  - Costs of M&V Operations and Equipment

# SWC 90818 – EZIQC and ARRA Reporting Requirements



## State Agencies

- **Contractor will assist with gathering, producing or creating data and technical information for reporting to GEFA and the Federal Government**
  - OMB -1512 Reporting
  - DOE – Attachment 2 Reporting
  - GEFA Reporting
- **Contractor Specific Reporting Responsibilities will be outlined in the Detailed Scope of Work applicable to each Work Order**
  - Reporting/M&V responsibilities will be unique for each Work Order
  - State Entities must submit M&V Plan for their ARRA Projects to GEFA prior to issuing a Purchase Order
  - Detailed Scope of Works will be modified to incorporate any revisions to the M&V Plan by GEFA with respect to Contractor responsibilities and cost
  - Price Proposals will be modified accordingly

# SWC 90818 – EZIQC and ARRA Reporting Requirements



## Cities /Counties

- **Contractor will assist with gathering, producing or creating data and technical information for reporting to Federal Government**
  - **DOAS is currently working with DOE for Contractor Specific Reporting Responsibilities**
    - OMB 1512
    - Page Report
    - 904 Standard Form
- **DOE Point of Contacts – Kay Brown/Amanda Newport**
  - Purchasing Office**
  - Oak Ridge, TN**
  
  - James Damm**
  - Purchasing Office**
  - Denver, Colorado**

# Where to Find this Statewide Contract



The contract is available for use through the State Purchasing Statewide Contract Index Listing under **Indefinite Quantity Construction (EZIQC®) Services**

Here is the link to the Contract Index Link:

[http://ssl.doas.state.ga.us/PRSapp/PR\\_StateWide\\_contract\\_menu.jsp](http://ssl.doas.state.ga.us/PRSapp/PR_StateWide_contract_menu.jsp)



# Where to Find this SWC



1. Visit the DOAS website at [www.doas.ga.gov](http://www.doas.ga.gov)

# Where to Find this SWC



2. Hover over the “State and Local” section
3. Click on “State Purchasing”

# Where to Find this SWC



Georgia Department of Administrative Services

Mobile Sitemap Careers Contact

Search GO Font Size: A<sup>+</sup> A A<sup>-</sup>

Advanced Search

STATE PURCHASING

DOAS Home About Us State and Local Suppliers Public and Non-Profit

Home > State and Local > State Purchasing

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- Purchasing & Travel Cards
- Purchasing Training
- How do I... ?
- How's my Service?
- State Purchasing Help Desk

News

- > Jun 24: DOAS Tucker surplus office relocates to Sloppy Floyd state offices
- > Jun 17: Ways to Save: Purchase DOAS Surplus Property - 11 Alive Video.
- > Apr 21: Governor Perdue's Press Release on the Spend Management Project

More News...

Events

- > Jul 21: Supplier Seminar
- > Aug 06: Supplier Orientation
- > Aug 11: Supplier Webinar
- > Aug 20: Supplier Seminar

More Events...

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## Direct Links

- » Login to GPR for State & Local Entities
- » Bid Notices - GA Procurement Registry
- » Agency & University Procurement Officer List
- » eQuote
- » GA Vendor Manual
- » GA Procurement Manual
- » Statewide Contracts
- » State Use Procurement List
- » IKON Document Solutions

4. In the “Direct Links” section, click on “Statewide Contracts”

# Where to Find this SWC



200 Piedmont Avenue, SE, Suite 1308 West Tower  
Atlanta, Georgia 30334-9010  
Phone: 404-657-6000  
Fax: 404-657-8444

## STATEWIDE CONTRACTS

State Purchasing establishes competitive statewide contracts for a wide variety of products, services, and equipment. These contracts cover commonly used commodities such as office furniture, motor vehicles, natural gas, liquid petroleum, paint, ammunition, asphalt, and much more. In order to find the contract that best fits your needs, use the following menu of search options.

If you have questions pertaining to a specific contract, please contact the State Purchasing Buyer identified in the contract information, or contact the State Purchasing office at 404-657-6000.

### MENU

Choose one of the methods below to access Statewide Contracts

- [list of Statewide Contracts \(Alpha order\)](#)
- [list of 5 Digit NIGP codes assigned to Statewide Contracts](#)
- [Search for Statewide Contracts by keyword](#)
- [Search for Statewide Contracts by Major NIGP Category](#)

[RETURN](#)

Select a method to view the List of Contracts.

PR\_StateWide\_contract\_menu

# For More Information

If you have questions about this Statewide Contract:



## Submit Questions to:

**Wanda George**

[wanda.george@doas.ga.gov](mailto:wanda.george@doas.ga.gov)

404-651-9291

## This webinar:

A copy of this webinar will be posted on the SPD website on the Statewide Contracts page

## Vendor Contact Information:

Charles (Gene) Moss, Jr. - WTI

800-852-9689 Ext.3233

Mobile: (678) 395-1111

Email: [cmoss@tremcoinc.com](mailto:cmoss@tremcoinc.com)

Brian Mosey-WTI Customer Rep

317-446-3024 cell

[bmosey@tremcoinc.com](mailto:bmosey@tremcoinc.com)

Billy Brooks-WTI Customer Rep

704-502-1044 cell

[bbrooks@tremcoinc.com](mailto:bbrooks@tremcoinc.com)

Ed Snow -The Gordian Group

EZIQC Customer Rep

[esnow@gordian-group.com](mailto:esnow@gordian-group.com)

1-800-874-2291



# State of GA ARRA Contact Information

## GEFA Reporting

- Andrew Ladd: [aladd@gefa.ga.gov](mailto:aladd@gefa.ga.gov)

## GEFA Measurement & Verification

- P.J. Newcomb: [pjnewcomb@gefa.ga.gov](mailto:pjnewcomb@gefa.ga.gov)

## GSFIC Project Management

- Danny Elijah: [daniel.elijah@gsfic.ga.gov](mailto:daniel.elijah@gsfic.ga.gov)
- Nathan Jones: [nathan.jones@gsfic.ga.gov](mailto:nathan.jones@gsfic.ga.gov)

## GSFIC Procurement

- Rey Palma: [rey.palma@gsfic.ga.gov](mailto:rey.palma@gsfic.ga.gov)
- Jim Hyde: [jim.hyde@gsfic.ga.gov](mailto:jim.hyde@gsfic.ga.gov)

## USG Project Management

- Greg Adams: [greg.adams@usg.edu](mailto:greg.adams@usg.edu)
- Wayne Schweitzer: [wayne.schweitzer@usg.edu](mailto:wayne.schweitzer@usg.edu)

# Questions?

