



Objectives

- Give Practical Examples of What Really Occurs
- Get It All Once and For All



ENSURE SBA IS ON YOUR A-TEAM

- Build strong relationships with at least 3 PCR's
- Example



Where To Locate PCR's: sba.gov

AREA III: Includes the states of Alabama, Florida, Georgia, Kentucky, Mississippi, North Carolina, South Carolina and Tennessee

MITCHELL MORAND, AREA DIRECTOR

Office of Government Contracting U.S. Small Business Administration 233 Peachtree St., NE, Suite 1900 Atlanta, GA 30303

Tel: (404) 331-7587 x202

Fax: (404) 331-2956

Email: <u>mitchell.morand@sba.gov</u>

STEWART KALLAM, INDUSTRIAL SPECIALIST (FORESTRY) & COC SPECIALIST

Atlanta Natural Resources Sales Assistance Office U.S. Small Business Administration 233 Peachtree St., NE, Suite 1900 Atlanta, GA 30303

Tel: (404) 331-7587 x206Fax: (404) 331-2956Email: stewart.Kallam@sba.gov

ACTIVITIES COVERED

Forest Service Region 8 (AL, AR, FL, GA, KY, LA, MS, NC, OK, PR, SC, TN, TX, VA, VI) and 33 market areas **ALABAMA**, **MISSISSIPPI**, **TENNESSEE**







FIND A MENTOR

- Seaarch for a mentor in your NAICS Code
- Identify a mentor on the Top 10 Vendors on <u>fpds.gov</u>
 - Use the EZ Search box to type in NAICS Code
 - A list of the Top 10 Vendor Full Name will display in bottom left
- Look for 8(a) firms graduating http://dsbs.sba.gov/dsbs/search/dsp_dsbs.cfm
- Example



Federal Procurement Data System - Next Generation Reports » Status » Worksite » Archives » Training » Help » Home » Newsi Login Top Requests ezSearch Log-In: >> Recovery Report » Hurricane Sandy Report Password: 541611 » Hurricane Irene Report ezSearch contains procurement data as well as additional NASA data (for example, financial assistance actions). >> Pacific Earthquake/Tsunami LogIn >> Hurricane Earl Report » Gulf Oil Spill Report >> Forgot Your Password? FY 2012 Small Business Goaling NIA - Oklahoma Tornado and Storm >> Haiti Earthquake Report >> Security and Privacy Report 2013 » Hurricane Katrina Report >> Contact Help Desk FY 2012 Small Business Goaling Report is now A new National Interest Action value 'Oklahoma » Hurricane Rita Report available on the 'Reports' page of FPDS-NG. Tornado and Storm 2013' has been added to track >> You must click here for very » Other Hurricane/Disaster the relief contracts. Important D&B Information Click here for the report. Relief For Web Portal users the value 'Oklahoma Tornado The Small Business Goaling Report is a department >> Oklahoma Tornado 2013 and Storm 2013' is available for selection in the level report that displays Small Business data for a National Interest Action field dropdown. The Contract Report specified date range by Funding/Contracting Agency. Writing systems using V1.4 shall use the code Registration 'T130' when creating/updating documents through Latest News Business Services. Simplified Acquisition Threshold » Register National Interest Action value 'Oklahoma Tornado and Storm 2013' is valid from 05/20/2013 to » Who Should Register? >> Upcoming Releases The purpose of the Simplified Acquisition Threshold Report is to provide Funding Agencies with a tool they >> Software Releases Contracts reported against 'Oklahoma Tornado and can use to analyze their small business performance >> Small Business Goaling Storm 2013' will be available in National Interest on contracts within the Simplified Acquisition **FAQs** Report Action report Thursday 5/23/2013. Threshold (SAT), \$3-150K range. Contracts within the >> NIA - Oklahoma Tornado and SAT are reserved for small business (SB) per 15 USC Sec. 644(j)(1) and FAR 13.003(b)(1). Storm 2013 >> FPDS-NG Sustainabilty Report » Data Management Fixes >> ezSearch Read more... >> Data Archives >> ATOM Feed The purpose of this new standard report is to >> NIA - Hurricane Sandy determine the type and usage of Recovered Materials. This report will be placed in the HOW >> Top 100 Contractors Report NIA - Hurricane Sandy category. It displays the actions and dollars for each >> Sustainabilty Report of the "Recovered Materials" values. Links >> Inherently Governmental A new National Interest Action value 'Hurricane Sandy 2013' has been added to the FPDS-NG Functions Production system. Read more... » Recovery.Gov For Web Portal users the value 'Hurricane Sandy >> eGov Initiatives 2013' is available for selection in the National Inherently Governmental Functions Interest Action field drop down. The Contract Writing systems shall use the code 'H13S' when

creating/updating documents through Business

National Interest Action value 'Hurricane Sandy

2013' is valid from 10/28/2012 to 12/17/2013.

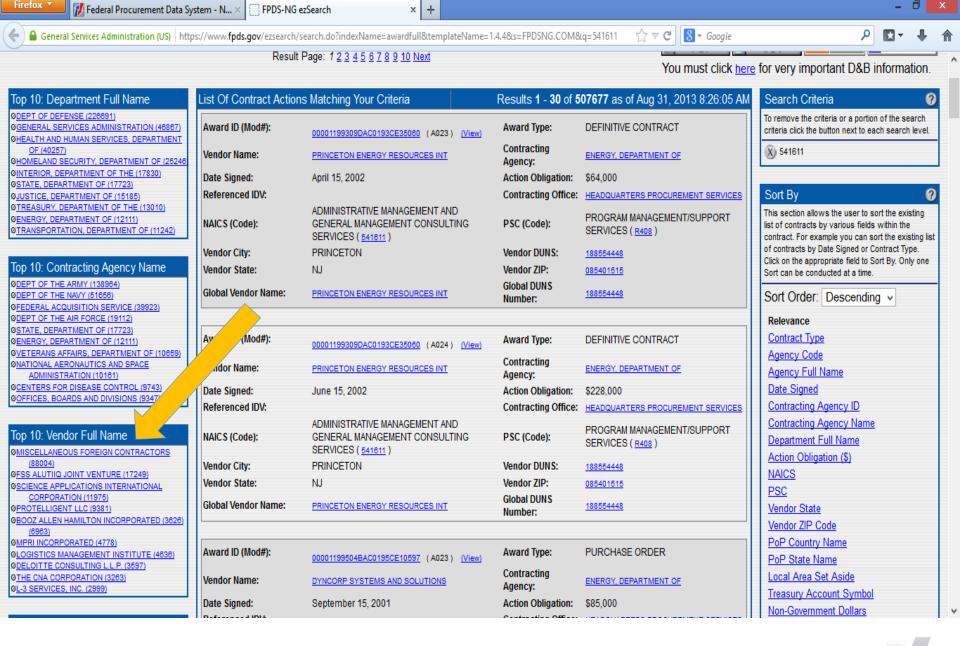
FPDS-NG shall mandate on all actions with a

whether they are 'Closely Associated', 'Critical

Functions', 'Other Functions' or a combination of

Product or Service Code as a 'Service' and that are signed on or later than 03/01/2012 to indicate







GET CERTIFIED

Use Small Business Programs to Narrow the Playing Field

- 8(a) Small Disadvantaged Business*
- Economic Disadvantaged Women-Owned Small Business
- Women-Owned Small Business
- Service Disabled Veteran-Owned Small Business
- HUBZone
- Example



DO EXTENSIVE MARKET RESEARCH VIA FPDSNG.COM

- Gives You a Systematic Approach to Entering the Federal Marketplace
- Uses Your Business Development Time More Efficiently and Effectively
- Increases Your Success Rate
- Example

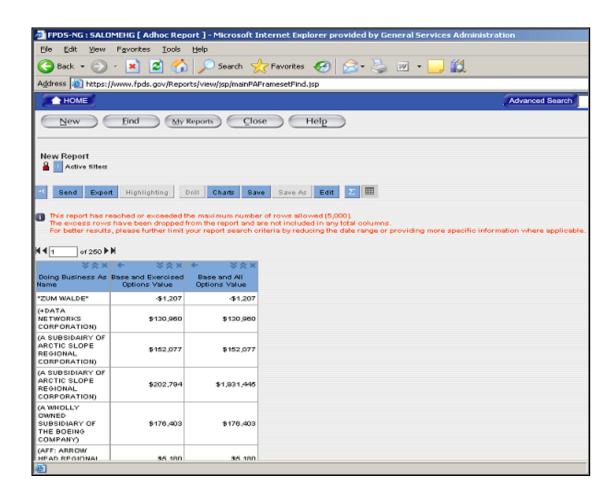


EZ Search Results

			Result Page: 1 2 3 4 5 6	7 8 9 10 Next		Search took 6.77 Second	
	10: Department	List Of Contracts Match	ing Your Criteria Re	esults 1 - 30 of 136	7147 as of Aug 20, 2007 12:23:26 PM	Search Criteria	
	Name GENERAL SERVICES	Award ID (Mod#):	00001200109B101811M949 (2) (View)	Award Type:	Purchase Order	To remove the criteria or a portion of the search criteria	
>	ADMINISTRATION (609885 DEPT OF DEFENSE (363539)	Vendor Name:	INTER, ARCHAEOLOGICAL RESEARCH	Contracting Agency:	U.S. FISH AND WILDLIFE SERVICE	click the button next to each search level.	
>	VETERANS AFFAIRS, DEPARTMENT OF (147087)	Date Signed:	December 08, 2003	Action Obligation:	\$45,707	🔊 Socio Economic	
	OF THE (36935)	Referenced IDV:		Contracting Office:	U.S. FISH AND WILDLIFE SERVICE	Indicators: "women"	
	JUSTICE, DEPARTMENT 0 (31959) HEALTH AND HUMAN SERVICES, DEPARTMENT	NAICS (Code):	ADMINISTRATIVE MANAGEMENT AND GENERAL MANAGEMENT CONSULTING SERVICES (541611)	PSC (Code):	EDUCATIONAL STUDIES AND ANALYSES (<u>B542</u>)	Sort By ?	
>	OF (26039) HOMELAND SECURITY.	Vendor City:	HONOLULU	Vendor DUNS:	6058316430000	to sort the existing list of contracts by various fields	
	DEPARTMENT OF (23846)	Vendor State:	Н	Vendor ZIP:	968262231	within the contract. For	
*	AGRICULTURE, DEPARTMENT OF (22074)					example you can sort the existing list of contracts by	
>	TREASURY, DEPARTMENT OF THE (18159)	Award ID (Mod#):	00001200109B101811M945 (1) (View)	Award Type:	Purchase Order	Date Signed or Contract	
>	COMMERCE, DEPARTMEN OF (12489)	Vendor Hame:	BISHOP MUSEUM	Contracting Agency:	U.S. FISH AND WILDLIFE SERVICE	Type. Click on the appropriate field to Sort By. Only one Sort can be	
		Date Signed:	December 08, 2003	Action Obligation:	\$40,000	conducted at a time.	
Age	10: Contracting ency Name	Referenced IDV:		Contracting Office:	U.S. FISH AND WILDLIFE SERVICE	Relevance PRIMARY KEY	
	FEDERAL SUPPLY SERVICE (568377) VETERANS AFFAIRS, DEPARTMENT OF (147087)	INAICS (Code): WARACLWICHT CONSOCTING SERVICES		PSC (Code):	EDUCATIONAL STUDIES AND ANALYSES (<u>B542</u>)	Contract Type Agency Code Agency Full Name	
>	DEPT OF THE ARMY	Vendor City:	HONOLULU	Vendor DUNS:	0776732420000	Date Signed	
>	(134791) DEFENSE LOGISTICS	Vendor State:	Н	Vendor ZIP:	968172704	Contracting Agency ID Contracting Agency Name	
	AGENCY (98259) DEPT OF THE NAVY					Department Full Name	
	(77390) DEPT OF THE AIR FORCE	Award ID (Mod#):	00001200301C03HQFS0054GS07F0352K (10) (View)	Award Type:	Delivery Order	Obligated Amount Principal NAICS Code	
>	(39364) PUBLIC BUILDINGS	Vendor Name:	COASTAL INTERNATIONAL SECURITY	Contracting .	GEOLOGICAL SURVEY	Product or Service Code Vendor State A Distance	



ADHOC Reports



- · Save queries
- Sum
- Format
- Export
- Print
- Drill down
- Highlight
- Chart
- Filters- Data values



Get Help When Needed!





Help Desk

If you are having problems using FPDS or need other application support, contact the FPDS Help Desk.

Contact Information:

- Phone:703-390-5360
- Email: fpdssupport@gce2000.com
- GSA Federal Relay Service: visit the web site for current services

Hours of Operation:

- Level 1 Hosting Infrastructure and Severity 1 application issues: 24x7x365.
- Level 2 Application Support: 7:00AM Eastern Time to 7:00PM Pacific Time government workdays.
- Level 3 Application Support: 7:00AM Eastern Time to 7:00PM Pacific Time government workdays.





KNOW THE BEST VENUES FOR WINNING CONTRACTS

- NCMA (www.ncmahq.org)
 - World Congress Washington, D.C.
 - NCMA Local Chapters
- National 8(a) Association

(www.national8aassociation.org)

- Winter Conference Orlando, FL
- Summer Conference Anchorage, AK
- Example



PRICE YOUR PROPOSALS TO COVER ALL COSTS

- FAR Part 31 list allowable costs
- Know what your overhead costs are
- Aspire to the best practice model



Best Practice Example

Advanced Sentler LLC

Washington, DC 20001

PROPOSAL COVER SHEET

1. Solicitation/Contract/Modification No.:

ARFAP-09-R-98902

Advanced Sentler LLC

1 East Road Washington, DC 20001

3. Point of Contact

Jane Doe Contracts Manager (202) 555-1212

4. Contract Administration Office

DCMA-Baltimore 200 Townsontown Blvd., West Towson, MD 21204-5299 (301) 339-4800

Audit Office

District Branch Office 8181 Professional Place Landover, MD 20785-2218 (301) 436-2090

5. Type of Contract Action:

New Contract Firm Fixed Price

6. Total Price

7. Government Property

We will not require the use of any government furnished property in the performance of this work.



Advanced Sentler LLC

Washington DC Proposal Submitted in Response to RFP ARFAP-09-R-98902

Element of Cost		<u>Amount</u>	<u>Reference</u>
Engineering Labor		\$452,151	Schedule 1
Manufacturing Labo	r	26,412	Schedule 1
Direct Labor Overhe	ad @ 56.7	271,345	Schedule 2
Material		113,175	Schedule 3
Material handling Ov	verhead @ 5.0	<u>5,659</u>	Schedule 4
S	Subtotal	\$868,742	
G&A @ 8.0%		<u>69,499</u>	Schedule 5
E	Stimated Cost	\$938,241	
Profit @ 10%		93,824	
T	otal Price	\$1,032,065	



	2010		<u>2011</u>	2011		2012		<u>Total</u>	
	Engineering Labor Cost		Engineering Lah	Engineering Labor Cost		Engineering Labor Cost		Engineering Labor Cost	
Labor Category	Rate/Hr. Hours	<u>Total</u>	Rate/Hr. Hours	Total	Rate/Hr. Hours	<u>Total</u>	<u>Hours</u>	<u>Total</u>	
Program Manager	\$33.93 683	\$23,174	\$35.63 760	\$27,079	\$37.41 507	\$18,967	1,950	\$69,220	
Senior Engineer	26.39 1,200	31,668	27.71 900	24,939	29.10 700	20,370	2,800	76,977	
Junior Engineer	22.12 1,800	39,816	23.23 1,500	34,845	24.39 900	21,951	4,200	96,612	
Engineering Aide	14.50 1,800	26,100	15.23 550	8,377	15.99 50	800	2,400	35,277	
Technical Writer	16.00 0	0	16.80 0	0	17.64 900	15,876	900	15,876	
Metallurgist	18.85 1,900	35,815	19.79 1,200	23,748	20.78 700	14,546	3,800	74,109	
Draftsman	18.95 <u>2,200</u>	41,690	19.90 <u>1,500</u>	<u>29,850</u>	20.90 <u>600</u>	12,540	4,300	84,080	
Total Direct Labor - Engineering	<u>9.583</u>	<u>\$198.263</u>	<u>6.410 \$</u>	<u>148,838</u>	<u>4.357</u>	<u>\$105,050</u>	<u>20.350</u>	<u>\$452,151</u>	
	<u>2010</u>)	<u>2011</u>		2012		<u>Tota</u>	<u>1</u>	
	Manufacturing	<u>Labor Cost</u>	Manufacturing La	abor Cost	Manufacturing	<u>Labor Co</u> st	Manufacturin	g <u>Labor Co</u> st	
Labor Category	Rate/Hr. Hours	<u>Total</u>	Rate/Hr. Hours	Total	Rate/Hr. Hours	<u>Total</u>	Hours	<u>Total</u>	
Fabrication	\$10.85 400	\$4,340	\$11.39 600	\$6,834	\$11.96 600	\$7,176	1,600	\$18,350	
Assembly	9.25 <u>0</u>	Ω	9.71 <u>200</u>	<u>1,942</u>	10.20 <u>600</u>	<u>6,120</u>	<u>800</u>	8,062	
Total Direct Labor - Manufacturin	g <u>400</u>	<u>\$4.340</u>	<u>800</u>	<u>\$8,776</u>	<u>1.200</u>	<u>\$13,296</u>	<u>2.400</u>	<u>\$26,412</u>	
Total Direct Labor		\$202,603	<u>\$</u>	<u> 157,614</u>		<u>\$118,346</u>		\$478,563	
Direct Labor Overhead @ 56.7%		<u>\$114,876</u>	<u>.</u>	\$89 <u>.367</u>		<u>\$67,102</u>		\$271,345	

All hours proposed are based on historical costs, reference account 23

The supporting data showing the historical hours and the development of the proposed hours are in file "5FGC" and is available immediately upon request.

The direct labor rates are based on actual average rates as of October 31, 2009 and escalated 5 percent each year. The Supporting data and rate calculations are located in file "5FGC"

Budget for Fiscal Year 2010 Labor Overhead Actual Overhead Expenses for Fiscal Years 2007 through 2009

(Note 1)						
Account		Budget	Actual	Expenses ((Note 3)	
<u>Number</u>	Overhead Expenses (Note 2)	<u>2010</u>	2009	<u>2008</u>	<u>2007</u>	Notes
	Indirect Payroll	\$260,000				
	Payroll Taxes	228,000				
	Vacation	120,000				
	Holiday	110,000				
	Sick Leave	50,000				
	Pensions	171,000				
	Employee Morale	5,000				
	Entertainment	50,000				
	Office Equipment	7,000				
	Depreciation	5,000				
	Subscriptions	1,500				
	Travel	22,000				
	Miscellaneous	2,000				
	Stationery	6,000				
	Reproduction	17,000				
	Maintenance	5,000				
	Rent	202,000				
	Telephone	11,000				
	Insurance	102,000				
	Total Pool	1,374,500				
	Less Unallowable Costs					
	Entertainment	50,000				
	Net Allowable Expenses	\$1,324,500				
	Allocation Base					
	Direct Labor	\$2,336,000				4
	Labor Overhead Rate	<u>56.7%</u>				5

Explanatory Notes

- 1. Provide account numbers in this column.
- The projected overhead expenses are based on the company's operating budget for 2010. The operating budget supporting data is located in file "DAAH, Overhead Operating Budget" and is immediately available upon request.
- 3. Provide the prior three years' actual overhead expense and allocation base in the same format as the budget for 2010. For the year 2009, actuals to date are immediately available upon request.
- 4. Includes Bid and Proposal Labor of \$5,000.
- 5. The same rate is estimated for fiscal years 2011 and 2012. We anticipate minimal inflation and a stable business base. The data and analysis supporting this assertion is located in file "DAAH Overhead Forecast" and is immediately available upon request.



(Note 1)									
Account		Budget			Net Allowable	Actua	al Expense	s (Note 3))
Number	G&A Expenses (Note 2)	2010	Less Unallowables		Expenses	2009	2008	2007	Notes
	Payroll Taxes	\$16,000		\$ 0	\$16,000				
	Officer's Salaries	165,000			165,000				
	Indirect Salaries	21,000			21,000				
	Interest	14,000		14,000	0				
	Vacation	11,000			11,000				
	Holiday	9,000			9,000				
	Sick Leave	5,000			5,000				
	Contributions	8,000		8,000	0				
	Pensions	12,000			12,000				
	Office Equipment	1,000			1,000				
	Depreciation	2,500			2,500				
	Travel	10,000			10,000				
	Miscellaneous	2,000			2,000				
	Legal Fees	7,000			7,000				
	Accounting Fees	7,000			7,000				
	Computer	17,500			17,500				
	Rent	15,000			15,000				
	Advertising	8,500		8,500	0				
	Telephone	3,000			3,000				
	Insurance	<u>7,000</u>		<u>0</u>	<u>7,000</u>				
	Total Pool	341,500		30,500	311,000				
	Bid & Proposal	8,500			<u>8,500</u>				4
	Total G&A and B&P	\$350,000	<u>9</u>	\$30,500	\$319,500				
			Allocation Bas	se					
			Labor		\$2,331,000				
			Labor Overhead		1,371,665				5
			Other Direct Costs		29,000				
			Materials		250,000				
			Material Overhead		12,500				
			Total Cost Input	Base	\$3,994,165				
			G&A Rate		8.0%				6



(Note 1)									
Account		Budget			Net Allowable	Ac	tual Expe	enses (No	te 3)
Number	G&A Expenses (Note 2)	2010	Less Unallowables	_	Expenses	2009	2008	2007	<u>Notes</u>
	Payroll Taxes	\$16,000		\$0	\$16,000				
	Officer's Salaries	165,000			165,000				
	Indirect Salaries	21,000			21,000				
	Interest	14,000		14,000	0				
	Vacation	11,000			11,000				
	Holiday	9,000			9,000				
	Sick Leave	5,000			5,000				
	Contributions	8,000		8,000	0				
	Pensions	12,000			12,000				
	Office Equipment	1,000			1,000				
	Depreciation	2,500			2,500				
	Travel	10,000			10,000				
	Miscellaneous	2,000			2,000				
	Legal Fees	7,000			7,000				
	Accounting Fees	7,000			7,000				
	Computer	17,500			17,500				
	Rent	15,000			15,000				
	Advertising	8,500		8,500	0				
	Telephone	3,000			3,000				
	Insurance	<u>7,000</u>		<u>0</u>	7,000				
	Total Pool	341,500		30,500	311,000				
	Bid & Proposal	<u>8,500</u>			<u>8,500</u>				4
	Total G&A and B&P	\$350,000		\$30,500	\$319,500				
			Allocation Bas	se					
			Labor		\$2,331,000				
			Labor Overhead		1,371,665				5
			Other Direct Costs		29,000				
			Materials		250,000				
			Material Overhead		12,500				
			Total Cost Input I	Base	\$3,994,165				
			G&A Rate		8.0%				6



STAY IN COMPLIANCE ON ALL FEDERAL CONTRACTS

- FAR Clauses
- Contract Statement of Work
- Contracting Officer's Reports
- CPARS Performance Evaluations



52.202-1 DEFINITIONS

52.203-3 GRATUITIES

52.203-6 RESTRICTIONS ON

SUBCONTRACTOR SALES TO THE

GOVERNMENT

52.203-7 ANTI-KICKBACK PROCEDURES



52.203-8	CANCELLATION, RESCISSION, AND
	RECOVERY OF FUNDS FOR ILLEGAL
	OR IMPROPER ACTIVITY

52.203-10 PRICE OR FEE ADJUSTMENT FOR ILLEGAL OR IMPROPER ACTIVITY

52.203-12 LIMITATION ON PAYMENTS TO INFLUENCE CERTAIN FEDERAL TRANSACTIONS

52.204-2 SECURITY REQUIREMENTS REGISTRATION



52.204-9 PERSONAL IDENTITY VERIFICATION OF CONTRACTOR PERSONNEL

52.209-5 CERTIFICATE REGARDING DEBARMENT, SUSPENSION

52.209-6 PROTECTING THE GOVERNMENT'S INTEREST WHEN SUBCONTRACTING WITH CONTRACTORS DEBARRED, SUSPENDED OR PROPOSED FOR

DEBARMENT

52.211-5 MATERIAL REQUIREMENTS



52.215-2 AUDIT AND RECORDS -

NEGOTIATION

52.215-8 ORDER OF PRECEDENCE –

UNIFORM CONTRACT FORMAT

52.215-14 INTEGRITY OF UNIT PRICES



52.219-4 NOTICE OF PRICE EVALUATION

PREFERENCE FOR HUB Zone SMALL

BUSINESS CONCERNS

52.219-8 UTILIZATION OF SMALL BUSINESS

CONCERNS

52.219-28 POST-AWARD SMALL BUSINESS

PROGRAM REREPRESENTATION



52.222-21 PROHIBITION OF SEGREGATED FACILITIES

52.222-26 EQUAL OPPORTUNITY

52.222-29 NOTIFICATION OF VISA DENIAL

52.222-35 EQUAL OPPORTUNITY FOR SPECIAL DISABLED VETERANS, VETERANS OF THE VIETNAM ERA, AND OTHER ELIGIBLE VETERANS



52.222-36 AFFIRMATIVE ACTION FOR WORKERS WITH DISABILITIES

52.222-37 EMPLOYMENT REPORTS ON SPECIAL DISABLED VETERANS, VETERANS OF THE VIETNAM ERA, AND OTHER ELIGIBLE VETERANS

52.222-39 NOTIFICATION OF EMPLOYEE RIGHTS CONCERNING PAYMENT OF UNION DUES/FEES

52.222-41 SERVICE CONTRACT ACT OF 1965



- 52.222-42 STATEMENT OF EQUIVALENT RATES FOR FEDERAL HIRES
- 52.222-43 FAIR LABOR STANDARDS ACT AND SERVICE CONTRACT ACT-PRICE ADJUSTMENT (MULTIPLE YEAR AND OPTION CONTRACTS)
- 52.222-50 COMBATING TRAFFICKING IN PERSONS



52.223-6 DRUG-FREE WORKPLACE

52.223-14 TOXIC CHEMICAL RELEASE REPORTING

52.225-13 RESTRICTIONS ON CERTAIN FOREIGN PURCHASES



52.227-1 AUTHORIZATION AND CONSENT

52.227-2 NOTICE AND ASSISTANCE

REGARDING PATENT AND

COPYRIGHT INFRINGEMENT

52.227-14 RIGHTS IN DATA—GENERAL



52.229-3 FEDERAL, STATE, AND LOCAL

TAXES

52.232-11 EXTRAS

52.232-17 INTEREST

52.232-18 AVAILABILITY OF FUNDS

52.232-23 ASSIGNMENT OF CLAIMS



52.233-1 DISPUTES

52.233-3 PROTEST AFTER AWARD

52.233-4 APPLICABLE LAW FOR BREACH OF

CONTRACT CLAIM

52.242-13 BANKRUPTCY



52.243-1 CHANGES-FIXED-PRICE

52.243-7 NOTIFICATION OF CHANGES

52.245-1 GOVERNMENT PROPERTY



52.249-2 TERMINATION FOR CONVENIENCE OF THE GOVERNMENT (FIXED-PRICE)

52.249-6 TERMINATION (COST-REIMBURSEMENT)

52.249-8 DEFAULT (FIXED-PRICE SUPPLY AND SERVICE)



52.252-2 CLAUSES INCORPORATED BY

REFERENCE

52.252-6 AUTHORIZED DEVIATIONS IN

CLAUSES

52.253-1 COMPUTER GENERATED FORMS



52.219-9 SMALL BUSINESS

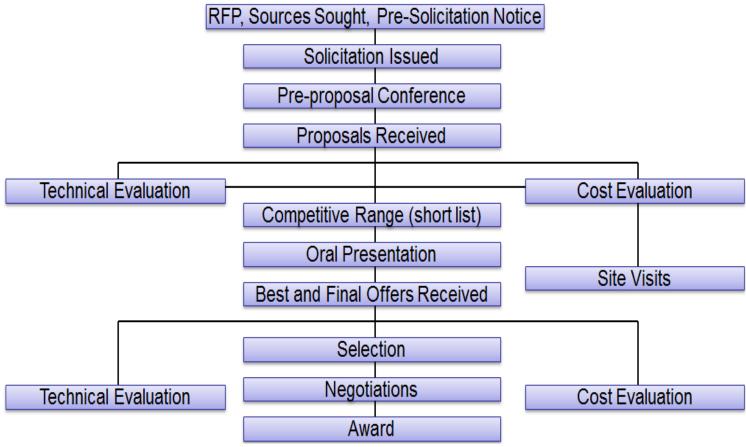
SUBCONTRACTING PLAN

52.219-16 LIQUIDATED DAMAGES -

SUBCONTRACTING PLAN



UNDERSTAND FINAL AWARD DECISION PROCESS





BE PERSISTENT

Let's Take a Test





Questions

Barbara English

Vice President, English-El Enterprises, LLC

904.755.2554

be@eeenterprises.biz

