



FULLY EXECUTED
Contract Number: 4400002100
Contract Effective Date: 03/11/2008
Valid From: 03/10/2008 To: 09/30/2009

All using Agencies of the Commonwealth, Participating Political Subdivision, Authorities, Private Colleges and Universities

Purchasing Agent
Name: Smith Maureen
Phone: 717-346-3843
Fax: 717 346-3820

Your SAP Vendor Number with us: 156079

Supplier Name/Address:
PINNACLE HEALTH HOSPITALS
111 SOUTH FRONT ST
HARRISBURG PA 17101-2010 US

Please Deliver To:

To be determined at the time of the Purchase Order unless specified below.

Supplier Phone Number: 7172318992

Contract Name:
PINNACLE HEALTH HOSPITALS

Payment Terms
NET 30

Solicitation No.: Issuance Date:

Supplier Bid or Proposal No. (if applicable): Solicitation Submission Date:

This contract is comprised of: The above referenced Solicitation, the Supplier's Bid or Proposal, and any documents attached to this Contract or incorporated by reference.

Item	Material/Service Desc	Qty	UOM	Price	Per Unit	Total
------	-----------------------	-----	-----	-------	----------	-------

1	Health & Safety	0.000		0.00	1	0.00
---	-----------------	-------	--	------	---	------

Item Text

Health & Safety - Training is to ensure that Commonwealth Agencies, community partnerships and affiliated organization personnel are well trained in emergency preparedness and to anticipate and address current and future health and safety issues and events. Challenges such as medical emergencies, HIV/AIDS, hepatitis, SARS, TB, anthrax, and other infectious/contagious conditions require accurate information to prevent transmission, reduce discrimination of both employees and clients, and alleviate fears that can adversely affect the work environment or internal and external customers. This category blends health and safety with human resources, with the goal of improved efficiencies through the communication of timely, accurate information on managing specific conditions with potential impacts to our workplace and business environment. Since course listings are based on general conditions and events, a future topic may be added as long as it falls within the overall intended scope for the category. All training must be consistent with existing Commonwealth policy.

General Requirements for all Items:

Information:

Supplier's Signature _____

Title _____

Printed Name _____

Date _____



FULLY EXECUTED
Contract Number: 4400002100
Contract Effective Date: 03/11/2008
Valid From: 03/10/2008 To: 09/30/2009

Supplier Name:
PINNACLE HEALTH HOSPITALS

Header Text

This Supplier is a qualified provider for the Professional Development Statewide Training ITQ-998007 for the Personnel- Health & Safety category.

COSTARS Participant

No further information for this Contract

Information:

Health Training/Consulting (by Category)

Contractor	Contractor Email	Category	Course Name	Short Description of the Course	Course Skills and/or Course Competencies
Supplier Name: Alutiiq Contact(s): Drexler, Nora L. Vendor Number: 213746 Contract Number: 4600011098 Phone Number(s): 814-864-9986 (Work) 814-449-5434 (Cell) Business Address: 5639 Mill Street Erie, PA 16509-2923 COSTARS Participant	ndrexler@drexlerassociates.com	Prevention & Education	Building & Sustaining Coalitions	How to build a strong & diverse, anti-drug coalition by increasing collaborations, evaluating & sustaining outcomes.	2-Day Course - Students will learn the processes best practices, methods, examples to build a strong & sustainable coalition.
Supplier Name: Alutiiq Contact(s): Drexler, Nora L. Vendor Number: 213746 Contract Number: 4600011098 Phone Number(s): 814-864-9986 (Work) 814-449-5434 (Cell) Business Address: 5639 Mill Street Erie, PA 16509-2923 COSTARS Participant	ndrexler@drexlerassociates.com	Prevention & Education	Champions for Change: Environmental & Policy Change to reduce underage drinking	This program approved by PCCD, informs participants on the critical statistics on the underage drinking epidemic in the nation, the state and the local levels & provides information, strategies and effective techniques to address the problem in the local community	This 1 and 1/2 day course provides the framework for adults in the community to identify the course of the local problems, determine strategies and activities to address the local conditions, use best practices to create policy and environmental change at the population level, build capacity conduct strategic panning, implement and track action plans and evaluate outcomes. Participants also learn and discuss the impact of print, broadcast and electronic media on preventing and reducing underage drinking as well as the importance of adults not providing alcohol to minors
Supplier Name: Alutiiq Contact(s): Drexler, Nora L. Vendor Number: 213746 Contract Number: 4600011098 Phone Number(s): 814-864-9986 (Work) 814-449-5434 (Cell) Business Address: 5639 Mill Street Erie, PA 16509-2923 COSTARS Participant	ndrexler@drexlerassociates.com	Prevention & Education	Effective Programs & the NREPP Process	This course is designed to inform prevention professionals of the process used to identify effective programs with the National Registry of Effective Programs & Processes.	In this 1-day course, participants identify the process of moving a program along a continuum of improvement and this documentation for effectiveness of program. Participants identify the criteria used to determine the validity of data, the evaluation process used with submitted programs and possible reasons as to why program developers want to use the NREPP review process to improve the program.
Supplier Name: Alutiiq Contact(s): Drexler, Nora L. Vendor Number: 213746 Contract Number: 4600011098 Phone Number(s): 814-864-9986 (Work) 814-449-5434 (Cell) Business Address: 5639 Mill Street Erie, PA 16509-2923 COSTARS Participant	ndrexler@drexlerassociates.com	Prevention & Education	Evaluation: How to Capture & Document Outcomes	This course examines various types of evaluation, when to use certain techniques and when to hire an evaluator for a comprehensive and expert evaluation plan & summary	This 1 day course is for adults new to the world of evaluation in this course, adults in the field of drug prevention learn evaluation terms, technology, processes and categories of outcomes, the steps to take to track outcomes and ways to measure effectiveness. Participants apply example of qualitative and quantitative evaluation and also provide examples of when to hire an evaluator

Health Training/Consulting (by Category)

Contractor	Contractor Email	Category	Course Name	Short Description of the Course	Course Skills and/or Course Competencies
<p>Supplier Name: Alutiiq Contact(s): Drexler, Nora L. Vendor Number: 213746 Contract Number: 4600011098 Phone Number(s): 814-864-9986 (Work) 814-449-5434 (Cell) Business Address: 5639 Mill Street Erie, PA 16509-2923 COSTARS Participant</p>	<p>ndrexler@drexlerassociates.com</p>	<p>Prevention & Education</p>	<p>Lead & Seed: Effective Adult Leadership to Prevent & Reduce Substance Abuse</p>	<p>This Course provides several components of leadership effectiveness & personal survey tools for leadership qualities, characteristics and traits. Adult leaders of coalitions, collaborative, civic groups, etc. learn effective planning process to reduce and prevent substance abuse in the community</p>	<p>2-Day Course for Adults - Participants identify characteristics of effective leaders and role models. Students learn and apply strategies & processes to demonstrate better leadership & adaptive leadership, as well as problem solving techniques & facilitation skills. At the close of the training, students receive Leadership Medals & Certificates for their commitment. To continue "seeding" their community they also receive a disc containing the youth version of Lead Seed, with the youth manual, PowerPoint, and other materials. This allows the participants to train middle and high school youth in their own community to work with adults & reduce substance abuse. There are pre & post knowledge assessments for the adult & youth versions of the Lead & Seed Courses.</p>
<p>Supplier Name: Alutiiq Contact(s): Drexler, Nora L. Vendor Number: 213746 Contract Number: 4600011098 Phone Number(s): 814-864-9986 (Work) 814-449-5434 (Cell) Business Address: 5639 Mill Street Erie, PA 16509-2923 COSTARS Participant</p>	<p>ndrexler@drexlerassociates.com</p>	<p>Prevention & Education</p>	<p>Lead & Seed: Effective Youth Leadership to Prevent & Reduce Substance Abuse</p>	<p>This is the youth version of the adult Leed and Seed leadership course. Youth learn several tools to prepare them to be more effective leaders & therefore reduce and prevent teen tobacco use, underage drinking & illicit drug use.</p>	<p>2-day course for youth leaders of a coalition, community school district, etc. Youth identify the characteristics, traits, strategies and problem solving techniques of effective leaders. Youth also learn & apply the strategic prevention framework so that they can speak the same language & terminology of the adult leaders in the strategic planning process. Youth create a work plan and action plan to help generate population level change in the community. Youth are pre and post tests and receive certificates of leadership at the close of the course. Leadership medals fro the youth participants are given to the adult leaders to present at a later date when youth reach and document their outcomes.</p>
<p>Supplier Name: Alutiiq Contact(s): Drexler, Nora L. Vendor Number: 213746 Contract Number: 4600011098 Phone Number(s): 814-864-9986 (Work) 814-449-5434 (Cell) Business Address: 5639 Mill Street Erie, PA 16509-2923 COSTARS Participant</p>	<p>ndrexler@drexlerassociates.com</p>	<p>Prevention & Education</p>	<p>Program Fidelity & Adaptation</p>	<p>This is a one day course designed to help prevention professionals understand the concept behind effective prevention programs. Participants learn the importance of implementing a program with fidelity, and how adaptations, deletions and assertions may result in a significant reduction in anticipated outcomes.</p>	<p>Students will learn the theories and key components o the development of effective programs and steps to follow to ensure that a program is implemented with a strong degree of fidelity. The process of implementation is examined with examples given on how and why minor adaptations cause major changes in outcomes.</p>

Health Training/Consulting (by Category)

Contractor	Contractor Email	Category	Course Name	Short Description of the Course	Course Skills and/or Course Competencies
Supplier Name: Alutiq Contact(s): Drexler, Nora L. Vendor Number: 213746 Contract Number: 4600011098 Phone Number(s): 814-864-9986 (Work) 814-449-5434 (Cell) Business Address: 5639 Mill Street Erie, PA 16509-2923 COSTARS Participant	ndrexler@drexlerassociates.com	Prevention & Education	Substance Abuse Prevention Specialist Training	This is the national curriculum from SAMHSA as developed by the 5 Regional CAPTs (Centers for the Application of Prevention Technologies) presented as a 3-day course in the state of PA. Adults in the drug prevention field learn the history & research theories of drug prevention, the application of prevention to human development state, cultural competency, the impact of media, planning effectively and the ethics of the prevention field	This is a 3-day course for drug prevention professionals. Students in the course learn a comprehensive approach to prevention through interactive exercises, role plays, didactic instruction, discussions and examples from the field. Students identify the 5 steps in the SAMHSA strategic prevention framework, the array of factors in culture and cultural competency, the theory and impact of media, the difference in media advocacy and media literacy, the four theories of human development, the difference between programs and practices, the ethics of prevention, key federal and national players, current trends and issues. NIDA's Prevention Principles and CSAP's best practices
Supplier Name: Alutiq Contact(s): Drexler, Nora L. Vendor Number: 213746 Contract Number: 4600011098 Phone Number(s): 814-864-9986 (Work) 814-449-5434 (Cell) Business Address: 5639 Mill Street Erie, PA 16509-2923 COSTARS Participant	ndrexler@drexlerassociates.com	Prevention & Education	The 5-Step SAMHSA SPF Process for Strategic Planning & Logic Models	This course outlines & applies the 5 steps in the Strategic Prevention Framework as recommended and expected by SAMHSA	2-Day Course - Students will identify and apply the 5 main steps for creating a Strategic Plan: Assess, build capacities, Plan, Implement & Evaluate, Students also create a logic model & Action Plans.
Supplier Name: Anderson, Kami L. Vendor Number: 206182 Contract Number: 4600011038 Phone Number(s): 724-388-0600 Business Address: 346 Dogwood Circle Home, PA 15747 COSTARS Participant	kanderson@aidac.org	Administrative	BDAP Fiscal Manual Training for Providers	Provides full overview of each section of BDAP Fiscal Manual.	
Supplier Name: Anderson, Kami L. Vendor Number: 206182 Contract Number: 4600011038 Phone Number(s): 724-388-0600 Business Address: 346 Dogwood Circle Home, PA 15747 COSTARS Participant	kanderson@aidac.org	Administrative	BDAP Fiscal Manual Training for Single County Authority	Provides full overview of each section of BDAP Fiscal Manual.	
Supplier Name: Anderson, Linda Vendor Number: 213755 Contract Number: 4600011121 Phone Number(s): 412-656-6232 Business Address: PO Box 4059 Hidden Valley, PA 15502 COSTARS Participant	kanderson@aidac.org	Prevention & Education	Web-Based PBPS	Two Day performance-based Prevention Data Base System Training	The course is BDAP's logic model for the management, planning, assessment and evaluation of prevention services. Provides skills based utilization of the performance-based software

Health Training/Consulting (by Category)

Contractor	Contractor Email	Category	Course Name	Short Description of the Course	Course Skills and/or Course Competencies
Supplier Name: Barbara Terry & Assoc. Contact(s): Barbara J Terry Vendor Number: 204924 Contract Number: 4400000805 Phone Number: 717-579-8549 Business Address: 1001 Lauren Court Jeannette, PA 15644 COSTARS Participant	1bterry@comcast.net	Education & Prevention	Faith-Based Wings to Fly	6 hours on a faith-based to recovery and restoration of drug & alcohol abuse. Sessions are based on self discovery, reduction of life barriers, strategic approaches & practices and dialogue	Identify personal barriers & strongholds that prevent recovery; Discover new ways of thinking to enhance personal well being; Building self-esteem & to better understand that they were created for a purpose; Sessions are based on theory. Personal development & interactive dialogue & discussion; Results: participants are able to be better care givers, practitioners & build understanding of various needs of diverse clients.
Supplier Name: Bergonia, Jacqueline M Vendor Number: 211287 Contract Number:4400000269 Phone Number(s): 570-523-3923 800-255-2335 Business Address: 629 Market St Lewisburg, PA 17837 COSTARS Participant	jbergonia@crcchealth.com	Treatment	Suicide Risk	The class will focus on the identification of individuals at risk for suicide, Suicide assessment with age-specific challenges will be discussed. The National Suicide Prevention Strategies will offer techniques to identify those at risk.	Identify risk factors for suicide. Understand age-specific challenges. Define limitations of NO SUICIDE contract. Summarize information required to complete a thorough risk assessment. Recognize our own perception of suicide.
Supplier Name: Bird, John E. Vendor Number: 112018 Contract Number: 4600011039 Phone Number(s): 800-255-2335 ext. 1264 610-334-5216 Business Address: 208 James Road Lewisburg, PA 17837 COSTARS Participant	jbird@crchealth.com	Administrative	Ethics	Value vs. Ethics Legal Ethics Operational/Principle Ethics Aspiration/Virtue Ethics Patient Relationships	Pre/Post Training
Supplier Name: Bird, John E. Vendor Number: 112018 Contract Number: 4600011039 Phone Number(s): 800-255-2335 ext. 1264 610-334-5216 Business Address: 208 James Road Lewisburg, PA 17837 COSTARS Participant	jbird@crchealth.com	Aministrative	Ethics Training	Legal Ethics; Operational Ethics; and Aspirational Ethics - Identifying the problem, relevant ethical codes and the knowledge of applicable laws and regulations	Determine the difference between values and ethics, and how these two concepts drive professional conduct.
Supplier Name: Bird, John E. Vendor Number: 112018 Contract Number: 4600011039 Phone Number(s): 800-255-2335 ext. 1264 610-334-5216 Business Address: 208 James Road Lewisburg, PA 17837 COSTARS Participant	jbird@crchealth.com	Treatment	Basic Group Counseling Skills		

Health Training/Consulting (by Category)

Contractor	Contractor Email	Category	Course Name	Short Description of the Course	Course Skills and/or Course Competencies
Supplier Name: Bird, John E. Vendor Number: 112018 Contract Number: 4600011039 Phone Number(s): 800-255-2335 ext. 1264 610-334-5216 Business Address: 208 James Road Lewisburg, PA 17837 COSTARS Participant	jbird@crchealth.com	Treatment	Reducing Recidivism / Relapse for Addicted Offenders		
Supplier Name: Bird, John E. Vendor Number: 112018 Contract Number: 4600011039 Phone Number(s): 800-255-2335 ext. 1264 610-334-5216 Business Address: 208 James Road Lewisburg, PA 17837 COSTARS Participant	jbird@crchealth.com	Treatment	Relapse Prevention		
Supplier Name: Bowman, Mearl Dean Vendor Number: 213752 Contract Number: 4600011092 Phone Number(s): 215-681-9810 Business Address: 95 Caldwell Rd North East, MD 21901 COSTARS Participant	deanbowm@msm.com	Administrative	Confidentiality	State & Federal laws concerning Drug & Alcohol Treatment of clients	A. Support staff work in drug & alcohol treatment
Supplier Name: Bowman, Mearl Dean Vendor Number: 213752 Contract Number: 4600011092 Phone Number(s): 215-681-9810 Business Address: 95 Caldwell Rd North East, MD 21901 COSTARS Participant	deanbowm@msm.com	Case Management	Screening & Assessment	To determine appropriateness for Drug & Alcohol treatment & record specific information in all area of life functioning	Support for counselors, case managers & staff working with drug & alcohol clients
Supplier Name: Bowman, Mearl Dean Vendor Number: 213752 Contract Number: 4600011092 Phone Number(s): 215-681-9810 Business Address: 95 Caldwell Rd North East, MD 21901 COSTARS Participant	deanbowm@msm.com	Treatment	Addiction 101	Basic fundamentals in the following; substance of abuse, biomedical & neurological effects, detoxification, DSM-IV substance abuse disorders, addiction counseling and treatment	Basic knowledge in the behavioral health sciences

Health Training/Consulting (by Category)

Contractor	Contractor Email	Category	Course Name	Short Description of the Course	Course Skills and/or Course Competencies
Supplier Name: Bowman, Mearl Dean Vendor Number: 213752 Contract Number: 4600011092 Phone Number(s): 215-681-9810 Business Address: 95 Caldwell Rd North East, MD 21901 COSTARS Participant	deanbowm@msm.com	Treatment	Adolescent Gambling Problems		
Supplier Name: Bowman, Mearl Dean Vendor Number: 213752 Contract Number: 4600011092 Phone Number(s): 215-681-9810 Business Address: 95 Caldwell Rd North East, MD 21901 COSTARS Participant	deanbowm@msm.com	Treatment	ASAM_PPC2 - Patient Placement Criteria for substance abuse disorders	The American Society of Addiction Medicine adult & adolescent Patient Placement criteria for the treatment of substance-related disorders	Knowledge of Mental health disorders, DSM-IV diagnosis, adolescent developmental theories, Types of services, special needs and treatment providers educate & experience working in the behavioral health sciences
Supplier Name: Bowman, Mearl Dean Vendor Number: 213752 Contract Number: 4600011092 Phone Number(s): 215-681-9810 Business Address: 95 Caldwell Rd North East, MD 21901 COSTARS Participant	deanbowm@msm.com	Treatment	PA Client Placement Criteria (PCPC)	Adult Level of Care Placement for drug & Alcohol Treatment	Knowledge of types of services, special needs. Treatment providers educate & experience working in the behavioral health sciences
Supplier Name: Bowman, Mearl Dean Vendor Number: 213752 Contract Number: 4600011092 Phone Number(s): 215-681-9810 Business Address: 95 Caldwell Rd North East, MD 21901 COSTARS Participant	deanbowm@msm.com	Treatment	Practical Applications for PCPC & Confidentiality		
Supplier Name: Butler County Drug & Alcohol Contact(s): Betty Gaul Vendor Number: 309759 Contract Number: 4400001470 Phone Number(s): 724-284-5114 / 724-355-0623 Business Address: 124 West Diamond St. Butler, PA 16001 COSTARS Participant	bgaul@co.butler.pa.us	Education & Prevention	What is SPF? (Strategic Prevention Framework)	SFF is a framework is a SAMHSA endorsed process that challenges states and communities to use research data and evidenced-based programs to advance the field of prevention.	The goals for this workshop are to introduce SAMHSA's Strategic Prevention Framework (SPF) and its five steps and to increase the understanding of the key concepts that drive the SPF process. Upon completion of this workshop, participants will be able to: better understand the core concepts of the SPF and the components of the SPF logic model, list two distinct difference between previous prevention efforts and the SPF and identify methods to be used in a prevention planning process that are culturally competent and can be sustained over time.

Health Training/Consulting (by Category)

Contractor	Contractor Email	Category	Course Name	Short Description of the Course	Course Skills and/or Course Competencies
<p>Supplier Name: Cassium-Williams, Jamie Vendor Number: 206609 Contract Number:4400000272 Phone Number(s): 412-257-4980 412-983-0147 (Cell) Business Address: 2041 Clearfork Rd Bridgeville, PA 17837 COSTARS Participant</p>	<p>jamie.e.williams@comcast.net</p>	<p>Prevention & Education</p>	<p>Fidelity & Adaptation Training</p>	<p>This training will help participants improve their understanding of and their skills related to the meaning of "fidelity" and "adaptation" as it pertains to drug prevention programming</p>	<p>This training offers the opposing views of fidelity and adaptation, the meaning of "program replication" plus the importance of fidelity and adaptation.</p>
<p>Supplier Name: Cleveland, Agnes Marie Vendor Number: 213752 Contract Number: 460011102 Phone Number(s): 412-727-6370 Business Address: 922 Valley Penn Hills, PA 15235 COSTARS Participant</p>	<p>reeree110@juno.com</p>	<p>Prevention & Education</p>	<p>Fidelity & Adaptation</p>		
<p>Supplier Name: Cleveland, Agnes Marie Vendor Number: 213752 Contract Number: 460011102 Phone Number(s): 412-727-6370 Business Address: 922 Valley Penn Hills, PA 15235 COSTARS Participant</p>	<p>reeree110@juno.com</p>	<p>Prevention & Education</p>	<p>Performance-Based Prevention System (PBPS) WEB-Based</p>	<p>Performance-Based Prevention System WEB-Based is a software system designed and developed by Human Services Software Partners (HSSP) for the State of PA. PBPS is designed to provide an overview of the history of Prevention and an overview of instructions on implementing the ten subdivisions of the data base system: Administration, Assessment, Planning, Programs, Activities, Reports, Evaluations, coalition, Knowledge Base and Tech Support. Each subdivision is explained through didactic and practical application.</p>	<p>Identify BDAP risk & Protective factors, key components of prevention history Gain understanding of evolution of PBPS, the difference between a science-evidenced based program & generic-innovative program, & the difference between attendees & participants. Describe and write methods, goals, & objectives and planning of PBPS</p>

Health Training/Consulting (by Category)

Contractor	Contractor Email	Category	Course Name	Short Description of the Course	Course Skills and/or Course Competencies
<p>Supplier Name: Cleveland, Agnes Marie Vendor Number: 213752 Contract Number: 460011102 Phone Number(s): 412-727-6370 Business Address: 922 Valley Penn Hills, PA 15235 COSTARS Participant</p>	<p>reeree110@juno.com</p>	<p>Prevention & Education</p>	<p>Substance Abuse Prevention Specialist Training</p>	<p>The substance abuse prevention training was developed by the National Regional CSAPs CAPT in response to the multiple requests from prevention specialists in state agencies & Community-based organizations. The curriculum provides a framework for the historical overview & timeline of drug prevention, attitudes & viewpoints about drug prevention & current approaches to drug prevention. Participants learn the context of program planning, drug facts, terms, supplies and demand reduction, the cultural context & ethics of prevention, the human development theories, the role of media, media literacy and advocacy as well as social marketing basics. Evaluation guidelines & presented including the development of a logic model and action plans</p>	<p>At the conclusion of this session, participants should be able to: Describe risk factors/protective factors approach to drug prevention, describe 7 steps to building a prevention program, relate prevention strategies to people in various stages of development, understand media advocacy principles to a case study, describe the basic principles associated with social marketing, understand the benefits & design a theory based data driven logic model and the purpose of evaluation, redesign a prevention program based on what was learned from the training</p>
<p>Supplier Name: Coalition for a Smoke-Free Vly Contact(s): Palu, Alice Dalla / Casey, Meredith Vendor Number: 11977-004 Contract Number: 4600011040 Phone Number(s): 610-969-4855 Business Address: PO Box 7017 17 & Chew Sts Allentown, PA 18105 COSTARS Participant</p>	<p>alice.dallapalu@lvh.com</p>	<p>Treatment</p>	<p>Tobacco Dependence</p>	<p>The course offers addictions treatment & behavioral health care professionals an overview of tobacco addiction in 2 sections: History of tobacco marketing & control and clinical skill training</p>	<p>Comprehend tobacco industry strategies to subvert public health inroads to tobacco control. Understand stage of change theory related to tobacco control. Determine effective tobacco staged-based interventions via clinical treatment planning. Incorporate tobacco dependence treatment protocols within D&A treatment to enhance client treatment & sobriety.</p>
<p>Supplier Name: Collins, Winston Vendor Number: 165162 Contract Number: 4400000270 Phone Number(s): 215-852-1613 Business Address: 1758 Hollins Road Bensalem, PA 19020 COSTARS Participant</p>	<p>theglove713@aol.com</p>	<p>Treatment</p>	<p>D/A Confidentiality</p>	<p>Drug/Alcohol laws and patient information management.</p>	<p>Approved State Trainer</p>

Health Training/Consulting (by Category)

Contractor	Contractor Email	Category	Course Name	Short Description of the Course	Course Skills and/or Course Competencies
Supplier Name: Consumer Satisfaction Team, Inc Contact(s): Loretta Ferry Vendor Number: 207089 Contract Number: 4400001549 Phone Number(s): 215-923-9627 Business Address: 520 N Delaware Ave 7th Floor Philadelphia, PA 19123 COSTARS Participant	LFerry@pmhcc.org	Education & Prevention	Prevention 101	An introductory course for both new preventionists and those interested in learning more about prevention systems and science.	Outline that ATOD prevention system from the Federal to the local provider levels. Describe the BDAP's Performance-Based Prevention Model, including its 5 steps and risk & protective factors. Identify the Federal strategies for prevention programming.
Supplier Name: Consumer Satisfaction Team, Inc Contact(s): Loretta Ferry Vendor Number: 207089 Contract Number: 4400001549 Phone Number(s): 215-923-9627 Business Address: 520 N Delaware Ave 7th Floor Philadelphia, PA 19123 COSTARS Participant	LFerry@pmhcc.org	Education & Prevention	SAP Leadership Training	This 1 day course will provide school & Community leaders with an up-to-date understanding of the Commonwealth/s Student Assistance Program model and it's effective implementation to assist at-risk students in our school.	Understand the basic framework for the PA model for SAP, including current "best practices". Understand the legal environment in which SAP operates in PA. Outline strategies for measuring, maintaining, improving & supporting SAP in our schools.
Supplier Name: Consumer Satisfaction Team, Inc Contact(s): Loretta Ferry Vendor Number: 207089 Contract Number: 4400001549 Phone Number(s): 215-923-9627 Business Address: 520 N Delaware Ave 7th Floor Philadelphia, PA 19123 COSTARS Participant	LFerry@pmhcc.org	Education & Prevention	What is SPF?	A course to introduce or review SAMHSA's Strategic Prevention Framework (SPF) and its five steps, with specific attention to the five concepts that drive the SPF process	Understand the core concepts of SPF & the components of its logic model. List two distinct difference between the SPF and previous prevention efforts. Identify methods to be used in a prevention planning process that ate culturally competent and can be sustained over time.
Supplier Name: Crane, Deborah L Vendor Number: 214582 Contract Number: 4400000262 Phone Number(s): 267-625-5451 Business Address: 912 Hunters Lane Oreland, PA 19075 COSTARS Participant	cranevoice@comcast.net	Prevention & Education	Fidelity and Adaptation	This course will teach prevention specialists the importance of maintaining fidelity to evidence-based programs and how to enter adaptations made into PA's reporting system.	Course participants will increase their knowledge of: The meaning & importance of the terms fidelity & adaptation The advantages & disadvantages of each The importance of tracking adaptations How to use PA's tool for tracking adaptations

Health Training/Consulting (by Category)

Contractor	Contractor Email	Category	Course Name	Short Description of the Course	Course Skills and/or Course Competencies
Supplier Name: Curry, Jan Vendor Number: 213748 Contract Number: 4600011094 Phone Number(s): 724-843-9473 Business Address: 3209 37th Street Ext Beavers Falls, PA 15010-1219 COSTARS Participant	jac@gatewayrehab.org	Treatment	Adolescent ASAM	Adolescent ASAM teaches participants to use the ASAM criteria as an effective tool in the appropriate placement of adolescents with drug & alcohol problems	
Supplier Name: Curry, Jan Vendor Number: 213748 Contract Number: 4600011094 Phone Number(s): 724-843-9473 Business Address: 3209 37th Street Ext Beavers Falls, PA 15010-1219 COSTARS Participant	jac@gatewayrehab.org	Treatment	Screening & Assessment	Screening & Assessment training teaches participants to screen for emergent care needs and to coordinate all aspects of the client involvement in the drug and alcohol system of services	
Supplier Name: David O'Connell PH.D Contact(s): David O'Connell PH.D Vendor Number: 308416 Contract Number: 4400001538 Phone Number(s): 610-678-5105 Business Address: 25 Steven Ave. West Lawn, PA 19606 COSTARS Participant	drdave@isp.com	Treatment	Combating Relapse	Expand Your Skill and Knowledge in Relapse Prevention Counseling with a Dynamic Leader in Addictions Treatment	Apply concrete, effective, practical treatment approaches to help your patients prevent relapse and cope with it when it occurs. Learn a comprehensive approach to relapse assessment. Develop and implement a comprehensive treatment plan and daily program for your relapse prone patients. Apply time tested, effective relapse prevention techniques immediately in you clinical practice.
Supplier Name: David O'Connell PH.D Contact(s): David O'Connell PH.D Vendor Number: 308416 Contract Number: 4400001538 Phone Number(s): 610-678-5105 Business Address: 25 Steven Ave. West Lawn, PA 19606 COSTARS Participant	drdave@isp.com	Treatment	Crisis in our Schools: Realities of the Current Drug Culture	You will learn about the hidden dangers students face with the increasing use of inhalants, the RAVE movement and health risks of drugs such as examine, ecstasy, GHB and "the new marijuana subculture" and how it is impacting the students learning process. You will learn about the established link between family violence and drug use. You will also learn about the destructive impact of methamphetamine use in schools and communities, its relationship to family violence, and the increasingly critical role of educators and counselors in primary prevention education and intervention.	Why one of the most dangerous drugs, methamphetamine, is coming soon to a neighborhood near you. Recognize clear-cut signs and symptoms of substance abuse. How the new "heroin chic" camouflages serious psychological problems such as eating disorders. How student's attitudes and beliefs about drugs and their risks are changing RAVE party drugs and their relationship with sexual assault crimes. Types of drug paraphernalia students are bringing to class every day. Patterns of neuropsychological damage from drug use and how treatment can reverse many of the drugs ill effects.

Health Training/Consulting (by Category)

Contractor	Contractor Email	Category	Course Name	Short Description of the Course	Course Skills and/or Course Competencies
Supplier Name: David O'Connell PH.D Contact(s): David O'Connell PH.D Vendor Number: 308416 Contract Number: 4400001538 Phone Number(s): 610-678-5105 Business Address: 25 Steven Ave. West Lawn, PA 19606 COSTARS Participant	drdave@isp.com	Treatment	The Therapist & Spirituality	This dynamic and inspiring workshop will also help therapists culture spirituality in their own lives. When you complete this workshop you will feel entirely comfortable with addressing spirituality in counseling and therapy and you will become more enlightened about the powerful impact of spiritual technologies such as prayer, meditation and contemplation on physiological and physical healing.	Workshop Goals: Through participation in this informative workshop you can expect to learn: The five paths to spiritual awakening. Three easily learned and taught meditation techniques. The physiological and neuropsychological effects of prayer, meditation and other spiritual practices. How to assist patients with understanding and approaching prayer. Exciting new research in the field of neurospirituality. Teaching patients spiritual principles and applying them in their daily lives. The seven defining qualities of a spiritual awakening.
Supplier Name: Davis, Sarah Vendor Number: 213747 Contract Number: 4600011095 Phone Number(s): 717-292-7386 Business Address: 2220 Mill Creek Rd Dover, PA 17315 COSTARS Participant	davissarahl@aol.com	Administrative	Confidentiality	State and Federal laws concerning Drug and Alcohol treatment clients	Drug and alcohol counselors and support staff work in Drug and Alcohol treatment.
Supplier Name: Davis, Sarah Vendor Number: 213747 Contract Number: 4600011095 Phone Number(s): 717-292-7386 Business Address: 2220 Mill Creek Rd Dover, PA 17315 COSTARS Participant	davissarahl@aol.com	Case Management	Case Management Overview	This course introduces the history & functions of case management in PA. Topics covered include listening skills, boundary setting, motivational interviewing, engaging the client, stages of change, & an overview of ethics.	Participants will learn the principles of case management, its history and functions. To develop an understanding of the screening & assessment process, as it relates to person with potential substance abuse problems. To develop knowledge of how to make a level of case management determination. Participants will be able to identify safety issues for case managers, develop an understanding of stage of change and will become aware of the common characteristics found in ethical decision making models.
Supplier Name: Davis, Sarah Vendor Number: 213747 Contract Number: 4600011095 Phone Number(s): 717-292-7386 Business Address: 2220 Mill Creek Rd Dover, PA 17315 COSTARS Participant	davissarahl@aol.com	Case Management	ISS Service Planning & Record Keeping	This course examines the process of service planning & case monitoring, including documentation practices. Current BDAP regulations governing this service as well as the Inventory of Support Services ISS will be reviewed.	Participants will gain an understanding of Strength-based Case Management through examination of various Case Management models and to identify the functions of intensive case management. Also, they will gain practical knowledge of the ISS and be prepared to use it in their daily work with clients and learn the process of record keeping in case management

Health Training/Consulting (by Category)

Contractor	Contractor Email	Category	Course Name	Short Description of the Course	Course Skills and/or Course Competencies
Supplier Name: Davis, Sarah Vendor Number: 213747 Contract Number: 4600011095 Phone Number(s): 717-292-7386 Business Address: 2220 Mill Creek Rd Dover, PA 17315 COSTARS Participant	davissarahl@aol.com	Treatment	Addiction 102	Entry level course topics are: Stages of Dependence, Characteristics of common drugs of abuse, Signs of intoxication & withdrawal, Treatment philosophy, Methods of intervention & types of treatment.	Develops understanding of Federal Law 42 CFR Part II, Develops understanding of restrictions under PA code 255.5 as it pertains to release information. Though this course, participants obtain necessary information to be in compliance with Federal and State Laws & Regulations pertaining to drug & alcohol confidentiality of client information.
Supplier Name: Davis, Sarah Vendor Number: 213747 Contract Number: 4600011095 Phone Number(s): 717-292-7386 Business Address: 2220 Mill Creek Rd Dover, PA 17315 COSTARS Participant	davissarahl@aol.com	Treatment	PCPC	The course is designed to provide participants with a basic understanding of the PA Client Placement Criteria to enable them to make Appropriate placement decisions for persons experiencing substance abuse problems.	Gain a practical knowledge of the PCPC & and be able to apply it directly to clinical settings. Develop an understanding of the various treatment levels and specific service types in PA. Examine various special needs populations & explore ways to assess these needs in clients.
Supplier Name: Davis, Sarah Vendor Number: 213747 Contract Number: 4600011095 Phone Number(s): 717-292-7386 Business Address: 2220 Mill Creek Rd Dover, PA 17315 COSTARS Participant	davissarahl@aol.com	Treatment	Practical Applications for PCPC & Confidentiality	This course will present, both for the PCPC & Confidentiality, a multitude of case studies & scenarios, which will present challenges to the clinician to make the correct application of the criteria or of the law as it pertains to each case. This is an excellent opportunity to become more familiar with the complexities of both the PCPC & Confidentiality laws and regulations.	Be able to apply knowledge of the federal & state laws & regulations to be able to make decisions regarding appropriate releases of information in various situations.
Supplier Name: Davis, Sarah Vendor Number: 213747 Contract Number: 4600011095 Phone Number(s): 717-292-7386 Business Address: 2220 Mill Creek Rd Dover, PA 17315 COSTARS Participant	davissarahl@aol.com	Treatment	Screening & Assessment	This course will provide an understanding of how to determine emergent care needs as well as how to conduct an effective assessment. An overview of the Clinical Institute Withdrawal Assessment for Alcohol, the Narcotics Withdrawal Scale, the Diagnostic and Statistical Manual IV-Revised for substance abuse disorders, and cultural competency will be addressed.	Participants will gain knowledge of screening process to include who conducts screenings, what are screening, and who is being screened. Participants will gain knowledge of assessment process to include what is the assessment, interviewing tips, DSM-IV, and confidentiality. Participants will develop strategies for screening and assessment from one another.
Supplier Name: Dawn Housel Contact(s): Dawn Housel Vendor Number: Contract Number: Phone Number: 814-652-2706 Business Address: 1730 Lower Snake Spring Rd. Everett, PA 15537 COSTARS Participant	dhousel@bedford.net	Education & Prevention	Strategic Prevention Framework	A five step SAMHSA Process for Strategic Prevention Planning	Students will identify and apply the 5 main steps for creating and implementing a Strategic Prevention Plan.

Health Training/Consulting (by Category)

Contractor	Contractor Email	Category	Course Name	Short Description of the Course	Course Skills and/or Course Competencies
Supplier Name: Dawn Housel Contact(s): Dawn Housel Vendor Number: Contract Number: Phone Number: 814-652-2706 Business Address: 1730 Lower Snake Spring Rd. Everett, PA 15537 COSTARS Participant	dhousel@bedford.net	Education & Prevention	Prevention 101	Beginning basics of Prevention	Students will identify the history of prevention, evolution of prevention and the federal categories of implementing prevention programs.
Supplier Name: Dickinson, Kenneth Vendor Number: 174067 Contract Number: 4600011041 Phone Number(s): 610-932-8349 Business Address: 54 Aarons Lane Nottingham, PA 19362-9187 COSTARS Participant	kendrph@aol.com	Health & Safety	Fundamentals of Physiology of Addiction	Fundamentals of Physiology and pharmacology of substances of abuse. Basics of neurochemistry of addiction and treatment. Description of various of substances of abuse. Basics of neurochemistry effects of drugs of abuse	Counselors, Case Managers and related staff working with Drug and Alcohol clients.
Supplier Name: Dickinson, Kenneth Vendor Number: 174067 Contract Number: 4600011041 Phone Number(s): 610-932-8349 Business Address: 54 Aarons Lane Nottingham, PA 19362-9187 COSTARS Participant	kendrph@aol.com	Treatment	Adolescent Drug Abuse	Discussion as to how and why adolescent abuse alcohol and other drugs of abuse, current trends, supported by survey data, drug described regarding various effects, signs, symptoms, population, who uses, toxicity, withdrawal, treatment and prevention strategies	
Supplier Name: Dickinson, Kenneth Vendor Number: 174067 Contract Number: 4600011041 Phone Number(s): 610-932-8349 Business Address: 54 Aarons Lane Nottingham, PA 19362-9187 COSTARS Participant	kendrph@aol.com	Treatment	Advanced Pharmacology of addiction	Course designed for persons with advanced knowledge or experience with pharmacology of Alcohol and other drugs of abuse. Latest research regarding neurochemistry of addiction. Details of pharmacology agents used to treat additions illness.	
Supplier Name: Dickinson, Kenneth Vendor Number: 174067 Contract Number: 4600011041 Phone Number(s): 610-932-8349 Business Address: 54 Aarons Lane Nottingham, PA 19362-9187 COSTARS Participant	kendrph@aol.com	Treatment	Basic Pharmacology		

Health Training/Consulting (by Category)

Contractor	Contractor Email	Category	Course Name	Short Description of the Course	Course Skills and/or Course Competencies
Supplier Name: Dickinson, Kenneth Vendor Number: 174067 Contract Number: 4600011041 Phone Number(s): 610-932-8349 Business Address: 54 Aarons Lane Nottingham, PA 19362-9187 COSTARS Participant	kendrph@aol.com	Treatment	Buprendphine for Non-Medical Professionals	T. NIDA Prepared and approved training regarding use of suboxone and subutex in the treatment of heroin and other opioid abuse/addiction	
Supplier Name: Dickinson, Kenneth Vendor Number: 174067 Contract Number: 4600011041 Phone Number(s): 610-932-8349 Business Address: 54 Aarons Lane Nottingham, PA 19362-9187 COSTARS Participant	kendrph@aol.com	Treatment	Fentanyl: Spiking Heroin	Description/discussion regarding use of fentanyl, a synthetic opioid that is 50 x the potency of 0 morphine. Fentanyl, when added to heroin, results in many overdose deaths. Epidemiology effects, how used, how made, dangers, paraphernalia, withdraw, treatment, and preventions are discussed	
Supplier Name: Dickinson, Kenneth Vendor Number: 174067 Contract Number: 4600011041 Phone Number(s): 610-932-8349 Business Address: 54 Aarons Lane Nottingham, PA 19362-9187 COSTARS Participant	kendrph@aol.com	Treatment	Fetal Drug Effects	6 hours review of fetal alcohol syndrome spectrum as well as other major drugs of abuse etiological & contributing factors explained & prevention best practices reviewed.	
Supplier Name: Dickinson, Kenneth Vendor Number: 174067 Contract Number: 4600011041 Phone Number(s): 610-932-8349 Business Address: 54 Aarons Lane Nottingham, PA 19362-9187 COSTARS Participant	kendrph@aol.com	Treatment	How to Fool the Bladder Police		
Supplier Name: Dickinson, Kenneth Vendor Number: 174067 Contract Number: 4600011041 Phone Number(s): 610-932-8349 Business Address: 54 Aarons Lane Nottingham, PA 19362-9187 COSTARS Participant	kendrph@aol.com	Treatment	Methamphetamines: All You Want to Know	Description of methamphetamines in PA w/attention to: History, epidemiology, who uses, various effects, crime/violence, HIV/AIDS, Drug endangered children, Treatment and Prevention	

Health Training/Consulting (by Category)

Contractor	Contractor Email	Category	Course Name	Short Description of the Course	Course Skills and/or Course Competencies
Supplier Name: Dickinson, Kenneth Vendor Number: 174067 Contract Number: 4600011041 Phone Number(s): 610-932-8349 Business Address: 54 Aarons Lane Nottingham, PA 19362-9187 COSTARS Participant	kendrph@aol.com	Treatment	Prescription Drug Abuse	Description regarding current epidemic/trend involving abuse of prescription drugs. Role of internet and other contributing factors presented as well as how drugs obtained; used. signs, symptoms of use, type, toxicity, treatment and prevention.	
Supplier Name: Dickinson, Kenneth Vendor Number: 174067 Contract Number: 4600011041 Phone Number(s): 610-932-8349 Business Address: 54 Aarons Lane Nottingham, PA 19362-9187 COSTARS Participant	kendrph@aol.com	Treatment	Substance Abuse Among the Elderly	Data and contributing factors demonstrating substance abused elderly as a major health problem. Alcohol & other drugs described with attention to greater susceptibility to toxic effect in elderly. How to treat, educate & present this abuse discussed.	
Supplier Name: Dickinson, Kenneth Vendor Number: 174067 Contract Number: 4600011041 Phone Number(s): 610-932-8349 Business Address: 54 Aarons Lane Nottingham, PA 19362-9187 COSTARS Participant	kendrph@aol.com	Treatment	The Matrix Model: An Overview & Guidelines for Application		
Supplier Name: Diskin, Joseph R., Jr. Vendor Number: 213753 Contract Number: 4600011120 Phone Number(s): 724-354-2746 (Work) 724-388-3210 (Cell) Business Address: 489 Allshouse Rd Avonmore, PA 15618 COSTARS Participant	jdiskin@aidac.org	Case Management	Case Management Overview	This course includes the history & functions of case management in PA. The course will address listening skills, boundary settings, motivational interviewing, engaging the client and overview of details	Participants will at the end of this course have an understanding of case management in the state of PA.
Supplier Name: Diskin, Joseph R., Jr. Vendor Number: 213753 Contract Number: 4600011120 Phone Number(s): 724-354-2746 (Work) 724-388-3210 (Cell) Business Address: 489 Allshouse Rd Avonmore, PA 15618 COSTARS Participant	jdiskin@aidac.org	Treatment	Addiction 101	This course cover the disease concept, stages of dependence, Characteristics of common drugs of abuse, mini pharmacology lesson, relapse, withdrawal and detoxification, twelve step recovery, treatment philosophy, intervention overview of assessment, general concepts about levels of care, motivation for treatment and what makes treatment successful.	Participants will at the end of this course have an understanding of chemical dependency

Health Training/Consulting (by Category)

Contractor	Contractor Email	Category	Course Name	Short Description of the Course	Course Skills and/or Course Competencies
Supplier Name: Diskin, Joseph R., Jr. Vendor Number: 213753 Contract Number: 4600011120 Phone Number(s): 724-354-2746 (Work) 724-388-3210 (Cell) Business Address: 489 Allshouse Rd Avonmore, PA 15618 COSTARS Participant	jdiskin@aidac.org	Treatment	ASAM PPC-2R	This course will teach participants to determine the criteria of the adolescent ASAM PPC-2R Manual	Participants will at the end of this course have an understanding of how to use the ASAM PPC-2R Manual
Supplier Name: Diskin, Joseph R., Jr. Vendor Number: 213753 Contract Number: 4600011120 Phone Number(s): 724-354-2746 (Work) 724-388-3210 (Cell) Business Address: 489 Allshouse Rd Avonmore, PA 15618 COSTARS Participant	jdiskin@aidac.org	Treatment	Forensics & Addiction	this workshop provide substance abuse professionals with theoretical models and techniques for working with forensic clients	Participants will have an understanding of theoretical models and techniques when working with forensic clients
Supplier Name: Diskin, Joseph R., Jr. Vendor Number: 213753 Contract Number: 4600011120 Phone Number(s): 724-354-2746 (Work) 724-388-3210 (Cell) Business Address: 489 Allshouse Rd Avonmore, PA 15618 COSTARS Participant	jdiskin@aidac.org	Treatment	Screening & Assessment	This workshop will provide an understanding on how to determine emergent care needs as well as how to conduct an effective assessment.	Participants will at the end of this course have an understanding on how to completed a screening on assessment
Supplier Name: Donahue, Michael Vendor Number: 213754 Contract Number: 4600011097 Phone Number(s): 570-384-0668 Business Address: PO Box 101 Rock Glen, PA 18246 COSTARS Participant	mdonahue@luzernecounty.org	Treatment	Adolescent ASAM	Overview of placement criteria for adolescent clients.	Clinical skills needs for drug & alcohol professionals dealing with adolescents, Core Training
Supplier Name: Donahue, Michael Vendor Number: 213754 Contract Number: 4600011097 Phone Number(s): 570-384-0668 Business Address: PO Box 101 Rock Glen, PA 18246 COSTARS Participant	mdonahue@luzernecounty.org	Treatment	ASAM	Education of using ASAM to place adult & adolescent drug & alcohol clients.	Training designed to give participate skills needed to use ASAM for placement of clients

Health Training/Consulting (by Category)

Contractor	Contractor Email	Category	Course Name	Short Description of the Course	Course Skills and/or Course Competencies
Supplier Name: Donahue, Michael Vendor Number: 213754 Contract Number: 4600011097 Phone Number(s): 570-384-0668 Business Address: PO Box 101 Rock Glen, PA 18246 COSTARS Participant	mdonahue@luzernecounty.org	Treatment	PCPC	Training on criteria used for placing adult drug & alcohol patients in PA..	Education on criteria T.O.T. for adult drug & Alcohol clients
Supplier Name: Douglas Candelario Contact(s): Douglas Candelario Vendor Number: 307562 Contract Number: 4400001545 Phone Number(s): 570-724-5543 Business Address: 6 Hastings Street Wellsboro, PA 16901 COSTARS Participant	dcandy@ptd.net	Education & Prevention	What is SPF?	Introduction/overview of the Strategic Prevention Framework (SPF) and its core concepts.	Better understanding of the core concepts of the SPF and the SPF logic model. Distinguish difference between previous prevention efforts and the SPF identify culturally competent and sustainable prevention planning methods.
Supplier Name: Edgar, Susan Vendor Number: 110822 Contract Number: 4400000271 Phone Number(s): 302-652-2235 Business Address: 206 west 21st St. Wilmington, Delaware 19802	ste@verizon.net	Prevention & Education	Drug and Alcohol Confidentially	For many treatment providers, the 42 CFR Part II confidentiality law that applies to addiction treatment is assumed to have the same restrictions and guidelines as those applicable to mental health. The fact is, 42 CFR may be more restrictive and is very specific about record keeping, disclosure, consent, and release of information. PA laws differ and conflict with Federal laws in some cases. In this workshop we will discuss some of the dilemmas that arise when interpreting and applying these laws.	Correct interpretation and utilization of Federal and State Confidentiality laws.
Supplier Name: Edgar, Susan Vendor Number: 110822 Contract Number: 4400000271 Phone Number(s): 302-652-2235 Business Address: 206 west 21st St. Wilmington, Delaware 19802	ste@verizon.net	Prevention & Education	Problem Gambling for Beginners	This day long workshop will present the fundamentals of problem gambling. The history, development and current status of the gambling field will be presented. Also included will be diagnostic criteria and the signs symptoms and stages of the progression of the disorder. this will be limited to identification, assessment and initial stabilization of the problem gambler.	Participants will be able to identify types of gamblers, administer 2 standardized screening instruments, identify stages, signs and symptoms and progression of problem gambling.
Supplier Name: Ellis, Helena Vendor Number: 178154 Contract Number: 4600011042 Phone Number(s): 724-774-5884 (Home) 724-869-2222 ext. 223 (Work) Business Address: 1287 Riverside Dr Beaver, PA 15009 COSTARS Participant	h.ellis@thepreventionnetwork.org	Prevention & Education	Performance-Based Prevention System (PBPS) Training	Mandatory class for personnel who have contracts with and SCA to provide prevention services . The course is BDAP logic model for the management planning, assessment and evaluation of prevention services.	Skill based utilization of the PBPS software

Health Training/Consulting (by Category)

Contractor	Contractor Email	Category	Course Name	Short Description of the Course	Course Skills and/or Course Competencies
Supplier Name: Erikson, Lisa Vendor Number: 164417 Contract Number: 4600011069 Phone Number(s): 570-322-3522 Business Address: 2616 Grand Street Williamsport, PA 17701 COSTARS Participant	A86911@comcast.net	Treatment	Adolescent ASAM	This is a practical course in the use of this placement tool for adolescents that will allow participants to review the process of matching clients with the most appropriate level of care	This course assumes a solid foundation in Drug and Alcohol. It is appropriate for anyone working with adolescents with substance abuse issues.
Supplier Name: Erikson, Lisa Vendor Number: 164417 Contract Number: 4600011069 Phone Number(s): 570-322-3522 Business Address: 2616 Grand Street Williamsport, PA 17701 COSTARS Participant	A86911@comcast.net	Treatment	ASAM	This is a practical course in the use of this placement tool for adolescents that will allow participants to review the process of matching clients with the most appropriate level of care	This course assumes a solid foundation in Drug and Alcohol. It is appropriate for anyone working with adolescents with substance abuse issues.
Supplier Name: Erikson, Lisa Vendor Number: 164417 Contract Number: 4600011069 Phone Number(s): 570-322-3522 Business Address: 2616 Grand Street Williamsport, PA 17701 COSTARS Participant	A86911@comcast.net	Treatment	PCPC	This course covers the PA Client Placement Criteria. Levels of care, type of services, the six dimensions and application exercise will assist participants in sharpening their placement skills	This course assumes a basic knowledge of Drug and Alcohol and is appropriate for anyone interested in how placement decisions are made.
Supplier Name: Erikson, Lisa Vendor Number: 164417 Contract Number: 4600011069 Phone Number(s): 570-322-3522 Business Address: 2616 Grand Street Williamsport, PA 17701 COSTARS Participant	A86911@comcast.net	Treatment	Screening & Assessment	This course addresses the requirements for drug & alcohol screening and assessment of adults in PA. The required components of each tool, emergent care issues, screening options, level of case management determination, interviewing techniques and review of the DSM-IV Criteria for Substance Abuse Disorders will be covered.	This course is designed for both the support and clinical staff of providers. It is especially helpful for those who have initial point of contact with clients in the Drug and Alcohol field.
Supplier Name: Erikson, Lisa Vendor Number: 164417 Contract Number: 4600011069 Phone Number(s): 570-322-3522 Business Address: 2616 Grand Street Williamsport, PA 17701 COSTARS Participant	A86911@comcast.net	Treatment	Screening & Assessment	This course address the requirements for drug and alcohol screening and assessment of adults in PA. The required components of each tool, emergent care issues, screening options, level of cases management determination, interviewing techniques and review of the DSM-IV Criteria for Substance Abuse Disorders will be covered.	This course is designed for both the support and clinical staff of provides. It is especially helpful for those who have initial point of contact with clients in the Drug and Alcohol field

Health Training/Consulting (by Category)

Contractor	Contractor Email	Category	Course Name	Short Description of the Course	Course Skills and/or Course Competencies
Supplier Name: Farr, Dorothy J Vendor Number: 210952 Contract Number: 4400000261 Phone Number(s): 267-374-6497 215-773-9313 X 426 Business Address: 12 Azalea Lane Media, PA 19063 COSTARS Participant	Holicong4@aol.com djfar@co.bucks.pa.us	Treatment	Co-Occurring Disorders: A General Overview	This workshop will provide attendees with a general overview of co-occurring disorders, including a clarifying definition. Prevalence rates will be discussed from a variety of perspectives, including adolescence, institutional settings, correctional settings and homelessness. Attitudes and principles essential to effective treatment are explored. We will review DR. Kenneth Mindoff's Comprehensive, Continuous, Integrated Systems of Care Model, focusing on the treatment principles & standards of care.	Participants will better understand the complexities of engaging individuals who have complex co-occurring conditions. They will be provided with a broad range of resources designed to enhance clinical competencies. They will learn the treatment principles & standards of care described in the CCIS Model (Dr. Minkoff). They will also review the COD Bulletin issued by the State of PA in 2/05.
Supplier Name: Farr, Dorothy J Vendor Number: 210952 Contract Number: 4400000261 Phone Number(s): 267-374-6497 215-773-9313 X 426 Business Address: 12 Azalea Lane Media, PA 19063 COSTARS Participant	Holicong4@aol.com djfar@co.bucks.pa.us	Treatment	Motivational Interviewing	This is a series of workshops conducted over a three day period, each day designed to build on the skills taught and practiced in the previous session. Each skill is introduced, demonstrated and then practiced by the individual participant. Interactive and experiential in nature, this series of workshops allows participants to fully understand the model and develop their skill level for implementation.	Participants will have a clear understanding of Motivational interviewing. They will demonstrate competency in the use of each skill, through role playing exercise and small group activities.
Supplier Name: Farr, Dorothy J Vendor Number: 210952 Contract Number: 4400000261 Phone Number(s): 267-374-6497 215-773-9313 X 426 Business Address: 12 Azalea Lane Media, PA 19063 COSTARS Participant	Holicong4@aol.com djfar@co.bucks.pa.us	Treatment	Stages of Change	This workshop will provide attendees with an overview of the Stage of Change Model developed by Prochaska & DiClemente. It is presented from a co-occurring disorder perspective, addressing the need to recognize that a client may be in a different stage of change for each disorder. We will explore the characteristics exhibited in each stage. We will also review the principles of the model and identify concrete tasks to be explored with a client at each stage to help them advance in treatment.	Participants will be able to identify the stages of change and design treatment plan interventions appropriate to each stage.
Supplier Name: Ferguson, Ann Vendor Number: 107317 Contract Number: 4600011043 Phone Number(s): 610-389-2302 Business Address: 12 Azalea Lane Media, PA 19063 COSTARS Participant	mikeannferg@verizon.net	Communicable Diseases	Dying & Death	Overview of grief and loss training involves a look at personal issues related to loss and ways to assist others who are experiencing grief and loss. Examples used included loss related to HIV disease and addictions	Participants will understand issues related to grief and loss and practice skills needed for use in professional settings dealing with others experiencing loss

Health Training/Consulting (by Category)

Contractor	Contractor Email	Category	Course Name	Short Description of the Course	Course Skills and/or Course Competencies
Supplier Name: Ferguson, Ann Vendor Number: 107317 Contract Number: 4600011043 Phone Number(s): 610-389-2302 Business Address: 12 Azalea Lane Media, PA 19063 COSTARS Participant	mikeannferg@verizon.net	Communicable Diseases	HIV / AIDS	Review of HIV prevention & education testing for HIV infection, Manifestation of the disease, medicines confidentiality laws and general implications for staff working with persons with HIV disease	Participants will understand transmission, prevention of the disease and confidentiality issues related to HIV
Supplier Name: Ferguson, Ann Vendor Number: 107317 Contract Number: 4600011043 Phone Number(s): 610-389-2302 Business Address: 12 Azalea Lane Media, PA 19063 COSTARS Participant	mikeannferg@verizon.net	Communicable Diseases	Human Sexuality	Review of psychosexual development, ways people learn about sex and sexuality, sexual orientation and gender identity	Participants will gain comfort in discussing issues related to sexuality, sexual orientation and sexual identity issues and increase their skills in working with clients around sexuality and other sexual issues, especially as they relate to substance abuse
Supplier Name: Ferguson, Ann Vendor Number: 107317 Contract Number: 4600011043 Phone Number(s): 610-389-2302 Business Address: 12 Azalea Lane Media, PA 19063 COSTARS Participant	mikeannferg@verizon.net	Communicable Diseases	TB / STDs	Review of the cause/symptoms of common sexually transmitted disease, their treatment and implications for substance abusers and the staff who treat them	Participants will understand the cause & symptoms of common STDs and TB
Supplier Name: Ferguson, Ann Vendor Number: 107317 Contract Number: 4600011043 Phone Number(s): 610-389-2302 Business Address: 12 Azalea Lane Media, PA 19063 COSTARS Participant	mikeannferg@verizon.net	Communicable Diseases	TB / STDs / Hepatitis		
Supplier Name: Flowers, Jessica Vendor Number: 203475 Contract Number: 4600011045 Phone Number(s): 215-244-7607 Business Address: 211 Glouster Rd Fairless Hills, PA 19030 COSTARS Participant	jessieflowers@todayincbensalem.org	Prevention & Education	Prevention 101		
Supplier Name: Flowers, Jessica Vendor Number: 203475 Contract Number: 4600011045 Phone Number(s): 215-244-7607 Business Address: 211 Glouster Rd Fairless Hills, PA 19030 COSTARS Participant	jessieflowers@todayincbensalem.org	Prevention & Education	Web-Based Performance-Based Prevention System	2-day Performance-Based Prevention System (PBPS). This mandatory class is intended for all substance abuse prevention personnel who have contracts with any SCA to provide prevention services, as well as those organization who are grant recipients through BDAP	The course is BDAP's logic model for the management, planning, assessment and evaluation of prevention services and also provides skill based utilization of the Performance-Based Prevention software

Health Training/Consulting (by Category)

Contractor	Contractor Email	Category	Course Name	Short Description of the Course	Course Skills and/or Course Competencies
Supplier Name: Furek, Maxim Vendor Number: 177572 Contract Number: 4600011046 Phone Number(s): 570-542-7946 Business Address: 57 Jeanette Street Mocanaqua, PA 18655 COSTARS Participant	jungle@epix.net	Administrative	Ethics for Drug & Alcohol Professionals	Investigates various dilemmas encountered by the addictions professional	
Supplier Name: Furek, Maxim Vendor Number: 177572 Contract Number: 4600011046 Phone Number(s): 570-542-7946 Business Address: 57 Jeanette Street Mocanaqua, PA 18655 COSTARS Participant	jungle@epix.net	Administrative	The Substance Abuse of Generation X	Exploring Generation X via their cultural uniqueness and drug use, violence, icons and philosophy	
Supplier Name: Furek, Maxim Vendor Number: 177572 Contract Number: 4600011046 Phone Number(s): 570-542-7946 Business Address: 57 Jeanette Street Mocanaqua, PA 18655 COSTARS Participant	jungle@epix.net	Communicable Diseases	Tattoos & Body Modification	Investigates current trends in body modification and more dangerous practice such as cutting, Heroin chci, PTSD and anorexia-bulimia	
Supplier Name: Furek, Maxim Vendor Number: 177572 Contract Number: 4600011046 Phone Number(s): 570-542-7946 Business Address: 57 Jeanette Street Mocanaqua, PA 18655 COSTARS Participant	jungle@epix.net	Prevention & Education	Exploring Current Drug Trends	Up to date information on emerging drug trends that addictions professionals need to be aware of	
Supplier Name: Furek, Maxim Vendor Number: 177572 Contract Number: 4600011046 Phone Number(s): 570-542-7946 Business Address: 57 Jeanette Street Mocanaqua, PA 18655 COSTARS Participant	jungle@epix.net	Treatment	Addiction 102	Explores theories of addition, development of 12 step treatment and categories of substances	
Supplier Name: Furek, Maxim Vendor Number: 177572 Contract Number: 4600011046 Phone Number(s): 570-542-7946 Business Address: 57 Jeanette Street Mocanaqua, PA 18655 COSTARS Participant	jungle@epix.net	Treatment	Date Rape Drugs	Explores incidence of sexual assault via chemicals and prevention, education and counseling techniques	

Health Training/Consulting (by Category)

Contractor	Contractor Email	Category	Course Name	Short Description of the Course	Course Skills and/or Course Competencies
Supplier Name: Furek, Maxim Vendor Number: 177572 Contract Number: 4600011046 Phone Number(s): 570-542-7946 Business Address: 57 Jeanette Street Mocanaqua, PA 18655 COSTARS Participant	jungle@epix.net	Treatment	Opiates: Past, Present & Future	Explores category of Opiates, history, culture and ways to identify abuse. Treatment recommendations	
Supplier Name: Furek, Maxim Vendor Number: 177572 Contract Number: 4600011046 Phone Number(s): 570-542-7946 Business Address: 57 Jeanette Street Mocanaqua, PA 18655 COSTARS Participant	jungle@epix.net	Treatment	Shame & Dysfunctional Family	Explores and defines dysfunctional family system and elements of shame, guilt and fear of abandonment plus means of healing from shame	
Supplier Name: Furek, Maxim Vendor Number: 177572 Contract Number: 4600011046 Phone Number(s): 570-542-7946 Business Address: 57 Jeanette Street Mocanaqua, PA 18655 COSTARS Participant	jungle@epix.net	Treatment	Speed Kills: Meth Plague	Explores incidence of methamphetamine abuse via statistic, drugs and treatment strategies	
Supplier Name: Gaul, Betty Contact(s): Betty Gaul Vendor Number: Contract Number: Phone Number: 724-284-5114 Business Address: 124 West Diamond Street Butler, PA 16001	bgaul@co.butler.pa.us	Prevention & Education	What is SPF (Strategic Prevention Framework)?	SFF is a framework is a SAMHSA endorsed process that challenges states and communities to use research data and evidenced-based programs to advance the field of prevention.	The goals for this workshop are to introduce SAMHSA's Strategic Prevention Framework (SPF) and its five steps and to increase the understanding of the key concepts that drive the SPF process. Upon completion of this workshop, participants will be able to: better understand the core concepts of the SPF and the components of the SPF logic model, list two distinct difference between previous prevention efforts and the SPF and identify methods to be used in a prevention planning process that are culturally competent and can be sustained over time.
Supplier Name: Givens, Charlene Vendor Number: 213835 Contract Number: 4600011181 Phone Number(s): 724-354-2746 (Work) 724-288-0599 (Cell) Business Address: 311 Mamont Drive Export, PA 15632 COSTARS Participant	cgivens@aisac.org	Administrative	Confidentiality	This course provide participants with the information they need to comply with the applicable federal and state laws and regulations for the confidentiality of drug and alcohol treatment services in the Commonwealth of Pa. This training is a foundation course for anyone working in the field of substance abuse.	Federal laws and regulations related to substance abuse are reviewed. Participants learn how the required components contained in a proper consent form. Restrictions on the type and amount of information that may be shared with various legal and social service agencies are outlined. State laws and regulations related to substance abuse are reviewed. Participants learn how the state and federal confidentiality laws and regulations are utilized.

Health Training/Consulting (by Category)

Contractor	Contractor Email	Category	Course Name	Short Description of the Course	Course Skills and/or Course Competencies
Supplier Name: Givens, Charlene Vendor Number: 213835 Contract Number: 4600011181 Phone Number(s): 724-354-2746 (Work) 724-288-0599 (Cell) Business Address: 311 Mamont Drive Export, PA 15632 COSTARS Participant	cgivens@aisac.org	Case Management	Case Management Overview	This course includes the history and functions of case management in PA. The course will also address interviewing, engaging the client stages of change and an overview of ethics. Safety issues for case managers working outside the office setting are also addressed.	Participants will learn the history and evolution of case management in PA. Strategies for engaging the client and how to set appropriate boundaries will be taught. Case management will demonstrate understanding of how to listen effectively with clients. Participants will demonstrate an understanding of the stages of changes and how they impact the client and how may be used as a motivational tool. Participants will be able to describe needed case management skills, have an understanding of ethics and how to safely work outside the office.
Supplier Name: Givens, Charlene Vendor Number: 213835 Contract Number: 4600011181 Phone Number(s): 724-354-2746 (Work) 724-288-0599 (Cell) Business Address: 311 Mamont Drive Export, PA 15632 COSTARS Participant	cgivens@aisac.org	Case Management	ISS Service Planning & Record Keeping	This course will provide instruction on the provision of intensive Case Management (ICM) services for individuals that have substance abuse related disorders. Information of Support Services (ISS) service planning discharge and follow-up will be provided	Participants will learn the 4 models of case management used in PA. Case managers will learn how to administer the ISS and how to develop a service plan. Goal setting and action planning are practiced. Supervision requirements are outlined for trainee and case manager levels. Participants are taught the DAP data, plan assess method of progress note charting. Timelines and guidelines for discharge follow-up and client satisfaction surveys are learned.
Supplier Name: Givens, Charlene Vendor Number: 213835 Contract Number: 4600011181 Phone Number(s): 724-354-2746 (Work) 724-288-0599 (Cell) Business Address: 311 Mamont Drive Export, PA 15632 COSTARS Participant	cgivens@aisac.org	Prevention & Education	SAP Leadership Training	This is a one day training for school administrators support staff and central office personnel. The purpose of the training is to provide an overview of the student assistance program model in PA. The overview includes history, team composition guidelines for school districts, a discussion of legal and ethical issues and a component on evaluating the effectiveness of the SAP team	Participants will gain an understanding of the history and purpose of the Student Assistance Program. Participants will learn the laws and regulations that govern the PA model. Ethical issues related to the model are discussed. Participants will become knowledgeable about the nine components and indicators for SAP as well as how to evaluate the effectiveness of the SAP team.
Supplier Name: Givens, Charlene Vendor Number: 213835 Contract Number: 4600011181 Phone Number(s): 724-354-2746 (Work) 724-288-0599 (Cell) Business Address: 311 Mamont Drive Export, PA 15632 COSTARS Participant	cgivens@aisac.org	Treatment	Screening & Assessment	This course will provide an understanding on how to determine emergent care needs as well as how to conduct an effective assessment. An overview of the Clinical Institute Withdrawal Assessment for Alcohol, the Narcotics Withdrawals Scale, the Diagnostic and Statistical Manual IV Revised for substance abuse disorder and cultural competency will be addressed.	Participants will learn how to differentiate between emergent and emergency care, what constitutes models in PA. Participants will demonstrate understanding of how to use the screening tool, the standardized assessment tool the CIWA and the Narcotics Withdrawal Scale. Participants will be able to identify strategies for engagement and interviewing adolescents and criminal justice clients.

Health Training/Consulting (by Category)

Contractor	Contractor Email	Category	Course Name	Short Description of the Course	Course Skills and/or Course Competencies
<p>Supplier Name: Gnan, Lindie Vendor Number: 203540 Contract Number: 4600011048 Phone Number(s): 814-834-7914 Business Address: 722 Vine Rd St Marys, PA 15857 COSTARS Participant</p>	<p>ada814@alltel.net</p>	<p>Prevention & Education</p>	<p>SAP Leadership Training</p>	<p>The purpose of this training is to provide school and community leaders with an up-to-date understanding of the Commonwealth of Pennsylvania's Student Assistance Program model and its effective implementation to assist at-risk students in our schools.</p>	<p>Competency: The training will focus on issues of importance to school district administrators, building principals, assistant principals, school board members and other school staff in leadership roles as well as administrators of SAP-related drug and alcohol and mental health agencies. Participants will receive information on current best practices in SAP, the legal environment in which student assistance operates in Pennsylvania, and strategies for measuring, maintaining, improving, and supporting SAP in their schools. I. Overview of SAP model II. Legal/Ethical Policy Issues III. Evaluation and Improving Effectiveness</p>
<p>Supplier Name: Gnan, Lindie Vendor Number: 203540 Contract Number: 4600011048 Phone Number(s): 814-834-7914 Business Address: 722 Vine Rd St Marys, PA 15857 COSTARS Participant</p>	<p>ada814@alltel.net</p>	<p>Prevention & Education</p>	<p>Substance Abuse Prevention Specialist Training</p>	<p>The curriculum is divided into eight separate sections. Each section functions as an independent building block that orients new professionals to the field of prevention. This curriculum is not designed to answer every prevention question or to provide an exhaustive overview of the field. Instead, it offers core knowledge modules that begin the lifelong process of educating the profession about substance abuse prevention.</p>	<ol style="list-style-type: none"> 1. History: Viewpoints of Prevention consists of history and timeline of drugs in America, the evolution of the prevention discipline and the building blocks of successful prevention program. 2. Prevention Research: Describe the risk factors/protective factors approach to substance abuse prevention; apply the risk factors/protective factors approach to a case study; identify give examples of and cite research findings for the six prevention strategies from the Center for Substance Abuse Prevention (CSAP); and enhance a prevention program using CSAP strategies and research finding. 3. Prevention Program Planning: Describe the 7 steps to building a successful prevention plan; understand the basic components of completing each step; understand where to get additional information on completing the 7 steps; and apply the principles of community readiness to a sample community. 4. Evaluation: Understand the steps of evaluation; understand the benefits of and design a logic model. 5. Cultural Context and the Ethics of Prevention: Define "culture"; discuss both surface and deep elements of culture; lea 6. Using Human Development in Prevention acknowledge that c

Health Training/Consulting (by Category)

Contractor	Contractor Email	Category	Course Name	Short Description of the Course	Course Skills and/or Course Competencies
Supplier Name: Gnan, Lindie Vendor Number: 203540 Contract Number: 4600011048 Phone Number(s): 814-834-7914 Business Address: 722 Vine Rd St Marys, PA 15857 COSTARS Participant	ada814@alltel.net	Prevention & Education	Web-Based Performance-Based Prevention System	Two Day Performance-Based Prevention System (PBPS) This mandatory class is intended for all substance abuse prevention personnel who are have contracts with any SCA to provide prevention services, as well as those organizations who are grant recipients through BDAP. The course is BDAP's logic model for the management, planning, assessment and evaluation of prevention services and also provides skill based utilization of the Performance-Based Prevention software.	<ol style="list-style-type: none"> 1. Identify key components in Prevention History; be able to identify BDAP's Risk and Protective Factors; and gain an understanding of the evolution of PBPS. 2. Be able to classify staff level of permission; define Administration function of PBPS; and demonstrate how to use the Administration function of PBPS. 3. Explain the BDAP Needs Assessment Process; demonstrate how to enter needs Assessment; and describe the CONA Method. 4. Be able to develop PBPS goals; write PBPS objectives; and demonstrate how to use the planning module of PBPS. 5. Explain the difference between a Science-Evidenced Based Program and a Local-Innovative Program; define Universal, Selective, & Indicated; and demonstrate how to use the program module of PBPS. 6. Explain the difference between attendees & participants; describe recurring service guidelines; and demonstrate how to use the activities module of PBPS. 7. Identify the types of reports available on the system; be able generate reports; and demonstrate how to use the reports module of PBPS. 8. Explain the types of evaluation; be able to use the Logic Mod
Supplier Name: Goodman-Hinnershitz, Marcia Vendor Number: 213839 Contract Number: 4600011182 Phone Number(s): 610-781-6527 Business Address: 564 S 15th Street Reading, PA COSTARS Participant	mghinner@comcast.net	Prevention & Education	Performance-Based Prevention System (PBPS) Training	This 2-day course is mandatory training for all substance abuse prevention personnel who have contracts with the SCA. The course is BDAP's logic model for the planning, evaluation and assessment of prevention services and also provides skill base utilization of the Performance-based prevention software	Participants will be able to utilize all modules of the Performance-based prevention software. Participants will be able to identify the BDAP Risk and Protective Factors. Participants will be able to explain an evidence-based prevention program
Supplier Name: Grabill, Michael Vendor Number:160263 Contract Number: 4600011049 Phone Number(s): 717-242-3070 Business Address: 24 N Main St Lewistown, PA 17044	mike@clearconceptsounseling.com	Treatment	Adolescent ASAM PPC 2-R		
Supplier Name: Grabill, Michael Vendor Number:160263 Contract Number: 4600011049 Phone Number(s): 717-242-3070 Business Address: 24 N Main St Lewistown, PA 17044	mike@clearconceptsounseling.com	Treatment	Basic ASAM		

Health Training/Consulting (by Category)

Contractor	Contractor Email	Category	Course Name	Short Description of the Course	Course Skills and/or Course Competencies
Supplier Name: Grabill, Michael Vendor Number:160263 Contract Number: 4600011049 Phone Number(s): 717-242-3070 Business Address: 24 N Main St Lewistown, PA 17044	mike@clearconceptsounseling.com	Treatment	Clinical Supervision	Definitions of Clinical Supervision Ethical Consideration and Legal Issues The Personal Performance System Traits of an Effective Clinical Supervisor The Development Model of Clinical Supervision Procedures of Clinical Supervision of Group Counselors	
Supplier Name: Grabill, Michael Vendor Number:160263 Contract Number: 4600011049 Phone Number(s): 717-242-3070 Business Address: 24 N Main St Lewistown, PA 17044	mike@clearconceptsounseling.com	Treatment	PCPC		
Supplier Name: Greer, Richard Vendor Number: 103999 Contract Number: 4600011050 Phone Number(s): 215-751-8203 (Work) 215-635-0362 (Home) Business Address: 48 Hillsale Rd Cheltenham, PA 19012-1427 COSTARS Participant	rgreer@ccp.edu	Administrative	Confidentiality	This course presents the pertinent state, federal laws and regulations. The course provides a foundation for anyone working in the field of addictions treatment.	The participant will be able to demonstrate an understanding of what is and what is not allowed to be disclosed to whom and under what conditions. They will be able to ensure that a client in a drug and/or alcohol program will not be made more vulnerable by the availability of treatment record that if they had not sought treatment.
Supplier Name: Greer, Richard Vendor Number: 103999 Contract Number: 4600011050 Phone Number(s): 215-751-8203 (Work) 215-635-0362 (Home) Business Address: 48 Hillsale Rd Cheltenham, PA 19012-1427 COSTARS Participant	rgreer@ccp.edu	Administrative	Ethics for the Addictions Professional	This Course is designed to enhance the addition professional ability to establish and adhere to the appropriate professional boundaries	The addiction professional will have increased knowledge and understanding of the ethical and moral codes that govern the field of addition treatment. The ability to apply the appropriate conduct that will maintain the boundaries between client and counselor will be enhanced. Participants will understand how unethical behavior can harm all that are involved.
Supplier Name: Greer, Richard Vendor Number: 103999 Contract Number: 4600011050 Phone Number(s): 215-751-8203 (Work) 215-635-0362 (Home) Business Address: 48 Hillsale Rd Cheltenham, PA 19012-1427 COSTARS Participant	rgreer@ccp.edu	Communicable Diseases	Counseling on the HIV Antibody Test	This course explores the various test used to detect the presence on the HIV antibodies. It explains what tests can and cannot indicate and how to help the client to make the decision to test or not to test.	The participants will be able to assist clients in making the decision as to whether or not to test. What the results of the test actually mean and how to initiate health promotion and make the decision a risk reduction productive experience.

Health Training/Consulting (by Category)

Contractor	Contractor Email	Category	Course Name	Short Description of the Course	Course Skills and/or Course Competencies
Supplier Name: Greer, Richard Vendor Number: 103999 Contract Number: 4600011050 Phone Number(s): 215-751-8203 (Work) 215-635-0362 (Home) Business Address: 48 Hillsale Rd Cheltenham, PA 19012-1427 COSTARS Participant	rgreer@ccp.edu	Communicable Diseases	Dysfunctional Families in the Age of HIV	Families, as an integral part of the client living with HIV disease, can present many challenges. This course will explore the roles of family members including the client and how these roles can impede or enhance treatment.	Participants will be able to identify many of issues a family faces when a member is diagnosed with HIV disease or AIDS. Unresolved issues from the past may surface and cause additional stress. Participants will be able to assist families in supporting a member with HIV and to attempt to work through issues which interfere with providing such support.
Supplier Name: Greer, Richard Vendor Number: 103999 Contract Number: 4600011050 Phone Number(s): 215-751-8203 (Work) 215-635-0362 (Home) Business Address: 48 Hillsale Rd Cheltenham, PA 19012-1427 COSTARS Participant	rgreer@ccp.edu	Communicable Diseases	Fundamentals of HIV Prevention Counseling	This 3-day course is to certify clinicians to provide HIV pre and post test counseling.	The participants will be able to assist individuals to understand their risk factors for HIV disease, accept these factors and develop a risk reduction plan. They will be able to explain the HIV antibody test, its meaning and to help the client make an informed decision to test or not to take the HIV antibody test. Participants will develop client-centered counseling skills to explore the clients situation to prepare for the test results.
Supplier Name: Greer, Richard Vendor Number: 103999 Contract Number: 4600011050 Phone Number(s): 215-751-8203 (Work) 215-635-0362 (Home) Business Address: 48 Hillsale Rd Cheltenham, PA 19012-1427 COSTARS Participant	rgreer@ccp.edu	Communicable Diseases	HIV & Hepatitis C Co-Infection	This course will explore the HIV interaction with Hepatitis C and unique treatment issues caused by the co-infection of the diseases.	The participants will have an increase understanding of how Hepatitis C is epidemic proportions among the substance abusing population. How the diseases tend to complicate the treatment required for each diseases will be presented.
Supplier Name: Greer, Richard Vendor Number: 103999 Contract Number: 4600011050 Phone Number(s): 215-751-8203 (Work) 215-635-0362 (Home) Business Address: 48 Hillsale Rd Cheltenham, PA 19012-1427 COSTARS Participant	rgreer@ccp.edu	Communicable Diseases	HIV & Substance Abuse	This course will give an in depth look at the HIV Substance Abuse connection.	The participants will have a better understanding of how substance abuse and substance abusers behaviors increase the risk of HIV infection. The characteristics of the substance abuser presents barriers to risk reduction and the seeking of testing and if needed, treatment.

Health Training/Consulting (by Category)

Contractor	Contractor Email	Category	Course Name	Short Description of the Course	Course Skills and/or Course Competencies
Supplier Name: Greer, Richard Vendor Number: 103999 Contract Number: 4600011050 Phone Number(s): 215-751-8203 (Work) 215-635-0362 (Home) Business Address: 48 Hillsale Rd Cheltenham, PA 19012-1427 COSTARS Participant	rgreer@ccp.edu	Communicable Diseases	HIV / AIDS	This course explores the origin epidemiology, transmission, pathogenesis and opportunistic infections. The treatment and psychosocial issues of this disease	Participants will learn to understand the disease and the disease Process, the transmission modes, treatment and the effects of the disease on those living with it and their significant others. They will also learn about universal precautions that protect against disease transmission.
Supplier Name: Greer, Richard Vendor Number: 103999 Contract Number: 4600011050 Phone Number(s): 215-751-8203 (Work) 215-635-0362 (Home) Business Address: 48 Hillsale Rd Cheltenham, PA 19012-1427 COSTARS Participant	rgreer@ccp.edu	Communicable Diseases	HIV / AIDS / STDs: Hepatitis C	This Training explores HIV/AIDS, STD and Hepatitis C and how these affect the substance abuser populations.	The participant will be able to understand the nature of cofactors of HIV Disease. They will also understand and be able to recognize the most common sexually transmitted diseases and how these relate to HIV diseases and AIDS transmission. Hepatitis C, Commonly found in substance abusing populations will be explained along with its various transmission modes and treatments.
Supplier Name: Greer, Richard Vendor Number: 103999 Contract Number: 4600011050 Phone Number(s): 215-751-8203 (Work) 215-635-0362 (Home) Business Address: 48 Hillsale Rd Cheltenham, PA 19012-1427 COSTARS Participant	rgreer@ccp.edu	Communicable Diseases	HIV / AIDS / STDs: TB	This course explores HIV/AIDS and its connections to STDs and TB	Participants will be able to understand the increase in prevalence of these disease and the factors which have lead to this increase.
Supplier Name: Greer, Richard Vendor Number: 103999 Contract Number: 4600011050 Phone Number(s): 215-751-8203 (Work) 215-635-0362 (Home) Business Address: 48 Hillsale Rd Cheltenham, PA 19012-1427 COSTARS Participant	rgreer@ccp.edu	Communicable Diseases	Human Sexuality	This course explores human sexuality and how sexual attitudes and orientation develops and how substance abuse affects sexuality	The participants will be able to understand sexual and gender development and the difference between them. They will understand how individuals learn about sexual behaviors and substance abuse.

Health Training/Consulting (by Category)

Contractor	Contractor Email	Category	Course Name	Short Description of the Course	Course Skills and/or Course Competencies
<p>Supplier Name: Greer, Richard Vendor Number: 103999 Contract Number: 4600011050 Phone Number(s): 215-751-8203 (Work) 215-635-0362 (Home) Business Address: 48 Hillsale Rd Cheltenham, PA 19012-1427 COSTARS Participant</p>	<p>rgreer@ccp.edu</p>	<p>Communicable Diseases</p>	<p>Issues for Gay, Lesbian & Bisexual Clients</p>	<p>This course explores treatment issues, the process of "coming out", homophobia and theories, myths and facts of sexual orientation.</p>	<p>Participants will be able to understand the sexual and affectional preference, cross gender issues and some of the treatment issues which are important in the treatment of sexual minority clients.</p>
<p>Supplier Name: Greer, Richard Vendor Number: 103999 Contract Number: 4600011050 Phone Number(s): 215-751-8203 (Work) 215-635-0362 (Home) Business Address: 48 Hillsale Rd Cheltenham, PA 19012-1427 COSTARS Participant</p>	<p>rgreer@ccp.edu</p>	<p>Communicable Diseases</p>	<p>Substance Abuse & HIV Disease</p>	<p>This course will look at the HIV substance abuse connections.</p>	<p>The participants shall understand how substance abuse and substance abusing behaviors increase the risk of HIV infection.</p>
<p>Supplier Name: Greer, Richard Vendor Number: 103999 Contract Number: 4600011050 Phone Number(s): 215-751-8203 (Work) 215-635-0362 (Home) Business Address: 48 Hillsale Rd Cheltenham, PA 19012-1427 COSTARS Participant</p>	<p>rgreer@ccp.edu</p>	<p>Communicable Diseases</p>	<p>TB / STDs</p>	<p>This course explores the current issues of the TB cases local, national and global factors will be explored. The connection between STDs and the increase of TB cases and the relationship of HIV.</p>	<p>Participants will have an increase understanding of these diseases and the need for prevention and recognition. They will learn how to reduce personal risk when working with clients and how to assist clients to reduce risks, recognition of symptoms and how to make an effective response to an infection.</p>
<p>Supplier Name: Greer, Richard Vendor Number: 103999 Contract Number: 4600011050 Phone Number(s): 215-751-8203 (Work) 215-635-0362 (Home) Business Address: 48 Hillsale Rd Cheltenham, PA 19012-1427 COSTARS Participant</p>	<p>rgreer@ccp.edu</p>	<p>Communicable Diseases</p>	<p>TB / STDs / HIV</p>	<p>This course explores HIV/AIDS and its connection to STDs and TB. It examines how an infection with one disease can increase the risk of infection to the other disease and how they learn the rate of progression of each other.</p>	<p>Participants will be able to understand the transmission, pathogenesis and the interrelationship of HIV/AIDS, STD and TB. They will understand the increase in prevalence of these diseases and the factors which have lead to this increase.</p>

Health Training/Consulting (by Category)

Contractor	Contractor Email	Category	Course Name	Short Description of the Course	Course Skills and/or Course Competencies
Supplier Name: Greer, Richard Vendor Number: 103999 Contract Number: 4600011050 Phone Number(s): 215-751-8203 (Work) 215-635-0362 (Home) Business Address: 48 Hillsale Rd Cheltenham, PA 19012-1427 COSTARS Participant	rgreer@ccp.edu	Communicable Diseases	Treatment Planning for Clients with HIV Disease	This course explores working with the substance abusing client who is living with HIV disease. It explores the complexities of substance abuse recovery and how to manage the stresses of the needs of the clients HIV disease and treatment.	Participants will be able to create treatment plans with realistic goals, objectives and action steps for client that have the co-occurring issues of HIV disease and substance abuse. The significance of analgesics, disease progression, palliative care and preparation for death and the impact these issues can have on treatment planning will be clarified.
Supplier Name: Greer, Richard Vendor Number: 103999 Contract Number: 4600011050 Phone Number(s): 215-751-8203 (Work) 215-635-0362 (Home) Business Address: 48 Hillsale Rd Cheltenham, PA 19012-1427 COSTARS Participant	rgreer@ccp.edu	Communicable Diseases	Voices	Video Opportunities for innovative condom education safer sex. Targets African-American and Latino adult men and women at high risk of becoming infected.	The participants will be able to demonstrate increased knowledge about transmission of HIV and other STDs. The participants will be able to give clients a more realistic assessment of their personal risks for infections.
Supplier Name: Greer, Richard Vendor Number: 103999 Contract Number: 4600011050 Phone Number(s): 215-751-8203 (Work) 215-635-0362 (Home) Business Address: 48 Hillsale Rd Cheltenham, PA 19012-1427 COSTARS Participant	rgreer@ccp.edu	Treatment	Addiction 103	This course examines the basic tenets of addictions. The routes of administration, the effects on the central nervous system, tolerance and the different kinds of withdrawal symptoms and the difference between abuse and dependence.	The participants will have an understanding of terminology of addiction, and pharmacology. The most common defenses used by the substance abusers and how each drug of choice effects the brain. The participants will increase their skills on identifying the symptoms that indicate use and relapse.
Supplier Name: Greer, Richard Vendor Number: 103999 Contract Number: 4600011050 Phone Number(s): 215-751-8203 (Work) 215-635-0362 (Home) Business Address: 48 Hillsale Rd Cheltenham, PA 19012-1427 COSTARS Participant	rgreer@ccp.edu	Treatment	Basic HIV	This course provides the specifics HIV disease, the epidemiology the virus that causes the disease and progression and how to initiate risk reduction planning.	The participants will be able to understand the epidemic proportions of HIV/AIDS. How it is spread, treated and prevented and the co-factors for this disease. The substance abuse/HIV connection will also be understood.

Health Training/Consulting (by Category)

Contractor	Contractor Email	Category	Course Name	Short Description of the Course	Course Skills and/or Course Competencies
Supplier Name: Greer, Richard Vendor Number: 103999 Contract Number: 4600011050 Phone Number(s): 215-751-8203 (Work) 215-635-0362 (Home) Business Address: 48 Hillsale Rd Cheltenham, PA 19012-1427 COSTARS Participant	rgreer@ccp.edu	Treatment	Dying & Death	This course will examine dying and death as a result of AIDS. The issues of how to help clients who are in the final stages of dying to deal with unfinished business, family matters and how to advocate for the client in such matters.	Participants will learn to understand the inevitability of terminal illnesses, the stages of dying and death and how these stages may be different for the individual with AIDS and the family. They will learn to be a guest during the dying process and assist patient and family with this final act of life.
Supplier Name: Greer, Richard Vendor Number: 103999 Contract Number: 4600011050 Phone Number(s): 215-751-8203 (Work) 215-635-0362 (Home) Business Address: 48 Hillsale Rd Cheltenham, PA 19012-1427 COSTARS Participant	rgreer@ccp.edu	Treatment	Focus on Women	This course presents the special issues incurred by women as substance abuse client	Explains why there is such a rapid increase in the number of cases of HIV/Aids among women, issues of pregnancy and childhood infection, domestic abuse and gender specific difficulties in risk reduction.
Supplier Name: Hibbard, Roselyn Vendor Number: 202904 Contract Number: 4600011051 Phone Number(s): 570-278-1821 Business Address: RR 6 Box 6159 Montrose, PA 18801 COSTARS Participant	rosihibbard@aix.net	Prevention & Education	PBPS	Web-Based Performance Based Prevention System	
Supplier Name: Hill, Betty Vendor Number: 109559 Contract Number: 4600011052 Phone Number(s): 412-441-9786 ext. 212 Business Address: 7202 Whipple St Pittsburgh, PA 15218 COSTARS Participant	bhill@persadcenter.org	Administrative	Confidentiality of Substance Abuse Treatment Records	A foundation course for working in the substance abuse treatment field. Course provides information needed to comply with the applicable federal and state laws and regulation pertaining to the confidentiality of treatment records	Participants will learn the laws and regulations that govern the release of client treatment information. Participants will understand the purpose of confidentiality, who is covered by the laws and under what conditions. Participants will be able to apply the regulation to typical situation that occur in the provision of care to clients.
Supplier Name: Hill, Betty Vendor Number: 109559 Contract Number: 4600011052 Phone Number(s): 412-441-9786 ext. 212 Business Address: 7202 Whipple St Pittsburgh, PA 15218 COSTARS Participant	bhill@persadcenter.org	Administrative	Cultural Diversity - GLBT 101	This is a basic course in understanding gay, lesbian, bisexual and transgender consumers. The course assists participants in understanding basic information regarding sexual and gender diversity. The course overviews issues of heterosexism, homophobia and the competencies needed to successfully treat this client population.	Participants learn terminology related to sexual and gender orientation and difference that can influence care. Participants are helped to better understand the experience of the gay, lesbian, bisexual or transgender person seeking care.

Health Training/Consulting (by Category)

Contractor	Contractor Email	Category	Course Name	Short Description of the Course	Course Skills and/or Course Competencies
Supplier Name: Hill, Betty Vendor Number: 109559 Contract Number: 4600011052 Phone Number(s): 412-441-9786 ext. 212 Business Address: 7202 Whipple St Pittsburgh, PA 15218 COSTARS Participant	bhill@persadcenter.org	Treatment	Addiction Severity Index (ASI)	This course trains participants to use the ASI tool to assess client needs and to formulate an initial treatment plan based on identified areas of concern.	Participants gain the skill to administer, score and interpret the results of the Addiction Severity Index interview.
Supplier Name: Hill, Betty Vendor Number: 109559 Contract Number: 4600011052 Phone Number(s): 412-441-9786 ext. 212 Business Address: 7202 Whipple St Pittsburgh, PA 15218 COSTARS Participant	bhill@persadcenter.org	Treatment	Clinical Supervision	This 5 day course assists participants in understanding and implementing the skills necessary to function as a clinical supervisor in a licensed substance abuse treatment program. The training explores the scope of the clinical supervisor's responsibilities, the need to directly observe supervisee performance, methods to establish development plans for staff and specific skills in supervising groups and individual therapy. The course is based on David Powell's Blended Model of supervision.	Participants learn the component's of the blended model. Participants have the opportunity to practice a variety of supervisory skills and methods. Participants learn how to assess supervisee development stage and how to plan for their growth as clinicians.
Supplier Name: Hill, Betty Vendor Number: 109559 Contract Number: 4600011052 Phone Number(s): 412-441-9786 ext. 212 Business Address: 7202 Whipple St Pittsburgh, PA 15218 COSTARS Participant	bhill@persadcenter.org	Treatment	PCPC	This course teaches the levels of care, types of services and placement criteria of the PA Client Placement Criteria. The course teaches participants to use the tool to make client placement decisions to match a client's needs to appropriate care.	Participants gain information regarding levels of care, types of services available and the placement criteria for appropriate placement in each type of care. Participants gain skills to use the PCPC tool to make placement decisions regarding client in substance abuse care.
Supplier Name: Hill, Betty Vendor Number: 109559 Contract Number: 4600011052 Phone Number(s): 412-441-9786 ext. 212 Business Address: 7202 Whipple St Pittsburgh, PA 15218 COSTARS Participant	bhill@persadcenter.org	Treatment	Practical Applications for PCPC & Confidentiality	These 2 1/2 day courses advance the familiarity and the skill of participants in applying learning from the basic 6 hour courses to a series of practical situations and cases. This is a refresher course and challenges participants to consider complex situations that occur in the treatment setting.	Participants practice making decisions in response to practical situations using knowledge of the PCPC and of the Confidentiality regulations and laws
Supplier Name: Hill, Betty Vendor Number: 109559 Contract Number: 4600011052 Phone Number(s): 412-441-9786 ext. 212 Business Address: 7202 Whipple St Pittsburgh, PA 15218 COSTARS Participant	bhill@persadcenter.org	Treatment	Substance Abuse Treatment with Gay, Lesbian, Bisexual or Transgender Consumers	This course explores the special needs population of gay, lesbian, bisexual or transgender consumers seeking substance abuse treatment. Incidence of addiction, drugs of choice and patterns of abuse for this population are covered. The course identifies challenges for recovery for the population and strategies to mitigate. methods to provide culturally relevant and competent care are covered.	Participants gain knowledge regarding the incidence drugs of choice and patterns of abuse for this special population. Participants increase sensitivity and skill in responding to the needs of gay, lesbian, bisexual and transgender consumer.

Health Training/Consulting (by Category)

Contractor	Contractor Email	Category	Course Name	Short Description of the Course	Course Skills and/or Course Competencies
Supplier Name: Hobbs, Russell Vendor Number: 211201 Contract Number: 4600011053 Phone Number(s): 717-626-6933 Business Address: 224 Cedar Manor Elizabethtown, PA 17022 COSTARS Participant	rhbbs@aol.com	Treatment	Addiction & Anger	The course focuses on the dual components of addiction and anger from a spiritual perspective. The course focuses on spiritual resources in dealing with anger.	
Supplier Name: Hobbs, Russell Vendor Number: 211201 Contract Number: 4600011053 Phone Number(s): 717-626-6933 Business Address: 224 Cedar Manor Elizabethtown, PA 17022 COSTARS Participant	rhbbs@aol.com	Treatment	Coping with Stress Personally - Professionally	Coping with stress and anxiety in healthy ways	
Supplier Name: Hobbs, Russell Vendor Number: 211201 Contract Number: 4600011053 Phone Number(s): 717-626-6933 Business Address: 224 Cedar Manor Elizabethtown, PA 17022 COSTARS Participant	rhbbs@aol.com	Treatment	Discovering a Life with Purpose	Faith Based-Methods of developing Character & Motivation in Recovery	
Supplier Name: Hobbs, Russell Vendor Number: 211201 Contract Number: 4600011053 Phone Number(s): 717-626-6933 Business Address: 224 Cedar Manor Elizabethtown, PA 17022 COSTARS Participant	rhbbs@aol.com	Treatment	Prayer & Meditation Tools of Recovery	Faith Based-Spiritual Recovery tools that can be incorporated into a program of recovery from a Biblical perspective.	
Supplier Name: Hobbs, Russell Vendor Number: 211201 Contract Number: 4600011053 Phone Number(s): 717-626-6933 Business Address: 224 Cedar Manor Elizabethtown, PA 17022 COSTARS Participant	rhbbs@aol.com	Treatment	Spirituality & Relaxation Techniques	Spirituality and relaxation are important to recovery. The course explores methods of developing an in-depth relationship with GOD and how to deepen that relationship through faith, spirituality and relaxation with a side exploration of humor as a process of healing.	

Health Training/Consulting (by Category)

Contractor	Contractor Email	Category	Course Name	Short Description of the Course	Course Skills and/or Course Competencies
Supplier Name: Ireta Contact(s): Amy Shanahan Vendor Number: 212905 Contract Number: 4400000798 Phone Number: 412-480-8986 Business Address: 807 Charles Street Glenshaw, PA 15116 COSTARS Participant	shanahan807@msn.com	Treatment	Creative Problem Solving for Supervisors	This program is designed for anyone & everyone who want to learn to solve problems more creatively. Participants will learn about the Creative Problem Solving (CPS) model developed by Alex Osborn & Sydney Parnes. This model can be used by individuals, teams and substance use disorder groups to help positively generate ideas that can be put into actions. In this interactive session, participants will explore creative tools to help remove barriers for and enhance problem solving skills.	Identified the stages of the Creative Problem Solving model; Explored habit & barriers to being more creative; Practiced diverging and converging ideas; Shared ways in which problem solving tools can be used as a tool for supervising individuals in the workplace
Supplier Name: Ireta Contact(s): Amy Shanahan Vendor Number: 212905 Contract Number: 4400000798 Phone Number: 412-480-8986 Business Address: 807 Charles Street Glenshaw, PA 15116 COSTARS Participant	shanahan807@msn.com	Treatment	Gay, Lesbian, bisexual & Transgender issues for Substance Abuse Treatment	Sensitize participants to the biases that interfere with the treatment process, offers tools/interventions for working with gay, lesbian, bisexual and transgender people in treatment and raise awareness of personal biases.	Review objectives & Introductions; Review of terms; Homophobia; Myths/Facts; alcohol & Substance Abuse; "Coming Out Process" ; What we CAN do!
Supplier Name: Ireta Contact(s): Amy Shanahan Vendor Number: 212905 Contract Number: 4400000798 Phone Number: 412-480-8986 Business Address: 807 Charles Street Glenshaw, PA 15116 COSTARS Participant	shanahan807@msn.com	Treatment	Offering Positive Incentives to change Behavior	This workshop will cover the history & research of using Motivational Incentives, a science-based approach with proven efficacy to impact behavior change in substance use treatment. It will introduce the development of a dissemination packet of products designed to educate, inform and increase awareness of Motivational Incentives.	Define Motivational Incentives; Examine the history of this intervention; Identify the principles underlying motivational incentives; Review research findings; Discuss challenges & strategies for implementing low-cost incentives.
Supplier Name: Jackson, Barry L. Vendor Number: 213838 Contract Number: 4600011183 Phone Number(s): 570-275-3815 Business Address: 51 Charleston Drive Danville, PA 17821	bjackson@bloomu.edu	Administrative	Analytical Skills for Administrators	Increasingly administrators are required to demonstrate the skills needed to evaluate not the program interventions they employ but to assess research-based outcomes across all aspects of the Strategic Prevention Framework's steps for improving decision making.	This course gives participants a basic understanding of various research theories, methods and simple designs. It covers essential statistical terms and procedure and provides an experience in reading research analytically to build skills in this area.
Supplier Name: Jackson, Barry L. Vendor Number: 213838 Contract Number: 4600011183 Phone Number(s): 570-275-3815 Business Address: 51 Charleston Drive Danville, PA 17821	bjackson@bloomu.edu	Prevention & Education	Fidelity & Adaptation	Even a small change in the content or delivery of an evidence based program can alter the outcome in unpredictable ways. The course teaches why it is necessary to remain faithful to the program's design what to do if alteration is unavoidable and how to report changes to BDAP in the PBPS system.	Participants will improve their understanding of the skills related to: the meaning of "fidelity" and "adaptation" learn opposing views of fidelity and adaptation, learn about program replication, the critical need for fidelity, why adaptations and potential adaptation rationales, guidelines for adaptation, the importance of tracking adaptations and how to use a tool to monitor fidelity and track adaptations.

Health Training/Consulting (by Category)

Contractor	Contractor Email	Category	Course Name	Short Description of the Course	Course Skills and/or Course Competencies
Supplier Name: Jackson, Barry L. Vendor Number: 213838 Contract Number: 4600011183 Phone Number(s): 570-275-3815 Business Address: 51 Charleston Drive Danville, PA 17821	bjackson@bloomu.edu	Research Development	Prevention Research Design: An Overview	Research in prevention programming is a part of program accountability. Everyone in the field needs to have skills and an understanding of research design. The workshop gives participants a basic understanding of various research theories, methods and simple designs	The participants will learn different types of research designs and the applicability of each, learn to identify elements of strong and weak research studies, describe methods of protecting research participants as required by Federal and State laws.
Supplier Name: Kyle, Jana Vendor Number: 202937 Contract Number: 4600011054 Phone Number(s): 724-246-7000 724-438-3576 ext. 125 Business Address: PO Box 11 112 Academy Rd Merrittstown, PA 15463 COSTARS Participant	jkyle@fcdac.org	Prevention & Education	Substance Abuse Prevention Specialist Training	Substance Abuse Specialist Prevention Training was developed the National Regional CSAP's CAPT in response to the multiple requests from prevention specialist in state agency and community-based organization, this curriculum provides the viewpoints about drug prevention.	
Supplier Name: Kyle, Jana Vendor Number: 202937 Contract Number: 4600011054 Phone Number(s): 724-246-7000 724-438-3576 ext. 125 Business Address: PO Box 11 112 Academy Rd Merrittstown, PA 15463 COSTARS Participant	jkyle@fcdac.org	Prevention & Education	Web-Based Performance-Based Prevention System	2-day Performance-Based Prevention System (PBPS). This mandatory class is intended for all substance abuse prevention personnel who have contracts with any SCA to provide prevention services, as well as those organization who are grant recipients through BDAP. the course is BDAP's logic model for management, planning, assessment and evaluation of prevention services and also provides skill based utilization of the Performance-Based Prevention software.	

Health Training/Consulting (by Category)

Contractor	Contractor Email	Category	Course Name	Short Description of the Course	Course Skills and/or Course Competencies
<p>Supplier Name: Lahey, Victoria Vendor Number: 106121-001 Contract Number: 4600011056 Phone Number(s): 412-56008621 Business Address: 1900 Murray Ave Pittsburgh, PA 15206 COSTARS Participant</p>	<p>vittorial@earthlink.net</p>	<p>Administrative</p>	<p>Confidentiality</p>	<p>This course is designed to provide participants with the information necessary to ensure that the disclosures of confidential client treatment information and records are made in accordance with federal and state regulations governing drug and alcohol treatment information. Focus is placed upon the following information: the purpose of laws safeguarding confidentiality of substance abuse treatment records and information; federal and state laws governing confidential information; the nine exceptions to the non-disclosure rule; the restrictions on the release of information to criminal justice system entities, employers, health and insurance companies, and third party payers; duty to warn; the correct response to subpoenas, court orders, arrest and search warrants; and how confidentiality laws relate to juveniles.</p>	<p>Understand the purpose of state and federal laws safeguarding the confidentiality of substance abuse treatment records and other information Become familiar with the state and federal laws governing the confidentiality of drug and alcohol treatment information and how to determine which law takes precedence Learn the elements of a valid consent to release information and the nine exceptions to the non-disclosure rule Recognize the differences between subpoenas and a valid court order to release client confidential information Learn how to properly respond to arrest and search warrants Learn a formula for disclosing confidential information without consent using the judicial system Be provided with an overview of confidentiality as it relates to minors in treatment</p>
<p>Supplier Name: Lahey, Victoria Vendor Number: 106121-001 Contract Number: 4600011056 Phone Number(s): 412-56008621 Business Address: 1900 Murray Ave Pittsburgh, PA 15206 COSTARS Participant</p>	<p>vittorial@earthlink.net</p>	<p>Administrative</p>	<p>Cultural Competency</p>	<p>This course is designed to increase substance abuse counselors' sensitivity to how cultural differences can impact substance abuse counseling. Focus will be placed upon how body image, gender, age, sexual orientation, and race and ethnicity can affect the counseling relationship.</p>	<p>Learn a definition for culture and cultural sensitivity Identify cultural influences that impact his or her values and beliefs about a range of social issues Complete a counseling self-inventory designed to increase their awareness of issues that arise in counseling with which they have a low level of comfort addressing. Increase his or her awareness and sensitivity to life issues related to growing older or growing up as a sexual minority. Identify stereotypes that he or she has developed regarding race, gender, and sexual orientation, the origins of those stereotypes and ways to prevent them from interfering in the counseling relationship</p>

Health Training/Consulting (by Category)

Contractor	Contractor Email	Category	Course Name	Short Description of the Course	Course Skills and/or Course Competencies
<p>Supplier Name: Lahey, Victoria Vendor Number: 106121-001 Contract Number: 4600011056 Phone Number(s): 412-56008621 Business Address: 1900 Murray Ave Pittsburgh, PA 15206 COSTARS Participant</p>	<p>vittorial@earthlink.net</p>	<p>Administrative</p>	<p>Ethics</p>	<p>This workshop is designed to address ethics in the context of substance abuse counseling. Special focus will be placed upon the principles underlying all treatment professionals' codes of ethics and how these codes address issues relating to the counseling relationship, confidentiality, counselor competence, supervision, and dual relationships. In addition, an ethical decision-making model will be presented and discussed. Case studies will be used throughout the workshop to provide participants with experience in applying ethical and professional standards, as well as the decision-making model, to practical workplace situations.</p>	<p>Understand the principles underlying ethical codes Increase their knowledge of how codes of ethics address issues relating to professional competence and credentials, cultural diversity, responsibilities to clients and other professionals, confidentiality, advertising, professional records, and public responsibility. Learn a model for ethical decision-making Apply ethical standards and the decision-making model to prevention specific critical incidents.</p>
<p>Supplier Name: Lahey, Victoria Vendor Number: 106121-001 Contract Number: 4600011056 Phone Number(s): 412-56008621 Business Address: 1900 Murray Ave Pittsburgh, PA 15206 COSTARS Participant</p>	<p>vittorial@earthlink.net</p>	<p>Communicable Diseases</p>	<p>Counseling on the Antibody Test</p>	<p>This course prepares substance abuse counselors to conduct pre and post test counseling for HIV. The course provides a comprehensive review of the various FDA approved methods used to test for HIV and the meaning of test results. CDC approved models for pre and post test counseling are presented as well as ACT 148 requirements for pre and post test counseling conducted in Pennsylvania. The psychosocial issues that accompany pre and post test counseling are examined and participants have an opportunity to practice pre and post test counseling skills in a series of role-plays.</p>	<p>Increase their understanding of HIV infection and the body's response Increased knowledge of the various testing methods and their results Be able to articulate this knowledge in client role-plays Learn models for pre and post test counseling Learn Pennsylvania requirements for pre and post test counseling Be able to apply these models in pre and post test client counseling role-plays</p>
<p>Supplier Name: Lahey, Victoria Vendor Number: 106121-001 Contract Number: 4600011056 Phone Number(s): 412-56008621 Business Address: 1900 Murray Ave Pittsburgh, PA 15206 COSTARS Participant</p>	<p>vittorial@earthlink.net</p>	<p>Communicable Diseases</p>	<p>Dying & Death</p>	<p>Confronting dying and death is one of the main challenges to helping professionals brought about by the HIV epidemic. The goal of this course is to increase substance abuse counselors' level of comfort in working with clients dying from AIDS and their significant others. Counselors will be invited to explore their own loss history and to examine how their perception of dying and death might impact their work with dying clients. The psychological and sociological aspects of dying from AIDS while in treatment or recovery will be examined and counseling skills and techniques that can provide support to dying clients will be identified.</p>	<p>Explore their own personal loss history Examine their perceptions of dying & death Review the physiological, psychological, sociological and spiritual issues of working with dying clients Identify techniques that provide support to dying clients and their significant others Identify formal and informal systems to provide support for the substance abuse counselor Increase their comfort working with dying individuals & their significant others</p>

Health Training/Consulting (by Category)

Contractor	Contractor Email	Category	Course Name	Short Description of the Course	Course Skills and/or Course Competencies
<p>Supplier Name: Lahey, Victoria Vendor Number: 106121-001 Contract Number: 4600011056 Phone Number(s): 412-56008621 Business Address: 1900 Murray Ave Pittsburgh, PA 15206 COSTARS Participant</p>	<p>vittorial@earthlink.net</p>	<p>Communicable Diseases</p>	<p>Ethics & HIV / AIDS Course</p>	<p>This workshop is designed to address ethics in context of working with HIV/AIDS in substance abuse counseling. Special focus will be placed upon the principles underlying all treatment professionals' codes of ethics and how these codes address issues relating to the counseling relationship, confidentiality, counselor competence, HIV prevention, and duty to warn among other issues. Critical incidents specific to HIV/AIDS and substance abuse treatment will be used throughout the workshop provide participants with experience in applying ethical and professional standards, as well, as an ethical decision-making model to practical workplace situations. The Confidentiality of HIV Information Act and its relevance to ethical concerns will also be examined.</p>	<p>Participants will Understand the principles underlying ethical codes Increase their knowledge of how codes of ethics address issues relating to the counseling relationship, confidentiality, counselor competence, supervision, and dual relationships when working with HIV infected clients Learn a model for ethical decision-making Apply ethical standards and the decision-making model to critical incidents in substance abuse counseling involving HIV/AIDS. Become familiar with ACT 148 and its relevance to substance abuse counseling with HIV-infected</p>
<p>Supplier Name: Lahey, Victoria Vendor Number: 106121-001 Contract Number: 4600011056 Phone Number(s): 412-56008621 Business Address: 1900 Murray Ave Pittsburgh, PA 15206 COSTARS Participant</p>	<p>vittorial@earthlink.net</p>	<p>Communicable Diseases</p>	<p>Focus on Women & HIV</p>	<p>This workshop is designed to provide substance abuse counselors with an overview of those HIV-related issues and needs that particularly impact women in the substance abusing-link to HIV/AIDS. In addition the workshop assists participants in identifying ways in which treatment staff and program structure can be responsive to women's concerns in order to effect HIV risk reduction/health promotion for female clients and partners of clients.</p>	<p>Increase their knowledge of the interrelationship among substance abuse, HIV-associated risks, and women's issues Develop an appreciation of personal obstacle that may hinder effective counseling of women in the substance abusing-link and identify ways to overcome them Learn principles and strategies of empowerment as a potentially effective approach to meeting women's counseling and prevention needs Learn how to incorporate empowerment techniques into risk assessment and risk reduction planning with women Be able to apply these techniques and strategies in small group exercises</p>
<p>Supplier Name: Lahey, Victoria Vendor Number: 106121-001 Contract Number: 4600011056 Phone Number(s): 412-56008621 Business Address: 1900 Murray Ave Pittsburgh, PA 15206 COSTARS Participant</p>	<p>vittorial@earthlink.net</p>	<p>Communicable Diseases</p>	<p>Fundamentals of HIV Prevention Counseling</p>	<p>This course is designed to develop a counselor's proficiency in conducting HIV Prevention counseling. Participants will learn a six step prevention model that will assist them in supporting clients in identifying their personal HIV risk behaviors and circumstances; in identifying specific risk reduction goals; and in developing a realistic, personalized action plan to achieve these goals.</p>	<p>State (verbally and in writing) and apply practice sessions the fundamental counseling concepts and skills used in prevention counseling Identify, verbally and in writing, at least 5 factors that influence behavior Apply in practice sessions skills used in prevention counseling to elicit influence on client behavior and to develop client action plans with referrals. Demonstrate through practice sessions all six steps of HIV prevention counseling.</p>

Health Training/Consulting (by Category)

Contractor	Contractor Email	Category	Course Name	Short Description of the Course	Course Skills and/or Course Competencies
<p>Supplier Name: Lahey, Victoria Vendor Number: 106121-001 Contract Number: 4600011056 Phone Number(s): 412-56008621 Business Address: 1900 Murray Ave Pittsburgh, PA 15206 COSTARS Participant</p>	<p>vittorial@earthlink.net</p>	<p>Communicable Diseases</p>	<p>Harm Reduction</p>	<p>Harm Reduction is a non abstinence based treatment and/or prevention approach to high risk behaviors. Originating in Merseyside, England, the model's goal initially was to reduce drug related harm in individuals and their communities without necessarily reducing drug consumption. While needle exchange programs for the prevention of HIV and hepatitis transmission are the most familiar examples of Harm Reduction interventions, this model is currently being applied to the management of many life and health related problems including compassion fatigue experienced by social service providers. This workshop will include a discussion of the historical perspective from which Harm Reduction has emerged, the model and its underlying assumptions and beliefs, and examples of the practical application of the model to substance abuse, HIV primary and secondary prevention, and work related stress.</p>	<p>Become familiar with the history and origins of Harm Reduction Become familiar with and increase their understanding of the model and its underlying assumptions and beliefs Be able to identify ways to reduce drug, HIV, and work related harm Be able to apply the model to reduce drug, HIV and work related harm in role-plays</p>
<p>Supplier Name: Lahey, Victoria Vendor Number: 106121-001 Contract Number: 4600011056 Phone Number(s): 412-56008621 Business Address: 1900 Murray Ave Pittsburgh, PA 15206 COSTARS Participant</p>	<p>vittorial@earthlink.net</p>	<p>Communicable Diseases</p>	<p>HAV / HBV / HCV Course</p>	<p>This course is designed to provide substance abuse counselors with basic information about viral hepatitis.</p>	<p>Understand the anatomy and function of the liver Be able to list ten ways to maintain liver health Describe the risk factors for viral hepatitis Define the different levels of viral hepatitis: acute, chronic persistent, chronic active, cirrhosis and fulminant hepatitis Describe the spectrum of illness, for hepatitis A, B, and C Identify the epidemiology of hepatitis A, B, C Identify the ways that hepatitis A, B, and C are transmitted Identify prevention and treatment options for viral hepatitis Understand the connection between viral hepatitis and other infectious diseases such as HIV</p>
<p>Supplier Name: Lahey, Victoria Vendor Number: 106121-001 Contract Number: 4600011056 Phone Number(s): 412-56008621 Business Address: 1900 Murray Ave Pittsburgh, PA 15206 COSTARS Participant</p>	<p>vittorial@earthlink.net</p>	<p>Communicable Diseases</p>	<p>HCV / HIV Co-Infection Course</p>	<p>This workshop is designed to provide participants with basic information regarding Hepatitis C infection including its epidemiology, transmission, behavioral risks specific to drug users, diagnosis, symptoms and treatment. The impact of HIV confection on HCV disease transmission, disease progression and treatment will be highlighted.</p>	<p>Increase their knowledge and understanding of HCV transmission, diagnosis, symptoms, disease progression and treatment Be able to identify behavioral risks specific to drug users Increase their knowledge and understanding of the impact of HIV confection upon HCV disease transmission, disease progression and treatment.</p>

Health Training/Consulting (by Category)

Contractor	Contractor Email	Category	Course Name	Short Description of the Course	Course Skills and/or Course Competencies
<p>Supplier Name: Lahey, Victoria Vendor Number: 106121-001 Contract Number: 4600011056 Phone Number(s): 412-56008621 Business Address: 1900 Murray Ave Pittsburgh, PA 15206 COSTARS Participant</p>	<p>vittorial@earthlink.net</p>	<p>Communicable Diseases</p>	<p>HIV Training Program for Substance Abuse Counselors Course</p>	<p>The purpose of this workshop is to provide substance abuse counselors with the information necessary to conduct HIV prevention with their clients. The course includes a comprehensive HIV 202 focusing upon the HIV-substance abuse link, special characteristics of the virus, transmission, co-factors of disease progression, stages of disease progression, opportunistic infections, and antiviral treatments. Antibody test counseling and a model for assisting clients in making a decision whether to be tested for HIV will be discussed. In addition, participants will learn processes for and see demonstrations of HIV risk assessment and risk reduction.</p>	<p>Increase their knowledge about HIV disease and its causal virus, transmission, disease progression and symptoms, basic methods of transmission prevention and the connection between HIV and tuberculosis. Learn a process and appropriate techniques for assisting clients in making a personal decision of whether to take the HIV antibody test. Learn the content, process, and techniques to conduct risk assessment with clients who abuse controlled substances. Learn the content, process, and techniques to conduct risk reduction with clients who abuse controlled substances. Become familiar with methods that can be utilized to reduce the drug, sexual, perinatal and workplace risks for HIV transmission.</p>
<p>Supplier Name: Lahey, Victoria Vendor Number: 106121-001 Contract Number: 4600011056 Phone Number(s): 412-56008621 Business Address: 1900 Murray Ave Pittsburgh, PA 15206 COSTARS Participant</p>	<p>vittorial@earthlink.net</p>	<p>Communicable Diseases</p>	<p>HIV Update Course</p>	<p>This course provides substance abuse counselors with updated HIV information on epidemiology, symptomatic HIV and opportunistic infections, current CDC guidelines for HIV treatment, FDA approved antiviral medications and those currently studied in clinical trials, and toxic side effects and health problems associated with HIV antiviral treatment.</p>	<p>Become aware of international, state, and local trends in HIV transmission and infection Increase their knowledge of current symptoms of HIV disease progression Increase their knowledge and understanding of HIV medical treatment, FDA approved medications, and those currently studied in clinical trials Become familiar with the toxic side effects and health problems associated with HIV antiviral treatment.</p>
<p>Supplier Name: Lahey, Victoria Vendor Number: 106121-001 Contract Number: 4600011056 Phone Number(s): 412-56008621 Business Address: 1900 Murray Ave Pittsburgh, PA 15206 COSTARS Participant</p>	<p>vittorial@earthlink.net</p>	<p>Communicable Diseases</p>	<p>Human Sexuality</p>	<p>The purpose of this workshop is to provide essential information on human sexuality as it relates to substance abuse treatment. Key definitions and theories on psychosexual development will be discussed, as well as the effects of drug use on sexual functioning. Types of sexually transmitted diseases, which may threaten clients in treatment and risk reduction practices will be explored. Skills in taking sexual histories will be demonstrated and practiced to bolster participant confidence in using these techniques in the work environment.</p>	<p>Participants will learn Key definitions, including gender, sex, and sexuality The phases of psychosexual development and how these affect adult sexuality Sexual functioning and dysfunction including the effects of substance abuse Information on sexually transmitted diseases, including risk reduction methods Skills to be use when taking a client's sexual history To apply these skills in role-plays</p>

Health Training/Consulting (by Category)

Contractor	Contractor Email	Category	Course Name	Short Description of the Course	Course Skills and/or Course Competencies
<p>Supplier Name: Lahey, Victoria Vendor Number: 106121-001 Contract Number: 4600011056 Phone Number(s): 412-56008621 Business Address: 1900 Murray Ave Pittsburgh, PA 15206 COSTARS Participant</p>	<p>vittorial@earthlink.net</p>	<p>Communicable Diseases</p>	<p>Integrating Viral Hepatitis Into Treatment Course</p>	<p>This course, developed by the National Viral Hepatitis Training Project with the support of the Centers for Disease Control, is designed to familiarize individuals working in substance abuse treatment programs, HIV/AIDS service organizations or criminal justice settings with basic information about viral hepatitis. In addition, the course contains modules specific to each of these settings that will give providers the tools and assist them in developing the skills necessary to integrate hepatitis prevention, education and counseling services into already existing programs.</p>	<p>Understand the anatomy and function of the liver Be able to list ten ways to maintain liver health Describe the risk factors for viral hepatitis Define the different levels of viral hepatitis: acute, chronic persistent, chronic active, cirrhosis and fulminant hepatitis Describe the spectrum of illness, for hepatitis A, B, and C Identify the epidemiology of hepatitis A, B, C Identify the ways that hepatitis A, B, and C are transmitted Identify prevention and treatment options for viral hepatitis Understand the connection between viral hepatitis and other infectious diseases such as HIV Practice and demonstrate skills to assess client's risk for viral hepatitis Practice and demonstrate ability to tailor harm reduction messages to client's risk behaviors</p>
<p>Supplier Name: Lahey, Victoria Vendor Number: 106121-001 Contract Number: 4600011056 Phone Number(s): 412-56008621 Business Address: 1900 Murray Ave Pittsburgh, PA 15206 COSTARS Participant</p>	<p>vittorial@earthlink.net</p>	<p>Communicable Diseases</p>	<p>Issues for Gay, Lesbian & Bisexual Clients</p>	<p>The purpose of this workshop is to increase counselor awareness of the issues that gay, lesbian, and bisexual clients bring to treatment. Participants will increase their understanding of sexuality identity and the continuum on which it falls, as well as, the "coming out " process and how it may impact substance abuse treatment. Counseling issues unique to gay, lesbian, and bisexual clients will be highlighted. Counselors will be encouraged to use the workshop as a means of identifying feelings and personal values about sexual orientation that might affect their ability to work effectively with gay, lesbian and bisexual clients.</p>	<p>Learn definitions and the basic elements of sexuality Increase their understanding of sexual orientation and its continuum Become familiar with and able to use either the Kinsey Scale or the Klein Sexual Orientation Grid in helping clients to identify where he or she might fall on the sexual orientation continuum Increase their understanding of the "coming out" process and how it might impact substance abuse treatment for gay, lesbian or bisexual clients Be able to identify counseling issues in substance abuse treatment unique to gay, lesbian and bisexual clients. Identify their own personal feelings and values regarding sexual orientation that might affect their ability to work with gay, lesbian or bisexual clients Apply their new knowledge and understanding in role-plays</p>

Health Training/Consulting (by Category)

Contractor	Contractor Email	Category	Course Name	Short Description of the Course	Course Skills and/or Course Competencies
<p>Supplier Name: Lahey, Victoria Vendor Number: 106121-001 Contract Number: 4600011056 Phone Number(s): 412-56008621 Business Address: 1900 Murray Ave Pittsburgh, PA 15206 COSTARS Participant</p>	<p>vittorial@earthlink.net</p>	<p>Communicable Diseases</p>	<p>TB / STDs / Hepatitis</p>	<p>Substance abusers have high rates of infection with tuberculosis, sexually transmitted diseases and hepatitis which can impact their participation in substance abuse treatment. This course is designed to familiarize substance abuse counselors with the epidemiology, routes of transmission, diagnosis, disease progression and treatment of tuberculosis, viral hepatitis and common sexually transmitted diseases.</p>	<p>Increase their knowledge and understanding of how communicable diseases are transmitted, diagnoses and treated Recognize the factors that increase the risk for disease progression for tuberculosis, viral hepatitis and sexually transmitted diseases Understand how infection, transmission, disease progression and the successful treatment of tuberculosis, hepatitis and sexually transmitted diseases can be impacted by substance abuse</p>
<p>Supplier Name: Lahey, Victoria Vendor Number: 106121-001 Contract Number: 4600011056 Phone Number(s): 412-56008621 Business Address: 1900 Murray Ave Pittsburgh, PA 15206 COSTARS Participant</p>	<p>vittorial@earthlink.net</p>	<p>Communicable Diseases</p>	<p>Treatment Planning for Clients with HIV Disease</p>	<p>This workshop addresses the knowledge, attitudes and skills that will support effective treatment planning for substance abuse clients with HIV disease. Counselors will improve their understanding of the spectrum of HIV disease, its multidimensional impact on those who are infected/affected, client and significant other needs, and the supportive services that are available. The workshop will increase participants awareness of the types of counter transference that can occur when working with HIV-infected clients and how to manage them. The primary goal of the workshop is to assist counselors in developing the skills necessary to do effective treatment planning with HIV-infected substance abusers.</p>	<p>Describe the multiple dimensions of health problems as they relate to treatment planning for substance abuse clients with HIV Disease Assess HIV-infected clients needs related to HIV/AIDS awareness and health promotion, psychosocial adjustment to HIV infection and disease milestones, the impact of client infection on family/other support systems, and additional supportive services. Identify short and long term goals and strategies and action steps that address client needs related to HIV/AIDS awareness and health promotion, psychosocial adjustment to HIV infection and disease milestones, the impact of client infection on family/other support systems, and additional supportive services in small group exercises Develop a comprehensive, individualized treatment plan, including appropriate goals and strategies and actions steps, that will address HIV and substance abuse related needs for an assigned case study</p>

Health Training/Consulting (by Category)

Contractor	Contractor Email	Category	Course Name	Short Description of the Course	Course Skills and/or Course Competencies
<p>Supplier Name: Lahey, Victoria Vendor Number: 106121-001 Contract Number: 4600011056 Phone Number(s): 412-56008621 Business Address: 1900 Murray Ave Pittsburgh, PA 15206 COSTARS Participant</p>	<p>vittorial@earthlink.net</p>	<p>Treatment</p>	<p>Advanced Group Skills Course</p>	<p>This workshop will focus upon the role of the group leader in both psychoeducation groups and counseling groups. Critical incidents in group work will be discussed as well as the dynamics of co-leadership. In addition experiential exercises including the use of guided imagery in group will be highlighted.</p>	<p>Increase their knowledge regarding the differences in group leadership roles, tasks and interventions when conducting psychoeducation and counseling groups. Identify ethical concerns in group counseling Apply ethical standards to critical incidents that frequently arise when conducting group counseling Examine the challenges of co-leading groups. Identify aspects of his or her leadership style that should be discussed and coordinated with his or her group co-facilitator Participate in guided imagery and other experiential exercises designed to lower client resistance in group counseling</p>
<p>Supplier Name: Lahey, Victoria Vendor Number: 106121-001 Contract Number: 4600011056 Phone Number(s): 412-56008621 Business Address: 1900 Murray Ave Pittsburgh, PA 15206 COSTARS Participant</p>	<p>vittorial@earthlink.net</p>	<p>Treatment</p>	<p>Basic Group Counseling Course</p>	<p>This workshop focuses upon the basics of group counseling, highlighting the role of the group facilitator throughout the stages of group process. Suggestions for adapting group process to accommodate adolescent populations and interventions to address resistance in groups will also be explored. A variety of experiential exercises and techniques that can enhance client participation in group will be demonstrated</p>	<p>Increase their knowledge of the stages of group process Expand their understanding of the role of the group leader and explore group leaderships skills in each of these stages Increase their awareness of the need to adjust group process and techniques to accommodate adolescent populations Identify inventions that can both address a group member's resistance and enhance his/her participation in group. Participate in group experiential exercises that are a creative means of lowering group member's barriers to participation in group</p>
<p>Supplier Name: Lahey, Victoria Vendor Number: 106121-001 Contract Number: 4600011056 Phone Number(s): 412-56008621 Business Address: 1900 Murray Ave Pittsburgh, PA 15206 COSTARS Participant</p>	<p>vittorial@earthlink.net</p>	<p>Treatment</p>	<p>Basic Pharmacology</p>		
<p>Supplier Name: Lahey, Victoria Vendor Number: 106121-001 Contract Number: 4600011056 Phone Number(s): 412-56008621 Business Address: 1900 Murray Ave Pittsburgh, PA 15206 COSTARS Participant</p>	<p>vittorial@earthlink.net</p>	<p>Treatment</p>	<p>Club, Rave, The Alphabet Drugs: the Other Drugs</p>		

Health Training/Consulting (by Category)

Contractor	Contractor Email	Category	Course Name	Short Description of the Course	Course Skills and/or Course Competencies
Supplier Name: Lahey, Victoria Vendor Number: 106121-001 Contract Number: 4600011056 Phone Number(s): 412-56008621 Business Address: 1900 Murray Ave Pittsburgh, PA 15206 COSTARS Participant	vittorial@earthlink.net	Treatment	Conflict Resolution		
Supplier Name: Lahey, Victoria Vendor Number: 106121-001 Contract Number: 4600011056 Phone Number(s): 412-56008621 Business Address: 1900 Murray Ave Pittsburgh, PA 15206 COSTARS Participant	vittorial@earthlink.net	Treatment	Co-Occurring Disorders Course	The integration of substance abuse and mental health treatment is the focus of this workshop. The primary focus will be upon assessment, individual and group treatment approaches, and methods to enlist family support of treatment.	Learn principles for integrated treatment of mental health and substance abuse disorders Learn methods to assess substance abuse disorders in clients diagnosed with mental health disorders How to apply motivational interviewing principles and techniques to individual treatment for co-occurring disorders Familiar with the use of persuasion and active treatment groups in treating co-occurring disorders Learn strategies to enlist family support of treatment
Supplier Name: Lahey, Victoria Vendor Number: 106121-001 Contract Number: 4600011056 Phone Number(s): 412-56008621 Business Address: 1900 Murray Ave Pittsburgh, PA 15206 COSTARS Participant	vittorial@earthlink.net	Treatment	Dual Diagnosis		
Supplier Name: Lahey, Victoria Vendor Number: 106121-001 Contract Number: 4600011056 Phone Number(s): 412-56008621 Business Address: 1900 Murray Ave Pittsburgh, PA 15206 COSTARS Participant	vittorial@earthlink.net	Treatment	Gestalt Therapy	Gestalt Therapy utilizes a variety of creative techniques that can diffuse client resistance and enhance client participation in group and individual therapy. Many of the techniques are particularly effective with individuals who are unable to either access or articulate their feelings. Adolescents are often particularly receptive to Gestalt technique. This course provides an overview of Gestalt Therapy and demonstrations of Tran theoretical Gestalt techniques that can be easily assimilated into any system of treatment.	Become familiar with the key concepts in Gestalt Therapy Learn how to utilize Gestalt concepts, such as the cycle of contact and interferences with contact, in their efforts to assist clients in meeting their needs more effectively Learn how to incorporate Gestalt techniques ("empty chair", metaphor work, guided imagery, making the rounds) in their treatment of substance abuse

Health Training/Consulting (by Category)

Contractor	Contractor Email	Category	Course Name	Short Description of the Course	Course Skills and/or Course Competencies
Supplier Name: Lahey, Victoria Vendor Number: 106121-001 Contract Number: 4600011056 Phone Number(s): 412-56008621 Business Address: 1900 Murray Ave Pittsburgh, PA 15206 COSTARS Participant	vittorial@earthlink.net	Treatment	Heroin / Opiates Course	This workshop examines the neurobiological impact of heroin/opiate abuse and its current trends of use. Emphasis will be placed upon pharmacological and treatment models, for both adolescents and adults, whose treatment efficacy for opiate abuse/addiction is supported by current research. Heroin, OxyContin, Fentanyl and Vicodin abuse will be highlighted	Increase their understanding of the neurobiological impact of opiates upon the body Become familiar with the physiological dynamics that underlie opiate addiction Increase their awareness and be able to identify opiate derivatives that are commonly abused Become familiar with pharmacological treatments for opiate addiction Become familiar with treatment modalities and techniques that have been proven to be successful in treating either adolescent or adult opiate abuse.
Supplier Name: Lahey, Victoria Vendor Number: 106121-001 Contract Number: 4600011056 Phone Number(s): 412-56008621 Business Address: 1900 Murray Ave Pittsburgh, PA 15206 COSTARS Participant	vittorial@earthlink.net	Treatment	Psychopharmacology of Street Drugs Course	This workshop is designed to provide substance abuse treatment providers with an introduction to commonly abused "street drugs". In addition to the opiates and cocaine, the workshop will examine club drugs, a term used to describe a wide variety of drugs that are used by young adults and adolescents at all night dance parties, called "raves" or "trances", and at dance clubs and bars. Special focus will be placed upon the more popular "club drugs": ecstasy (MDMA), GHB, ketamine, methamphetamine, rohypnol, and LSD.	Learn the impact of these drugs upon central nervous system functioning Understand their effects upon psychological and behavioral functioning Be able to identify the slang terms used to describe these drugs and the routes with which they are administered Become familiar with the psychological and physiological dynamics that underlie their abuse and addiction to these drugs
Supplier Name: Lahey, Victoria Vendor Number: 106121-001 Contract Number: 4600011056 Phone Number(s): 412-56008621 Business Address: 1900 Murray Ave Pittsburgh, PA 15206 COSTARS Participant	vittorial@earthlink.net	Treatment	PTSD & Addiction Course	The purpose of this workshop is to provide substance abuse counselors information concerning post traumatic stress disorders and their relationship to addiction. The course will address both internal and external factors that determine an individual's response to trauma, common post trauma reactions, cognitive behavioral models of post trauma counseling, and the relationship between trauma and addiction	Increase their knowledge of how trauma impacts brain functioning. Increase their awareness of external factors that impacts an individual's adjustment to traumatic events. Recognize and identify long term stress reactions to traumatic events Become aware of the cognitive behavioral models used in the treatment of post traumatic stress disorders Learn skills and techniques that can assist clients in managing stress and post trauma symptoms Understand the relationship between PTSD and addiction

Health Training/Consulting (by Category)

Contractor	Contractor Email	Category	Course Name	Short Description of the Course	Course Skills and/or Course Competencies
Supplier Name: Lahey, Victoria Vendor Number: 106121-001 Contract Number: 4600011056 Phone Number(s): 412-56008621 Business Address: 1900 Murray Ave Pittsburgh, PA 15206 COSTARS Participant	vittorial@earthlink.net	Treatment	Reality Therapy / Choice Theory	Reality therapy has been demonstrated to be an effective cognitive behavioral method of treatment, particularly with adolescents. This course provides substance abuse counselors with an overview of Reality Therapy/Choice Theory and how the theory can be incorporated into substance abuse treatment. Small group exercises will be used throughout the course both to demonstrate how theory and technique can be utilized in treatment and to provide participants with an opportunity to practice new skills	Learn the key concepts of Reality Therapy Participate in small group exercises designed to assist them in learning how to apply theory to practice Participate in individual and group role-plays that will provide them with an opportunity to practice Reality Therapy skills and techniques.
Supplier Name: Lahey, Victoria Vendor Number: 106121-001 Contract Number: 4600011056 Phone Number(s): 412-56008621 Business Address: 1900 Murray Ave Pittsburgh, PA 15206 COSTARS Participant	vittorial@earthlink.net	Treatment	Relapse Prevention	The CENAPS and Marlatt and Gordon models of relapse prevention are the focus of this workshop. Participants will become familiar with the components of both models as well as the techniques and client homework assignments that are used in the various stages of relapse prevention.	Learn how to differentiate between relapse and resumption of substance abuse Become familiar with relapse warning signs Increase their knowledge and understanding of relapse prevention models Learn and be able to utilize specific relapse prevention strategies to reduce client risk of relapse
Supplier Name: Lahey, Victoria Vendor Number: 106121-001 Contract Number: 4600011056 Phone Number(s): 412-56008621 Business Address: 1900 Murray Ave Pittsburgh, PA 15206 COSTARS Participant	vittorial@earthlink.net	Treatment	Special Concerns When Conducting Groups		

Health Training/Consulting (by Category)

Contractor	Contractor Email	Category	Course Name	Short Description of the Course	Course Skills and/or Course Competencies
<p>Supplier Name: Lahey, Victoria Vendor Number: 106121-001 Contract Number: 4600011056 Phone Number(s): 412-56008621 Business Address: 1900 Murray Ave Pittsburgh, PA 15206 COSTARS Participant</p>	<p>vittorial@earthlink.net</p>	<p>Treatment</p>	<p>Treatment Planning for Clients with HIV Disease</p>	<p>This workshop addresses the knowledge, attitudes and skills that will support effective treatment planning for substance abuse clients with HIV disease. Counselors will improve their understanding of the spectrum of HIV disease, its multidimensional impact on those who are infected/affected, client and significant other needs, and the supportive services that are available. The workshop will assist participants to increase their awareness of countertransference that can occur when working with HIV-infected clients and how to manage it. The primary goal of the workshop is to assist counselors in developing the skills necessary to do effective treatment planning with HIV-infected substance abusers.</p>	<p>Describe the multiple dimensions of health problems as they relate to treatment planning for substance abuse clients with HIV Disease Assess HIV-infected clients needs related to HIV/AIDS awareness and health promotion, psychosocial adjustment to HIV infection and disease milestones, the impact of client infection on family/other support systems, and additional supportive services. Identify client needs related to HIV AIDS awareness and health promotion, psychosocial adjustment to HIV infection and disease milestones, the impact of client infection on family/other support systems, and additional supportive services in small group exercises Develop a comprehensive, individualized treatment plan, including appropriate goals and strategies and actions steps, that will address HIV and substance abuse related needs for an assigned case study</p>
<p>Supplier Name: Lahey, Victoria Vendor Number: 106121-001 Contract Number: 4600011056 Phone Number(s): 412-56008621 Business Address: 1900 Murray Ave Pittsburgh, PA 15206 COSTARS Participant</p>	<p>vittorial@earthlink.net</p>	<p>Treatment</p>	<p>Working with Forensic Clients Course</p>	<p>This workshop provides substance abuse counselors with theoretical models and techniques proven to be effective when counseling forensic clients. Participants will become familiar with a continuum of criminal thinking and behavior that will assist them in assessing both the degree of client criminality and client progress in treatment. Cognitive behavioral models of treatment that support change and diffuse client resistance will be presented.</p>	<p>Become familiar with common criminal thinking and behavior patterns Understand how to use the continuum of criminal thinking and behavior to assess both severity and improvement Learn a process and be able to demonstrate techniques to address these patterns Learn models and practice techniques that both assist clients in learning and enhancing problem solving skills</p>
<p>Supplier Name: Lahey, Victoria Vendor Number: 106121-001 Contract Number: 4600011056 Phone Number(s): 412-56008621 Business Address: 1900 Murray Ave Pittsburgh, PA 15206 COSTARS Participant</p>	<p>vittorial@earthlink.net</p>	<p>Treatment</p>	<p>Working with Resistant Clients Course</p>	<p>This workshop assists substance abuse treatment providers in incorporating the Stages of Change model of behavior change into both the assessment and treatment of substance abuse disorders. In addition participants will receive an overview of Motivational Interviewing, the therapeutic model most closely associated with this behavior change model, and its specific techniques which can be utilized to both diffuse client resistance and facilitate progress to the next stage of behavior change.</p>	<p>Increase their knowledge and understanding of the Stages of Change and Motivational Interviewing Be able to use tools to assess where an individual is in the change process Learn which interventions are most effective in each of these stages Be able to adapt individual and group treatment to a client's current level of commitment to change Be able to apply Motivational Interviewing techniques and concepts to the treatment of substance abuse disorders</p>

Health Training/Consulting (by Category)

Contractor	Contractor Email	Category	Course Name	Short Description of the Course	Course Skills and/or Course Competencies
<p>Supplier Name: Maggie Marcopul, CPS Contact(s): Maggie Marcopul Vendor Number: 103652 Contract Number: 4400001564 Phone Number(s): 214-245-2195 267-973-5180 Business Address: 1331 Newport Mews Dr. Bensalem, PA 19020 COSTARS Participant</p>	<p>Magucie@yahoo.com</p>	<p>Education & Prevention</p>	<p>Prevention Ethics</p>	<p>Review of the PCB Code of Ethics followed by a mock hearing where participants determine code, findings of fact and sanctions.</p>	<p>Participants have a clearer understanding of the Code of Ethics and an opportunity to apply them through a mock hearing.</p>
<p>Supplier Name: Maggie Marcopul, CPS Contact(s): Maggie Marcopul Vendor Number: 103652 Contract Number: 4400001564 Phone Number(s): 214-245-2195 267-973-5180 Business Address: 1331 Newport Mews Dr. Bensalem, PA 19020 COSTARS Participant</p>	<p>Magucie@yahoo.com</p>	<p>Education & Prevention</p>	<p>SPF -SIG</p>	<p>Training in the implementation of the Strategic Prevention Framework.</p>	<p>Participants will gain knowledge of the framework & be prepared to implement it in their communities.</p>
<p>Supplier Name: McAndrews, Francis Vendor Number: 207664 Contract Number: 4600011055 Phone Number(s): 800-255-2335 Business Address: 528 Ruben Kehrer Rd Lot 123 Muncy, PA 17756 COSTARS Participant</p>	<p>fmcandrew@CRHealth.com</p>	<p>Administrative</p>	<p>Cultural Competency</p>	<p>Identify the belief and attitudes of culturally skilled counselors and understand their own values, attitudes and biases and how they are likely to affect minority clients. Monitor their functioning through consultation, supervision and continuing education. Appreciate diverse cultures and be comfortable with differences with their clients in terms of race and beliefs. Be aware of a unique integration of different value systems that can contribute to both therapist and client growth. Know when to refer a client because of the limitations in cross-cultural counseling.</p>	<p>Utilize counseling styles that are congruent with the value system of different minority groups. Be able to employ institutional intervention skills on behalf of their clients when necessary or appropriate.</p>
<p>Supplier Name: McAndrews, Francis Vendor Number: 207664 Contract Number: 4600011055 Phone Number(s): 800-255-2335 Business Address: 528 Ruben Kehrer Rd Lot 123 Muncy, PA 17756 COSTARS Participant</p>	<p>fmcandrew@CRHealth.com</p>	<p>Treatment</p>	<p>Co-Occurring Disorders Course</p>		

Health Training/Consulting (by Category)

Contractor	Contractor Email	Category	Course Name	Short Description of the Course	Course Skills and/or Course Competencies
Supplier Name: McAndrews, Francis Vendor Number: 207664 Contract Number: 4600011055 Phone Number(s): 800-255-2335 Business Address: 528 Ruben Kehrer Rd Lot 123 Muncy, PA 17756 COSTARS Participant	fmcandrew@CRHealth.com	Treatment	Co-Occurring Psychiatric & Substance Abuse: An Overview		
Supplier Name: McAndrews, Francis Vendor Number: 207664 Contract Number: 4600011055 Phone Number(s): 800-255-2335 Business Address: 528 Ruben Kehrer Rd Lot 123 Muncy, PA 17756 COSTARS Participant	fmcandrew@CRHealth.com	Treatment	PTSD & Addiction Course		
Supplier Name: Meghan Szafran Contact(s): Meghan Szafran Vendor Number: 311662 Contract Number: 4400001556 Phone Number(s): 215-245-5427 Business Address: 3616 Valley Meadow Dr. Bensalem, PA 19020 COSTARS Participant	mszafran@todayincbensalem.org	Education & Prevention	Prevention 101	This course seeks to provide participants with a history of substance abuse prevention in Pennsylvania. It will highlight risk and protective factors as well as several evidence-based programs.	Participants will increase their knowledge of substance abuse prevention, be able to identify BDAP's risk and protective factors, and understand where they fit in the world of prevention.
Supplier Name: Mental Health Consultants Contact(s): Haaz, Edward Vendor Number: 129133 Contract Number: 4600011057 Phone Number(s): 215-345-7838 Business Address: 1878 Sugar Bottom Rd Furlong, PA 18925 COSTARS Participant	ehaaz@mhconsultants.com	Case Management	Clinical Case Management	Beginner, Intermediate or Advanced technique and skills building	
Supplier Name: Mental Health Consultants Contact(s): Haaz, Edward Vendor Number: 129133 Contract Number: 4600011057 Phone Number(s): 215-345-7838 Business Address: 1878 Sugar Bottom Rd Furlong, PA 18925 COSTARS Participant	ehaaz@mhconsultants.com	Case Management	Counseling Skills	Beginner, Intermediate or Advanced technique and skills building	

Health Training/Consulting (by Category)

Contractor	Contractor Email	Category	Course Name	Short Description of the Course	Course Skills and/or Course Competencies
Supplier Name: Mental Health Consultants Contact(s): Haaz, Edward Vendor Number: 129133 Contract Number: 4600011057 Phone Number(s): 215-345-7838 Business Address: 1878 Sugar Bottom Rd Furlong, PA 18925 COSTARS Participant	ehaaz@mhconsultants.com	Treatment	Assessment Interviewing	Beginner, Intermediate or Advanced technique and skills building	
Supplier Name: Mental Health Consultants Contact(s): Haaz, Edward Vendor Number: 129133 Contract Number: 4600011057 Phone Number(s): 215-345-7838 Business Address: 1878 Sugar Bottom Rd Furlong, PA 18925 COSTARS Participant	ehaaz@mhconsultants.com	Treatment	Assessment, Evaluation & Treatment Plan Intervention	Beginner, Intermediate or Advanced technique and skills building	
Supplier Name: Mental Health Consultants Contact(s): Haaz, Edward Vendor Number: 129133 Contract Number: 4600011057 Phone Number(s): 215-345-7838 Business Address: 1878 Sugar Bottom Rd Furlong, PA 18925 COSTARS Participant	ehaaz@mhconsultants.com	Treatment	Clinical Supervision	Advance Clinical supervision training	
Supplier Name: Mental Health Consultants Contact(s): Haaz, Edward Vendor Number: 129133 Contract Number: 4600011057 Phone Number(s): 215-345-7838 Business Address: 1878 Sugar Bottom Rd Furlong, PA 18925 COSTARS Participant	ehaaz@mhconsultants.com	Treatment	Taking Charge of Your Health	Stress and health management	
Supplier Name: Mental Health Consultants Contact(s): Haaz, Edward Vendor Number: 129133 Contract Number: 4600011057 Phone Number(s): 215-345-7838 Business Address: 1878 Sugar Bottom Rd Furlong, PA 18925 COSTARS Participant	ehaaz@mhconsultants.com	Treatment	Treatment Planning	Beginner, Intermediate or Advanced technique and skills building	

Health Training/Consulting (by Category)

Contractor	Contractor Email	Category	Course Name	Short Description of the Course	Course Skills and/or Course Competencies
<p>Supplier Name: MGS Consulting Contact(s): Stein, Marilyn G. Vendor Number: 194537 Contract Number: 4600011058 Phone Number(s): 717-397-8275 (Home) 717-413-8473 (Cell) Business Address: 137 Howard Ave Lancaster, PA 17602 COSTARS Participant</p>	<p>marilynstein@aol.com</p>	<p>Administrative</p>	<p>Administrative Planning in the Age of HIV</p>	<p>This course is intended for administrators in a treatment setting which includes substance abuse treatment, prevention and/or referral. It emphasizes why and how HIV disease education and risk reduction planning can and should be included in these settings.</p>	<p>By the end of this training, participants will be able to identify HIV training and education needs for staff and clients in their agencies. It will help clarify how training and risk reduction planning can be provided in various agency types.</p>
<p>Supplier Name: MGS Consulting Contact(s): Stein, Marilyn G. Vendor Number: 194537 Contract Number: 4600011058 Phone Number(s): 717-397-8275 (Home) 717-413-8473 (Cell) Business Address: 137 Howard Ave Lancaster, PA 17602 COSTARS Participant</p>	<p>marilynstein@aol.com</p>	<p>Administrative</p>	<p>Communication Skills Workshop</p>	<p>Good communication skills are just not good enough! This interactive workshop offers information that will improve your ability to communicate effectively by ensuring that the message received is the message you intended to send. Barriers to effective communication will also be considered. This workshop will even challenge your listening skills! Whether with our words, body language, use of space, or modes of dress and facial expressions we communicate volumes. This workshop will improve all aspects of your communication style.</p>	
<p>Supplier Name: MGS Consulting Contact(s): Stein, Marilyn G. Vendor Number: 194537 Contract Number: 4600011058 Phone Number(s): 717-397-8275 (Home) 717-413-8473 (Cell) Business Address: 137 Howard Ave Lancaster, PA 17602 COSTARS Participant</p>	<p>marilynstein@aol.com</p>	<p>Administrative</p>	<p>Cultural Competency</p>	<p>this program looks at the development of our individual beliefs and how these beliefs affect our day to day behavior with co-workers, clients and family members. This non-confrontational program includes activities that challenge attitudes, uncover hidden biases and promote inclusion.</p>	
<p>Supplier Name: MGS Consulting Contact(s): Stein, Marilyn G. Vendor Number: 194537 Contract Number: 4600011058 Phone Number(s): 717-397-8275 (Home) 717-413-8473 (Cell) Business Address: 137 Howard Ave Lancaster, PA 17602 COSTARS Participant</p>	<p>marilynstein@aol.com</p>	<p>Administrative</p>	<p>Ethics</p>	<p>What is legal is not always ethical. This program considers the philosophy of ethics and illustrates the impact of good or bad ethics on our personal and professional lives. An ethical decision making model is provided.</p>	

Health Training/Consulting (by Category)

Contractor	Contractor Email	Category	Course Name	Short Description of the Course	Course Skills and/or Course Competencies
<p>Supplier Name: MGS Consulting Contact(s): Stein, Marilyn G. Vendor Number: 194537 Contract Number: 4600011058 Phone Number(s): 717-397-8275 (Home) 717-413-8473 (Cell) Business Address: 137 Howard Ave Lancaster, PA 17602 COSTARS Participant</p>	<p>marilynstein@aol.com</p>	<p>Administrative</p>	<p>Ethics for the Addictions Professional</p>		
<p>Supplier Name: MGS Consulting Contact(s): Stein, Marilyn G. Vendor Number: 194537 Contract Number: 4600011058 Phone Number(s): 717-397-8275 (Home) 717-413-8473 (Cell) Business Address: 137 Howard Ave Lancaster, PA 17602 COSTARS Participant</p>	<p>marilynstein@aol.com</p>	<p>Administrative</p>	<p>PTSD & Addiction Course</p>		
<p>Supplier Name: MGS Consulting Contact(s): Stein, Marilyn G. Vendor Number: 194537 Contract Number: 4600011058 Phone Number(s): 717-397-8275 (Home) 717-413-8473 (Cell) Business Address: 137 Howard Ave Lancaster, PA 17602 COSTARS Participant</p>	<p>marilynstein@aol.com</p>	<p>Administrative</p>	<p>Relapse Prevention</p>	<p>Preventing relapse begins the day a client begins to participate in a recovery process. This workshop promotes the idea that we are supporting recovery through the use of specific skills and techniques. When you improve the ability to live a quality life we minimize the likelihood that someone will return to an unhealthy lifestyle that includes the use of substances.</p>	
<p>Supplier Name: MGS Consulting Contact(s): Stein, Marilyn G. Vendor Number: 194537 Contract Number: 4600011058 Phone Number(s): 717-397-8275 (Home) 717-413-8473 (Cell) Business Address: 137 Howard Ave Lancaster, PA 17602 COSTARS Participant</p>	<p>marilynstein@aol.com</p>	<p>Administrative</p>	<p>Substance Abuse & Domestic Violence</p>	<p>There are many links between domestic violence and substance abuse that pertain to both the victims and the abusers. Features of domestic violence including learned helplessness and low self esteem which contribute to the continuation of the cycle of violence are considered. specific populations including aging women, rural women and same sex couples are discussed. Safety measures including harm reduction methods are also discussed.</p>	

Health Training/Consulting (by Category)

Contractor	Contractor Email	Category	Course Name	Short Description of the Course	Course Skills and/or Course Competencies
Supplier Name: MGS Consulting Contact(s): Stein, Marilyn G. Vendor Number: 194537 Contract Number: 4600011058 Phone Number(s): 717-397-8275 (Home) 717-413-8473 (Cell) Business Address: 137 Howard Ave Lancaster, PA 17602 COSTARS Participant	marilynstein@aol.com	Administrative	Where Systems Collide	A variety of Human Services professionals and Human Service systems work with the same clients. This workshop identifies stake holders and bridges the gaps between systems so that we can all work more effectively to promote an improved quality of life for the individual and safer communities too. With them, public safety.	
Supplier Name: MGS Consulting Contact(s): Stein, Marilyn G. Vendor Number: 194537 Contract Number: 4600011058 Phone Number(s): 717-397-8275 (Home) 717-413-8473 (Cell) Business Address: 137 Howard Ave Lancaster, PA 17602 COSTARS Participant	marilynstein@aol.com	Administrative	Women & Addiction	The research has begun to support that substance use, abuse and addiction is different for men than it is for women. Differences include the initiation of use, physiological factors, barriers to treatment, relapse and PTSD. This workshop is designed to consider the differences in an effort to meet the needs of women more effectively.	
Supplier Name: MGS Consulting Contact(s): Stein, Marilyn G. Vendor Number: 194537 Contract Number: 4600011058 Phone Number(s): 717-397-8275 (Home) 717-413-8473 (Cell) Business Address: 137 Howard Ave Lancaster, PA 17602 COSTARS Participant	marilynstein@aol.com	Treatment	Addiction 101	This workshop offers a basic understanding of substance abuse and addiction. DSM IV definitions, theories of addiction, environmental and genetic factors and co-occurring disorders including PTSD are discussed. Treatment principals, levels of care and motivating change are also included.	By the end of this training, participants will be able to understand the epidemic proportions of HIV/AIDS. How it is spread, treated and prevented and the co-factors for this disease. The substance abuse/HIV connection will also be understood.
Supplier Name: Milliron, Nancy R. Vendor Number: 213750 Contract Number: 4600011103 Phone Number(s): 724-437-3024 (Work) 724-542-7803 (Home) Business Address: 128 chestnut Ridge Rd Acme, PA 15610 COSTARS Participant	nancym@wdacinc.org ; bilmil@bellatlantic.net	Administrative	Confidentiality	Federal and State laws/regulations- Foundation course for those working in field of substance abuse treatment	Participants will become familiar with the history of confidentiality in PA.; with the limits of disclosure in specific settings and circumstances; will gain knowledge and experience via role play.
Supplier Name: Milliron, Nancy R. Vendor Number: 213750 Contract Number: 4600011103 Phone Number(s): 724-437-3024 (Work) 724-542-7803 (Home) Business Address: 128 chestnut Ridge Rd Acme, PA 15610 COSTARS Participant	nancym@wdacinc.org ; bilmil@bellatlantic.net	Case Management	Case Management Overview	Includes the history and functions of Case Management in PA. Address specific skills needed to work with clients in Case Management setting. Provides for an awareness of boundaries, ethics, listening skills and motivational interviewing.	Participants will become familiar with Case Management guidelines as developed by BDAP; will be able to articulate a greater understanding of the role of a Case Manager and will gain an awareness of time lines for specific activities.

Health Training/Consulting (by Category)

Contractor	Contractor Email	Category	Course Name	Short Description of the Course	Course Skills and/or Course Competencies
Supplier Name: Milliron, Nancy R. Vendor Number: 213750 Contract Number: 4600011103 Phone Number(s): 724-437-3024 (Work) 724-542-7803 (Home) Business Address: 128 chestnut Ridge Rd Acme, PA 15610 COSTARS Participant	nancym@wdacinc.org ; biilmil@bellatlantic.net	Case Management	ISS Service Planning & Record Keeping	Practical use of the ISS, service plans, discharge and follow up. Timelines and time frames for ICM activities resources and limits of ICM are discussed.	Participants will be able to conduct an ISS and will have a greater knowledge and understanding of the significance of the service plan for the client and for the ICM. The participant will have hands on experience working with the ISS and service plans.
Supplier Name: Milliron, Nancy R. Vendor Number: 213750 Contract Number: 4600011103 Phone Number(s): 724-437-3024 (Work) 724-542-7803 (Home) Business Address: 128 chestnut Ridge Rd Acme, PA 15610 COSTARS Participant	nancym@wdacinc.org ; biilmil@bellatlantic.net	Treatment	Addiction 101	Basic introductory course that covers disease concept; dependency, common drugs of abuse, relapse, recovery levels of care and motivation for treatment.	Participants will gain an understanding of the process of addiction as it relates to physical, mental, emotional social, spiritual aspects of the individual. Will also become familiar with treatment and recovery models and impacts of addiction on the individual.
Supplier Name: Milliron, Nancy R. Vendor Number: 213750 Contract Number: 4600011103 Phone Number(s): 724-437-3024 (Work) 724-542-7803 (Home) Business Address: 128 chestnut Ridge Rd Acme, PA 15610 COSTARS Participant	nancym@wdacinc.org ; biilmil@bellatlantic.net	Treatment	Motivational Interviewing		
Supplier Name: Milliron, Nancy R. Vendor Number: 213750 Contract Number: 4600011103 Phone Number(s): 724-437-3024 (Work) 724-542-7803 (Home) Business Address: 128 chestnut Ridge Rd Acme, PA 15610 COSTARS Participant	nancym@wdacinc.org ; biilmil@bellatlantic.net	Treatment	PCPC	Trains drug and alcohol workers on the specific tool known as the PCPC utilizing assessment data to determine the level of care and type of treatment that best meet client's needs.	Participants will utilize the PCPC manual throughout the training so that they become familiar with its contents while they review case studies and apply the data to specific cases. Participants will become aware of the levels of care, the six dimensions and the nine types of service available in drug and alcohol treatment
Supplier Name: Milliron, Nancy R. Vendor Number: 213750 Contract Number: 4600011103 Phone Number(s): 724-437-3024 (Work) 724-542-7803 (Home) Business Address: 128 chestnut Ridge Rd Acme, PA 15610 COSTARS Participant	nancym@wdacinc.org ; biilmil@bellatlantic.net	Treatment	Practical Applications for PCPC & Confidentiality		

Health Training/Consulting (by Category)

Contractor	Contractor Email	Category	Course Name	Short Description of the Course	Course Skills and/or Course Competencies
Supplier Name: Milliron, Nancy R. Vendor Number: 213750 Contract Number: 4600011103 Phone Number(s): 724-437-3024 (Work) 724-542-7803 (Home) Business Address: 128 chestnut Ridge Rd Acme, PA 15610 COSTARS Participant	nancym@wdacinc.org ; biimil@bellatlantic.net	Treatment	Screening & Assessment	Provides information to assist the worker in determining emergent care needs; referral for care for those needs and how to conduct an effective assessment	Participants will become familiar with the reason for identifying emergent care needs during the screening process and know the appropriate referral for those needs. Participants will learn effective techniques for eliciting client information during the assessment and how to evaluate the information for treatment needs.
Supplier Name: Modro, Margaret Ann Vendor Number: 634748 Contract Number: 4400000941 Phone Number: 412-586-2573 Business Address: 263 Morrissey Street Pittsburgh, PA 15214 COSTARS Participant	modroma@upmc.edu	Education & Prevention	Evaluation & Improving Effectiveness	Components & indicators checklist in Section 8 of UPMC manual; County where to help documents; Review of SAP Performance reports for a county: what does it tell us?	Components & indicators checklist in Section 8 of UPMC manual; County where to help documents; Review of SAP Performance reports for a county: what does it tell us?
Supplier Name: Modro, Margaret Ann Vendor Number: 634748 Contract Number: 4400000941 Phone Number: 412-586-2573 Business Address: 263 Morrissey Street Pittsburgh, PA 15214 COSTARS Participant	modroma@upmc.edu	Education & Prevention	Legal/Ethical Policy Issues	Protection of Pupil Rights Amendment; Family Education Rights & Privacy Act	Protection of Pupil Rights Amendment; Family Education Rights & Privacy Act
Supplier Name: Modro, Margaret Ann Vendor Number: 634748 Contract Number: 4400000941 Phone Number: 412-586-2573 Business Address: 263 Morrissey Street Pittsburgh, PA 15214 COSTARS Participant	modroma@upmc.edu	Education & Prevention	Overview of Student Approval Program (SAP) Model	Role and Function of SAP in the educational process. SAP as one program in a continuum of services offered in a comprehensive safe & drug free schools plan	Role and Function of SAP in the educational process. SAP as one program in a continuum of services offered in a comprehensive safe & drug free schools plan
Supplier Name: Moffa, Joseph A. Vendor Number: 202961 Contract Number: 4600011059 Phone Number(s): 724-238-8088 Business Address: 183 Youngtown Ridge Road Ligonier, PA 15658 COSTARS Participant	joe.moffa@email.stvincent.edu	Prevention & Education	Needs Assessment	BDAP's Needs/Risk Assessment model using the PBPS Data Management System	This model melds both the traditional and the risk-focused approaches

Health Training/Consulting (by Category)

Contractor	Contractor Email	Category	Course Name	Short Description of the Course	Course Skills and/or Course Competencies
Supplier Name: Moffa, Joseph A. Vendor Number: 202961 Contract Number: 4600011059 Phone Number(s): 724-238-8088 Business Address: 183 Youngtown Ridge Road Ligonier, PA 15658 COSTARS Participant	joe.moffa@email.stvincent.edu	Prevention & Education	PBPS Goal & Objective Evaluation	Outcome-Based Evaluation methods for gathering and analyzing evidence-based prevention programming	Emphasizes the use of standard indicators of measure in the reduction of risk factors associated with ATOD abuse
Supplier Name: Moffa, Joseph A. Vendor Number: 202961 Contract Number: 4600011059 Phone Number(s): 724-238-8088 Business Address: 183 Youngtown Ridge Road Ligonier, PA 15658 COSTARS Participant	joe.moffa@email.stvincent.edu	Prevention & Education	Performance-Based Prevention System (PBPS) for Providers	BDAP's logic model for the management, planning and assessment and evaluation of prevention services	Provides skill based utilization of the Performance-Based Prevention software
Supplier Name: Moffa, Joseph A. Vendor Number: 202961 Contract Number: 4600011059 Phone Number(s): 724-238-8088 Business Address: 183 Youngtown Ridge Road Ligonier, PA 15658 COSTARS Participant	joe.moffa@email.stvincent.edu	Prevention & Education	Performance-Based Prevention Systems (PBPS) for SCA	BDAP's logic model for management, planning and assessment and evaluation of prevention services	Provides skill based utilization of the Performance-Based Prevention software
Supplier Name: Moffitt, Jason Vendor Number: 202923 Contract Number: 4600011060 Phone Number(s): 717-540-5344 Business Address: 4248 A Heathrow Court Harrisburg, PA 17109 COSTARS Participant	jmoffitt@dcdat.org	Prevention & Education	Goal & Objective Evaluation		
Supplier Name: Moffitt, Jason Vendor Number: 202923 Contract Number: 4600011060 Phone Number(s): 717-540-5344 Business Address: 4248 A Heathrow Court Harrisburg, PA 17109 COSTARS Participant	jmoffitt@dcdat.org	Prevention & Education	PBPC Goal & Objective Development		

Health Training/Consulting (by Category)

Contractor	Contractor Email	Category	Course Name	Short Description of the Course	Course Skills and/or Course Competencies
Supplier Name: Moffitt, Jason Vendor Number: 202923 Contract Number: 4600011060 Phone Number(s): 717-540-5344 Business Address: 4248 A Heathrow Court Harrisburg, PA 17109 COSTARS Participant	jmoffitt@dcdat.org	Prevention & Education	Performance-Based Prevention System (PBPS) for Providers	2- day Performance-Based Prevention System (PBPS). This mandatory class is intended for all substance abuse prevention personnel who have contacts with any SCA to provide prevention services, as well as those organizations who are grant recipients through BDAP	Participants will be able to identify the types of reports available, generate reports, demonstrate how to use the reports module of PBPS. Participants will be able to explain the types of evaluation, to use the Logic Model, and demonstrate how to use the evaluation module of PBPS. Participants will gain knowledge on the powerfulness of PBPS, able to search for key web sites, and demonstrate how to use the knowledge Base module of PBPS.
Supplier Name: Moffitt, Jason Vendor Number: 202923 Contract Number: 4600011060 Phone Number(s): 717-540-5344 Business Address: 4248 A Heathrow Court Harrisburg, PA 17109 COSTARS Participant	jmoffitt@dcdat.org	Prevention & Education	Performance-Based Prevention Systems (PBPS) for SCA	2- day Performance-Based Prevention System (PBPS). This mandatory class is intended for all substance abuse prevention personnel who have contacts with any SCA to provide prevention services, as well as those organizations who are grant recipients through BDAP	Participants will be able to identify the types of reports available, generate reports, demonstrate how to use the reports module of PBPS. Participants will be able to explain the types of evaluation, to use the Logic Model, and demonstrate how to use the evaluation module of PBPS. Participants will gain knowledge on the powerfulness of PBPS, able to search for key web sites, and demonstrate how to use the knowledge Base module of PBPS.
Supplier Name: Monica R Fisher and Associates Contact(s): Fisher, Monica R. Vendor Number: 207259 Contract Number: 4600011044 Phone Number(s): 412-363-6996 (Home) 412-580-7318 (Work) Business Address: 1051 N Negley Ave Pittsburgh, PA 15206 MWBE Certified COSTARS Participant	fisher.monica@gmail.com	Communicable Diseases	Counseling on the HIV Antibody Test	Teaches providers how to prepare clients for testing and results	Explain the difference between a test for antibodies, the virus, and AIDS, describe the various tests and how they work, discuss what test results mean and their implications, Explain the role of the substance abuse counselor in client testing, demonstrate effective counseling skills for assisting clients with the test
Supplier Name: Monica R Fisher and Associates Contact(s): Fisher, Monica R. Vendor Number: 207259 Contract Number: 4600011044 Phone Number(s): 412-363-6996 (Home) 412-580-7318 (Work) Business Address: 1051 N Negley Ave Pittsburgh, PA 15206 MWBE Certified COSTARS Participant	fisher.monica@gmail.com	Communicable Diseases	Dying & Death	Discusses issues of loss, palliative care, 6 stages of death and dying	Define the 6 stages of death and dying, correctly explain 2 clinical issues that impact the dying person, Summarize 2 issues around death and dying

Health Training/Consulting (by Category)

Contractor	Contractor Email	Category	Course Name	Short Description of the Course	Course Skills and/or Course Competencies
<p>Supplier Name: Monica R Fisher and Associates Contact(s): Fisher, Monica R. Vendor Number: 207259 Contract Number: 4600011044 Phone Number(s): 412-363-6996 (Home) 412-580-7318 (Work) Business Address: 1051 N Negley Ave Pittsburgh, PA 15206 MWBE Certified COSTARS Participant</p>	<p>fisher.monica@gmail.com</p>	<p>Communicable Diseases</p>	<p>Effective Behavioral Interventions: Testing, Notification, & Impact</p>	<p>Latest information on HIV testing resources, partner counseling and notification and the impact of rapid testing on the public</p>	<p>Explain the stages of partner notification, explain the 3 options for HIV testing, Name 2 issues that impact the community around HIV testing</p>
<p>Supplier Name: Monica R Fisher and Associates Contact(s): Fisher, Monica R. Vendor Number: 207259 Contract Number: 4600011044 Phone Number(s): 412-363-6996 (Home) 412-580-7318 (Work) Business Address: 1051 N Negley Ave Pittsburgh, PA 15206 MWBE Certified COSTARS Participant</p>	<p>fisher.monica@gmail.com</p>	<p>Communicable Diseases</p>	<p>Ethics on HIV / AIDS & Substance Abuse</p>	<p>Mandatory testing, needle exchange, HIV and Law</p>	<p>Discuss 3 ethical issues impacting HIV and Substance Abuse, Discuss 2 legal implications of needle exchange. Summarize ACT 148</p>
<p>Supplier Name: Monica R Fisher and Associates Contact(s): Fisher, Monica R. Vendor Number: 207259 Contract Number: 4600011044 Phone Number(s): 412-363-6996 (Home) 412-580-7318 (Work) Business Address: 1051 N Negley Ave Pittsburgh, PA 15206 MWBE Certified COSTARS Participant</p>	<p>fisher.monica@gmail.com</p>	<p>Communicable Diseases</p>	<p>Focus on Women & HIV</p>	<p>History of female drug abuse, HIV connection, social concerns</p>	<p>Identify 2 measures to reduce substance abuse, Identify 3 indicators of substance abuse, Name 4 risk behaviors that put women at risk for HIV infection</p>

Health Training/Consulting (by Category)

Contractor	Contractor Email	Category	Course Name	Short Description of the Course	Course Skills and/or Course Competencies
<p>Supplier Name: Monica R Fisher and Associates Contact(s): Fisher, Monica R. Vendor Number: 207259 Contract Number: 4600011044 Phone Number(s): 412-363-6996 (Home) 412-580-7318 (Work) Business Address: 1051 N Negley Ave Pittsburgh, PA 15206 MWBE Certified COSTARS Participant</p>	<p>fisher.monica@gmail.com</p>	<p>Communicable Diseases</p>	<p>Fundamentals of HIV Prevention Counseling</p>	<p>Pre test counseling, risk reduction, cultural sensitivity</p>	<p>Demonstrate the 6 steps of prevention counseling, identify 3 safer goal behaviors, identify 3 risk behaviors, demonstrate creating a menu of options for a client in a counseling session</p>
<p>Supplier Name: Monica R Fisher and Associates Contact(s): Fisher, Monica R. Vendor Number: 207259 Contract Number: 4600011044 Phone Number(s): 412-363-6996 (Home) 412-580-7318 (Work) Business Address: 1051 N Negley Ave Pittsburgh, PA 15206 MWBE Certified COSTARS Participant</p>	<p>fisher.monica@gmail.com</p>	<p>Communicable Diseases</p>	<p>HIV & Substance Abuse</p>	<p>AIDS Epidemiology, SAP Connections, Linkages, Prevention Opportunities</p>	<p>Identify the main risk behavior that fuels HIV transmission in substance abusers, Identify 3 opportunities for prevention in substance abuse treatment</p>
<p>Supplier Name: Monica R Fisher and Associates Contact(s): Fisher, Monica R. Vendor Number: 207259 Contract Number: 4600011044 Phone Number(s): 412-363-6996 (Home) 412-580-7318 (Work) Business Address: 1051 N Negley Ave Pittsburgh, PA 15206 MWBE Certified COSTARS Participant</p>	<p>fisher.monica@gmail.com</p>	<p>Communicable Diseases</p>	<p>HIV / AIDS</p>	<p>HIV/AIDS Epidemiology, Basic Facts, Current Trends,</p>	<p>Name the ways that HIV is transmitted, name the ways that HIV is not transmitted, Discuss the disparity in African Americans in HIV trends</p>

Health Training/Consulting (by Category)

Contractor	Contractor Email	Category	Course Name	Short Description of the Course	Course Skills and/or Course Competencies
Supplier Name: Monica R Fisher and Associates Contact(s): Fisher, Monica R. Vendor Number: 207259 Contract Number: 4600011044 Phone Number(s): 412-363-6996 (Home) 412-580-7318 (Work) Business Address: 1051 N Negley Ave Pittsburgh, PA 15206 MWBE Certified COSTARS Participant	fisher.monica@gmail.com	Communicable Diseases	HIV / AIDS / STDs: Hepatitis C	Epidemiology, Transmission, Treatment, Diagnosis, Symptoms	Name 3 studs, define how those studs are transmitted, identify 2 local resources for treatment, explain the relationship between HIV and Hepatitis
Supplier Name: Monica R Fisher and Associates Contact(s): Fisher, Monica R. Vendor Number: 207259 Contract Number: 4600011044 Phone Number(s): 412-363-6996 (Home) 412-580-7318 (Work) Business Address: 1051 N Negley Ave Pittsburgh, PA 15206 MWBE Certified COSTARS Participant	fisher.monica@gmail.com	Communicable Diseases	HIV / AIDS / STDs: TB	Epidemiology, Transmission, Treatment, Diagnosis, Symptoms	Name the 3 STDS, Discuss the TB Connection, Name 3 common symptoms of STD infection
Supplier Name: Monica R Fisher and Associates Contact(s): Fisher, Monica R. Vendor Number: 207259 Contract Number: 4600011044 Phone Number(s): 412-363-6996 (Home) 412-580-7318 (Work) Business Address: 1051 N Negley Ave Pittsburgh, PA 15206 MWBE Certified COSTARS Participant	fisher.monica@gmail.com	Communicable Diseases	Human Sexuality	Sexual Functioning, STDS, Sexual History Taking, Resources and Referral	Define gender, sex and sexuality, summarize the phases of psychosexual development, name 3 types of sexual dysfunction, demonstrate sexual history taking skills

Health Training/Consulting (by Category)

Contractor	Contractor Email	Category	Course Name	Short Description of the Course	Course Skills and/or Course Competencies
Supplier Name: Monica R Fisher and Associates Contact(s): Fisher, Monica R. Vendor Number: 207259 Contract Number: 4600011044 Phone Number(s): 412-363-6996 (Home) 412-580-7318 (Work) Business Address: 1051 N Negley Ave Pittsburgh, PA 15206 MWBE Certified COSTARS Participant	fisher.monica@gmail.com	Communicable Diseases	Issues for Gay, Lesbian & Bisexual Clients	Coming Out, Domestic Violence, Access, Civil Rights	Explain 2 reasons that glbt clients may not come out, summarize 2 issues that impact HIV transmission in the glbt community, Discuss the impact of domestic violence and community violence on glbt people.
Supplier Name: Monica R Fisher and Associates Contact(s): Fisher, Monica R. Vendor Number: 207259 Contract Number: 4600011044 Phone Number(s): 412-363-6996 (Home) 412-580-7318 (Work) Business Address: 1051 N Negley Ave Pittsburgh, PA 15206 MWBE Certified COSTARS Participant	fisher.monica@gmail.com	Communicable Diseases	Risk Reduction Counseling	Steps for risk counseling, Offering choices, Meeting Clients where they are, Counselor/client communications	Conduct 3 role plays for risk counseling, describe effective client/counselor communication, name and define the steps for risk reduction counseling,
Supplier Name: Monica R Fisher and Associates Contact(s): Fisher, Monica R. Vendor Number: 207259 Contract Number: 4600011044 Phone Number(s): 412-363-6996 (Home) 412-580-7318 (Work) Business Address: 1051 N Negley Ave Pittsburgh, PA 15206 MWBE Certified COSTARS Participant	fisher.monica@gmail.com	Communicable Diseases	Substance Abuse & HIV Disease	Epidemiology, Transmission, Treatment, Special Considerations	Identify risk behavior that increases HIV infection, Identify opportunities for prevention in substance abuse treatment facilities, discuss the culture of substance abuse

Health Training/Consulting (by Category)

Contractor	Contractor Email	Category	Course Name	Short Description of the Course	Course Skills and/or Course Competencies
Supplier Name: Monica R Fisher and Associates Contact(s): Fisher, Monica R. Vendor Number: 207259 Contract Number: 4600011044 Phone Number(s): 412-363-6996 (Home) 412-580-7318 (Work) Business Address: 1051 N Negley Ave Pittsburgh, PA 15206 MWBE Certified COSTARS Participant	fisher.monica@gmail.com	Communicable Diseases	TB / STDs / Hepatitis	Epidemiology, Transmission, Diagnosis, Symptoms, Treatment	Define TB disease, define Hepatitis, give 2 examples of a STD, describe how these illnesses are transmitted
Supplier Name: Monica R Fisher and Associates Contact(s): Fisher, Monica R. Vendor Number: 207259 Contract Number: 4600011044 Phone Number(s): 412-363-6996 (Home) 412-580-7318 (Work) Business Address: 1051 N Negley Ave Pittsburgh, PA 15206 MWBE Certified COSTARS Participant	fisher.monica@gmail.com	Communicable Diseases	TB / STDs / HIV	Epidemiology, Transmission, Diagnosis, Symptoms, Treatment	Define TB disease, define HIV and AIDS, give 2 examples of a STD, describe how these illnesses are transmitted
Supplier Name: Monica R Fisher and Associates Contact(s): Fisher, Monica R. Vendor Number: 207259 Contract Number: 4600011044 Phone Number(s): 412-363-6996 (Home) 412-580-7318 (Work) Business Address: 1051 N Negley Ave Pittsburgh, PA 15206 MWBE Certified COSTARS Participant	fisher.monica@gmail.com	Communicable Diseases	Treatment Planning for Clients with HIV Disease	Offering Referrals, Coordinating Care, Supporting Client Goals	Identify local resources for treatment, explain how to offer a effective referral, Discuss the implications of substance abuse while in treatment for HIV

Health Training/Consulting (by Category)

Contractor	Contractor Email	Category	Course Name	Short Description of the Course	Course Skills and/or Course Competencies
Supplier Name: Monica R Fisher and Associates Contact(s): Fisher, Monica R. Vendor Number: 207259 Contract Number: 4600011044 Phone Number(s): 412-363-6996 (Home) 412-580-7318 (Work) Business Address: 1051 N Negley Ave Pittsburgh, PA 15206 MWBE Certified COSTARS Participant	fisher.monica@gmail.com	Treatment	Addiction	Addictive process, treatment options, types of drugs, effects, policy and education	Explain the process of addiction, identify and discuss various treatment options, discuss the impact of policy decisions on substance abuse treatment access.
Supplier Name: Monocacy Counseling Contact(s): Greg Krausz Vendor Number: 214329 Contract Number: 4400000807 Phone Number: 610-317-0503 Business Address: 2045 Westgate Drive Suite 301 Bethlehem, PA 18017 COSTARS Participant	greg@monocacy.com	Education & Prevention	Beginners Problem Gambling		
Supplier Name: Monocacy Counseling Contact(s): Greg Krausz Vendor Number: 214329 Contract Number: 4400000807 Phone Number: 610-317-0503 Business Address: 2045 Westgate Drive Suite 301 Bethlehem, PA 18017 COSTARS Participant	greg@monocacy.com	Education & Prevention	Treatment of Medical Professional under the Influence		

Health Training/Consulting (by Category)

Contractor	Contractor Email	Category	Course Name	Short Description of the Course	Course Skills and/or Course Competencies
Supplier Name: Murtaugh, Stephanie Vendor Number: 213751 Contract Number: 4600011109 Phone Number(s): 412-833-0234 Business Address: 5966 McPerson Ave Bethel Park, PA 15102 COSTARS Participant	smurtaugh@mercybh.org	Administrative	Advanced Ethics	This workshop is designed to enhance the professional's ability to assess who they are as a counselor, their own needs and values and understand how they can impact the therapeutic process in ways that create ethical dilemmas. How to identify conflicts and establish and adhere to appropriate professional boundaries will be addressed. Codes of ethics, transference issues and counselor bias will be explored. Counselors will get hands on experience exploring Ethics training required for PCB certification	<ol style="list-style-type: none"> 1. Identify biases and attitudes particularly as they apply to hot topics issues such as sexuality and religion. 2. Identify their counseling stance, who they are as a counselor and how this impacts the therapeutic relationship. 3. Create a working definition of professional boundaries. 4. Identify areas of personal conflict and bias and understand how this impact on the therapeutic relationship. 5. outline and practice a process for making decisions that can be used when confronted with these ethical dilemmas. 6. Identify ways to appropriately address counselor conflicts while continuing the therapeutic relationship. 7. Introduce self-care as a foundation addressing these issues.
Supplier Name: Murtaugh, Stephanie Vendor Number: 213751 Contract Number: 4600011109 Phone Number(s): 412-833-0234 Business Address: 5966 McPerson Ave Bethel Park, PA 15102 COSTARS Participant	smurtaugh@mercybh.org	Administrative	Basic Counseling 101	This course will provide an introduction and overview to the development of counseling skills. Students will be introduced to a variety of techniques through the observation and critique of videotapes of clinicians, experiential exercise and discussion. The counselors own self-insight and self-awareness will be addressed.	<ol style="list-style-type: none"> 1. Demonstrate basic attending and listening skills such as empathy, probing, summarizing, focusing and challenging 2. Discuss the therapy process and dynamics 3. Discuss ethical, legal and cultural issues associated with various therapeutic strategies. 4. Examine how their own attitudes and beliefs affect the therapy outcome. 5. Identify their own strengths and weaknesses as counselors.
Supplier Name: Murtaugh, Stephanie Vendor Number: 213751 Contract Number: 4600011109 Phone Number(s): 412-833-0234 Business Address: 5966 McPerson Ave Bethel Park, PA 15102 COSTARS Participant	smurtaugh@mercybh.org	Administrative	Confidentiality	This training is designed to review relevant information regarding confidentiality and the Alcohol and other drug consumer. It will address federal and state law, duty to warn, subpoenas and court orders, elements of a valid consent, releases of information, HIV/ AIDS - Act 148 and security of records. This is the mandatory training required by BDAP, for D & A providers	<ol style="list-style-type: none"> 1. To fully understand federal and state confidentiality regulations as they apply to the D & A consumer. 2. To fully understand duty to warn, subpoenas and court orders, as they apply to D & A clients 3. To recognize the elements of a proper release. 4. To fully understand security of client records including, verbal, hardcopies and electronic information.
Supplier Name: Murtaugh, Stephanie Vendor Number: 213751 Contract Number: 4600011109 Phone Number(s): 412-833-0234 Business Address: 5966 McPerson Ave Bethel Park, PA 15102 COSTARS Participant	smurtaugh@mercybh.org	Administrative	Cultural Competency	This presentation is a broad overview of the issues involved in cultural competency while illustrating the issues with specific examples. Culture is defined broadly. How cultural values and beliefs influence what clinicians and patients do and think will be addressed Effective ways of working with interpreters will also be discussed.	<ol style="list-style-type: none"> 1. Define and discuss health disparities 2. Explain how cultural beliefs shape clinical encounters 3. Understand how cultural competence can impact outcomes. 4. Discuss effective techniques for working with interpreters.

Health Training/Consulting (by Category)

Contractor	Contractor Email	Category	Course Name	Short Description of the Course	Course Skills and/or Course Competencies
<p>Supplier Name: Murtaugh, Stephanie Vendor Number: 213751 Contract Number: 4600011109 Phone Number(s): 412-833-0234 Business Address: 5966 McPerson Ave Bethel Park, PA 15102 COSTARS Participant</p>	<p>smurtaugh@mercybh.org</p>	<p>Administrative</p>	<p>Ethics for Drug & Alcohol Professionals</p>	<p>This workshop is designed to enhance the professional's ability to establish and adhere to appropriate professional boundaries. Codes of Ethics will be reviewed and a variety of subtle ethical boundaries will be explored. This training is approved for the mandatory Ethics training required for PCB certification</p>	<ol style="list-style-type: none"> 1. Create a working definition of professional boundaries. 2. Understand how the power differential in helping relationships influences boundaries. 3. Outline a process for making decisions that you can use when confronted with ethical dilemmas. 4. Use checklist to spot boundary problems early on and determine your own clues for vulnerable boundaries. 5. Recognize how ethical dictates concerning collegial relationships affect client care. 6. Introduce self-care as a foundation for setting boundaries.
<p>Supplier Name: Murtaugh, Stephanie Vendor Number: 213751 Contract Number: 4600011109 Phone Number(s): 412-833-0234 Business Address: 5966 McPerson Ave Bethel Park, PA 15102 COSTARS Participant</p>	<p>smurtaugh@mercybh.org</p>	<p>Administrative</p>	<p>Ethics: Counselor Values, Attitudes & Biases - Who's Needs are Really Being Met?</p>	<p>This workshop is designed to enhance the professional's ability to assess their own needs and values and understand how they can impact the therapeutic process in ways that create ethical dilemmas. How to identify conflicts and establish and adhere to appropriate professional boundaries will be discussed. Codes of ethics, transference and counter transference issues and counselor bias will be explored. This training is approved for the mandatory Ethics training required for PCB certification.</p>	<ol style="list-style-type: none"> 1. Identify biases and attitudes particularly as they apply to hot topic issues such as sexuality and religion 2. Create a working definition of professional boundaries. 3. Identify areas of personal conflict and bias and understand how this impact on the therapeutic relationship. 4. Outline a process for making decisions that can be used when confronted with these ethical dilemmas. 5. Identify ways to appropriately address counselor conflicts while continuing the therapeutic relationship. 6. Introduce self-care as a foundation addressing these issues.
<p>Supplier Name: Murtaugh, Stephanie Vendor Number: 213751 Contract Number: 4600011109 Phone Number(s): 412-833-0234 Business Address: 5966 McPerson Ave Bethel Park, PA 15102 COSTARS Participant</p>	<p>smurtaugh@mercybh.org</p>	<p>Administrative</p>	<p>Ethics: Subtle Boundary Dilemmas - Where DO You Draw the Line</p>	<p>This workshop is designed to enhance the professional's ability to establish and adhere to appropriate professional boundaries. Codes of ethics, transference and counter transference issues and counselor bias will be discussed. Numerous subtle ethical boundaries will be explored. This training is approved for the mandatory Ethics training required for PCB certification</p>	<ol style="list-style-type: none"> 1. Create a working definition of professional boundaries. 2. Understand how the power differential in helping relationships influences boundaries. 3. Outline a process for making decisions that you can use when confronted with ethical dilemmas. 4. Use checklists to spot boundary problems early on and determine your own clues for vulnerable boundaries. 5. Recognize how ethical dictates concerning collegial relationship affect client care. 6. Introduce self-care as a foundation for setting boundaries.

Health Training/Consulting (by Category)

Contractor	Contractor Email	Category	Course Name	Short Description of the Course	Course Skills and/or Course Competencies
<p>Supplier Name: Murtaugh, Stephanie Vendor Number: 213751 Contract Number: 4600011109 Phone Number(s): 412-833-0234 Business Address: 5966 McPerson Ave Bethel Park, PA 15102 COSTARS Participant</p>	<p>smurtaugh@mercybh.org</p>	<p>Administrative</p>	<p>Practical Applications for PCPC & Confidentiality</p>	<p>This training is signed to review and provide an update for relevant state and federal laws regarding confidentiality and the provision of services to individuals engaged in D & A services. It will involve hands on discussion and review and update of the Pa Client Placement Criteria. It will review common misconceptions. This training is recommended for individuals who have previously had D & A confidentially training and PCPC training but need to increase knowledge regarding application or require a refresher</p>	<ol style="list-style-type: none"> 1. Fully understand federal and state confidentiality regulations as they apply to the D & A consumer. 2. Apply regulation in real life situations 3. Articulate which law is guiding proper application of confidentiality regulations in various situation. 4. Fully understand the PCPC and its application.
<p>Supplier Name: Murtaugh, Stephanie Vendor Number: 213751 Contract Number: 4600011109 Phone Number(s): 412-833-0234 Business Address: 5966 McPerson Ave Bethel Park, PA 15102 COSTARS Participant</p>	<p>smurtaugh@mercybh.org</p>	<p>Treatment</p>	<p>Addiction 102</p>	<p>This program is designed for staff who are currently working with substance abusing individuals and/or dual diagnosed individuals and who have only minimal or basic knowledge and understanding of substance abuse and chemical dependency. The program will consist of didactic presentation and group interaction. The Disease Concept, Differences between use, abuse and chemical dependency, Progression of addiction and stages of Dependence, relapse, withdrawal and detoxification twelve step recovery, values and attitudes regarding substance abuse, a brief overview of assessment and levels of care and what makes treatment successful. This is a core competency course as defined in the Bureau of Drug and Alcohol Program Case Management standards, required for new D & A counselors.</p>	<ol style="list-style-type: none"> 1. Develop an understanding of basic AOD concepts and treatment philosophy 2. Develop and understanding of the Disease Model of Addiction. 3. Develop an understanding of assessing substance abuse and referral to appropriate levels of care. 4. Develop an understanding of how ones values and attitudes impact ones ability to work with this population.
<p>Supplier Name: Murtaugh, Stephanie Vendor Number: 213751 Contract Number: 4600011109 Phone Number(s): 412-833-0234 Business Address: 5966 McPerson Ave Bethel Park, PA 15102 COSTARS Participant</p>	<p>smurtaugh@mercybh.org</p>	<p>Treatment</p>	<p>Dealing with the Resistant Client</p>	<p>This course is designed to help one recognize how resistance can originate in the counselor and what a counselor can do with respect their attitudes and approaches to clients to minimize their own resistance. Additionally, the course offers specific strategies and techniques that can be used to assist a counselor in dealing with client resistance.</p>	<ol style="list-style-type: none"> 1. Have a greater understanding of how the counselor can contribute to a client's resistance to the counseling process and how to effect attitude changes that minimizes that impact. 2. Understand and implement various strategies that can minimize the resistance that does originate in the client. 3. Understand the Stages of Change and how they relate to client resistance.

Health Training/Consulting (by Category)

Contractor	Contractor Email	Category	Course Name	Short Description of the Course	Course Skills and/or Course Competencies
<p>Supplier Name: Murtaugh, Stephanie Vendor Number: 213751 Contract Number: 4600011109 Phone Number(s): 412-833-0234 Business Address: 5966 McPerson Ave Bethel Park, PA 15102 COSTARS Participant</p>	<p>smurtaugh@mercybh.org</p>	<p>Treatment</p>	<p>PCPC</p>	<p>This workshop will review the PCPC which was designed to provide a uniform set of standards, sensitive to the publicly funded client and reflective of the continuum of AOD treatment available within the Commonwealth of PA. It is based on ASAM criteria. It is the utilization review standard mandated to be utilized by MA Managed Care. all staff who will be assessing AOD consumers are required to participate in this training.</p>	<ol style="list-style-type: none"> 1. Understand the PCPC, the nine levels of care and six dimensions. 2. Understand the specific placement criteria. 3. Assess AOD consumers and place them appropriately.
<p>Supplier Name: Murtaugh, Stephanie Vendor Number: 213751 Contract Number: 4600011109 Phone Number(s): 412-833-0234 Business Address: 5966 McPerson Ave Bethel Park, PA 15102 COSTARS Participant</p>	<p>smurtaugh@mercybh.org</p>	<p>Treatment</p>	<p>Screening & Assessment</p>	<p>This course will provide an understanding of how determine emergent care needs as well as how to conduct an effective assessment. An overview of the Clinical Institute Withdrawal Assessment for Alcohol (CIWA) the Narcotics Withdrawal Scale, the DSM IV-Revised for Substance Abuse Disorders and cultural competency will be addressed Addictions 101 and Confidentiality should be taken before this course. This is a core competency course as specified by the Bureau of Drug and Alcohol Program Care Management Standards.</p>	<ol style="list-style-type: none"> 1. Understand the difference between screening and assessment and how to determine emergent care needs. 2. Understand the elements of a comprehensive assessment. 3. Understand the impact of cultural issues on the assessment process.
<p>Supplier Name: Nadine J Smet-Weiss Contact(s): Nadine J Smet-Weiss Vendor Number: 303607 Contract Number: 4400000806 Phone Number: 610-689-5309 Business Address: 53 Woodchoppertown Rd Boyertown, PA 19512 COSTARS Participant</p>	<p>njw1258@hotmail.com</p>	<p>Communicable Diseases</p>	<p>Fundamentals of HIV Prevention Counseling</p>	<p>A 3 day course designed to develop a counselor's proficiency in conducting HIV prevention counseling. Unit 1 introduces the background, rationale, and history of the fundamentals of HIV prevention counseling, Unit 2 reviews basic counseling skills, Units 3-6 are devoted to learning and practicing the steps of the HIV prevention counseling protocol, Unit 7 closes the course and addresses issues of professional development.</p>	<p>Participants will be able to: state verbally and in writing the definition of HIV prevention counseling; state verbally and in writing the six steps of HIV prevention counseling; demonstrate, through practice sessions, the six steps of HIV prevention counseling.</p>

Health Training/Consulting (by Category)

Contractor	Contractor Email	Category	Course Name	Short Description of the Course	Course Skills and/or Course Competencies
Supplier Name: Nadine J Smet-Weiss Contact(s): Nadine J Smet-Weiss Vendor Number: 303607 Contract Number: 4400000806 Phone Number: 610-689-5309 Business Address: 53 Woodchoppertown Rd Boyertown, PA 19512 COSTARS Participant	njw1258@hotmail.com	Communicable Diseases	HIV/AIDS	A six hour training that includes an overview of: the epidemic, the virus, the disease, prevention, HIV antibody testing, the confidentiality of HIV-Related Information Act (Act 148), and resources.	Increased appreciation of the connection between substance abuse and HIV disease; increased appreciation of the characteristics of substance abusers that affect HIV disease prevention efforts; learn fundamental principles to guide HIV disease prevention efforts with substance abusers in treatment, their sexual partners, and substance abusers in the community; increase knowledge about HIV disease and its causal virus including transmission, disease progression, symptoms, and basic methods of prevention; identify strategies for HIV disease prevention education targeted to a specific audience; learn how to assist clients in assessing and accepting their personal risk of infection; learn how to assist clients in making a personal decision of whether to take the HIV antibody test; learn the basic concepts of risk reduction and health promotion; gain insight into how to incorporate HIV prevention into ongoing substance abuse work.
Supplier Name: Nissley, Barbara A Vendor Number: 112725 Contract Number: 4400000263 Phone Number(s): 717-233-4010 Business Address: 3622 North Second St Harrisburg, PA 17110	babscircle@comcast.net	Communicable Diseases	HIV 05-09 Fundamentals of HIV counseling & Testing	3- day certification for professionals who desire to do HIV antibody test counseling within their work setting	State definition of prevention counseling State 6 steps of HIV prevention counseling Demonstrating 6 steps
Supplier Name: Nissley, Barbara A Vendor Number: 112725 Contract Number: 4400000263 Phone Number(s): 717-233-4010 Business Address: 3622 North Second St Harrisburg, PA 17110	babscircle@comcast.net	Communicable Diseases	HIV 05-23 HIV Aids Preventing HIV Disease among substance abusers - Basic HIV	2-day course on basics of HIV disease/aids	Understand sound connections HIV & Substance abuse Name & describe transmission prevention of HIV & disease progression Explain test process/results
Supplier Name: Nissley, Barbara A Vendor Number: 112725 Contract Number: 4400000263 Phone Number(s): 717-233-4010 Business Address: 3622 North Second St Harrisburg, PA 17110	babscircle@comcast.net	Communicable Diseases	HIV 05-30 Domestic Violence	1-day course on domestic violence and screening identification referral during test process	Describe definition and dynamics of domestic violence & impact on risk reduction Understand how to screen/identify/refer domestic violence
Supplier Name: Nissley, Barbara A Vendor Number: 112725 Contract Number: 4400000263 Phone Number(s): 717-233-4010 Business Address: 3622 North Second St Harrisburg, PA 17110	babscircle@comcast.net	Communicable Diseases	HIV 05-72 HIV/STD Hepatitis	1-day course on basics of transmission of HIV/STD/Hepatitis	Understand various STD's Hepatitis State transmission treatment & prevention of STD's/Hepatitis

Health Training/Consulting (by Category)

Contractor	Contractor Email	Category	Course Name	Short Description of the Course	Course Skills and/or Course Competencies
Supplier Name: Owen, Kay Detrick Vendor Number: 113134 Contract Number: 4600011061 Phone Number(s): 724-543-3608 Business Address: 700 Ridge Rd Temple, PA COSTARS Participant	sowen@alltel.net	Administrative	Confidentiality	Overview of drug and alcohol federal and state confidentiality laws and regulations	The purpose of this curriculum is to enable participants to be knowledgeable about drug and alcohol confidentiality laws and regulations.
Supplier Name: Owen, Kay Detrick Vendor Number: 113134 Contract Number: 4600011061 Phone Number(s): 724-543-3608 Business Address: 700 Ridge Rd Temple, PA COSTARS Participant	sowen@alltel.net	Administrative	Practical Applications for Confidentiality	Application of confidentiality laws and regulations to real life situations.	Participants will be able to apply confidentiality laws and regulations to work situations.
Supplier Name: Owen, Kay Detrick Vendor Number: 113134 Contract Number: 4600011061 Phone Number(s): 724-543-3608 Business Address: 700 Ridge Rd Temple, PA COSTARS Participant	sowen@alltel.net	Treatment	Addiction 101	An overview of addiction as a biopsychosocial disease	Participants will learn classifications and characteristics of drugs and how to identify signs and symptoms of addiction.
Supplier Name: Preferred Systems Contact(s): Chevalier, Mike Vendor Number: 157079 Contract Number: 4600011062 Phone Number(s): 888-455-7437 Business Address: 1341 West 6th Street Erie, PA 16505 COSTARS Participant	mike@preferrededucation.com	Administrative	Clinical Supervision	This program will provide definitions of different types of supervision and dimensions of supervision. The theoretical approaches to clinical supervision will be discussed and the problems related to learning in supervision.	This course is approved for Certified Addiction Counselors and is approved for CAC Credits.
Supplier Name: Preferred Systems Contact(s): Chevalier, Mike Vendor Number: 157079 Contract Number: 4600011062 Phone Number(s): 888-455-7437 Business Address: 1341 West 6th Street Erie, PA 16505 COSTARS Participant	mike@preferrededucation.com	Administrative	Confidentiality	The course provides the attendee with a knowledge of the guidelines established by the PA Office of Drug & Alcohol Programs pertaining to Confidentiality.	This course is approved for Certified Addiction Counselors and is approved for CAC Credits.

Health Training/Consulting (by Category)

Contractor	Contractor Email	Category	Course Name	Short Description of the Course	Course Skills and/or Course Competencies
Supplier Name: Preferred Systems Contact(s): Chevalier, Mike Vendor Number: 157079 Contract Number: 4600011062 Phone Number(s): 888-455-7437 Business Address: 1341 West 6th Street Erie, PA 16505 COSTARS Participant	mike@preferrededucation.com	Administrative	Cultural Diversity	The course provides the student an introduction of the issues related to cultural diversity looking at the cultural competence model, clinical assumptions, values and biases, cultural techniques and interventions.	This course is approved for Certified Addiction Counselors and is approved for CAC Credits.
Supplier Name: Preferred Systems Contact(s): Chevalier, Mike Vendor Number: 157079 Contract Number: 4600011062 Phone Number(s): 888-455-7437 Business Address: 1341 West 6th Street Erie, PA 16505 COSTARS Participant	mike@preferrededucation.com	Administrative	Effective Interviewing Techniques	This course presents the basics of productive interviewing skills. Ideas for legally obtaining information required to make good selection decisions is included.	
Supplier Name: Preferred Systems Contact(s): Chevalier, Mike Vendor Number: 157079 Contract Number: 4600011062 Phone Number(s): 888-455-7437 Business Address: 1341 West 6th Street Erie, PA 16505 COSTARS Participant	mike@preferrededucation.com	Administrative	Effective Meetings	The participants will learn the role of a meeting leader, what tools to use to have an effective meeting and how to avoid common meeting pitfalls.	
Supplier Name: Preferred Systems Contact(s): Chevalier, Mike Vendor Number: 157079 Contract Number: 4600011062 Phone Number(s): 888-455-7437 Business Address: 1341 West 6th Street Erie, PA 16505 COSTARS Participant	mike@preferrededucation.com	Administrative	Effective Personal Time Management	This workshop is focused on showing the participant ways to effectively utilize one's time and improve overall personal productivity by 15-20%.	
Supplier Name: Preferred Systems Contact(s): Chevalier, Mike Vendor Number: 157079 Contract Number: 4600011062 Phone Number(s): 888-455-7437 Business Address: 1341 West 6th Street Erie, PA 16505 COSTARS Participant	mike@preferrededucation.com	Administrative	Essential Organizational Leadership Skills	Any individual involved in a leadership role at any level within the organization, will benefit from this overview of leadership and motivation techniques. Each participant will define their own leadership profile.	

Health Training/Consulting (by Category)

Contractor	Contractor Email	Category	Course Name	Short Description of the Course	Course Skills and/or Course Competencies
Supplier Name: Preferred Systems Contact(s): Chevalier, Mike Vendor Number: 157079 Contract Number: 4600011062 Phone Number(s): 888-455-7437 Business Address: 1341 West 6th Street Erie, PA 16505 COSTARS Participant	mike@preferrededucation.com	Administrative	Ethics	This course provides the attendee with a comprehensive view of the complex elements as it relates to the right actions for substance abuse treatment professionals.	This course is approved for Certified Addiction Counselors and is approved for CAC Credits.
Supplier Name: Preferred Systems Contact(s): Chevalier, Mike Vendor Number: 157079 Contract Number: 4600011062 Phone Number(s): 888-455-7437 Business Address: 1341 West 6th Street Erie, PA 16505 COSTARS Participant	mike@preferrededucation.com	Administrative	Evaluating Employee Performance	Participants will learn the fundamentals of evaluating employee performance. Common rating errors, accurate completion of evaluation forms and how to conduct the employee session are included.	This course is approved for Certified Addiction Counselors and is approved for CAC Credits.
Supplier Name: Preferred Systems Contact(s): Chevalier, Mike Vendor Number: 157079 Contract Number: 4600011062 Phone Number(s): 888-455-7437 Business Address: 1341 West 6th Street Erie, PA 16505 COSTARS Participant	mike@preferrededucation.com	Administrative	Help for the Helper	The course address the personal issues that counselors face when dealing with the stresses of their job and their clients.	This course is approved for Certified Addiction Counselors and is approved for CAC Credits.
Supplier Name: Preferred Systems Contact(s): Chevalier, Mike Vendor Number: 157079 Contract Number: 4600011062 Phone Number(s): 888-455-7437 Business Address: 1341 West 6th Street Erie, PA 16505 COSTARS Participant	mike@preferrededucation.com	Administrative	Teamwork & the Individual	A review of the use of Teams to identify and solve problems in a total quality environment. Emphasis on applying the scientific method of problem solving using such examples as role playing and exercise to make meaningful quality improvements.	

Health Training/Consulting (by Category)

Contractor	Contractor Email	Category	Course Name	Short Description of the Course	Course Skills and/or Course Competencies
<p>Supplier Name: United Behavioral Health Contact(s): Lehman, Leslie Vendor Number: 172284 Contract Number: 4600011066 Phone Number(s): 717-566-9078 Business Address: 100 E. Penn Square Suite 400 Philadelphia, PA 19107-3387 COSTARS Participant</p>	<p>leslie_a_lehman@uch.com</p>	<p>Case Management</p>	<p>Addressing Anxiety</p>	<p>Anxiety disorders occur at high rates in bipolar patients and are associated with a more severe & chronic course and diminished quality of life and role functioning. This presentation examines the relationship between anxiety and bipolar disorder, and the challenge that the combination creates for people living with the symptoms. the effectiveness of such psychosocial interventions as cognitive-behavioral treatment is considered as well as the treatment strategy of focusing on emotional tolerance & activity as an intervention for anxiety in patients with bipolar disorder.</p>	<p>Rates of co-occurring anxiety disorder with bipolar disorder. The correlation of anxiety disorders in bipolar disorder, most prominently a worse course of bipolar disorder & disorder co morbidity. Anxiety treatment issues & strategies from a psychosocial perspective.</p>
<p>Supplier Name: United Behavioral Health Contact(s): Lehman, Leslie Vendor Number: 172284 Contract Number: 4600011066 Phone Number(s): 717-566-9078 Business Address: 100 E. Penn Square Suite 400 Philadelphia, PA 19107-3387 COSTARS Participant</p>	<p>leslie_a_lehman@uch.com</p>	<p>Case Management</p>	<p>Anger Management</p>	<p>The management of anger has become a more frequent reason for referral to a mental health professional in recent years. Terms such as "road rage" & "going postal" have been adopted to describe specific situations in which anger is thought to be a common crimes involving anger to complete "anger management" courses. However, unlike many other reasons for seeking mental health treatment, the treatment of angry clients presents unique challenges to the clinician. this workshop will focus on the use of stress inoculation in treatment of anger.</p>	<p>Differentiate anger originating from psychological triggers versus physical sources. Describe the difference between anger as a useful emotion & anger as aggression. Construct an anger management for use in a class inoculation approach to anger management. Identify new respect to the treatment of anger.</p>
<p>Supplier Name: United Behavioral Health Contact(s): Lehman, Leslie Vendor Number: 172284 Contract Number: 4600011066 Phone Number(s): 717-566-9078 Business Address: 100 E. Penn Square Suite 400 Philadelphia, PA 19107-3387 COSTARS Participant</p>	<p>leslie_a_lehman@uch.com</p>	<p>Case Management</p>	<p>Cognitive Therapy for Patients with Personality Disorders</p>	<p>Patients with personality disorders frequently pose a special challenge in therapy, related, in part, to their rigid, negative, overgeneralizes beliefs about themselves, others, and their worlds, and the coping strategies they have developed to get along in life. "Standard" cognitive therapy often must be modified to forge a strong therapeutic alliance, to alleviate symptoms, and to help patients reach their goals. This course will describe the cognitive formulation for Axis II orders and demonstrate how to conceptualize individual patients. Variations to standard treatment will be delineated, including maintaining a strong therapeutic alliance, setting goals, structuring sessions, responding to dysfunctional cognitions, and special techniques to reduce high levels of emotional distress.</p>	<p>How to conceptualize Axis II patients according to the cognitive model; how to vary standard elements of treatment; How to modify core beliefs.</p>

Health Training/Consulting (by Category)

Contractor	Contractor Email	Category	Course Name	Short Description of the Course	Course Skills and/or Course Competencies
<p>Supplier Name: United Behavioral Health Contact(s): Lehman, Leslie Vendor Number: 172284 Contract Number: 4600011066 Phone Number(s): 717-566-9078 Business Address: 100 E. Penn Square Suite 400 Philadelphia, PA 19107-3387 COSTARS Participant</p>	<p>leslie_a_lehman@uch.com</p>	<p>Case Management</p>	<p>Cultural Considerations in Behavioral Health</p>	<p>Issues related to culture, race, and ethnicity affect access to care and quality of care. Such issues are woven into the psychosocial makeup of clients and patients and must be considered when evaluating treatment and planning for interventions. This course gives an overview of how practitioners can develop an understanding of cultural considerations for clinicians so that clients can be assured of a high level of competency and sensitivity in addressing their behavioral health concerns.</p>	<p>Importance of awareness of how culture can influence the personal beliefs of both the practitioner and the client; An overview of a number of cultures, including information about language, health/illness facts, general beliefs, and mental health, about each individual culture; General guidelines for improving the cross-cultural clinician/patient relationship; Recognize the challenge that communication can create in the therapeutic relationship and techniques for clinicians to use to address the issues.</p>
<p>Supplier Name: United Behavioral Health Contact(s): Lehman, Leslie Vendor Number: 172284 Contract Number: 4600011066 Phone Number(s): 717-566-9078 Business Address: 100 E. Penn Square Suite 400 Philadelphia, PA 19107-3387 COSTARS Participant</p>	<p>leslie_a_lehman@uch.com</p>	<p>Case Management</p>	<p>Optimizing ADHD Treatment: Subtypes & Comorbidity</p>	<p>Attention deficit hyperactivity disorder (ADHD) occurs in as many as 7-8% of children & 4-5% of adults. During the past decade, research & clinical experience have shown that the presence of a second & third disorder have important implications for both understanding the nature & impairments in a clinical case but also for response to prevailing treatments. This course will review the most common disorders associated with ADHD, the risk</p>	<p>Review the nature of comorbid disorders often associated with ADHD. Review how comorbid mood disorders may effect treatment selection. Discuss how comorbid disruptive behavior disorders influence treatment planning. Discuss & review continuity of care & coordination of care with other behavioral health specialist for patients with ADHD & comorbid disorders</p>
<p>Supplier Name: United Behavioral Health Contact(s): Lehman, Leslie Vendor Number: 172284 Contract Number: 4600011066 Phone Number(s): 717-566-9078 Business Address: 100 E. Penn Square Suite 400 Philadelphia, PA 19107-3387 COSTARS Participant</p>	<p>leslie_a_lehman@uch.com</p>	<p>Case Management</p>	<p>Outcome-Informed Clinical Work</p>	<p>This hour-long presentation will describe & explore a paradigm shift in thinking about how best to incorporate continuous client feedback into clinical assessment, treatment planning, service delivery and the quality improvement process. This course will explore the steps & challenges involved in a clinician's incorporate of new techniques, including clinical application at the individual case level, aggregate data collection, evaluation & reporting methods.</p>	<p>Review the research-based factors responsible for client change in treatment. Learn valid & simple methods & techniques for incorporating client feedback into the assessment & treatment planning process. Explore ways in which session-by-session measures can be aggregated & used for continuous quality & outcome improvement. Explore the next steps & challenges involved in moving your practice towards a "client-directed, outcome-informed approach"</p>
<p>Supplier Name: United Behavioral Health Contact(s): Lehman, Leslie Vendor Number: 172284 Contract Number: 4600011066 Phone Number(s): 717-566-9078 Business Address: 100 E. Penn Square Suite 400 Philadelphia, PA 19107-3387 COSTARS Participant</p>	<p>leslie_a_lehman@uch.com</p>	<p>Case Management</p>	<p>Pediatric Bipolar Disorder: Early Identification & Intervention</p>	<p>Pediatric bipolar disorder presents a unique challenge to the clinician. With the growing incidence of diagnosis & poor put come of patients with early-onset bipolar disorder, early identification & intervention becomes paramount. If early presentations could be identified, early treatment & preventative interventions could lessen the impact of and perhaps prevent the full expression of bipolar disorder in these patients. This course primary care provider, such as pediatricians can improve treatment for children & adolescents before they become adults with treatment resistant disorders.</p>	<p>Discuss the high morbidity and cost of bipolar disorders specifically early-onset. Gain an understanding of the earlier presentations of bipolar disorder. Consider various treatment that could be effective in children with bipolar spectrum disorders. Discuss and review continuity of care & coordination of care with other primary care and behavioral health specialists for patients with bipolar disorder.</p>

Health Training/Consulting (by Category)

Contractor	Contractor Email	Category	Course Name	Short Description of the Course	Course Skills and/or Course Competencies
<p>Supplier Name: United Behavioral Health Contact(s): Lehman, Leslie Vendor Number: 172284 Contract Number: 4600011066 Phone Number(s): 717-566-9078 Business Address: 100 E. Penn Square Suite 400 Philadelphia, PA 19107-3387 COSTARS Participant</p>	<p>leslie_a_lehman@uch.com</p>	<p>Case Management</p>	<p>Psychopharmacology for Depression Made Simple</p>	<p>Recent advances in clinical psychopharmacology have greatly assisted in the effective treatment of depression. This one-hour lecture discusses the limitations and realistic expectations of antidepressant medication treatment with an emphasis on the new developments in diagnosis of mood disorders. In addition, a detailed discussion of empirically-derived treatment algorithms will be presented.</p>	<p>Comprehensive understanding of the benefits and limitations of anti-depressant medications; Address issues related to problematic side effects and effective management of these side effects; Explore common reasons for poor or partial responses, the phases of treatment, and best next-step strategies when typical first-line treatments fail.</p>
<p>Supplier Name: United Behavioral Health Contact(s): Lehman, Leslie Vendor Number: 172284 Contract Number: 4600011066 Phone Number(s): 717-566-9078 Business Address: 100 E. Penn Square Suite 400 Philadelphia, PA 19107-3387 COSTARS Participant</p>	<p>leslie_a_lehman@uch.com</p>	<p>Case Management</p>	<p>Strategic Treatment of Depression</p>	<p>Depression is the most common mood disorder in the world, a problem that is still growing steadily across all age groups. Depression is also one of the more treatable disorders, as long-term therapy and follow-up studies indicate. Despite the overstated and oversimplified view that suggests depression is caused by a neurochemical imbalance in the brain, the clinical and research evidence make it quite clear that depression is much more than just "bad chemistry." Through this course we will broaden the simplistic view of depression as only an individual biologically based disorder in order to recognize how depression is often a direct response to challenging interpersonal situations. The course will include concepts and approaches relevant to prevention, a treatment consideration that is only possible through well-timed education and early intervention. A primary goal is to get clinicians re-energized in addressing depression in ways that empower them as well as their clients.</p>	<p>Identify the most and least relevant theoretical models for understanding the disorder of depression; Understand depression from biological psychological, and sociological perspectives; Identify key patterns that cause and maintain depression; Develop specific active intervention strategies for facilitating recovery; Identify opportunities for implementing preventative strategies.</p>

Health Training/Consulting (by Category)

Contractor	Contractor Email	Category	Course Name	Short Description of the Course	Course Skills and/or Course Competencies
<p>Supplier Name: United Behavioral Health Contact(s): Lehman, Leslie Vendor Number: 172284 Contract Number: 4600011066 Phone Number(s): 717-566-9078 Business Address: 100 E. Penn Square Suite 400 Philadelphia, PA 19107-3387 COSTARS Participant</p>	<p>leslie_a_lehman@uch.com</p>	<p>Case Management</p>	<p>Treating Complex Psychological Trauma</p>	<p>When trauma exposure involves early, repetitive, interpersonal maltreatment or when there have been multiple & prolonged traumas in adulthood, the outcome may involve not only classic post-traumatic stress, but also dysfunctional relationship styles & schema, affect dysregulation, overdeveloped avoidance responses and a variety of other affective & behavioral outcomes. This course describes a nonpathologizing development-informed therapy for these complex post-traumatic presentations. This approach incorporates both cognitive behavioral & relational principles to support traumatic memories through carefully measured exposure, the development of increased self capacities, the reworking of activated relational schema within therapeutic relationship.</p>	<p>List the major impacts of early & prolonged interpersonal trauma. Describe the use & function of the therapeutic window. List the central components of effective trauma treatment. Explain why a good therapeutic of complex posttraumatic disturbance. Understand the need to discuss and review continuity of care and coordination of care with other behavioral health specialists for patients with trauma</p>
<p>Supplier Name: United Behavioral Health Contact(s): Lehman, Leslie Vendor Number: 172284 Contract Number: 4600011066 Phone Number(s): 717-566-9078 Business Address: 100 E. Penn Square Suite 400 Philadelphia, PA 19107-3387 COSTARS Participant</p>	<p>leslie_a_lehman@uch.com</p>	<p>Case Management</p>	<p>Treatment of Depression & Anxiety with Medical Comorbidity</p>	<p>Anxiety & depression are common disorders in primary care settings. The typical presentation of the anxious depressed patient is with a variety of physical symptoms. Anxiety & depression may also exacerbate a number of co-morbid medical conditions including dyslipidemias, diabetes, cancer stroke and coronary artery disease. In this lecture, the relationship between anxiety, depression and co-morbid medical conditions is examined.</p>	<p>Learn about common physical presentations of anxiety & depression. Learn how the biology of depression & anxiety may contribute to the pathophysiology of a number of medical disorders. Learn how co-morbid depression & anxiety may negatively affect the course and outcome of coronary artery disease, cancer, diabetes and other disorders.</p>
<p>Supplier Name: United Behavioral Health Contact(s): Lehman, Leslie Vendor Number: 172284 Contract Number: 4600011066 Phone Number(s): 717-566-9078 Business Address: 100 E. Penn Square Suite 400 Philadelphia, PA 19107-3387 COSTARS Participant</p>	<p>leslie_a_lehman@uch.com</p>	<p>Treatment</p>	<p>Addressing Substance - Using Clients' Resistance & Successfully Engaging Them in Outpatient Treatment (Parts 1 & 2)</p>	<p>This course emphasizes the importance of person-centered care and empowerment of individuals. This course reviews several concepts of change, including the 12-step model, the Transtheoretical model of change, and Readiness to Change. In order to better serve the client, clinicians must be aware of their role in the process of change. This course will also include an overview of the change process and how the techniques of Motivational</p>	<p>Concept of resistance - How it may be perceived as pathology - and the clinician's role; Forms of client resistance and the function it serves in the client's experience; Different models of change; Stages of change.</p>

Health Training/Consulting (by Category)

Contractor	Contractor Email	Category	Course Name	Short Description of the Course	Course Skills and/or Course Competencies
<p>Supplier Name: United Behavioral Health Contact(s): Lehman, Leslie Vendor Number: 172284 Contract Number: 4600011066 Phone Number(s): 717-566-9078 Business Address: 100 E. Penn Square Suite 400 Philadelphia, PA 19107-3387 COSTARS Participant</p>	<p>leslie_a_lehman@uch.com</p>	<p>Treatment</p>	<p>Dual Diagnosis - Assessment Dilemmas</p>	<p>A large proportion of individuals suffering from alcoholism to a drug dependence also suffer from mental health problems and vice versa. Because clinicians often lack training in both addiction and mental health treatment, clients with co-occurring mental and substance-related disorders frequently receive inadequate care, caught in the gap between the mental health and addiction treatment systems. Clinicians can feel ill-equipped to face the increasing population of multi-problem and dual diagnosis clients. This course is designed to improve practitioners' abilities to assess people with co-occurring mental health and substance use problems. Practical strategies and methods will be offered to help change interviewing and assessment methods to better evaluate the dually diagnosed client.</p>	<p>Review statistics on prevalence of co-occurring disorders and the increased focus on dual diagnosis; Identify the major ideological differences that divide addiction and mental health systems and affect assessment; Discuss diagnostic dilemmas in the assessment of dually diagnosed individuals; Apply assessment strategies, techniques and priorities to determine how to deal with alcohol and other drug use in those with mental illness.</p>
<p>Supplier Name: United Behavioral Health Contact(s): Lehman, Leslie Vendor Number: 172284 Contract Number: 4600011066 Phone Number(s): 717-566-9078 Business Address: 100 E. Penn Square Suite 400 Philadelphia, PA 19107-3387 COSTARS Participant</p>	<p>leslie_a_lehman@uch.com</p>	<p>Treatment</p>	<p>Dual Diagnosis - Treatment Dilemmas</p>	<p>While there are no simple answers in the treatment of those with co-occurring mental and substance use disorders, there are concepts and clinical strategies grounded in research findings and clinical experience that can help the clinician approach dual diagnosis with some sense of clinical dilemmas in treating clients with the dual problems of psychiatric and addiction illness. The course will also highlight some staff, program and systems changes necessary to provide effective integrated care for dual diagnosis.</p>	<p>Discuss treatment options to match interventions to dual diagnosis clients' multi-dimensional needs; Apply varying approaches to the use of medication in dual diagnosis; Describe different approaches for various dual diagnosis clinical situations.</p>

Health Training/Consulting (by Category)

Contractor	Contractor Email	Category	Course Name	Short Description of the Course	Course Skills and/or Course Competencies
<p>Supplier Name: United Behavioral Health Contact(s): Lehman, Leslie Vendor Number: 172284 Contract Number: 4600011066 Phone Number(s): 717-566-9078 Business Address: 100 E. Penn Square Suite 400 Philadelphia, PA 19107-3387 COSTARS Participant</p>	<p>leslie_a_lehman@uch.com</p>	<p>Treatment</p>	<p>Relapse - Assessment, Prevention & Treatment</p>	<p>Use, slips and relapse are expected events in addictional recovery. Not every person striving for recovery must inevitably relapse, and we would always hope that a client never has a use again. Yet the reality is that many clients do slip or experience a full-blown relapse. This course is designed to help therapists improve their understanding about assessment and treatment of continued use, slips, slides, and relapse in addictional and how to engage clients as a participant in relapse prevention even if court</p>	<p>Identify attitudes, values and dilemmas concerning how to deal with slips and relapse; Discuss assessment of relapse potential and implications for treatment; Review the relationship of stages of change to relapse and how to distinguish motivational and relapse issues; Explain the implications for policies that address substance use relapses differently from mental health relapse problems.</p>
<p>Supplier Name: United Behavioral Health Contact(s): Lehman, Leslie Vendor Number: 172284 Contract Number: 4600011066 Phone Number(s): 717-566-9078 Business Address: 100 E. Penn Square Suite 400 Philadelphia, PA 19107-3387 COSTARS Participant</p>	<p>leslie_a_lehman@uch.com</p>	<p>Treatment</p>	<p>Substance Abuse - Assessment, Diagnosis & Initial Treatment Planning for Behavioral Health Clinicians</p>	<p>This lecture addresses how to conduct an accurate screening, assessment and diagnosis of substance use disorders in a respectful and helpful manner. The course provides a number of screening and diagnostic strategies to identify substance use disorders and reviews a multi-dimensional assessment to determine treatment options and develop individualized service plans.</p>	<p>Attitudes influencing assessment and treatment; Consequences of negative attitudes; Key concepts about addiction; Screening and diagnosis strategies to assist clinician's assessment; Principles of a focused, targeted treatment.</p>
<p>Supplier Name: Yakel, Susan Vendor Number: 206656 Contract Number: 4600011067 Phone Number(s): 215-624-2916 Business Address: 6631 Cottage St Philadelphia, PA 19135 COSTARS Participant</p>	<p>SEYackel@aol.com</p>	<p>Prevention & Education</p>	<p>Understanding the Dynamics of Fidelity & Adaptation</p>	<p>This training will provide understanding and skills related to science-based prevention programs with an emphasis on the dynamics of fidelity and adaptations.</p>	<p>Participants will learn core concepts regarding program replication. Importance of fidelity to program design, Adaptations and why they occur, Advantages and disadvantages to replication and adaptation, Types of adaptations, importance of tracking adaptation, using tool to monitor fidelity and adaptation.</p>

Contractor

Supplier Name: AchieveGlobal
Contact(s): Christian Lindvall
Vendor Number: 169042 / 303609
Contract Number: 4400001563
Phone Number: 302-521-1611
Business Address: PO Box 351
Downingtown, PA 19335-0351
COSTARS Participant

Supplier Name: AchieveGlobal
Contact(s): Christian Lindvall
Vendor Number: 169042 / 303609
Contract Number: 4400001563
Phone Number: 302-521-1611
Business Address: PO Box 351
Downingtown, PA 19335-0351
COSTARS Participant

Supplier Name: AchieveGlobal
Contact(s): Christian Lindvall
Vendor Number: 169042 / 303609
Contract Number: 4400001563
Phone Number: 302-521-1611
Business Address: PO Box 351
Downingtown, PA 19335-0351
COSTARS Participant

Supplier Name: AchieveGlobal
Contact(s): Christian Lindvall
Vendor Number: 169042 / 303609
Contract Number: 4400001563
Phone Number: 302-521-1611
Business Address: PO Box 351
Downingtown, PA 19335-0351
COSTARS Participant

Supplier Name: AchieveGlobal
Contact(s): Christian Lindvall
Vendor Number: 169042 / 303609
Contract Number: 4400001563
Phone Number: 302-521-1611
Business Address: PO Box 351
Downingtown, PA 19335-0351
COSTARS Participant

Supplier Name: AchieveGlobal
Contact(s): Christian Lindvall
Vendor Number: 169042 / 303609
Contract Number: 4400001563
Phone Number: 302-521-1611
Business Address: PO Box 351
Downingtown, PA 19335-0351
COSTARS Participant

Supplier Name: AchieveGlobal
Contact(s): Christian Lindvall
Vendor Number: 169042 / 303609
Contract Number: 4400001563
Phone Number: 302-521-1611
Business Address: PO Box 351
Downingtown, PA 19335-0351
COSTARS Participant

Supplier Name: AchieveGlobal
Contact(s): Christian Lindvall
Vendor Number: 169042 / 303609
Contract Number: 4400001563
Phone Number: 302-521-1611
Business Address: PO Box 351
Downingtown, PA 19335-0351
COSTARS Participant

Supplier Name: AchieveGlobal
Contact(s): Christian Lindvall
Vendor Number: 169042 / 303609
Contract Number: 4400001563
Phone Number: 302-521-1611
Business Address: PO Box 351
Downingtown, PA 19335-0351
COSTARS Participant

Supplier Name: AchieveGlobal
Contact(s): Christian Lindvall
Vendor Number: 169042 / 303609
Contract Number: 4400001563
Phone Number: 302-521-1611
Business Address: PO Box 351
Downingtown, PA 19335-0351
COSTARS Participant

Supplier Name: AchieveGlobal
Contact(s): Christian Lindvall
Vendor Number: 169042 / 303609
Contract Number: 4400001563
Phone Number: 302-521-1611
Business Address: PO Box 351
Downingtown, PA 19335-0351
COSTARS Participant

Supplier Name: AchieveGlobal
Contact(s): Christian Lindvall
Vendor Number: 169042 / 303609
Contract Number: 4400001563
Phone Number: 302-521-1611
Business Address: PO Box 351
Downingtown, PA 19335-0351
COSTARS Participant

Supplier Name: AchieveGlobal
Contact(s): Christian Lindvall
Vendor Number: 169042 / 303609
Contract Number: 4400001563
Phone Number: 302-521-1611
Business Address: PO Box 351
Downingtown, PA 19335-0351
COSTARS Participant

Supplier Name: AchieveGlobal
Contact(s): Christian Lindvall
Vendor Number: 169042 / 303609
Contract Number: 4400001563
Phone Number: 302-521-1611
Business Address: PO Box 351
Downingtown, PA 19335-0351
COSTARS Participant

Supplier Name: AchieveGlobal
Contact(s): Christian Lindvall
Vendor Number: 169042 / 303609
Contract Number: 4400001563
Phone Number: 302-521-1611
Business Address: PO Box 351
Downingtown, PA 19335-0351
COSTARS Participant

Supplier Name: AchieveGlobal
Contact(s): Christian Lindvall
Vendor Number: 169042 / 303609
Contract Number: 4400001563
Phone Number: 302-521-1611
Business Address: PO Box 351
Downingtown, PA 19335-0351
COSTARS Participant

Supplier Name: AchieveGlobal
Contact(s): Christian Lindvall
Vendor Number: 169042 / 303609
Contract Number: 4400001563
Phone Number: 302-521-1611
Business Address: PO Box 351
Downingtown, PA 19335-0351
COSTARS Participant

Supplier Name: AchieveGlobal
Contact(s): Christian Lindvall
Vendor Number: 169042 / 303609
Contract Number: 4400001563
Phone Number: 302-521-1611
Business Address: PO Box 351
Downingtown, PA 19335-0351
COSTARS Participant

Supplier Name: AchieveGlobal
Contact(s): Christian Lindvall
Vendor Number: 169042 / 303609
Contract Number: 4400001563
Phone Number: 302-521-1611
Business Address: PO Box 351
Downingtown, PA 19335-0351
COSTARS Participant

Supplier Name: AchieveGlobal
Contact(s): Christian Lindvall
Vendor Number: 169042 / 303609
Contract Number: 4400001563
Phone Number: 302-521-1611
Business Address: PO Box 351
Downingtown, PA 19335-0351
COSTARS Participant

Supplier Name: AchieveGlobal
Contact(s): Christian Lindvall
Vendor Number: 169042 / 303609
Contract Number: 4400001563
Phone Number: 302-521-1611
Business Address: PO Box 351
Downingtown, PA 19335-0351
COSTARS Participant

Supplier Name: AchieveGlobal
Contact(s): Christian Lindvall
Vendor Number: 169042 / 303609
Contract Number: 4400001563
Phone Number: 302-521-1611
Business Address: PO Box 351
Downingtown, PA 19335-0351
COSTARS Participant

Supplier Name: AchieveGlobal
Contact(s): Christian Lindvall
Vendor Number: 169042 / 303609
Contract Number: 4400001563
Phone Number: 302-521-1611
Business Address: PO Box 351
Downingtown, PA 19335-0351
COSTARS Participant

Supplier Name: AchieveGlobal
Contact(s): Christian Lindvall
Vendor Number: 169042 / 303609
Contract Number: 4400001563
Phone Number: 302-521-1611
Business Address: PO Box 351
Downingtown, PA 19335-0351
COSTARS Participant

Supplier Name: AchieveGlobal
Contact(s): Christian Lindvall
Vendor Number: 169042 / 303609
Contract Number: 4400001563
Phone Number: 302-521-1611
Business Address: PO Box 351
Downingtown, PA 19335-0351
COSTARS Participant

Supplier Name: AchieveGlobal
Contact(s): Christian Lindvall
Vendor Number: 169042 / 303609
Contract Number: 4400001563
Phone Number: 302-521-1611
Business Address: PO Box 351
Downingtown, PA 19335-0351
COSTARS Participant

Supplier Name: AchieveGlobal
Contact(s): Christian Lindvall
Vendor Number: 169042 / 303609
Contract Number: 4400001563
Phone Number: 302-521-1611
Business Address: PO Box 351
Downingtown, PA 19335-0351
COSTARS Participant

Supplier Name: AchieveGlobal
Contact(s): Christian Lindvall
Vendor Number: 169042 / 303609
Contract Number: 4400001563
Phone Number: 302-521-1611
Business Address: PO Box 351
Downingtown, PA 19335-0351
COSTARS Participant

Supplier Name: AchieveGlobal
Contact(s): Christian Lindvall
Vendor Number: 169042 / 303609
Contract Number: 4400001563
Phone Number: 302-521-1611
Business Address: PO Box 351
Downingtown, PA 19335-0351
COSTARS Participant

Supplier Name: AchieveGlobal
Contact(s): Christian Lindvall
Vendor Number: 169042 / 303609
Contract Number: 4400001563
Phone Number: 302-521-1611
Business Address: PO Box 351
Downingtown, PA 19335-0351
COSTARS Participant

Supplier Name: AchieveGlobal
Contact(s): Christian Lindvall
Vendor Number: 169042 / 303609
Contract Number: 4400001563
Phone Number: 302-521-1611
Business Address: PO Box 351
Downingtown, PA 19335-0351
COSTARS Participant

Supplier Name: AchieveGlobal
Contact(s): Christian Lindvall
Vendor Number: 169042 / 303609
Contract Number: 4400001563
Phone Number: 302-521-1611
Business Address: PO Box 351
Downingtown, PA 19335-0351
COSTARS Participant

Supplier Name: AchieveGlobal
Contact(s): Christian Lindvall
Vendor Number: 169042 / 303609
Contract Number: 4400001563
Phone Number: 302-521-1611
Business Address: PO Box 351
Downingtown, PA 19335-0351
COSTARS Participant

Supplier Name: AchieveGlobal
Contact(s): Christian Lindvall
Vendor Number: 169042 / 303609
Contract Number: 4400001563
Phone Number: 302-521-1611
Business Address: PO Box 351
Downingtown, PA 19335-0351
COSTARS Participant

Supplier Name: AchieveGlobal
Contact(s): Christian Lindvall
Vendor Number: 169042 / 303609
Contract Number: 4400001563
Phone Number: 302-521-1611
Business Address: PO Box 351
Downingtown, PA 19335-0351
COSTARS Participant

Supplier Name: AchieveGlobal
Contact(s): Christian Lindvall
Vendor Number: 169042 / 303609
Contract Number: 4400001563
Phone Number: 302-521-1611
Business Address: PO Box 351
Downingtown, PA 19335-0351
COSTARS Participant

Supplier Name: AchieveGlobal
Contact(s): Christian Lindvall
Vendor Number: 169042 / 303609
Contract Number: 4400001563
Phone Number: 302-521-1611
Business Address: PO Box 351
Downingtown, PA 19335-0351
COSTARS Participant

Supplier Name: AchieveGlobal
Contact(s): Christian Lindvall
Vendor Number: 169042 / 303609
Contract Number: 4400001563
Phone Number: 302-521-1611
Business Address: PO Box 351
Downingtown, PA 19335-0351
COSTARS Participant

Supplier Name: AchieveGlobal
Contact(s): Christian Lindvall
Vendor Number: 169042 / 303609
Contract Number: 4400001563
Phone Number: 302-521-1611
Business Address: PO Box 351
Downingtown, PA 19335-0351
COSTARS Participant

Supplier Name: AchieveGlobal
Contact(s): Christian Lindvall
Vendor Number: 169042 / 303609
Contract Number: 4400001563
Phone Number: 302-521-1611
Business Address: PO Box 351
Downingtown, PA 19335-0351
COSTARS Participant

Supplier Name: AchieveGlobal
Contact(s): Christian Lindvall
Vendor Number: 169042 / 303609
Contract Number: 4400001563
Phone Number: 302-521-1611
Business Address: PO Box 351
Downingtown, PA 19335-0351
COSTARS Participant

Supplier Name: AchieveGlobal
Contact(s): Christian Lindvall
Vendor Number: 169042 / 303609
Contract Number: 4400001563
Phone Number: 302-521-1611
Business Address: PO Box 351
Downingtown, PA 19335-0351
COSTARS Participant

Supplier Name: AchieveGlobal
Contact(s): Christian Lindvall
Vendor Number: 169042 / 303609
Contract Number: 4400001563
Phone Number: 302-521-1611
Business Address: PO Box 351
Downingtown, PA 19335-0351
COSTARS Participant

Supplier Name: AchieveGlobal
Contact(s): Christian Lindvall
Vendor Number: 169042 / 303609
Contract Number: 4400001563
Phone Number: 302-521-1611
Business Address: PO Box 351
Downingtown, PA 19335-0351
COSTARS Participant

Supplier Name: AchieveGlobal
Contact(s): Christian Lindvall
Vendor Number: 169042 / 303609
Contract Number: 4400001563
Phone Number: 302-521-1611
Business Address: PO Box 351
Downingtown, PA 19335-0351
COSTARS Participant

Supplier Name: AchieveGlobal
Contact(s): Christian Lindvall
Vendor Number: 169042 / 303609
Contract Number: 4400001563
Phone Number: 302-521-1611
Business Address: PO Box 351
Downingtown, PA 19335-0351
COSTARS Participant

Supplier Name: AchieveGlobal
Contact(s): Christian Lindvall
Vendor Number: 169042 / 303609
Contract Number: 4400001563
Phone Number: 302-521-1611
Business Address: PO Box 351
Downingtown, PA 19335-0351
COSTARS Participant

Supplier Name: AchieveGlobal
Contact(s): Christian Lindvall
Vendor Number: 169042 / 303609
Contract Number: 4400001563
Phone Number: 302-521-1611
Business Address: PO Box 351
Downingtown, PA 19335-0351
COSTARS Participant

Supplier Name: AchieveGlobal
Contact(s): Christian Lindvall
Vendor Number: 169042 / 303609
Contract Number: 4400001563
Phone Number: 302-521-1611
Business Address: PO Box 351
Downingtown, PA 19335-0351
COSTARS Participant

Supplier Name: AchieveGlobal
Contact(s): Christian Lindvall
Vendor Number: 169042 / 303609
Contract Number: 4400001563
Phone Number: 302-521-1611
Business Address: PO Box 351
Downingtown, PA 19335-0351
COSTARS Participant

Supplier Name: AchieveGlobal
Contact(s): Christian Lindvall
Vendor Number: 169042 / 303609
Contract Number: 4400001563
Phone Number: 302-521-1611
Business Address: PO Box 351
Downingtown, PA 19335-0351
COSTARS Participant

Supplier Name: AchieveGlobal
Contact(s): Christian Lindvall
Vendor Number: 169042 / 303609
Contract Number: 4400001563
Phone Number: 302-521-1611
Business Address: PO Box 351
Downingtown, PA 19335-0351
COSTARS Participant

Supplier Name: AchieveGlobal
Contact(s): Christian Lindvall
Vendor Number: 169042 / 303609
Contract Number: 4400001563
Phone Number: 302-521-1611
Business Address: PO Box 351
Downingtown, PA 19335-0351
COSTARS Participant

Supplier Name: AchieveGlobal
Contact(s): Christian Lindvall
Vendor Number: 169042 / 303609
Contract Number: 4400001563
Phone Number: 302-521-1611
Business Address: PO Box 351
Downingtown, PA 19335-0351
COSTARS Participant

Supplier Name: AchieveGlobal
Contact(s): Christian Lindvall
Vendor Number: 169042 / 303609
Contract Number: 4400001563
Phone Number: 302-521-1611
Business Address: PO Box 351
Downingtown, PA 19335-0351
COSTARS Participant

Supplier Name: AchieveGlobal
Contact(s): Christian Lindvall
Vendor Number: 169042 / 303609
Contract Number: 4400001563
Phone Number: 302-521-1611
Business Address: PO Box 351
Downingtown, PA 19335-0351
COSTARS Participant

Supplier Name: AchieveGlobal
Contact(s): Christian Lindvall
Vendor Number: 169042 / 303609
Contract Number: 4400001563
Phone Number: 302-521-1611
Business Address: PO Box 351
Downingtown, PA 19335-0351
COSTARS Participant

Supplier Name: AchieveGlobal
Contact(s): Christian Lindvall
Vendor Number: 169042 / 303609
Contract Number: 4400001563
Phone Number: 302-521-1611
Business Address: PO Box 351
Downingtown, PA 19335-0351
COSTARS Participant

Supplier Name: AchieveGlobal
Contact(s): Christian Lindvall
Vendor Number: 169042 / 303609
Contract Number: 4400001563
Phone Number: 302-521-1611
Business Address: PO Box 351
Downingtown, PA 19335-0351
COSTARS Participant

Supplier Name: AchieveGlobal
Contact(s): Christian Lindvall
Vendor Number: 169042 / 303609
Contract Number: 4400001563
Phone Number: 302-521-1611
Business Address: PO Box 351
Downingtown, PA 19335-0351
COSTARS Participant

Supplier Name: AchieveGlobal
Contact(s): Christian Lindvall
Vendor Number: 169042 / 303609
Contract Number: 4400001563
Phone Number: 302-521-1611
Business Address: PO Box 351
Downingtown, PA 19335-0351
COSTARS Participant

Supplier Name: AchieveGlobal
Contact(s): Christian Lindvall
Vendor Number: 169042 / 303609
Contract Number: 4400001563
Phone Number: 302-521-1611
Business Address: PO Box 351
Downingtown, PA 19335-0351
COSTARS Participant

Supplier Name: AchieveGlobal
Contact(s): Christian Lindvall
Vendor Number: 169042 / 303609
Contract Number: 4400001563
Phone Number: 302-521-1611
Business Address: PO Box 351
Downingtown, PA 19335-0351
COSTARS Participant

Supplier Name: AchieveGlobal
Contact(s): Christian Lindvall
Vendor Number: 169042 / 303609
Contract Number: 4400001563
Phone Number: 302-521-1611
Business Address: PO Box 351
Downingtown, PA 19335-0351
COSTARS Participant

Supplier Name: AchieveGlobal
Contact(s): Christian Lindvall
Vendor Number: 169042 / 303609
Contract Number: 4400001563
Phone Number: 302-521-1611
Business Address: PO Box 351
Downingtown, PA 19335-0351
COSTARS Participant

Supplier Name: AchieveGlobal
Contact(s): Christian Lindvall
Vendor Number: 169042 / 303609
Contract Number: 4400001563
Phone Number: 302-521-1611
Business Address: PO Box 351
Downingtown, PA 19335-0351
COSTARS Participant

Supplier Name: AchieveGlobal
Contact(s): Christian Lindvall
Vendor Number: 169042 / 303609
Contract Number: 4400001563
Phone Number: 302-521-1611
Business Address: PO Box 351
Downingtown, PA 19335-0351
COSTARS Participant

Supplier Name: AchieveGlobal
Contact(s): Christian Lindvall
Vendor Number: 169042 / 303609
Contract Number: 4400001563
Phone Number: 302-521-1611
Business Address: PO Box 351
Downingtown, PA 19335-0351
COSTARS Participant

Supplier Name: AchieveGlobal
Contact(s): Christian Lindvall
Vendor Number: 169042 / 303609
Contract Number: 4400001563
Phone Number: 302-521-1611
Business Address: PO Box 351
Downingtown, PA 19335-0351
COSTARS Participant

Supplier Name: AchieveGlobal
Contact(s): Christian Lindvall
Vendor Number: 169042 / 303609
Contract Number: 4400001563
Phone Number: 302-521-1611
Business Address: PO Box 351
Downingtown, PA 19335-0351
COSTARS Participant

Supplier Name: AchieveGlobal
Contact(s): Christian Lindvall
Vendor Number: 169042 / 303609
Contract Number: 4400001563
Phone Number: 302-521-1611
Business Address: PO Box 351
Downingtown, PA 19335-0351
COSTARS Participant

Supplier Name: AchieveGlobal
Contact(s): Christian Lindvall
Vendor Number: 169042 / 303609
Contract Number: 4400001563
Phone Number: 302-521-1611
Business Address: PO Box 351
Downingtown, PA 19335-0351
COSTARS Participant

Supplier Name: AchieveGlobal
Contact(s): Christian Lindvall
Vendor Number: 169042 / 303609
Contract Number: 4400001563
Phone Number: 302-521-1611
Business Address: PO Box 351
Downingtown, PA 19335-0351
COSTARS Participant

Supplier Name: AchieveGlobal
Contact(s): Christian Lindvall
Vendor Number: 169042 / 303609
Contract Number: 4400001563
Phone Number: 302-521-1611
Business Address: PO Box 351
Downingtown, PA 19335-0351
COSTARS Participant

Supplier Name: AchieveGlobal
Contact(s): Christian Lindvall
Vendor Number: 169042 / 303609
Contract Number: 4400001563
Phone Number: 302-521-1611
Business Address: PO Box 351
Downingtown, PA 19335-0351
COSTARS Participant

Supplier Name: AchieveGlobal
Contact(s): Christian Lindvall
Vendor Number: 169042 / 303609
Contract Number: 4400001563
Phone Number: 302-521-1611
Business Address: PO Box 351
Downingtown, PA 19335-0351
COSTARS Participant

Supplier Name: AchieveGlobal
Contact(s): Christian Lindvall
Vendor Number: 169042 / 303609
Contract Number: 4400001563
Phone Number: 302-521-1611
Business Address: PO Box 351
Downingtown, PA 19335-0351
COSTARS Participant

Supplier Name: AchieveGlobal
Contact(s): Christian Lindvall
Vendor Number: 169042 / 303609
Contract Number: 4400001563
Phone Number: 302-521-1611
Business Address: PO Box 351
Downingtown, PA 19335-0351
COSTARS Participant

Supplier Name: AchieveGlobal
Contact(s): Christian Lindvall
Vendor Number: 169042 / 303609
Contract Number: 4400001563
Phone Number: 302-521-1611
Business Address: PO Box 351
Downingtown, PA 19335-0351
COSTARS Participant

Supplier Name: AchieveGlobal
Contact(s): Christian Lindvall
Vendor Number: 169042 / 303609
Contract Number: 4400001563
Phone Number: 302-521-1611
Business Address: PO Box 351
Downingtown, PA 19335-0351
COSTARS Participant

Supplier Name: AchieveGlobal Contact(s): Christian Lindvall Vendor Number: 169042 / 303609 Contract Number: 4400001563 Phone Number: 302-521-1611 Business Address: PO Box 351 Downingtown, PA 19335-0351 COSTARS Participant
Supplier Name: AchieveGlobal Contact(s): Christian Lindvall Vendor Number: 169042 / 303609 Contract Number: 4400001563 Phone Number: 302-521-1611 Business Address: PO Box 351 Downingtown, PA 19335-0351 COSTARS Participant
Supplier Name: AchieveGlobal Contact(s): Christian Lindvall Vendor Number: 169042 / 303609 Contract Number: 4400001563 Phone Number: 302-521-1611 Business Address: PO Box 351 Downingtown, PA 19335-0351 COSTARS Participant
Supplier Name: AchieveGlobal Contact(s): Christian Lindvall Vendor Number: 169042 / 303609 Contract Number: 4400001563 Phone Number: 302-521-1611 Business Address: PO Box 351 Downingtown, PA 19335-0351 COSTARS Participant
Supplier Name: AchieveGlobal Contact(s): Christian Lindvall Vendor Number: 169042 / 303609 Contract Number: 4400001563 Phone Number: 302-521-1611 Business Address: PO Box 351 Downingtown, PA 19335-0351 COSTARS Participant
Supplier Name: AchieveGlobal Contact(s): Christian Lindvall Vendor Number: 169042 / 303609 Contract Number: 4400001563 Phone Number: 302-521-1611 Business Address: PO Box 351 Downingtown, PA 19335-0351 COSTARS Participant
Supplier Name: AchieveGlobal Contact(s): Christian Lindvall Vendor Number: 169042 / 303609 Contract Number: 4400001563 Phone Number: 302-521-1611 Business Address: PO Box 351 Downingtown, PA 19335-0351 COSTARS Participant

Supplier Name: Alutiiq
Contact(s): Steve Gingrich / Denise S. Schlegel
Vendor Number: 209495
Contract Number: 4400001580
Phone Number: 703-992-0530 / 703-681-7376
570-682-8705 / 717-304-4113
Business Address: 458 Quiggley Circle
Hegins, PA 17938

COSTARS Participant

Supplier Name: Alutiiq
Contact(s): Steve Gingrich / Denise S. Schlegel
Vendor Number: 209495
Contract Number: 4400001580
Phone Number: 703-992-0530 / 703-681-7376
570-682-8705 / 717-304-4113
Business Address: 458 Quiggley Circle
Hegins, PA 17938

COSTARS Participant

Supplier Name: Alutiiq
Contact(s): Steve Gingrich / Denise S. Schlegel
Vendor Number: 209495
Contract Number: 4400001580
Phone Number: 703-992-0530 / 703-681-7376
570-682-8705 / 717-304-4113
Business Address: 458 Quiggley Circle
Hegins, PA 17938

COSTARS Participant

Supplier Name: Alutiiq
Contact(s): Steve Gingrich / Denise S. Schlegel
Vendor Number: 209495
Contract Number: 4400001580
Phone Number: 703-992-0530 / 703-681-7376
570-682-8705 / 717-304-4113
Business Address: 458 Quiggley Circle
Hegins, PA 17938

COSTARS Participant

Supplier Name: Alutiiq
Contact(s): Steve Gingrich / Denise S. Schlegel
Vendor Number: 209495
Contract Number: 4400001580
Phone Number: 703-992-0530 / 703-681-7376
570-682-8705 / 717-304-4113
Business Address: 458 Quiggley Circle
Hegins, PA 17938

COSTARS Participant

Supplier Name: Alutiiq Contact(s): Steve Gingrich / Denise S. Schlegel Vendor Number: 209495 Contract Number: 4400001580 Phone Number: 703-992-0530 / 703-681-7376 570-682-8705 / 717-304-4113 Business Address: 458 Quiggley Circle Hegins, PA 17938 COSTARS Participant
Supplier Name: Alutiiq Contact(s): Steve Gingrich / Denise S. Schlegel Vendor Number: 209495 Contract Number: 4400001580 Phone Number: 703-992-0530 / 703-681-7376 570-682-8705 / 717-304-4113 Business Address: 458 Quiggley Circle Hegins, PA 17938 COSTARS Participant
Supplier Name: Alutiiq Contact(s): Steve Gingrich / Denise S. Schlegel Vendor Number: 209495 Contract Number: 4400001580 Phone Number: 703-992-0530 / 703-681-7376 570-682-8705 / 717-304-4113 Business Address: 458 Quiggley Circle Hegins, PA 17938 COSTARS Participant
Supplier Name: Alutiiq Contact(s): Steve Gingrich / Denise S. Schlegel Vendor Number: 209495 Contract Number: 4400001580 Phone Number: 703-992-0530 / 703-681-7376 570-682-8705 / 717-304-4113 Business Address: 458 Quiggley Circle Hegins, PA 17938 COSTARS Participant
Supplier Name: Alutiiq Contact(s): Steve Gingrich / Denise S. Schlegel Vendor Number: 209495 Contract Number: 4400001580 Phone Number: 703-992-0530 / 703-681-7376 570-682-8705 / 717-304-4113 Business Address: 458 Quiggley Circle Hegins, PA 17938 COSTARS Participant

Supplier Name: Alutiiq Contact(s): Steve Gingrich / Denise S. Schlegel Vendor Number: 209495 Contract Number: 4400001580 Phone Number: 703-992-0530 / 703-681-7376 570-682-8705 / 717-304-4113 Business Address: 458 Quiggley Circle Hegins, PA 17938 COSTARS Participant
Supplier Name: Alutiiq Contact(s): Steve Gingrich / Denise S. Schlegel Vendor Number: 209495 Contract Number: 4400001580 Phone Number: 703-992-0530 / 703-681-7376 570-682-8705 / 717-304-4113 Business Address: 458 Quiggley Circle Hegins, PA 17938 COSTARS Participant
Supplier Name: Alutiiq Contact(s): Steve Gingrich / Denise S. Schlegel Vendor Number: 209495 Contract Number: 4400001580 Phone Number: 703-992-0530 / 703-681-7376 570-682-8705 / 717-304-4113 Business Address: 458 Quiggley Circle Hegins, PA 17938 COSTARS Participant
Supplier Name: Alutiiq Contact(s): Steve Gingrich / Denise S. Schlegel Vendor Number: 209495 Contract Number: 4400001580 Phone Number: 703-992-0530 / 703-681-7376 570-682-8705 / 717-304-4113 Business Address: 458 Quiggley Circle Hegins, PA 17938 COSTARS Participant
Supplier Name: Alutiiq Contact(s): Steve Gingrich / Denise S. Schlegel Vendor Number: 209495 Contract Number: 4400001580 Phone Number: 703-992-0530 / 703-681-7376 570-682-8705 / 717-304-4113 Business Address: 458 Quiggley Circle Hegins, PA 17938 COSTARS Participant

Supplier Name: Alutiiq Contact(s): Steve Gingrich / Denise S. Schlegel Vendor Number: 209495 Contract Number: 4400001580 Phone Number: 703-992-0530 / 703-681-7376 570-682-8705 / 717-304-4113 Business Address: 458 Quiggley Circle Hegins, PA 17938 COSTARS Participant
Supplier Name: Alutiiq Contact(s): Steve Gingrich / Denise S. Schlegel Vendor Number: 209495 Contract Number: 4400001580 Phone Number: 703-992-0530 / 703-681-7376 570-682-8705 / 717-304-4113 Business Address: 458 Quiggley Circle Hegins, PA 17938 COSTARS Participant
Supplier Name: Alutiiq Contact(s): Steve Gingrich / Denise S. Schlegel Vendor Number: 209495 Contract Number: 4400001580 Phone Number: 703-992-0530 / 703-681-7376 570-682-8705 / 717-304-4113 Business Address: 458 Quiggley Circle Hegins, PA 17938 COSTARS Participant
Supplier Name: American Red Cross of the Susquehanna Valley Contact(s): George Zimmerman Vendor Number: 117445 Contract Number: 440000828 Phone Number: 717-299-5561 Business Address: 430 West Orange Street Lancaster, PA 17603 COSTARS Participant
Supplier Name: American Red Cross of the Susquehanna Valley Contact(s): George Zimmerman Vendor Number: 117445 Contract Number: 440000828 Phone Number: 717-299-5561 Business Address: 430 West Orange Street Lancaster, PA 17603 COSTARS Participant

Supplier Name: American Red Cross of the Susquehanna Valley Contact(s): George Zimmerman Vendor Number: 117445 Contract Number: 440000828 Phone Number: 717-299-5561 Business Address: 430 West Orange Street Lancaster, PA 17603 COSTARS Participant
Supplier Name: American Red Cross of the Susquehanna Valley Contact(s): George Zimmerman Vendor Number: 117445 Contract Number: 440000828 Phone Number: 717-299-5561 Business Address: 430 West Orange Street Lancaster, PA 17603 COSTARS Participant
Supplier Name: American Red Cross of the Susquehanna Valley Contact(s): George Zimmerman Vendor Number: 117445 Contract Number: 440000828 Phone Number: 717-299-5561 Business Address: 430 West Orange Street Lancaster, PA 17603 COSTARS Participant
Supplier Name: American Red Cross of the Susquehanna Valley Contact(s): George Zimmerman Vendor Number: 117445 Contract Number: 440000828 Phone Number: 717-299-5561 Business Address: 430 West Orange Street Lancaster, PA 17603 COSTARS Participant
Supplier Name: American Red Cross of the Susquehanna Valley Contact(s): George Zimmerman Vendor Number: 117445 Contract Number: 440000828 Phone Number: 717-299-5561 Business Address: 430 West Orange Street Lancaster, PA 17603 COSTARS Participant

Supplier Name: AsCom Training Center
Contact(s): Douglas McGuire
Vendor Number: 201360
Contract Number: 4400000831
Phone Number: 330-263-0051
Business Address: PO Box 636
 Wooster, OH 44691
COSTARS Participant

Supplier Name: Behavioral Health Industry News
 dba OPEN MINDS
Contact(s): Monica E. Oss
Vendor Number: 189526
Contract Number: 4400001115
Phone Number: 717-334-1329
Business Address: 163 York St
 Gettysburg, PA 17325
COSTARS Participant
WBE Certified

Supplier Name: Behavioral Health Industry News
 dba OPEN MINDS
Contact(s): Monica E. Oss
Vendor Number: 189526
Contract Number: 4400001115
Phone Number: 717-334-1329
Business Address: 163 York St
 Gettysburg, PA 17325
COSTARS Participant
WBE Certified

Supplier Name: Behavioral Health Industry News
 dba OPEN MINDS
Contact(s): Monica E. Oss
Vendor Number: 189526
Contract Number: 4400001115
Phone Number: 717-334-1329
Business Address: 163 York St
 Gettysburg, PA 17325
COSTARS Participant
WBE Certified

Supplier Name: Behavioral Health Industry News dba OPEN MINDS Contact(s): Monica E. Oss Vendor Number: 189526 Contract Number: 4400001115 Phone Number: 717-334-1329 Business Address: 163 York St Gettysburg, PA 17325 COSTARS Participant WBE Certified
Supplier Name: Behavioral Health Industry News dba OPEN MINDS Contact(s): Monica E. Oss Vendor Number: 189526 Contract Number: 4400001115 Phone Number: 717-334-1329 Business Address: 163 York St Gettysburg, PA 17325 COSTARS Participant WBE Certified
Supplier Name: Behavioral Health Industry News dba OPEN MINDS Contact(s): Monica E. Oss Vendor Number: 189526 Contract Number: 4400001115 Phone Number: 717-334-1329 Business Address: 163 York St Gettysburg, PA 17325 COSTARS Participant WBE Certified
Supplier Name: Behavioral Health Industry News dba OPEN MINDS Contact(s): Monica E. Oss Vendor Number: 189526 Contract Number: 4400001115 Phone Number: 717-334-1329 Business Address: 163 York St Gettysburg, PA 17325 COSTARS Participant WBE Certified
Supplier Name: Behavioral Health Industry News dba OPEN MINDS Contact(s): Monica E. Oss Vendor Number: 189526 Contract Number: 4400001115 Phone Number: 717-334-1329 Business Address: 163 York St Gettysburg, PA 17325 COSTARS Participant WBE Certified

Supplier Name: Behavioral Health Industry News
dba OPEN MINDS

Contact(s): Monica E. Oss

Vendor Number: 189526

Contract Number: 4400001115

Phone Number: 717-334-1329

Business Address: 163 York St
Gettysburg, PA 17325

COSTARS Participant

WBE Certified

Supplier Name: Behavioral Health Industry News
dba OPEN MINDS

Contact(s): Monica E. Oss

Vendor Number: 189526

Contract Number: 4400001115

Phone Number: 717-334-1329

Business Address: 163 York St
Gettysburg, PA 17325

COSTARS Participant

WBE Certified

Supplier Name: Behavioral Health Industry News
dba OPEN MINDS

Contact(s): Monica E. Oss

Vendor Number: 189526

Contract Number: 4400001115

Phone Number: 717-334-1329

Business Address: 163 York St
Gettysburg, PA 17325

COSTARS Participant

WBE Certified

Supplier Name: Behavioral Health Industry News
dba OPEN MINDS

Contact(s): Monica E. Oss

Vendor Number: 189526

Contract Number: 4400001115

Phone Number: 717-334-1329

Business Address: 163 York St
Gettysburg, PA 17325

COSTARS Participant

WBE Certified

Supplier Name: Behavioral Health Industry News
dba OPEN MINDS

Contact(s): Monica E. Oss

Vendor Number: 189526

Contract Number: 4400001115

Phone Number: 717-334-1329

Business Address: 163 York St
Gettysburg, PA 17325

COSTARS Participant

WBE Certified

Supplier Name: Behavioral Health Industry News
dba OPEN MINDS

Contact(s): Monica E. Oss

Vendor Number: 189526

Contract Number: 4400001115

Phone Number: 717-334-1329

Business Address: 163 York St
Gettysburg, PA 17325

COSTARS Participant

WBE Certified

Supplier Name: Behavioral Health Industry News
dba OPEN MINDS

Contact(s): Monica E. Oss

Vendor Number: 189526

Contract Number: 4400001115

Phone Number: 717-334-1329

Business Address: 163 York St
Gettysburg, PA 17325

COSTARS Participant

WBE Certified

Supplier Name: Behavioral Health Industry News
dba OPEN MINDS

Contact(s): Monica E. Oss

Vendor Number: 189526

Contract Number: 4400001115

Phone Number: 717-334-1329

Business Address: 163 York St
Gettysburg, PA 17325

COSTARS Participant

WBE Certified

Supplier Name: Behavioral Health Industry News
dba OPEN MINDS

Contact(s): Monica E. Oss

Vendor Number: 189526

Contract Number: 4400001115

Phone Number: 717-334-1329

Business Address: 163 York St
Gettysburg, PA 17325

COSTARS Participant

WBE Certified

Supplier Name: Black Consulting Services

Contact(s): Ruthann Black

Vendor Number: 191803

Contract Number: 4400000274

Phone Number: 717-919-1322

Business Address: 190 Strayer Road
York Springs, PA 17372

COSTARS Participant

WBE Certified

Supplier Name: Black Consulting Services
Contact(s): Ruthann Black
Vendor Number: 191803
Contract Number: 4400000274
Phone Number: 717-919-1322
Business Address: 190 Strayer Road
York Springs, PA 17372
COSTARS Participant
WBE Certified

Supplier Name: Black Consulting Services
Contact(s): Ruthann Black
Vendor Number: 191803
Contract Number: 4400000274
Phone Number: 717-919-1322
Business Address: 190 Strayer Road
York Springs, PA 17372
COSTARS Participant
WBE Certified

Supplier Name: Black Consulting Services
Contact(s): Ruthann Black
Vendor Number: 191803
Contract Number: 4400000274
Phone Number: 717-919-1322
Business Address: 190 Strayer Road
York Springs, PA 17372
COSTARS Participant
WBE Certified

Supplier Name: Black Consulting Services
Contact(s): Ruthann Black
Vendor Number: 191803
Contract Number: 4400000274
Phone Number: 717-919-1322
Business Address: 190 Strayer Road
York Springs, PA 17372
COSTARS Participant
WBE Certified

Supplier Name: Black Consulting Services
Contact(s): Ruthann Black
Vendor Number: 191803
Contract Number: 4400000274
Phone Number: 717-919-1322
Business Address: 190 Strayer Road
York Springs, PA 17372
COSTARS Participant
WBE Certified

Supplier Name: Black Consulting Services
Contact(s): Ruthann Black
Vendor Number: 191803
Contract Number: 4400000274
Phone Number: 717-919-1322
Business Address: 190 Strayer Road
York Springs, PA 17372
COSTARS Participant
WBE Certified

Supplier Name: Black Consulting Services
Contact(s): Ruthann Black
Vendor Number: 191803
Contract Number: 4400000274
Phone Number: 717-919-1322
Business Address: 190 Strayer Road
York Springs, PA 17372
COSTARS Participant
WBE Certified

Supplier Name: Black Consulting Services
Contact(s): Ruthann Black
Vendor Number: 191803
Contract Number: 4400000274
Phone Number: 717-919-1322
Business Address: 190 Strayer Road
York Springs, PA 17372
COSTARS Participant
WBE Certified

Supplier Name: Black Consulting Services
Contact(s): Ruthann Black
Vendor Number: 191803
Contract Number: 4400000274
Phone Number: 717-919-1322
Business Address: 190 Strayer Road
York Springs, PA 17372
COSTARS Participant
WBE Certified

Supplier Name: Black Consulting Services
Contact(s): Ruthann Black
Vendor Number: 191803
Contract Number: 4400000274
Phone Number: 717-919-1322
Business Address: 190 Strayer Road
York Springs, PA 17372
COSTARS Participant
WBE Certified

Supplier Name: Black Consulting Services
Contact(s): Ruthann Black
Vendor Number: 191803
Contract Number: 4400000274
Phone Number: 717-919-1322
Business Address: 190 Strayer Road
York Springs, PA 17372
COSTARS Participant
WBE Certified

Supplier Name: Black Consulting Services
Contact(s): Ruthann Black
Vendor Number: 191803
Contract Number: 4400000274
Phone Number: 717-919-1322
Business Address: 190 Strayer Road
York Springs, PA 17372
COSTARS Participant
WBE Certified

Supplier Name: Black Consulting Services
Contact(s): Ruthann Black
Vendor Number: 191803
Contract Number: 4400000274
Phone Number: 717-919-1322
Business Address: 190 Strayer Road
York Springs, PA 17372
COSTARS Participant
WBE Certified

Supplier Name: Bowen International
Contact(s): Robert Bowen
Vendor Number: 131638
Contract Number: 4400000281
Phone Number: 717-891-5757
Business Address: 650 Marlow Drive
York, PA. 17402
COSTARS Participant

Supplier Name: Bowen International
Contact(s): Robert Bowen
Vendor Number: 131638
Contract Number: 4400000281
Phone Number: 717-891-5757
Business Address: 650 Marlow Drive
York, PA. 17402
COSTARS Participant

Supplier Name: Bowen International
Contact(s): Robert Bowen
Vendor Number: 131638
Contract Number: 4400000281
Phone Number: 717-891-5757
Business Address: 650 Marlow Drive
York, PA. 17402
COSTARS Participant

Supplier Name: Bowen International
Contact(s): Robert Bowen
Vendor Number: 131638
Contract Number: 4400000281
Phone Number: 717-891-5757
Business Address: 650 Marlow Drive
York, PA. 17402
COSTARS Participant

Supplier Name: Bowen International Contact(s): Robert Bowen Vendor Number: 131638 Contract Number: 4400000281 Phone Number: 717-891-5757 Business Address: 650 Marlow Drive York, PA. 17402 COSTARS Participant
Supplier Name: Bowen International Contact(s): Robert Bowen Vendor Number: 131638 Contract Number: 4400000281 Phone Number: 717-891-5757 Business Address: 650 Marlow Drive York, PA. 17402 COSTARS Participant
Supplier Name: Bowen International Contact(s): Robert Bowen Vendor Number: 131638 Contract Number: 4400000281 Phone Number: 717-891-5757 Business Address: 650 Marlow Drive York, PA. 17402 COSTARS Participant
Supplier Name: Bowen International Contact(s): Robert Bowen Vendor Number: 131638 Contract Number: 4400000281 Phone Number: 717-891-5757 Business Address: 650 Marlow Drive York, PA. 17402 COSTARS Participant
Supplier Name: Bowen International Contact(s): Robert Bowen Vendor Number: 131638 Contract Number: 4400000281 Phone Number: 717-891-5757 Business Address: 650 Marlow Drive York, PA. 17402 COSTARS Participant
Supplier Name: Bowen International Contact(s): Robert Bowen Vendor Number: 131638 Contract Number: 4400000281 Phone Number: 717-891-5757 Business Address: 650 Marlow Drive York, PA. 17402 COSTARS Participant
Supplier Name: Bowen International Contact(s): Robert Bowen Vendor Number: 131638 Contract Number: 4400000281 Phone Number: 717-891-5757 Business Address: 650 Marlow Drive York, PA. 17402 COSTARS Participant

Supplier Name: Bowen International Contact(s): Robert Bowen Vendor Number: 131638 Contract Number: 4400000281 Phone Number: 717-891-5757 Business Address: 650 Marlow Drive York, PA. 17402 COSTARS Participant
Supplier Name: Bowen International Contact(s): Robert Bowen Vendor Number: 131638 Contract Number: 4400000281 Phone Number: 717-891-5757 Business Address: 650 Marlow Drive York, PA. 17402 COSTARS Participant
Supplier Name: Bowen International Contact(s): Robert Bowen Vendor Number: 131638 Contract Number: 4400000281 Phone Number: 717-891-5757 Business Address: 650 Marlow Drive York, PA. 17402 COSTARS Participant
Supplier Name: Bowen International Contact(s): Robert Bowen Vendor Number: 131638 Contract Number: 4400000281 Phone Number: 717-891-5757 Business Address: 650 Marlow Drive York, PA. 17402 COSTARS Participant
Supplier Name: Bowen International Contact(s): Robert Bowen Vendor Number: 131638 Contract Number: 4400000281 Phone Number: 717-891-5757 Business Address: 650 Marlow Drive York, PA. 17402 COSTARS Participant
Supplier Name: Bowen International Contact(s): Robert Bowen Vendor Number: 131638 Contract Number: 4400000281 Phone Number: 717-891-5757 Business Address: 650 Marlow Drive York, PA. 17402 COSTARS Participant
Supplier Name: Bowen International Contact(s): Robert Bowen Vendor Number: 131638 Contract Number: 4400000281 Phone Number: 717-891-5757 Business Address: 650 Marlow Drive York, PA. 17402 COSTARS Participant

Supplier Name: Center For Creative Leadership
Contact(s): Craig Appaneal
Vendor Number: 191203
Contract Number: 4400001313
Phone Number: 336-86-4565
Business Address: One Leadership Place
Greensboro, PA 27410
COSTARS

Supplier Name: Center For Creative Leadership
Contact(s): Craig Appaneal
Vendor Number: 191203
Contract Number: 4400001313
Phone Number: 336-86-4565
Business Address: One Leadership Place
Greensboro, PA 27410
COSTARS

Supplier Name: Center For Creative Leadership
Contact(s): Craig Appaneal
Vendor Number: 191203
Contract Number: 4400001313
Phone Number: 336-86-4565
Business Address: One Leadership Place
Greensboro, PA 27410
COSTARS

Supplier Name: Center For Creative Leadership
Contact(s): Craig Appaneal
Vendor Number: 191203
Contract Number: 4400001313
Phone Number: 336-86-4565
Business Address: One Leadership Place
Greensboro, PA 27410
COSTARS

Supplier Name: Center For Creative Leadership Contact(s): Craig Appaneal Vendor Number: 191203 Contract Number: 4400001313 Phone Number: 336-86-4565 Business Address: One Leadership Place Greensboro, PA 27410 COSTARS
Supplier Name: Center For Creative Leadership Contact(s): Craig Appaneal Vendor Number: 191203 Contract Number: 4400001313 Phone Number: 336-86-4565 Business Address: One Leadership Place Greensboro, PA 27410 COSTARS
Supplier Name: Center For Creative Leadership Contact(s): Craig Appaneal Vendor Number: 191203 Contract Number: 4400001313 Phone Number: 336-86-4565 Business Address: One Leadership Place Greensboro, PA 27410 COSTARS
Supplier Name: Center For Creative Leadership Contact(s): Craig Appaneal Vendor Number: 191203 Contract Number: 4400001313 Phone Number: 336-86-4565 Business Address: One Leadership Place Greensboro, PA 27410 COSTARS
Supplier Name: Center For Creative Leadership Contact(s): Craig Appaneal Vendor Number: 191203 Contract Number: 4400001313 Phone Number: 336-86-4565 Business Address: One Leadership Place Greensboro, PA 27410 COSTARS

Supplier Name: Center For Creative Leadership
Contact(s): Craig Appaneal
Vendor Number: 191203
Contract Number: 4400001313
Phone Number: 336-86-4565
Business Address: One Leadership Place
Greensboro, PA 27410
COSTARS

Supplier Name: Center For Creative Leadership
Contact(s): Craig Appaneal
Vendor Number: 191203
Contract Number: 4400001313
Phone Number: 336-86-4565
Business Address: One Leadership Place
Greensboro, PA 27410
COSTARS

Supplier Name: Center For Creative Leadership
Contact(s): Craig Appaneal
Vendor Number: 191203
Contract Number: 4400001313
Phone Number: 336-86-4565
Business Address: One Leadership Place
Greensboro, PA 27410
COSTARS

Supplier Name: Center For Creative Leadership
Contact(s): Craig Appaneal
Vendor Number: 191203
Contract Number: 4400001313
Phone Number: 336-86-4565
Business Address: One Leadership Place
Greensboro, PA 27410
COSTARS

Supplier Name: Cocciardi & Associates
Contact(s): Steven Strayer
Vendor Number: 153712
Contract Number: 4400000310
Phone Number: 717-766-4500
Business Address: 4 Kacey Court
Mechanicsburg, PA 17055
COSTARS Participant

Supplier Name: Cocciardi & Associates
Contact(s): Steven Strayer
Vendor Number: 153712
Contract Number: 4400000310
Phone Number: 717-766-4500
Business Address: 4 Kacey Court
Mechanicsburg, PA 17055
COSTARS Participant

Supplier Name: Cocciardi & Associates
Contact(s): Steven Strayer
Vendor Number: 153712
Contract Number: 4400000310
Phone Number: 717-766-4500
Business Address: 4 Kacey Court
Mechanicsburg, PA 17055
COSTARS Participant

Supplier Name: Cocciardi & Associates
Contact(s): Steven Strayer
Vendor Number: 153712
Contract Number: 4400000310
Phone Number: 717-766-4500
Business Address: 4 Kacey Court
Mechanicsburg, PA 17055
COSTARS Participant

Supplier Name: Cocciardi & Associates
Contact(s): Steven Strayer
Vendor Number: 153712
Contract Number: 4400000310
Phone Number: 717-766-4500
Business Address: 4 Kacey Court
Mechanicsburg, PA 17055
COSTARS Participant

Supplier Name: Cocciardi & Associates
Contact(s): Steven Strayer
Vendor Number: 153712
Contract Number: 4400000310
Phone Number: 717-766-4500
Business Address: 4 Kacey Court
Mechanicsburg, PA 17055
COSTARS Participant

Supplier Name: Cocciardi & Associates
Contact(s): Steven Strayer
Vendor Number: 153712
Contract Number: 4400000310
Phone Number: 717-766-4500
Business Address: 4 Kacey Court
Mechanicsburg, PA 17055
COSTARS Participant

Supplier Name: Cocciardi & Associates
Contact(s): Steven Strayer
Vendor Number: 153712
Contract Number: 4400000310
Phone Number: 717-766-4500
Business Address: 4 Kacey Court
Mechanicsburg, PA 17055
COSTARS Participant

Supplier Name: Cocciardi & Associates
Contact(s): Steven Strayer
Vendor Number: 153712
Contract Number: 4400000310
Phone Number: 717-766-4500
Business Address: 4 Kacey Court
Mechanicsburg, PA 17055
COSTARS Participant

Supplier Name: Cocciardi & Associates
Contact(s): Steven Strayer
Vendor Number: 153712
Contract Number: 4400000310
Phone Number: 717-766-4500
Business Address: 4 Kacey Court
Mechanicsburg, PA 17055
COSTARS Participant

Supplier Name: Cocciardi & Associates
Contact(s): Steven Strayer
Vendor Number: 153712
Contract Number: 4400000310
Phone Number: 717-766-4500
Business Address: 4 Kacey Court
Mechanicsburg, PA 17055
COSTARS Participant

Supplier Name: Cocciardi & Associates
Contact(s): Steven Strayer
Vendor Number: 153712
Contract Number: 4400000310
Phone Number: 717-766-4500
Business Address: 4 Kacey Court
Mechanicsburg, PA 17055
COSTARS Participant

Supplier Name: Cocciardi & Associates
Contact(s): Steven Strayer
Vendor Number: 153712
Contract Number: 4400000310
Phone Number: 717-766-4500
Business Address: 4 Kacey Court
Mechanicsburg, PA 17055
COSTARS Participant

Supplier Name: Cocciardi & Associates
Contact(s): Steven Strayer
Vendor Number: 153712
Contract Number: 4400000310
Phone Number: 717-766-4500
Business Address: 4 Kacey Court
Mechanicsburg, PA 17055
COSTARS Participant

Supplier Name: Cocciardi & Associates
Contact(s): Steven Strayer
Vendor Number: 153712
Contract Number: 4400000310
Phone Number: 717-766-4500
Business Address: 4 Kacey Court
Mechanicsburg, PA 17055
COSTARS Participant

Supplier Name: Cocciardi & Associates
Contact(s): Steven Strayer
Vendor Number: 153712
Contract Number: 4400000310
Phone Number: 717-766-4500
Business Address: 4 Kacey Court
Mechanicsburg, PA 17055
COSTARS Participant

Supplier Name: Cocciardi & Associates
Contact(s): Steven Strayer
Vendor Number: 153712
Contract Number: 4400000310
Phone Number: 717-766-4500
Business Address: 4 Kacey Court
Mechanicsburg, PA 17055
COSTARS Participant

Supplier Name: Cocciardi & Associates
Contact(s): Steven Strayer
Vendor Number: 153712
Contract Number: 4400000310
Phone Number: 717-766-4500
Business Address: 4 Kacey Court
Mechanicsburg, PA 17055
COSTARS Participant

Supplier Name: Cocciardi & Associates
Contact(s): Steven Strayer
Vendor Number: 153712
Contract Number: 4400000310
Phone Number: 717-766-4500
Business Address: 4 Kacey Court
Mechanicsburg, PA 17055
COSTARS Participant

Supplier Name: Corporation for a Skilled Workforce
Contact(s): Kathy Stocking
Vendor Number: 163601
Contract Number: 4400000282
Phone Number: 734-769-2900
Business Address: 900 Victors Way
Suite 300
Ann Arbor, MI 48108
COSTARS Non-Participant

Supplier Name: Corporation for a Skilled Workforce
Contact(s): Kathy Stocking
Vendor Number: 163601
Contract Number: 4400000282
Phone Number: 734-769-2900
Business Address: 900 Victors Way
Suite 300
Ann Arbor, MI 48108
COSTARS Non-Participant

Supplier Name: Corporation for a Skilled Workforce
Contact(s): Kathy Stocking
Vendor Number: 163601
Contract Number: 4400000282
Phone Number: 734-769-2900
Business Address: 900 Victors Way
Suite 300
Ann Arbor, MI 48108
COSTARS Non-Participant

Supplier Name: Cortex Applied Research
Contact(s): Tom Iannucci
Vendor Number: 551021
Contract Number: 4400000284
Phone Number: 416-967-0252 X223
Business Address: 165 Avenue Road
Suite 300
Toronto, Ontario M5R3S4

COSTARS Participant

Supplier Name: Coyne First Aid
Contact(s): James Coyne
Vendor Number: 128528
Contract Number: 4400000285
Phone Number: 215-723-0926
Business Address: PO Box 390
Sellersville, PA 18960

COSTARS Participant

Supplier Name: Coyne First Aid
Contact(s): James Coyne
Vendor Number: 128528
Contract Number: 4400000285
Phone Number: 215-723-0926
Business Address: PO Box 390
Sellersville, PA 18960

COSTARS Participant

Supplier Name: CRA, Inc
Contact(s): Keith DeVincentis
Vendor Number: 302345
Contract Number: 4400000939
Phone Number: 703-519-4510
Email Address: kdevincentis@cra-usa.net
Business Address: 4401 Ford Avenue 6th Fl
Alexandria, VA 22032

COSTARS Participant

Supplier Name: CRA, Inc
Contact(s): Keith DeVincentis
Vendor Number: 302345
Contract Number: 4400000939
Phone Number: 703-519-4510
Email Address: kdevincentis@cra-usa.net
Business Address: 4401 Ford Avenue 6th Fl
Alexandria, VA 22032

COSTARS Participant

Supplier Name: CRA, Inc
Contact(s): Keith DeVincentis
Vendor Number: 302345
Contract Number: 4400000939
Phone Number: 703-519-4510
Email Address: kdevincentis@cra-usa.net
Business Address: 4401 Ford Avenue 6th Fl
Alexandria, VA 22032

COSTARS Participant

Supplier Name: CRA, Inc
Contact(s): Keith DeVincentis
Vendor Number: 302345
Contract Number: 4400000939
Phone Number: 703-519-4510
Email Address: kdevincentis@cra-usa.net
Business Address: 4401 Ford Avenue 6th Fl
Alexandria, VA 22032

COSTARS Participant

Supplier Name: CRA, Inc
Contact(s): Keith DeVincentis
Vendor Number: 302345
Contract Number: 4400000939
Phone Number: 703-519-4510
Email Address: kdevincentis@cra-usa.net
Business Address: 4401 Ford Avenue 6th Fl
Alexandria, VA 22032

COSTARS Participant

Supplier Name: CRA, Inc
Contact(s): Keith DeVincentis
Vendor Number: 302345
Contract Number: 4400000939
Phone Number: 703-519-4510
Email Address: kdevincentis@cra-usa.net
Business Address: 4401 Ford Avenue 6th Fl
Alexandria, VA 22032

COSTARS Participant

Supplier Name: CRA, Inc
Contact(s): Keith DeVincentis
Vendor Number: 302345
Contract Number: 4400000939
Phone Number: 703-519-4510
Email Address: kdevincentis@cra-usa.net
Business Address: 4401 Ford Avenue 6th Fl
Alexandria, VA 22032
COSTARS Participant

Supplier Name: CRA, Inc
Contact(s): Keith DeVincentis
Vendor Number: 302345
Contract Number: 4400000939
Phone Number: 703-519-4510
Email Address: kdevincentis@cra-usa.net
Business Address: 4401 Ford Avenue 6th Fl
Alexandria, VA 22032
COSTARS Participant

Supplier Name: CRA, Inc
Contact(s): Keith DeVincentis
Vendor Number: 302345
Contract Number: 4400000939
Phone Number: 703-519-4510
Email Address: kdevincentis@cra-usa.net
Business Address: 4401 Ford Avenue 6th Fl
Alexandria, VA 22032
COSTARS Participant

Supplier Name: CRA, Inc
Contact(s): Keith DeVincentis
Vendor Number: 302345
Contract Number: 4400000939
Phone Number: 703-519-4510
Email Address: kdevincentis@cra-usa.net
Business Address: 4401 Ford Avenue 6th Fl
Alexandria, VA 22032
COSTARS Participant

Supplier Name: David G. Keenhold
Contact(s): David G. Keenhold
Vendor Number: 307729
Contract Number: 4400001561
Phone Number: 570-424-2142
Business Address: 515 Queen St.
Stroudsburg, PA 18360-2215
COSTARS Participant

Supplier Name: Delta Development Group
Contact(s): Thomas J. Arminio
Vendor Number: 151033
Contract Number: 4400000313
Phone Number: 717-441-9030
Business Address: 2000 Technology Parkway Suite 200
Mechanicsburg, PA 17050
COSTARS Participant

Supplier Name: Delta Development Group
Contact(s): Thomas J. Arminio
Vendor Number: 151033
Contract Number: 4400000313
Phone Number: 717-441-9030
Business Address: 2000 Technology Parkway Suite 200
Mechanicsburg, PA 17050
COSTARS Participant

Supplier Name: Delta Development Group
Contact(s): Thomas J. Arminio
Vendor Number: 151033
Contract Number: 4400000313
Phone Number: 717-441-9030
Business Address: 2000 Technology Parkway Suite 200
Mechanicsburg, PA 17050
COSTARS Participant

Supplier Name: Delta Development Group
Contact(s): Thomas J. Arminio
Vendor Number: 151033
Contract Number: 4400000313
Phone Number: 717-441-9030
Business Address: 2000 Technology Parkway Suite 200
Mechanicsburg, PA 17050
COSTARS Participant

Supplier Name: Delta Development Group Contact(s): Thomas J. Arminio Vendor Number: 151033 Contract Number: 4400000313 Phone Number: 717-441-9030 Business Address: 2000 Technology Parkway Suite 200 Mechanicsburg, PA 17050 COSTARS Participant
Supplier Name: Delta Development Group Contact(s): Thomas J. Arminio Vendor Number: 151033 Contract Number: 4400000313 Phone Number: 717-441-9030 Business Address: 2000 Technology Parkway Suite 200 Mechanicsburg, PA 17050 COSTARS Participant
Supplier Name: Delta Development Group Contact(s): Thomas J. Arminio Vendor Number: 151033 Contract Number: 4400000313 Phone Number: 717-441-9030 Business Address: 2000 Technology Parkway Suite 200 Mechanicsburg, PA 17050 COSTARS Participant
Supplier Name: Delta Development Group Contact(s): Thomas J. Arminio Vendor Number: 151033 Contract Number: 4400000313 Phone Number: 717-441-9030 Business Address: 2000 Technology Parkway Suite 200 Mechanicsburg, PA 17050 COSTARS Participant
Supplier Name: Delta Development Group Contact(s): Thomas J. Arminio Vendor Number: 151033 Contract Number: 4400000313 Phone Number: 717-441-9030 Business Address: 2000 Technology Parkway Suite 200 Mechanicsburg, PA 17050 COSTARS Participant
Supplier Name: Delta Development Group Contact(s): Thomas J. Arminio Vendor Number: 151033 Contract Number: 4400000313 Phone Number: 717-441-9030 Business Address: 2000 Technology Parkway Suite 200 Mechanicsburg, PA 17050 COSTARS Participant
Supplier Name: Delta Development Group Contact(s): Thomas J. Arminio Vendor Number: 151033 Contract Number: 4400000313 Phone Number: 717-441-9030 Business Address: 2000 Technology Parkway Suite 200 Mechanicsburg, PA 17050 COSTARS Participant

Supplier Name: Delta Development Group Contact(s): Thomas J. Arminio Vendor Number: 151033 Contract Number: 4400000313 Phone Number: 717-441-9030 Business Address: 2000 Technology Parkway Suite 200 Mechanicsburg, PA 17050 COSTARS Participant
Supplier Name: Delta Development Group Contact(s): Thomas J. Arminio Vendor Number: 151033 Contract Number: 4400000313 Phone Number: 717-441-9030 Business Address: 2000 Technology Parkway Suite 200 Mechanicsburg, PA 17050 COSTARS Participant
Supplier Name: Delta Development Group Contact(s): Thomas J. Arminio Vendor Number: 151033 Contract Number: 4400000313 Phone Number: 717-441-9030 Business Address: 2000 Technology Parkway Suite 200 Mechanicsburg, PA 17050 COSTARS Participant
Supplier Name: Delta Development Group Contact(s): Thomas J. Arminio Vendor Number: 151033 Contract Number: 4400000313 Phone Number: 717-441-9030 Business Address: 2000 Technology Parkway Suite 200 Mechanicsburg, PA 17050 COSTARS Participant
Supplier Name: Delta Development Group Contact(s): Thomas J. Arminio Vendor Number: 151033 Contract Number: 4400000313 Phone Number: 717-441-9030 Business Address: 2000 Technology Parkway Suite 200 Mechanicsburg, PA 17050 COSTARS Participant
Supplier Name: Delta Development Group Contact(s): Thomas J. Arminio Vendor Number: 151033 Contract Number: 4400000313 Phone Number: 717-441-9030 Business Address: 2000 Technology Parkway Suite 200 Mechanicsburg, PA 17050 COSTARS Participant
Supplier Name: Delta Development Group Contact(s): Thomas J. Arminio Vendor Number: 151033 Contract Number: 4400000313 Phone Number: 717-441-9030 Business Address: 2000 Technology Parkway Suite 200 Mechanicsburg, PA 17050 COSTARS Participant

Supplier Name: Delta Development Group Contact(s): Thomas J. Arminio Vendor Number: 151033 Contract Number: 4400000313 Phone Number: 717-441-9030 Business Address: 2000 Technology Parkway Suite 200 Mechanicsburg, PA 17050 COSTARS Participant
Supplier Name: Delta Development Group Contact(s): Thomas J. Arminio Vendor Number: 151033 Contract Number: 4400000313 Phone Number: 717-441-9030 Business Address: 2000 Technology Parkway Suite 200 Mechanicsburg, PA 17050 COSTARS Participant
Supplier Name: Delta Development Group Contact(s): Thomas J. Arminio Vendor Number: 151033 Contract Number: 4400000313 Phone Number: 717-441-9030 Business Address: 2000 Technology Parkway Suite 200 Mechanicsburg, PA 17050 COSTARS Participant
Supplier Name: Delta Development Group Contact(s): Thomas J. Arminio Vendor Number: 151033 Contract Number: 4400000313 Phone Number: 717-441-9030 Business Address: 2000 Technology Parkway Suite 200 Mechanicsburg, PA 17050 COSTARS Participant
Supplier Name: Delta Development Group Contact(s): Thomas J. Arminio Vendor Number: 151033 Contract Number: 4400000313 Phone Number: 717-441-9030 Business Address: 2000 Technology Parkway Suite 200 Mechanicsburg, PA 17050 COSTARS Participant
Supplier Name: Delta Development Group Contact(s): Thomas J. Arminio Vendor Number: 151033 Contract Number: 4400000313 Phone Number: 717-441-9030 Business Address: 2000 Technology Parkway Suite 200 Mechanicsburg, PA 17050 COSTARS Participant
Supplier Name: Delta Development Group Contact(s): Thomas J. Arminio Vendor Number: 151033 Contract Number: 4400000313 Phone Number: 717-441-9030 Business Address: 2000 Technology Parkway Suite 200 Mechanicsburg, PA 17050 COSTARS Participant

Supplier Name: Delta Development Group Contact(s): Thomas J. Arminio Vendor Number: 151033 Contract Number: 4400000313 Phone Number: 717-441-9030 Business Address: 2000 Technology Parkway Suite 200 Mechanicsburg, PA 17050 COSTARS Participant
Supplier Name: Delta Development Group Contact(s): Thomas J. Arminio Vendor Number: 151033 Contract Number: 4400000313 Phone Number: 717-441-9030 Business Address: 2000 Technology Parkway Suite 200 Mechanicsburg, PA 17050 COSTARS Participant
Supplier Name: Delta Development Group Contact(s): Thomas J. Arminio Vendor Number: 151033 Contract Number: 4400000313 Phone Number: 717-441-9030 Business Address: 2000 Technology Parkway Suite 200 Mechanicsburg, PA 17050 COSTARS Participant
Supplier Name: Delta Development Group Contact(s): Thomas J. Arminio Vendor Number: 151033 Contract Number: 4400000313 Phone Number: 717-441-9030 Business Address: 2000 Technology Parkway Suite 200 Mechanicsburg, PA 17050 COSTARS Participant
Supplier Name: Delta Development Group Contact(s): Thomas J. Arminio Vendor Number: 151033 Contract Number: 4400000313 Phone Number: 717-441-9030 Business Address: 2000 Technology Parkway Suite 200 Mechanicsburg, PA 17050 COSTARS Participant
Supplier Name: Delta Development Group Contact(s): Thomas J. Arminio Vendor Number: 151033 Contract Number: 4400000313 Phone Number: 717-441-9030 Business Address: 2000 Technology Parkway Suite 200 Mechanicsburg, PA 17050 COSTARS Participant
Supplier Name: Delta Development Group Contact(s): Thomas J. Arminio Vendor Number: 151033 Contract Number: 4400000313 Phone Number: 717-441-9030 Business Address: 2000 Technology Parkway Suite 200 Mechanicsburg, PA 17050 COSTARS Participant

Supplier Name: Delta Development Group Contact(s): Thomas J. Arminio Vendor Number: 151033 Contract Number: 4400000313 Phone Number: 717-441-9030 Business Address: 2000 Technology Parkway Suite 200 Mechanicsburg, PA 17050 COSTARS Participant
Supplier Name: Delta Development Group Contact(s): Thomas J. Arminio Vendor Number: 151033 Contract Number: 4400000313 Phone Number: 717-441-9030 Business Address: 2000 Technology Parkway Suite 200 Mechanicsburg, PA 17050 COSTARS Participant
Supplier Name: Delta Development Group Contact(s): Thomas J. Arminio Vendor Number: 151033 Contract Number: 4400000313 Phone Number: 717-441-9030 Business Address: 2000 Technology Parkway Suite 200 Mechanicsburg, PA 17050 COSTARS Participant
Supplier Name: Delta Development Group Contact(s): Thomas J. Arminio Vendor Number: 151033 Contract Number: 4400000313 Phone Number: 717-441-9030 Business Address: 2000 Technology Parkway Suite 200 Mechanicsburg, PA 17050 COSTARS Participant
Supplier Name: Delta Development Group Contact(s): Thomas J. Arminio Vendor Number: 151033 Contract Number: 4400000313 Phone Number: 717-441-9030 Business Address: 2000 Technology Parkway Suite 200 Mechanicsburg, PA 17050 COSTARS Participant
Supplier Name: Delta Development Group Contact(s): Thomas J. Arminio Vendor Number: 151033 Contract Number: 4400000313 Phone Number: 717-441-9030 Business Address: 2000 Technology Parkway Suite 200 Mechanicsburg, PA 17050 COSTARS Participant
Supplier Name: Delta Development Group Contact(s): Thomas J. Arminio Vendor Number: 151033 Contract Number: 4400000313 Phone Number: 717-441-9030 Business Address: 2000 Technology Parkway Suite 200 Mechanicsburg, PA 17050 COSTARS Participant

Supplier Name: Delta Development Group Contact(s): Thomas J. Arminio Vendor Number: 151033 Contract Number: 4400000313 Phone Number: 717-441-9030 Business Address: 2000 Technology Parkway Suite 200 Mechanicsburg, PA 17050 COSTARS Participant
Supplier Name: Delta Development Group Contact(s): Thomas J. Arminio Vendor Number: 151033 Contract Number: 4400000313 Phone Number: 717-441-9030 Business Address: 2000 Technology Parkway Suite 200 Mechanicsburg, PA 17050 COSTARS Participant
Supplier Name: Delta Development Group Contact(s): Thomas J. Arminio Vendor Number: 151033 Contract Number: 4400000313 Phone Number: 717-441-9030 Business Address: 2000 Technology Parkway Suite 200 Mechanicsburg, PA 17050 COSTARS Participant
Supplier Name: Delta Development Group Contact(s): Thomas J. Arminio Vendor Number: 151033 Contract Number: 4400000313 Phone Number: 717-441-9030 Business Address: 2000 Technology Parkway Suite 200 Mechanicsburg, PA 17050 COSTARS Participant
Supplier Name: Delta Development Group Contact(s): Thomas J. Arminio Vendor Number: 151033 Contract Number: 4400000313 Phone Number: 717-441-9030 Business Address: 2000 Technology Parkway Suite 200 Mechanicsburg, PA 17050 COSTARS Participant
Supplier Name: Delta Development Group Contact(s): Thomas J. Arminio Vendor Number: 151033 Contract Number: 4400000313 Phone Number: 717-441-9030 Business Address: 2000 Technology Parkway Suite 200 Mechanicsburg, PA 17050 COSTARS Participant
Supplier Name: Delta Development Group Contact(s): Thomas J. Arminio Vendor Number: 151033 Contract Number: 4400000313 Phone Number: 717-441-9030 Business Address: 2000 Technology Parkway Suite 200 Mechanicsburg, PA 17050 COSTARS Participant

Supplier Name: Delta Development Group Contact(s): Thomas J. Arminio Vendor Number: 151033 Contract Number: 4400000313 Phone Number: 717-441-9030 Business Address: 2000 Technology Parkway Suite 200 Mechanicsburg, PA 17050 COSTARS Participant
Supplier Name: Delta Development Group Contact(s): Thomas J. Arminio Vendor Number: 151033 Contract Number: 4400000313 Phone Number: 717-441-9030 Business Address: 2000 Technology Parkway Suite 200 Mechanicsburg, PA 17050 COSTARS Participant
Supplier Name: Delta Development Group Contact(s): Thomas J. Arminio Vendor Number: 151033 Contract Number: 4400000313 Phone Number: 717-441-9030 Business Address: 2000 Technology Parkway Suite 200 Mechanicsburg, PA 17050 COSTARS Participant
Supplier Name: Delta Development Group Contact(s): Thomas J. Arminio Vendor Number: 151033 Contract Number: 4400000313 Phone Number: 717-441-9030 Business Address: 2000 Technology Parkway Suite 200 Mechanicsburg, PA 17050 COSTARS Participant
Supplier Name: Delta Development Group Contact(s): Thomas J. Arminio Vendor Number: 151033 Contract Number: 4400000313 Phone Number: 717-441-9030 Business Address: 2000 Technology Parkway Suite 200 Mechanicsburg, PA 17050 COSTARS Participant
Supplier Name: Delta Development Group Contact(s): Thomas J. Arminio Vendor Number: 151033 Contract Number: 4400000313 Phone Number: 717-441-9030 Business Address: 2000 Technology Parkway Suite 200 Mechanicsburg, PA 17050 COSTARS Participant

Supplier Name: Dering Consulting Group (DCG)
Contact(s): Paul Caulfield
Vendor Number: 156114
Contract Number: 4400000841
Phone Number: 717-234-0567
Business Address: 2814 Green Street
Harrisburg, PA 17110
COSTARS Participant

Supplier Name: Dering Consulting Group (DCG)
Contact(s): Paul Caulfield
Vendor Number: 156114
Contract Number: 4400000841
Phone Number: 717-234-0567
Business Address: 2814 Green Street
Harrisburg, PA 17110
COSTARS Participant

Supplier Name: Dering Consulting Group (DCG)
Contact(s): Paul Caulfield
Vendor Number: 156114
Contract Number: 4400000841
Phone Number: 717-234-0567
Business Address: 2814 Green Street
Harrisburg, PA 17110
COSTARS Participant

Supplier Name: Dering Consulting Group (DCG)
Contact(s): Paul Caulfield
Vendor Number: 156114
Contract Number: 4400000841
Phone Number: 717-234-0567
Business Address: 2814 Green Street
Harrisburg, PA 17110
COSTARS Participant

Supplier Name: Dering Consulting Group (DCG)
Contact(s): Paul Caulfield
Vendor Number: 156114
Contract Number: 4400000841
Phone Number: 717-234-0567
Business Address: 2814 Green Street
Harrisburg, PA 17110
COSTARS Participant

Supplier Name: Dering Consulting Group (DCG)
Contact(s): Paul Caulfield
Vendor Number: 156114
Contract Number: 4400000841
Phone Number: 717-234-0567
Business Address: 2814 Green Street
Harrisburg, PA 17110
COSTARS Participant

Supplier Name: Dering Consulting Group (DCG)
Contact(s): Paul Caulfield
Vendor Number: 156114
Contract Number: 4400000841
Phone Number: 717-234-0567
Business Address: 2814 Green Street
Harrisburg, PA 17110
COSTARS Participant

Supplier Name: Dering Consulting Group (DCG)
Contact(s): Paul Caulfield
Vendor Number: 156114
Contract Number: 4400000841
Phone Number: 717-234-0567
Business Address: 2814 Green Street
Harrisburg, PA 17110
COSTARS Participant

Supplier Name: Dering Consulting Group (DCG)
Contact(s): Paul Caulfield
Vendor Number: 156114
Contract Number: 4400000841
Phone Number: 717-234-0567
Business Address: 2814 Green Street
Harrisburg, PA 17110
COSTARS Participant

Supplier Name: Dering Consulting Group (DCG)
Contact(s): Paul Caulfield
Vendor Number: 156114
Contract Number: 4400000841
Phone Number: 717-234-0567
Business Address: 2814 Green Street
Harrisburg, PA 17110
COSTARS Participant

Supplier Name: Dering Consulting Group (DCG)
Contact(s): Paul Caulfield
Vendor Number: 156114
Contract Number: 4400000841
Phone Number: 717-234-0567
Business Address: 2814 Green Street
Harrisburg, PA 17110
COSTARS Participant

Supplier Name: Dering Consulting Group (DCG)
Contact(s): Paul Caulfield
Vendor Number: 156114
Contract Number: 4400000841
Phone Number: 717-234-0567
Business Address: 2814 Green Street
Harrisburg, PA 17110
COSTARS Participant

Supplier Name: Dering Consulting Group (DCG)
Contact(s): Paul Caulfield
Vendor Number: 156114
Contract Number: 4400000841
Phone Number: 717-234-0567
Business Address: 2814 Green Street
Harrisburg, PA 17110
COSTARS Participant

Supplier Name: Dering Consulting Group (DCG)
Contact(s): Paul Caulfield
Vendor Number: 156114
Contract Number: 4400000841
Phone Number: 717-234-0567
Business Address: 2814 Green Street
Harrisburg, PA 17110
COSTARS Participant

Supplier Name: Dering Consulting Group (DCG)
Contact(s): Paul Caulfield
Vendor Number: 156114
Contract Number: 4400000841
Phone Number: 717-234-0567
Business Address: 2814 Green Street
Harrisburg, PA 17110
COSTARS Participant

Supplier Name: Dering Consulting Group (DCG)
Contact(s): Paul Caulfield
Vendor Number: 156114
Contract Number: 4400000841
Phone Number: 717-234-0567
Business Address: 2814 Green Street
Harrisburg, PA 17110
COSTARS Participant

Supplier Name: Dering Consulting Group (DCG)
Contact(s): Paul Caulfield
Vendor Number: 156114
Contract Number: 4400000841
Phone Number: 717-234-0567
Business Address: 2814 Green Street
Harrisburg, PA 17110
COSTARS Participant

Supplier Name: Dering Consulting Group (DCG)
Contact(s): Paul Caulfield
Vendor Number: 156114
Contract Number: 4400000841
Phone Number: 717-234-0567
Business Address: 2814 Green Street
Harrisburg, PA 17110
COSTARS Participant

Supplier Name: Dering Consulting Group (DCG)
Contact(s): Paul Caulfield
Vendor Number: 156114
Contract Number: 4400000841
Phone Number: 717-234-0567
Business Address: 2814 Green Street
Harrisburg, PA 17110
COSTARS Participant

Supplier Name: Dering Consulting Group (DCG)
Contact(s): Paul Caulfield
Vendor Number: 156114
Contract Number: 4400000841
Phone Number: 717-234-0567
Business Address: 2814 Green Street
Harrisburg, PA 17110
COSTARS Participant

Supplier Name: Dering Consulting Group (DCG)
Contact(s): Paul Caulfield
Vendor Number: 156114
Contract Number: 4400000841
Phone Number: 717-234-0567
Business Address: 2814 Green Street
Harrisburg, PA 17110
COSTARS Participant

Supplier Name: Dering Consulting Group (DCG)
Contact(s): Paul Caulfield
Vendor Number: 156114
Contract Number: 4400000841
Phone Number: 717-234-0567
Business Address: 2814 Green Street
Harrisburg, PA 17110
COSTARS Participant

Supplier Name: Dering Consulting Group (DCG)
Contact(s): Paul Caulfield
Vendor Number: 156114
Contract Number: 4400000841
Phone Number: 717-234-0567
Business Address: 2814 Green Street
Harrisburg, PA 17110
COSTARS Participant

Supplier Name: Dering Consulting Group (DCG)
Contact(s): Paul Caulfield
Vendor Number: 156114
Contract Number: 4400000841
Phone Number: 717-234-0567
Business Address: 2814 Green Street
Harrisburg, PA 17110
COSTARS Participant

Supplier Name: Dering Consulting Group (DCG)
Contact(s): Paul Caulfield
Vendor Number: 156114
Contract Number: 4400000841
Phone Number: 717-234-0567
Business Address: 2814 Green Street
Harrisburg, PA 17110
COSTARS Participant

Supplier Name: Dering Consulting Group (DCG)
Contact(s): Paul Caulfield
Vendor Number: 156114
Contract Number: 4400000841
Phone Number: 717-234-0567
Business Address: 2814 Green Street
Harrisburg, PA 17110
COSTARS Participant

Supplier Name: Dering Consulting Group (DCG)
Contact(s): Paul Caulfield
Vendor Number: 156114
Contract Number: 4400000841
Phone Number: 717-234-0567
Business Address: 2814 Green Street
Harrisburg, PA 17110
COSTARS Participant

Supplier Name: Dering Consulting Group (DCG)
Contact(s): Paul Caulfield
Vendor Number: 156114
Contract Number: 4400000841
Phone Number: 717-234-0567
Business Address: 2814 Green Street
Harrisburg, PA 17110
COSTARS Participant

Supplier Name: Dering Consulting Group (DCG)
Contact(s): Paul Caulfield
Vendor Number: 156114
Contract Number: 4400000841
Phone Number: 717-234-0567
Business Address: 2814 Green Street
Harrisburg, PA 17110
COSTARS Participant

Supplier Name: Dering Consulting Group (DCG)
Contact(s): Paul Caulfield
Vendor Number: 156114
Contract Number: 4400000841
Phone Number: 717-234-0567
Business Address: 2814 Green Street
Harrisburg, PA 17110
COSTARS Participant

Supplier Name: Dering Consulting Group (DCG)
Contact(s): Paul Caulfield
Vendor Number: 156114
Contract Number: 4400000841
Phone Number: 717-234-0567
Business Address: 2814 Green Street
Harrisburg, PA 17110
COSTARS Participant

Supplier Name: Dering Consulting Group (DCG)
Contact(s): Paul Caulfield
Vendor Number: 156114
Contract Number: 4400000841
Phone Number: 717-234-0567
Business Address: 2814 Green Street
Harrisburg, PA 17110
COSTARS Participant

Supplier Name: Dering Consulting Group (DCG)
Contact(s): Paul Caulfield
Vendor Number: 156114
Contract Number: 4400000841
Phone Number: 717-234-0567
Business Address: 2814 Green Street
Harrisburg, PA 17110
COSTARS Participant

Supplier Name: Dering Consulting Group (DCG)
Contact(s): Paul Caulfield
Vendor Number: 156114
Contract Number: 4400000841
Phone Number: 717-234-0567
Business Address: 2814 Green Street
Harrisburg, PA 17110
COSTARS Participant

Supplier Name: Dering Consulting Group (DCG)
Contact(s): Paul Caulfield
Vendor Number: 156114
Contract Number: 4400000841
Phone Number: 717-234-0567
Business Address: 2814 Green Street
Harrisburg, PA 17110
COSTARS Participant

Supplier Name: Dering Consulting Group (DCG)
Contact(s): Paul Caulfield
Vendor Number: 156114
Contract Number: 4400000841
Phone Number: 717-234-0567
Business Address: 2814 Green Street
Harrisburg, PA 17110
COSTARS Participant

Supplier Name: Dering Consulting Group (DCG)
Contact(s): Paul Caulfield
Vendor Number: 156114
Contract Number: 4400000841
Phone Number: 717-234-0567
Business Address: 2814 Green Street
Harrisburg, PA 17110
COSTARS Participant

Supplier Name: Dering Consulting Group (DCG)
Contact(s): Paul Caulfield
Vendor Number: 156114
Contract Number: 4400000841
Phone Number: 717-234-0567
Business Address: 2814 Green Street
Harrisburg, PA 17110
COSTARS Participant

Supplier Name: Dering Consulting Group (DCG)
Contact(s): Paul Caulfield
Vendor Number: 156114
Contract Number: 4400000841
Phone Number: 717-234-0567
Business Address: 2814 Green Street
Harrisburg, PA 17110
COSTARS Participant

Supplier Name: Dering Consulting Group (DCG)
Contact(s): Paul Caulfield
Vendor Number: 156114
Contract Number: 4400000841
Phone Number: 717-234-0567
Business Address: 2814 Green Street
Harrisburg, PA 17110
COSTARS Participant

Supplier Name: Dering Consulting Group (DCG)
Contact(s): Paul Caulfield
Vendor Number: 156114
Contract Number: 4400000841
Phone Number: 717-234-0567
Business Address: 2814 Green Street
Harrisburg, PA 17110
COSTARS Participant

Supplier Name: Dering Consulting Group (DCG)
Contact(s): Paul Caulfield
Vendor Number: 156114
Contract Number: 4400000841
Phone Number: 717-234-0567
Business Address: 2814 Green Street
Harrisburg, PA 17110
COSTARS Participant

Supplier Name: Dering Consulting Group (DCG)
Contact(s): Paul Caulfield
Vendor Number: 156114
Contract Number: 4400000841
Phone Number: 717-234-0567
Business Address: 2814 Green Street
Harrisburg, PA 17110
COSTARS Participant

Supplier Name: Dering Consulting Group (DCG)
Contact(s): Paul Caulfield
Vendor Number: 156114
Contract Number: 4400000841
Phone Number: 717-234-0567
Business Address: 2814 Green Street
Harrisburg, PA 17110
COSTARS Participant

Supplier Name: Dering Consulting Group (DCG)
Contact(s): Paul Caulfield
Vendor Number: 156114
Contract Number: 4400000841
Phone Number: 717-234-0567
Business Address: 2814 Green Street
Harrisburg, PA 17110
COSTARS Participant

Supplier Name: Dering Consulting Group (DCG)
Contact(s): Paul Caulfield
Vendor Number: 156114
Contract Number: 4400000841
Phone Number: 717-234-0567
Business Address: 2814 Green Street
Harrisburg, PA 17110
COSTARS Participant

Supplier Name: Dering Consulting Group (DCG)
Contact(s): Paul Caulfield
Vendor Number: 156114
Contract Number: 4400000841
Phone Number: 717-234-0567
Business Address: 2814 Green Street
Harrisburg, PA 17110
COSTARS Participant

Supplier Name: DZ Coaching
Contact(s): Dana Zamolyi
Vendor Number: 214882
Contract Number: 4400001311
Phone Number: 717-651-1251 (W)
717-350-9010 (C)
Business Address: 530 Susan Way
Harrisburg, PA 17109
COSTARS Participant

Supplier Name: DZ Coaching
Contact(s): Dana Zamolyi
Vendor Number: 214882
Contract Number: 4400001311
Phone Number: 717-651-1251 (W)
717-350-9010 (C)
Business Address: 530 Susan Way
Harrisburg, PA 17109
COSTARS Participant

Supplier Name: DZ Coaching
Contact(s): Dana Zamolyi
Vendor Number: 214882
Contract Number: 4400001311
Phone Number: 717-651-1251 (W)
717-350-9010 (C)
Business Address: 530 Susan Way
Harrisburg, PA 17109
COSTARS Participant

Supplier Name: DZ Coaching
Contact(s): Dana Zamolyi
Vendor Number: 214882
Contract Number: 4400001311
Phone Number: 717-651-1251 (W)
717-350-9010 (C)
Business Address: 530 Susan Way
Harrisburg, PA 17109
COSTARS Participant

Supplier Name: DZ Coaching
Contact(s): Dana Zamolyi
Vendor Number: 214882
Contract Number: 4400001311
Phone Number: 717-651-1251 (W)
717-350-9010 (C)
Business Address: 530 Susan Way
Harrisburg, PA 17109
COSTARS Participant

Supplier Name: DZ Coaching
Contact(s): Dana Zamolyi
Vendor Number: 214882
Contract Number: 4400001311
Phone Number: 717-651-1251 (W)
717-350-9010 (C)
Business Address: 530 Susan Way
Harrisburg, PA 17109
COSTARS Participant

Supplier Name: DZ Coaching
Contact(s): Dana Zamolyi
Vendor Number: 214882
Contract Number: 4400001311
Phone Number: 717-651-1251 (W)
717-350-9010 (C)
Business Address: 530 Susan Way
Harrisburg, PA 17109
COSTARS Participant

Supplier Name: DZ Coaching
Contact(s): Dana Zamolyi
Vendor Number: 214882
Contract Number: 4400001311
Phone Number: 717-651-1251 (W)
717-350-9010 (C)
Business Address: 530 Susan Way
Harrisburg, PA 17109
COSTARS Participant

Supplier Name: DZ Coaching
Contact(s): Dana Zamolyi
Vendor Number: 214882
Contract Number: 4400001311
Phone Number: 717-651-1251 (W)
717-350-9010 (C)
Business Address: 530 Susan Way
Harrisburg, PA 17109
COSTARS Participant

Supplier Name: DZ Coaching
Contact(s): Dana Zamolyi
Vendor Number: 214882
Contract Number: 4400001311
Phone Number: 717-651-1251 (W)
717-350-9010 (C)
Business Address: 530 Susan Way
Harrisburg, PA 17109
COSTARS Participant

Supplier Name: DZ Coaching
Contact(s): Dana Zamolyi
Vendor Number: 214882
Contract Number: 4400001311
Phone Number: 717-651-1251 (W)
717-350-9010 (C)
Business Address: 530 Susan Way
Harrisburg, PA 17109
COSTARS Participant

Supplier Name: DZ Coaching
Contact(s): Dana Zamolyi
Vendor Number: 214882
Contract Number: 4400001311
Phone Number: 717-651-1251 (W)
717-350-9010 (C)
Business Address: 530 Susan Way
Harrisburg, PA 17109
COSTARS Participant

Supplier Name: EEO Works LLC
Contact(s): Edward McCaffrey
Vendor Number: 301769
Contract Number: 4400000938
Phone Number: 215-219-6090
Email Address: ed@eeoworks.com
Business Address: 516 E Mt. Airy Avenue
Philadelphia PA 19119
COSTARS Participant

Supplier Name: EEO Works LLC
Contact(s): Edward McCaffrey
Vendor Number: 301769
Contract Number: 4400000938
Phone Number: 215-219-6090
Email Address: ed@eeoworks.com
Business Address: 516 E Mt. Airy Avenue
Philadelphia PA 19119
COSTARS Participant

Supplier Name: Emergency Management Innovations
Contact(s): Thomas L. Grace OR Edward Jasper
Vendor Number: 308475
Contract Number: 4400001536
Phone Number: 866-820-8324
Business Address: 594 Forest Road
Wayne, PA 19087
COSTARS Participant

Supplier Name: Emergency Management Innovations
Contact(s): Thomas L. Grace OR Edward Jasper
Vendor Number: 308475
Contract Number: 4400001536
Phone Number: 866-820-8324
Business Address: 594 Forest Road
Wayne, PA 19087
COSTARS Participant

Supplier Name: Emergency Management Innovations Contact(s): Thomas L. Grace OR Edward Jasper Vendor Number: 308475 Contract Number: 4400001536 Phone Number: 866-820-8324 Business Address: 594 Forest Road Wayne, PA 19087 COSTARS Participant
Supplier Name: Emergency Management Innovations Contact(s): Thomas L. Grace OR Edward Jasper Vendor Number: 308475 Contract Number: 4400001536 Phone Number: 866-820-8324 Business Address: 594 Forest Road Wayne, PA 19087 COSTARS Participant
Supplier Name: Emergency Management Innovations Contact(s): Thomas L. Grace OR Edward Jasper Vendor Number: 308475 Contract Number: 4400001536 Phone Number: 866-820-8324 Business Address: 594 Forest Road Wayne, PA 19087 COSTARS Participant
Supplier Name: Emergency Management Innovations Contact(s): Thomas L. Grace OR Edward Jasper Vendor Number: 308475 Contract Number: 4400001536 Phone Number: 866-820-8324 Business Address: 594 Forest Road Wayne, PA 19087 COSTARS Participant
Supplier Name: Emergency Management Innovations Contact(s): Thomas L. Grace OR Edward Jasper Vendor Number: 308475 Contract Number: 4400001536 Phone Number: 866-820-8324 Business Address: 594 Forest Road Wayne, PA 19087 COSTARS Participant
Supplier Name: Emergency Management Innovations Contact(s): Thomas L. Grace OR Edward Jasper Vendor Number: 308475 Contract Number: 4400001536 Phone Number: 866-820-8324 Business Address: 594 Forest Road Wayne, PA 19087 COSTARS Participant
Supplier Name: Emergency Management Innovations Contact(s): Thomas L. Grace OR Edward Jasper Vendor Number: 308475 Contract Number: 4400001536 Phone Number: 866-820-8324 Business Address: 594 Forest Road Wayne, PA 19087 COSTARS Participant

Supplier Name: Emergency Management Innovations Contact(s): Thomas L. Grace OR Edward Jasper Vendor Number: 308475 Contract Number: 4400001536 Phone Number: 866-820-8324 Business Address: 594 Forest Road Wayne, PA 19087 COSTARS Participant
Supplier Name: Emergency Management Innovations Contact(s): Thomas L. Grace OR Edward Jasper Vendor Number: 308475 Contract Number: 4400001536 Phone Number: 866-820-8324 Business Address: 594 Forest Road Wayne, PA 19087 COSTARS Participant
Supplier Name: Emergency Management Innovations Contact(s): Thomas L. Grace OR Edward Jasper Vendor Number: 308475 Contract Number: 4400001536 Phone Number: 866-820-8324 Business Address: 594 Forest Road Wayne, PA 19087 COSTARS Participant
Supplier Name: Emergency Management Innovations Contact(s): Thomas L. Grace OR Edward Jasper Vendor Number: 308475 Contract Number: 4400001536 Phone Number: 866-820-8324 Business Address: 594 Forest Road Wayne, PA 19087 COSTARS Participant
Supplier Name: Emergency Management Innovations Contact(s): Thomas L. Grace OR Edward Jasper Vendor Number: 308475 Contract Number: 4400001536 Phone Number: 866-820-8324 Business Address: 594 Forest Road Wayne, PA 19087 COSTARS Participant
Supplier Name: Emergency Management Innovations Contact(s): Thomas L. Grace OR Edward Jasper Vendor Number: 308475 Contract Number: 4400001536 Phone Number: 866-820-8324 Business Address: 594 Forest Road Wayne, PA 19087 COSTARS Participant
Supplier Name: Emergency Management Innovations Contact(s): Thomas L. Grace OR Edward Jasper Vendor Number: 308475 Contract Number: 4400001536 Phone Number: 866-820-8324 Business Address: 594 Forest Road Wayne, PA 19087 COSTARS Participant

Supplier Name: Emergency Management Innovations
Contact(s): Thomas L. Grace OR Edward Jasper
Vendor Number: 308475
Contract Number: 4400001536
Phone Number: 866-820-8324
Business Address: 594 Forest Road
Wayne, PA 19087
COSTARS Participant

Supplier Name: ESI International
Contact(s): Valerie Sunday
Vendor Number: 215508
Contract Number: 4400001540
Phone Number: 703-558-3023
Business Address: 901 N. Glebe Road, Suite 200
Arlington, VA 22203
COSTARS Participant

Supplier Name: ESI International
Contact(s): Valerie Sunday
Vendor Number: 215508
Contract Number: 4400001540
Phone Number: 703-558-3023
Business Address: 901 N. Glebe Road, Suite 200
Arlington, VA 22203
COSTARS Participant

Supplier Name: ESI International
Contact(s): Valerie Sunday
Vendor Number: 215508
Contract Number: 4400001540
Phone Number: 703-558-3023
Business Address: 901 N. Glebe Road, Suite 200
Arlington, VA 22203
COSTARS Participant

Supplier Name: ESI International
Contact(s): Valerie Sunday
Vendor Number: 215508
Contract Number: 4400001540
Phone Number: 703-558-3023
Business Address: 901 N. Glebe Road, Suite 200
Arlington, VA 22203
COSTARS Participant

Supplier Name: ESI International
Contact(s): Valerie Sunday
Vendor Number: 215508
Contract Number: 4400001540
Phone Number: 703-558-3023
Business Address: 901 N. Glebe Road, Suite 200
Arlington, VA 22203
COSTARS Participant

Supplier Name: ESI International
Contact(s): Valerie Sunday
Vendor Number: 215508
Contract Number: 4400001540
Phone Number: 703-558-3023
Business Address: 901 N. Glebe Road, Suite 200
Arlington, VA 22203
COSTARS Participant

Supplier Name: ESI International
Contact(s): Valerie Sunday
Vendor Number: 215508
Contract Number: 4400001540
Phone Number: 703-558-3023
Business Address: 901 N. Glebe Road, Suite 200
Arlington, VA 22203
COSTARS Participant

Supplier Name: ESI International
Contact(s): Valerie Sunday
Vendor Number: 215508
Contract Number: 4400001540
Phone Number: 703-558-3023
Business Address: 901 N. Glebe Road, Suite 200
Arlington, VA 22203
COSTARS Participant

Supplier Name: ESI International
Contact(s): Valerie Sunday
Vendor Number: 215508
Contract Number: 4400001540
Phone Number: 703-558-3023
Business Address: 901 N. Glebe Road, Suite 200
Arlington, VA 22203
COSTARS Participant

Supplier Name: ESI International
Contact(s): Valerie Sunday
Vendor Number: 215508
Contract Number: 4400001540
Phone Number: 703-558-3023
Business Address: 901 N. Glebe Road, Suite 200
Arlington, VA 22203
COSTARS Participant

Supplier Name: ESI International
Contact(s): Valerie Sunday
Vendor Number: 215508
Contract Number: 4400001540
Phone Number: 703-558-3023
Business Address: 901 N. Glebe Road, Suite 200
Arlington, VA 22203
COSTARS Participant

Supplier Name: ESI International
Contact(s): Valerie Sunday
Vendor Number: 215508
Contract Number: 4400001540
Phone Number: 703-558-3023
Business Address: 901 N. Glebe Road, Suite 200
Arlington, VA 22203
COSTARS Participant

Supplier Name: ESI International
Contact(s): Valerie Sunday
Vendor Number: 215508
Contract Number: 4400001540
Phone Number: 703-558-3023
Business Address: 901 N. Glebe Road, Suite 200
Arlington, VA 22203
COSTARS Participant

Supplier Name: ESI International
Contact(s): Valerie Sunday
Vendor Number: 215508
Contract Number: 4400001540
Phone Number: 703-558-3023
Business Address: 901 N. Glebe Road, Suite 200
Arlington, VA 22203
COSTARS Participant

Supplier Name: ESI International
Contact(s): Valerie Sunday
Vendor Number: 215508
Contract Number: 4400001540
Phone Number: 703-558-3023
Business Address: 901 N. Glebe Road, Suite 200
Arlington, VA 22203
COSTARS Participant

Supplier Name: ESI International
Contact(s): Valerie Sunday
Vendor Number: 215508
Contract Number: 4400001540
Phone Number: 703-558-3023
Business Address: 901 N. Glebe Road, Suite 200
Arlington, VA 22203
COSTARS Participant

Supplier Name: ESI International
Contact(s): Valerie Sunday
Vendor Number: 215508
Contract Number: 4400001540
Phone Number: 703-558-3023
Business Address: 901 N. Glebe Road, Suite 200
Arlington, VA 22203
COSTARS Participant

Supplier Name: ESI International
Contact(s): Valerie Sunday
Vendor Number: 215508
Contract Number: 4400001540
Phone Number: 703-558-3023
Business Address: 901 N. Glebe Road, Suite 200
Arlington, VA 22203
COSTARS Participant

Supplier Name: ESI International
Contact(s): Valerie Sunday
Vendor Number: 215508
Contract Number: 4400001540
Phone Number: 703-558-3023
Business Address: 901 N. Glebe Road, Suite 200
Arlington, VA 22203
COSTARS Participant

Supplier Name: ESI International
Contact(s): Valerie Sunday
Vendor Number: 215508
Contract Number: 4400001540
Phone Number: 703-558-3023
Business Address: 901 N. Glebe Road, Suite 200
Arlington, VA 22203
COSTARS Participant

Supplier Name: ESI International
Contact(s): Valerie Sunday
Vendor Number: 215508
Contract Number: 4400001540
Phone Number: 703-558-3023
Business Address: 901 N. Glebe Road, Suite 200
Arlington, VA 22203
COSTARS Participant

Supplier Name: ESI International
Contact(s): Valerie Sunday
Vendor Number: 215508
Contract Number: 4400001540
Phone Number: 703-558-3023
Business Address: 901 N. Glebe Road, Suite 200
Arlington, VA 22203
COSTARS Participant

Supplier Name: ESI International
Contact(s): Valerie Sunday
Vendor Number: 215508
Contract Number: 4400001540
Phone Number: 703-558-3023
Business Address: 901 N. Glebe Road, Suite 200
Arlington, VA 22203
COSTARS Participant

Supplier Name: ESI International
Contact(s): Valerie Sunday
Vendor Number: 215508
Contract Number: 4400001540
Phone Number: 703-558-3023
Business Address: 901 N. Glebe Road, Suite 200
Arlington, VA 22203
COSTARS Participant

Supplier Name: ESI International
Contact(s): Valerie Sunday
Vendor Number: 215508
Contract Number: 4400001540
Phone Number: 703-558-3023
Business Address: 901 N. Glebe Road, Suite 200
Arlington, VA 22203
COSTARS Participant

Supplier Name: ESI International
Contact(s): Valerie Sunday
Vendor Number: 215508
Contract Number: 4400001540
Phone Number: 703-558-3023
Business Address: 901 N. Glebe Road, Suite 200
Arlington, VA 22203
COSTARS Participant

Supplier Name: ESI International
Contact(s): Valerie Sunday
Vendor Number: 215508
Contract Number: 4400001540
Phone Number: 703-558-3023
Business Address: 901 N. Glebe Road, Suite 200
Arlington, VA 22203
COSTARS Participant

Supplier Name: ESI International
Contact(s): Valerie Sunday
Vendor Number: 215508
Contract Number: 4400001540
Phone Number: 703-558-3023
Business Address: 901 N. Glebe Road, Suite 200
Arlington, VA 22203
COSTARS Participant

Supplier Name: ESI International
Contact(s): Valerie Sunday
Vendor Number: 215508
Contract Number: 4400001540
Phone Number: 703-558-3023
Business Address: 901 N. Glebe Road, Suite 200
Arlington, VA 22203
COSTARS Participant

Supplier Name: ESI International
Contact(s): Valerie Sunday
Vendor Number: 215508
Contract Number: 4400001540
Phone Number: 703-558-3023
Business Address: 901 N. Glebe Road, Suite 200
Arlington, VA 22203
COSTARS Participant

Supplier Name: ESI International
Contact(s): Valerie Sunday
Vendor Number: 215508
Contract Number: 4400001540
Phone Number: 703-558-3023
Business Address: 901 N. Glebe Road, Suite 200
Arlington, VA 22203
COSTARS Participant

Supplier Name: ESI International
Contact(s): Valerie Sunday
Vendor Number: 215508
Contract Number: 4400001540
Phone Number: 703-558-3023
Business Address: 901 N. Glebe Road, Suite 200
Arlington, VA 22203
COSTARS Participant

Supplier Name: ESI International
Contact(s): Valerie Sunday
Vendor Number: 215508
Contract Number: 4400001540
Phone Number: 703-558-3023
Business Address: 901 N. Glebe Road, Suite 200
Arlington, VA 22203
COSTARS Participant

Supplier Name: ESI International
Contact(s): Valerie Sunday
Vendor Number: 215508
Contract Number: 4400001540
Phone Number: 703-558-3023
Business Address: 901 N. Glebe Road, Suite 200
Arlington, VA 22203
COSTARS Participant

Supplier Name: ESI International
Contact(s): Valerie Sunday
Vendor Number: 215508
Contract Number: 4400001540
Phone Number: 703-558-3023
Business Address: 901 N. Glebe Road, Suite 200
Arlington, VA 22203
COSTARS Participant

Supplier Name: ESI International
Contact(s): Valerie Sunday
Vendor Number: 215508
Contract Number: 4400001540
Phone Number: 703-558-3023
Business Address: 901 N. Glebe Road, Suite 200
Arlington, VA 22203
COSTARS Participant

Supplier Name: ESI International
Contact(s): Valerie Sunday
Vendor Number: 215508
Contract Number: 4400001540
Phone Number: 703-558-3023
Business Address: 901 N. Glebe Road, Suite 200
Arlington, VA 22203
COSTARS Participant

Supplier Name: ESI International
Contact(s): Valerie Sunday
Vendor Number: 215508
Contract Number: 4400001540
Phone Number: 703-558-3023
Business Address: 901 N. Glebe Road, Suite 200
Arlington, VA 22203
COSTARS Participant

Supplier Name: ESI International
Contact(s): Valerie Sunday
Vendor Number: 215508
Contract Number: 4400001540
Phone Number: 703-558-3023
Business Address: 901 N. Glebe Road, Suite 200
Arlington, VA 22203
COSTARS Participant

Supplier Name: ESI International
Contact(s): Valerie Sunday
Vendor Number: 215508
Contract Number: 4400001540
Phone Number: 703-558-3023
Business Address: 901 N. Glebe Road, Suite 200
Arlington, VA 22203
COSTARS Participant

Supplier Name: ESI International
Contact(s): Valerie Sunday
Vendor Number: 215508
Contract Number: 4400001540
Phone Number: 703-558-3023
Business Address: 901 N. Glebe Road, Suite 200
Arlington, VA 22203
COSTARS Participant

Supplier Name: ESI International
Contact(s): Valerie Sunday
Vendor Number: 215508
Contract Number: 4400001540
Phone Number: 703-558-3023
Business Address: 901 N. Glebe Road, Suite 200
Arlington, VA 22203
COSTARS Participant

Supplier Name: ESI International
Contact(s): Valerie Sunday
Vendor Number: 215508
Contract Number: 4400001540
Phone Number: 703-558-3023
Business Address: 901 N. Glebe Road, Suite 200
Arlington, VA 22203
COSTARS Participant

Supplier Name: ESI International
Contact(s): Valerie Sunday
Vendor Number: 215508
Contract Number: 4400001540
Phone Number: 703-558-3023
Business Address: 901 N. Glebe Road, Suite 200
Arlington, VA 22203
COSTARS Participant

Supplier Name: ESI International
Contact(s): Valerie Sunday
Vendor Number: 215508
Contract Number: 4400001540
Phone Number: 703-558-3023
Business Address: 901 N. Glebe Road, Suite 200
Arlington, VA 22203
COSTARS Participant

Supplier Name: ESI International
Contact(s): Valerie Sunday
Vendor Number: 215508
Contract Number: 4400001540
Phone Number: 703-558-3023
Business Address: 901 N. Glebe Road, Suite 200
Arlington, VA 22203
COSTARS Participant

Supplier Name: ESI International
Contact(s): Valerie Sunday
Vendor Number: 215508
Contract Number: 4400001540
Phone Number: 703-558-3023
Business Address: 901 N. Glebe Road, Suite 200
Arlington, VA 22203
COSTARS Participant

Supplier Name: ESI International
Contact(s): Valerie Sunday
Vendor Number: 215508
Contract Number: 4400001540
Phone Number: 703-558-3023
Business Address: 901 N. Glebe Road, Suite 200
Arlington, VA 22203
COSTARS Participant

Supplier Name: ESI International
Contact(s): Valerie Sunday
Vendor Number: 215508
Contract Number: 4400001540
Phone Number: 703-558-3023
Business Address: 901 N. Glebe Road, Suite 200
Arlington, VA 22203
COSTARS Participant

Supplier Name: ESI International
Contact(s): Valerie Sunday
Vendor Number: 215508
Contract Number: 4400001540
Phone Number: 703-558-3023
Business Address: 901 N. Glebe Road, Suite 200
Arlington, VA 22203
COSTARS Participant

Supplier Name: ESI International
Contact(s): Valerie Sunday
Vendor Number: 215508
Contract Number: 4400001540
Phone Number: 703-558-3023
Business Address: 901 N. Glebe Road, Suite 200
Arlington, VA 22203
COSTARS Participant

Supplier Name: ESI International
Contact(s): Valerie Sunday
Vendor Number: 215508
Contract Number: 4400001540
Phone Number: 703-558-3023
Business Address: 901 N. Glebe Road, Suite 200
Arlington, VA 22203
COSTARS Participant

Supplier Name: ESI International
Contact(s): Valerie Sunday
Vendor Number: 215508
Contract Number: 4400001540
Phone Number: 703-558-3023
Business Address: 901 N. Glebe Road, Suite 200
Arlington, VA 22203
COSTARS Participant

Supplier Name: ESI International
Contact(s): Valerie Sunday
Vendor Number: 215508
Contract Number: 4400001540
Phone Number: 703-558-3023
Business Address: 901 N. Glebe Road, Suite 200
Arlington, VA 22203
COSTARS Participant

Supplier Name: ESI International
Contact(s): Valerie Sunday
Vendor Number: 215508
Contract Number: 4400001540
Phone Number: 703-558-3023
Business Address: 901 N. Glebe Road, Suite 200
Arlington, VA 22203
COSTARS Participant

Supplier Name: ESI International
Contact(s): Valerie Sunday
Vendor Number: 215508
Contract Number: 4400001540
Phone Number: 703-558-3023
Business Address: 901 N. Glebe Road, Suite 200
Arlington, VA 22203
COSTARS Participant

Supplier Name: ESI International
Contact(s): Valerie Sunday
Vendor Number: 215508
Contract Number: 4400001540
Phone Number: 703-558-3023
Business Address: 901 N. Glebe Road, Suite 200
Arlington, VA 22203
COSTARS Participant

Supplier Name: ESI International
Contact(s): Valerie Sunday
Vendor Number: 215508
Contract Number: 4400001540
Phone Number: 703-558-3023
Business Address: 901 N. Glebe Road, Suite 200
Arlington, VA 22203
COSTARS Participant

Supplier Name: ESI International
Contact(s): Valerie Sunday
Vendor Number: 215508
Contract Number: 4400001540
Phone Number: 703-558-3023
Business Address: 901 N. Glebe Road, Suite 200
Arlington, VA 22203
COSTARS Participant

Supplier Name: ESI International
Contact(s): Valerie Sunday
Vendor Number: 215508
Contract Number: 4400001540
Phone Number: 703-558-3023
Business Address: 901 N. Glebe Road, Suite 200
Arlington, VA 22203
COSTARS Participant

Supplier Name: ESI International
Contact(s): Valerie Sunday
Vendor Number: 215508
Contract Number: 4400001540
Phone Number: 703-558-3023
Business Address: 901 N. Glebe Road, Suite 200
Arlington, VA 22203
COSTARS Participant

Supplier Name: ESI International
Contact(s): Valerie Sunday
Vendor Number: 215508
Contract Number: 4400001540
Phone Number: 703-558-3023
Business Address: 901 N. Glebe Road, Suite 200
Arlington, VA 22203
COSTARS Participant

Supplier Name: ESI International
Contact(s): Valerie Sunday
Vendor Number: 215508
Contract Number: 4400001540
Phone Number: 703-558-3023
Business Address: 901 N. Glebe Road, Suite 200
Arlington, VA 22203
COSTARS Participant

Supplier Name: ESI International
Contact(s): Valerie Sunday
Vendor Number: 215508
Contract Number: 4400001540
Phone Number: 703-558-3023
Business Address: 901 N. Glebe Road, Suite 200
Arlington, VA 22203
COSTARS Participant

Supplier Name: ESI International
Contact(s): Valerie Sunday
Vendor Number: 215508
Contract Number: 4400001540
Phone Number: 703-558-3023
Business Address: 901 N. Glebe Road, Suite 200
Arlington, VA 22203
COSTARS Participant

Supplier Name: ESI International
Contact(s): Valerie Sunday
Vendor Number: 215508
Contract Number: 4400001540
Phone Number: 703-558-3023
Business Address: 901 N. Glebe Road, Suite 200
Arlington, VA 22203
COSTARS Participant

Supplier Name: ESI International
Contact(s): Valerie Sunday
Vendor Number: 215508
Contract Number: 4400001540
Phone Number: 703-558-3023
Business Address: 901 N. Glebe Road, Suite 200
Arlington, VA 22203
COSTARS Participant

Supplier Name: ESI International
Contact(s): Valerie Sunday
Vendor Number: 215508
Contract Number: 4400001540
Phone Number: 703-558-3023
Business Address: 901 N. Glebe Road, Suite 200
Arlington, VA 22203
COSTARS Participant

Supplier Name: ESI International
Contact(s): Valerie Sunday
Vendor Number: 215508
Contract Number: 4400001540
Phone Number: 703-558-3023
Business Address: 901 N. Glebe Road, Suite 200
Arlington, VA 22203
COSTARS Participant

Supplier Name: ESI International
Contact(s): Valerie Sunday
Vendor Number: 215508
Contract Number: 4400001540
Phone Number: 703-558-3023
Business Address: 901 N. Glebe Road, Suite 200
Arlington, VA 22203
COSTARS Participant

Supplier Name: ESI International
Contact(s): Valerie Sunday
Vendor Number: 215508
Contract Number: 4400001540
Phone Number: 703-558-3023
Business Address: 901 N. Glebe Road, Suite 200
Arlington, VA 22203
COSTARS Participant

Supplier Name: ESI International
Contact(s): Valerie Sunday
Vendor Number: 215508
Contract Number: 4400001540
Phone Number: 703-558-3023
Business Address: 901 N. Glebe Road, Suite 200
Arlington, VA 22203
COSTARS Participant

Supplier Name: ESI International
Contact(s): Valerie Sunday
Vendor Number: 215508
Contract Number: 4400001540
Phone Number: 703-558-3023
Business Address: 901 N. Glebe Road, Suite 200
Arlington, VA 22203
COSTARS Participant

Supplier Name: ESI International
Contact(s): Valerie Sunday
Vendor Number: 215508
Contract Number: 4400001540
Phone Number: 703-558-3023
Business Address: 901 N. Glebe Road, Suite 200
Arlington, VA 22203
COSTARS Participant

Supplier Name: ESI International
Contact(s): Valerie Sunday
Vendor Number: 215508
Contract Number: 4400001540
Phone Number: 703-558-3023
Business Address: 901 N. Glebe Road, Suite 200
Arlington, VA 22203
COSTARS Participant

Supplier Name: ESI International
Contact(s): Valerie Sunday
Vendor Number: 215508
Contract Number: 4400001540
Phone Number: 703-558-3023
Business Address: 901 N. Glebe Road, Suite 200
Arlington, VA 22203
COSTARS Participant

Supplier Name: ESI International
Contact(s): Valerie Sunday
Vendor Number: 215508
Contract Number: 4400001540
Phone Number: 703-558-3023
Business Address: 901 N. Glebe Road, Suite 200
Arlington, VA 22203
COSTARS Participant

Supplier Name: ESI International
Contact(s): Valerie Sunday
Vendor Number: 215508
Contract Number: 4400001540
Phone Number: 703-558-3023
Business Address: 901 N. Glebe Road, Suite 200
Arlington, VA 22203
COSTARS Participant

Supplier Name: ESI International
Contact(s): Valerie Sunday
Vendor Number: 215508
Contract Number: 4400001540
Phone Number: 703-558-3023
Business Address: 901 N. Glebe Road, Suite 200
Arlington, VA 22203
COSTARS Participant

Supplier Name: ESI International
Contact(s): Valerie Sunday
Vendor Number: 215508
Contract Number: 4400001540
Phone Number: 703-558-3023
Business Address: 901 N. Glebe Road, Suite 200
Arlington, VA 22203
COSTARS Participant

Supplier Name: ESI International
Contact(s): Valerie Sunday
Vendor Number: 215508
Contract Number: 4400001540
Phone Number: 703-558-3023
Business Address: 901 N. Glebe Road, Suite 200
Arlington, VA 22203
COSTARS Participant

Supplier Name: ESI International
Contact(s): Valerie Sunday
Vendor Number: 215508
Contract Number: 4400001540
Phone Number: 703-558-3023
Business Address: 901 N. Glebe Road, Suite 200
Arlington, VA 22203
COSTARS Participant

Supplier Name: ESI International
Contact(s): Valerie Sunday
Vendor Number: 215508
Contract Number: 4400001540
Phone Number: 703-558-3023
Business Address: 901 N. Glebe Road, Suite 200
Arlington, VA 22203
COSTARS Participant

Supplier Name: ESI International
Contact(s): Valerie Sunday
Vendor Number: 215508
Contract Number: 4400001540
Phone Number: 703-558-3023
Business Address: 901 N. Glebe Road, Suite 200
Arlington, VA 22203
COSTARS Participant

Supplier Name: ESI International
Contact(s): Valerie Sunday
Vendor Number: 215508
Contract Number: 4400001540
Phone Number: 703-558-3023
Business Address: 901 N. Glebe Road, Suite 200
Arlington, VA 22203
COSTARS Participant

Supplier Name: ESI International
Contact(s): Valerie Sunday
Vendor Number: 215508
Contract Number: 4400001540
Phone Number: 703-558-3023
Business Address: 901 N. Glebe Road, Suite 200
Arlington, VA 22203
COSTARS Participant

Supplier Name: ESI International Contact(s): Valerie Sunday Vendor Number: 215508 Contract Number: 4400001540 Phone Number: 703-558-3023 Business Address: 901 N. Glebe Road, Suite 200 Arlington, VA 22203 COSTARS Participant
Supplier Name: ESI International Contact(s): Valerie Sunday Vendor Number: 215508 Contract Number: 4400001540 Phone Number: 703-558-3023 Business Address: 901 N. Glebe Road, Suite 200 Arlington, VA 22203 COSTARS Participant
Supplier Name: Exec Comm Contact(s): Paul Naronis Vendor Number: 306848 Contract Number: 4400001562 Phone Number: 212-252-5872 Business Address: 28 West 44th Street, 12th Floor New York, NY 10036 COSTARS Participant
Supplier Name: Exec Comm Contact(s): Paul Naronis Vendor Number: 306848 Contract Number: 4400001562 Phone Number: 212-252-5872 Business Address: 28 West 44th Street, 12th Floor New York, NY 10036 COSTARS Participant
Supplier Name: Exec Comm Contact(s): Paul Naronis Vendor Number: 306848 Contract Number: 4400001562 Phone Number: 212-252-5872 Business Address: 28 West 44th Street, 12th Floor New York, NY 10036 COSTARS Participant

Supplier Name: Exec Comm Contact(s): Paul Naronis Vendor Number: 306848 Contract Number: 4400001562 Phone Number: 212-252-5872 Business Address: 28 West 44th Street, 12th Floor New York, NY 10036 COSTARS Participant
Supplier Name: Exec Comm Contact(s): Paul Naronis Vendor Number: 306848 Contract Number: 4400001562 Phone Number: 212-252-5872 Business Address: 28 West 44th Street, 12th Floor New York, NY 10036 COSTARS Participant
Supplier Name: Exec Comm Contact(s): Paul Naronis Vendor Number: 306848 Contract Number: 4400001562 Phone Number: 212-252-5872 Business Address: 28 West 44th Street, 12th Floor New York, NY 10036 COSTARS Participant
Supplier Name: Exec Comm Contact(s): Paul Naronis Vendor Number: 306848 Contract Number: 4400001562 Phone Number: 212-252-5872 Business Address: 28 West 44th Street, 12th Floor New York, NY 10036 COSTARS Participant
Supplier Name: Exec Comm Contact(s): Paul Naronis Vendor Number: 306848 Contract Number: 4400001562 Phone Number: 212-252-5872 Business Address: 28 West 44th Street, 12th Floor New York, NY 10036 COSTARS Participant
Supplier Name: Exec Comm Contact(s): Paul Naronis Vendor Number: 306848 Contract Number: 4400001562 Phone Number: 212-252-5872 Business Address: 28 West 44th Street, 12th Floor New York, NY 10036 COSTARS Participant
Supplier Name: Exec Comm Contact(s): Paul Naronis Vendor Number: 306848 Contract Number: 4400001562 Phone Number: 212-252-5872 Business Address: 28 West 44th Street, 12th Floor New York, NY 10036 COSTARS Participant

Supplier Name: Exec Comm Contact(s): Paul Naronis Vendor Number: 306848 Contract Number: 4400001562 Phone Number: 212-252-5872 Business Address: 28 West 44th Street, 12th Floor New York, NY 10036 COSTARS Participant
Supplier Name: Exec Comm Contact(s): Paul Naronis Vendor Number: 306848 Contract Number: 4400001562 Phone Number: 212-252-5872 Business Address: 28 West 44th Street, 12th Floor New York, NY 10036 COSTARS Participant
Supplier Name: Exec Comm Contact(s): Paul Naronis Vendor Number: 306848 Contract Number: 4400001562 Phone Number: 212-252-5872 Business Address: 28 West 44th Street, 12th Floor New York, NY 10036 COSTARS Participant
Supplier Name: Exec Comm Contact(s): Paul Naronis Vendor Number: 306848 Contract Number: 4400001562 Phone Number: 212-252-5872 Business Address: 28 West 44th Street, 12th Floor New York, NY 10036 COSTARS Participant
Supplier Name: Exec Comm Contact(s): Paul Naronis Vendor Number: 306848 Contract Number: 4400001562 Phone Number: 212-252-5872 Business Address: 28 West 44th Street, 12th Floor New York, NY 10036 COSTARS Participant
Supplier Name: Exec Comm Contact(s): Paul Naronis Vendor Number: 306848 Contract Number: 4400001562 Phone Number: 212-252-5872 Business Address: 28 West 44th Street, 12th Floor New York, NY 10036 COSTARS Participant
Supplier Name: Exec Comm Contact(s): Paul Naronis Vendor Number: 306848 Contract Number: 4400001562 Phone Number: 212-252-5872 Business Address: 28 West 44th Street, 12th Floor New York, NY 10036 COSTARS Participant

Supplier Name: Exec Comm Contact(s): Paul Naronis Vendor Number: 306848 Contract Number: 4400001562 Phone Number: 212-252-5872 Business Address: 28 West 44th Street, 12th Floor New York, NY 10036 COSTARS Participant
Supplier Name: Exec Comm Contact(s): Paul Naronis Vendor Number: 306848 Contract Number: 4400001562 Phone Number: 212-252-5872 Business Address: 28 West 44th Street, 12th Floor New York, NY 10036 COSTARS Participant
Supplier Name: Exec Comm Contact(s): Paul Naronis Vendor Number: 306848 Contract Number: 4400001562 Phone Number: 212-252-5872 Business Address: 28 West 44th Street, 12th Floor New York, NY 10036 COSTARS Participant
Supplier Name: Gentile-Meinert & Associates Email Address: Louis W. Gentile Vendor Number: 194982 Contract Number: 4400000851 Phone Number: 724-775-3577 Business Address: 3645 Brodhead Road Monaca, PA 15061 COSTARS Participant
Supplier Name: Gentile-Meinert & Associates Email Address: Louis W. Gentile Vendor Number: 194982 Contract Number: 4400000851 Phone Number: 724-775-3577 Business Address: 3645 Brodhead Road Monaca, PA 15061 COSTARS Participant
Supplier Name: Gentile-Meinert & Associates Email Address: Louis W. Gentile Vendor Number: 194982 Contract Number: 4400000851 Phone Number: 724-775-3577 Business Address: 3645 Brodhead Road Monaca, PA 15061 COSTARS Participant

Supplier Name: Integrated Quality Systems
Contact(s): Richard Vesely
Vendor Number: 154828
Contract Number: 4400000859
Phone Number: 724-543-6797
Business Address: 104 Mulberry St
Kittanning, PA 16201
COSTARS Participant
WBE Certified

Supplier Name: Integrated Quality Systems
Contact(s): Richard Vesely
Vendor Number: 154828
Contract Number: 4400000859
Phone Number: 724-543-6797
Business Address: 104 Mulberry St
Kittanning, PA 16201
COSTARS Participant
WBE Certified

Supplier Name: Integrated Quality Systems
Contact(s): Richard Vesely
Vendor Number: 154828
Contract Number: 4400000859
Phone Number: 724-543-6797
Business Address: 104 Mulberry St
Kittanning, PA 16201
COSTARS Participant
WBE Certified

Supplier Name: Integrated Quality Systems
Contact(s): Richard Vesely
Vendor Number: 154828
Contract Number: 4400000859
Phone Number: 724-543-6797
Business Address: 104 Mulberry St
Kittanning, PA 16201
COSTARS Participant
WBE Certified

Supplier Name: Integrated Quality Systems
Contact(s): Richard Vesely
Vendor Number: 154828
Contract Number: 4400000859
Phone Number: 724-543-6797
Business Address: 104 Mulberry St
Kittanning, PA 16201
COSTARS Participant
WBE Certified

Supplier Name: Integrated Quality Systems
Contact(s): Richard Vesely
Vendor Number: 154828
Contract Number: 4400000859
Phone Number: 724-543-6797
Business Address: 104 Mulberry St
Kittanning, PA 16201
COSTARS Participant
WBE Certified

Supplier Name: Integrated Quality Systems
Contact(s): Richard Vesely
Vendor Number: 154828
Contract Number: 4400000859
Phone Number: 724-543-6797
Business Address: 104 Mulberry St
Kittanning, PA 16201
COSTARS Participant
WBE Certified

Supplier Name: Integrated Quality Systems
Contact(s): Richard Vesely
Vendor Number: 154828
Contract Number: 4400000859
Phone Number: 724-543-6797
Business Address: 104 Mulberry St
Kittanning, PA 16201
COSTARS Participant
WBE Certified

Supplier Name: Integrated Quality Systems
Contact(s): Richard Vesely
Vendor Number: 154828
Contract Number: 4400000859
Phone Number: 724-543-6797
Business Address: 104 Mulberry St
Kittanning, PA 16201
COSTARS Participant
WBE Certified

Supplier Name: Integrated Quality Systems
Contact(s): Richard Vesely
Vendor Number: 154828
Contract Number: 4400000859
Phone Number: 724-543-6797
Business Address: 104 Mulberry St
Kittanning, PA 16201
COSTARS Participant
WBE Certified

Supplier Name: Integrated Quality Systems
Contact(s): Richard Vesely
Vendor Number: 154828
Contract Number: 4400000859
Phone Number: 724-543-6797
Business Address: 104 Mulberry St
Kittanning, PA 16201
COSTARS Participant
WBE Certified

Supplier Name: Integrated Quality Systems
Contact(s): Richard Vesely
Vendor Number: 154828
Contract Number: 4400000859
Phone Number: 724-543-6797
Business Address: 104 Mulberry St
Kittanning, PA 16201
COSTARS Participant
WBE Certified

Supplier Name: Integrated Quality Systems
Contact(s): Richard Vesely
Vendor Number: 154828
Contract Number: 4400000859
Phone Number: 724-543-6797
Business Address: 104 Mulberry St
Kittanning, PA 16201
COSTARS Participant
WBE Certified

Supplier Name: Integrated Quality Systems
Contact(s): Richard Vesely
Vendor Number: 154828
Contract Number: 4400000859
Phone Number: 724-543-6797
Business Address: 104 Mulberry St
Kittanning, PA 16201
COSTARS Participant
WBE Certified

Supplier Name: Integrated Quality Systems
Contact(s): Richard Vesely
Vendor Number: 154828
Contract Number: 4400000859
Phone Number: 724-543-6797
Business Address: 104 Mulberry St
Kittanning, PA 16201
COSTARS Participant
WBE Certified

Supplier Name: Integrated Quality Systems
Contact(s): Richard Vesely
Vendor Number: 154828
Contract Number: 4400000859
Phone Number: 724-543-6797
Business Address: 104 Mulberry St
Kittanning, PA 16201
COSTARS Participant
WBE Certified

Supplier Name: Integrated Quality Systems
Contact(s): Richard Vesely
Vendor Number: 154828
Contract Number: 4400000859
Phone Number: 724-543-6797
Business Address: 104 Mulberry St
Kittanning, PA 16201
COSTARS Participant
WBE Certified

Supplier Name: Integrated Quality Systems
Contact(s): Richard Vesely
Vendor Number: 154828
Contract Number: 4400000859
Phone Number: 724-543-6797
Business Address: 104 Mulberry St
Kittanning, PA 16201
COSTARS Participant
WBE Certified

Supplier Name: Integrated Quality Systems
Contact(s): Richard Vesely
Vendor Number: 154828
Contract Number: 4400000859
Phone Number: 724-543-6797
Business Address: 104 Mulberry St
Kittanning, PA 16201
COSTARS Participant
WBE Certified

Supplier Name: Integrated Quality Systems
Contact(s): Richard Vesely
Vendor Number: 154828
Contract Number: 4400000859
Phone Number: 724-543-6797
Business Address: 104 Mulberry St
Kittanning, PA 16201
COSTARS Participant
WBE Certified

Supplier Name: Integrated Quality Systems
Contact(s): Richard Vesely
Vendor Number: 154828
Contract Number: 4400000859
Phone Number: 724-543-6797
Business Address: 104 Mulberry St
Kittanning, PA 16201
COSTARS Participant
WBE Certified

Supplier Name: Integrated Quality Systems
Contact(s): Richard Vesely
Vendor Number: 154828
Contract Number: 4400000859
Phone Number: 724-543-6797
Business Address: 104 Mulberry St
Kittanning, PA 16201
COSTARS Participant
WBE Certified

Supplier Name: Integrated Quality Systems
Contact(s): Richard Vesely
Vendor Number: 154828
Contract Number: 4400000859
Phone Number: 724-543-6797
Business Address: 104 Mulberry St
Kittanning, PA 16201
COSTARS Participant
WBE Certified

Supplier Name: Integrated Quality Systems
Contact(s): Richard Vesely
Vendor Number: 154828
Contract Number: 4400000859
Phone Number: 724-543-6797
Business Address: 104 Mulberry St
Kittanning, PA 16201
COSTARS Participant
WBE Certified

Supplier Name: Integrated Quality Systems
Contact(s): Richard Vesely
Vendor Number: 154828
Contract Number: 4400000859
Phone Number: 724-543-6797
Business Address: 104 Mulberry St
Kittanning, PA 16201
COSTARS Participant
WBE Certified

Supplier Name: Integrated Quality Systems
Contact(s): Richard Vesely
Vendor Number: 154828
Contract Number: 4400000859
Phone Number: 724-543-6797
Business Address: 104 Mulberry St
Kittanning, PA 16201
COSTARS Participant
WBE Certified

Supplier Name: Integrated Quality Systems
Contact(s): Richard Vesely
Vendor Number: 154828
Contract Number: 4400000859
Phone Number: 724-543-6797
Business Address: 104 Mulberry St
Kittanning, PA 16201
COSTARS Participant
WBE Certified

Supplier Name: Integrated Quality Systems
Contact(s): Richard Vesely
Vendor Number: 154828
Contract Number: 4400000859
Phone Number: 724-543-6797
Business Address: 104 Mulberry St
Kittanning, PA 16201
COSTARS Participant
WBE Certified

Supplier Name: Integrated Quality Systems
Contact(s): Richard Vesely
Vendor Number: 154828
Contract Number: 4400000859
Phone Number: 724-543-6797
Business Address: 104 Mulberry St
Kittanning, PA 16201
COSTARS Participant
WBE Certified

Supplier Name: Integrated Quality Systems
Contact(s): Richard Vesely
Vendor Number: 154828
Contract Number: 4400000859
Phone Number: 724-543-6797
Business Address: 104 Mulberry St
Kittanning, PA 16201
COSTARS Participant
WBE Certified

Supplier Name: Integrated Quality Systems
Contact(s): Richard Vesely
Vendor Number: 154828
Contract Number: 4400000859
Phone Number: 724-543-6797
Business Address: 104 Mulberry St
Kittanning, PA 16201
COSTARS Participant
WBE Certified

Supplier Name: Integrated Quality Systems
Contact(s): Richard Vesely
Vendor Number: 154828
Contract Number: 4400000859
Phone Number: 724-543-6797
Business Address: 104 Mulberry St
Kittanning, PA 16201
COSTARS Participant
WBE Certified

Supplier Name: Integrated Quality Systems
Contact(s): Richard Vesely
Vendor Number: 154828
Contract Number: 4400000859
Phone Number: 724-543-6797
Business Address: 104 Mulberry St
Kittanning, PA 16201
COSTARS Participant
WBE Certified

Supplier Name: Integrated Quality Systems
Contact(s): Richard Vesely
Vendor Number: 154828
Contract Number: 4400000859
Phone Number: 724-543-6797
Business Address: 104 Mulberry St
Kittanning, PA 16201
COSTARS Participant
WBE Certified

Supplier Name: Integrated Quality Systems
Contact(s): Richard Vesely
Vendor Number: 154828
Contract Number: 4400000859
Phone Number: 724-543-6797
Business Address: 104 Mulberry St
Kittanning, PA 16201
COSTARS Participant
WBE Certified

Supplier Name: Integrated Quality Systems
Contact(s): Richard Vesely
Vendor Number: 154828
Contract Number: 4400000859
Phone Number: 724-543-6797
Business Address: 104 Mulberry St
Kittanning, PA 16201
COSTARS Participant
WBE Certified

Supplier Name: Integrated Quality Systems
Contact(s): Richard Vesely
Vendor Number: 154828
Contract Number: 4400000859
Phone Number: 724-543-6797
Business Address: 104 Mulberry St
Kittanning, PA 16201
COSTARS Participant
WBE Certified

Supplier Name: Integrated Quality Systems
Contact(s): Richard Vesely
Vendor Number: 154828
Contract Number: 4400000859
Phone Number: 724-543-6797
Business Address: 104 Mulberry St
Kittanning, PA 16201
COSTARS Participant
WBE Certified

Supplier Name: Integrated Quality Systems
Contact(s): Richard Vesely
Vendor Number: 154828
Contract Number: 4400000859
Phone Number: 724-543-6797
Business Address: 104 Mulberry St
Kittanning, PA 16201
COSTARS Participant
WBE Certified

Supplier Name: Integrated Quality Systems
Contact(s): Richard Vesely
Vendor Number: 154828
Contract Number: 4400000859
Phone Number: 724-543-6797
Business Address: 104 Mulberry St
Kittanning, PA 16201
COSTARS Participant
WBE Certified

Supplier Name: Integrated Quality Systems
Contact(s): Richard Vesely
Vendor Number: 154828
Contract Number: 4400000859
Phone Number: 724-543-6797
Business Address: 104 Mulberry St
Kittanning, PA 16201
COSTARS Participant
WBE Certified

Supplier Name: Integrated Quality Systems
Contact(s): Richard Vesely
Vendor Number: 154828
Contract Number: 4400000859
Phone Number: 724-543-6797
Business Address: 104 Mulberry St
Kittanning, PA 16201
COSTARS Participant
WBE Certified

Supplier Name: Integrated Quality Systems
Contact(s): Richard Vesely
Vendor Number: 154828
Contract Number: 4400000859
Phone Number: 724-543-6797
Business Address: 104 Mulberry St
Kittanning, PA 16201
COSTARS Participant
WBE Certified

Supplier Name: Integrated Quality Systems
Contact(s): Richard Vesely
Vendor Number: 154828
Contract Number: 4400000859
Phone Number: 724-543-6797
Business Address: 104 Mulberry St
Kittanning, PA 16201
COSTARS Participant
WBE Certified

Supplier Name: Integrated Quality Systems
Contact(s): Richard Vesely
Vendor Number: 154828
Contract Number: 4400000859
Phone Number: 724-543-6797
Business Address: 104 Mulberry St
Kittanning, PA 16201
COSTARS Participant
WBE Certified

Supplier Name: Integrated Quality Systems
Contact(s): Richard Vesely
Vendor Number: 154828
Contract Number: 4400000859
Phone Number: 724-543-6797
Business Address: 104 Mulberry St
Kittanning, PA 16201
COSTARS Participant
WBE Certified

Supplier Name: Integrated Quality Systems
Contact(s): Richard Vesely
Vendor Number: 154828
Contract Number: 4400000859
Phone Number: 724-543-6797
Business Address: 104 Mulberry St
Kittanning, PA 16201
COSTARS Participant
WBE Certified

Supplier Name: Integrated Quality Systems Contact(s): Richard Vesely Vendor Number: 154828 Contract Number: 4400000859 Phone Number: 724-543-6797 Business Address: 104 Mulberry St Kittanning, PA 16201 COSTARS Participant WBE Certified
Supplier Name: Integrated Quality Systems Contact(s): Richard Vesely Vendor Number: 154828 Contract Number: 4400000859 Phone Number: 724-543-6797 Business Address: 104 Mulberry St Kittanning, PA 16201 COSTARS Participant WBE Certified
Supplier Name: Integrated Quality Systems Contact(s): Richard Vesely Vendor Number: 154828 Contract Number: 4400000859 Phone Number: 724-543-6797 Business Address: 104 Mulberry St Kittanning, PA 16201 COSTARS Participant WBE Certified
Supplier Name: Integrated Quality Systems Contact(s): Richard Vesely Vendor Number: 154828 Contract Number: 4400000859 Phone Number: 724-543-6797 Business Address: 104 Mulberry St Kittanning, PA 16201 COSTARS Participant WBE Certified
Supplier Name: Integrated Quality Systems Contact(s): Richard Vesely Vendor Number: 154828 Contract Number: 4400000859 Phone Number: 724-543-6797 Business Address: 104 Mulberry St Kittanning, PA 16201 COSTARS Participant WBE Certified

Supplier Name: Integrated Quality Systems
Contact(s): Richard Vesely
Vendor Number: 154828
Contract Number: 4400000859
Phone Number: 724-543-6797
Business Address: 104 Mulberry St
Kittanning, PA 16201
COSTARS Participant
WBE Certified

Supplier Name: Integrated Quality Systems
Contact(s): Richard Vesely
Vendor Number: 154828
Contract Number: 4400000859
Phone Number: 724-543-6797
Business Address: 104 Mulberry St
Kittanning, PA 16201
COSTARS Participant
WBE Certified

Supplier Name: Integrated Quality Systems
Contact(s): Richard Vesely
Vendor Number: 154828
Contract Number: 4400000859
Phone Number: 724-543-6797
Business Address: 104 Mulberry St
Kittanning, PA 16201
COSTARS Participant
WBE Certified

Supplier Name: Integrated Quality Systems
Contact(s): Richard Vesely
Vendor Number: 154828
Contract Number: 4400000859
Phone Number: 724-543-6797
Business Address: 104 Mulberry St
Kittanning, PA 16201
COSTARS Participant
WBE Certified

Supplier Name: Integrated Quality Systems
Contact(s): Richard Vesely
Vendor Number: 154828
Contract Number: 4400000859
Phone Number: 724-543-6797
Business Address: 104 Mulberry St
Kittanning, PA 16201
COSTARS Participant
WBE Certified

Supplier Name: Integrated Quality Systems
Contact(s): Richard Vesely
Vendor Number: 154828
Contract Number: 4400000859
Phone Number: 724-543-6797
Business Address: 104 Mulberry St
Kittanning, PA 16201
COSTARS Participant
WBE Certified

Supplier Name: Integrated Quality Systems
Contact(s): Richard Vesely
Vendor Number: 154828
Contract Number: 4400000859
Phone Number: 724-543-6797
Business Address: 104 Mulberry St
Kittanning, PA 16201
COSTARS Participant
WBE Certified

Supplier Name: Integrated Quality Systems
Contact(s): Richard Vesely
Vendor Number: 154828
Contract Number: 4400000859
Phone Number: 724-543-6797
Business Address: 104 Mulberry St
Kittanning, PA 16201
COSTARS Participant
WBE Certified

Supplier Name: Integrated Quality Systems
Contact(s): Richard Vesely
Vendor Number: 154828
Contract Number: 4400000859
Phone Number: 724-543-6797
Business Address: 104 Mulberry St
Kittanning, PA 16201
COSTARS Participant
WBE Certified

Supplier Name: Integrated Quality Systems
Contact(s): Richard Vesely
Vendor Number: 154828
Contract Number: 4400000859
Phone Number: 724-543-6797
Business Address: 104 Mulberry St
Kittanning, PA 16201
COSTARS Participant
WBE Certified

Supplier Name: Integrated Quality Systems
Contact(s): Richard Vesely
Vendor Number: 154828
Contract Number: 4400000859
Phone Number: 724-543-6797
Business Address: 104 Mulberry St
Kittanning, PA 16201
COSTARS Participant
WBE Certified

Supplier Name: Integrated Quality Systems
Contact(s): Richard Vesely
Vendor Number: 154828
Contract Number: 4400000859
Phone Number: 724-543-6797
Business Address: 104 Mulberry St
Kittanning, PA 16201
COSTARS Participant
WBE Certified

Supplier Name: Integrated Quality Systems
Contact(s): Richard Vesely
Vendor Number: 154828
Contract Number: 4400000859
Phone Number: 724-543-6797
Business Address: 104 Mulberry St
Kittanning, PA 16201
COSTARS Participant
WBE Certified

Supplier Name: Integrated Quality Systems
Contact(s): Richard Vesely
Vendor Number: 154828
Contract Number: 4400000859
Phone Number: 724-543-6797
Business Address: 104 Mulberry St
Kittanning, PA 16201
COSTARS Participant
WBE Certified

Supplier Name: Integrated Quality Systems
Contact(s): Richard Vesely
Vendor Number: 154828
Contract Number: 4400000859
Phone Number: 724-543-6797
Business Address: 104 Mulberry St
Kittanning, PA 16201
COSTARS Participant
WBE Certified

Supplier Name: Integrated Quality Systems
Contact(s): Richard Vesely
Vendor Number: 154828
Contract Number: 4400000859
Phone Number: 724-543-6797
Business Address: 104 Mulberry St
Kittanning, PA 16201
COSTARS Participant
WBE Certified

Supplier Name: Integrated Quality Systems
Contact(s): Richard Vesely
Vendor Number: 154828
Contract Number: 4400000859
Phone Number: 724-543-6797
Business Address: 104 Mulberry St
Kittanning, PA 16201
COSTARS Participant
WBE Certified

Supplier Name: Integrated Quality Systems
Contact(s): Richard Vesely
Vendor Number: 154828
Contract Number: 4400000859
Phone Number: 724-543-6797
Business Address: 104 Mulberry St
Kittanning, PA 16201
COSTARS Participant
WBE Certified

Supplier Name: Integrated Quality Systems
Contact(s): Richard Vesely
Vendor Number: 154828
Contract Number: 4400000859
Phone Number: 724-543-6797
Business Address: 104 Mulberry St
Kittanning, PA 16201
COSTARS Participant
WBE Certified

Supplier Name: Integrated Quality Systems Contact(s): Richard Vesely Vendor Number: 154828 Contract Number: 4400000859 Phone Number: 724-543-6797 Business Address: 104 Mulberry St Kittanning, PA 16201 COSTARS Participant WBE Certified
Supplier Name: Integrated Quality Systems Contact(s): Richard Vesely Vendor Number: 154828 Contract Number: 4400000859 Phone Number: 724-543-6797 Business Address: 104 Mulberry St Kittanning, PA 16201 COSTARS Participant WBE Certified
Supplier Name: Integrated Quality Systems Contact(s): Richard Vesely Vendor Number: 154828 Contract Number: 4400000859 Phone Number: 724-543-6797 Business Address: 104 Mulberry St Kittanning, PA 16201 COSTARS Participant WBE Certified
Supplier Name: Intelligent Resources Contact(s): Remy Bibaud Vendor Number: 193093 Contract Number: 4400000861 Phone Number: 412-563-8043 Business Address: 2878 Jameson Drive Pittsburg, PA 15226 COSTARS Participant WBE Certified
Supplier Name: International Training Consortium Contact(s): Charles Petit Vendor Number: 203980 Contract Number: 4400000862 Phone Number: 301-428-0670 Business Address: 23749 Rolling Fork Way Gaithersburg, MD 20882 COSTARS Participant

Supplier Name: International Training Consortium Contact(s): Charles Petit Vendor Number: 203980 Contract Number: 4400000862 Phone Number: 301-428-0670 Business Address: 23749 Rolling Fork Way Gaithersburg, MD 20882 COSTARS Participant
Supplier Name: International Training Consortium Contact(s): Charles Petit Vendor Number: 203980 Contract Number: 4400000862 Phone Number: 301-428-0670 Business Address: 23749 Rolling Fork Way Gaithersburg, MD 20882 COSTARS Participant
Supplier Name: International Training Consortium Contact(s): Charles Petit Vendor Number: 203980 Contract Number: 4400000862 Phone Number: 301-428-0670 Business Address: 23749 Rolling Fork Way Gaithersburg, MD 20882 COSTARS Participant
Supplier Name: International Training Consortium Contact(s): Charles Petit Vendor Number: 203980 Contract Number: 4400000862 Phone Number: 301-428-0670 Business Address: 23749 Rolling Fork Way Gaithersburg, MD 20882 COSTARS Participant
Supplier Name: International Training Consortium Contact(s): Charles Petit Vendor Number: 203980 Contract Number: 4400000862 Phone Number: 301-428-0670 Business Address: 23749 Rolling Fork Way Gaithersburg, MD 20882 COSTARS Participant
Supplier Name: International Training Consortium Contact(s): Charles Petit Vendor Number: 203980 Contract Number: 4400000862 Phone Number: 301-428-0670 Business Address: 23749 Rolling Fork Way Gaithersburg, MD 20882 COSTARS Participant
Supplier Name: International Training Consortium Contact(s): Charles Petit Vendor Number: 203980 Contract Number: 4400000862 Phone Number: 301-428-0670 Business Address: 23749 Rolling Fork Way Gaithersburg, MD 20882 COSTARS Participant

Supplier Name: International Training Consortium Contact(s): Charles Petit Vendor Number: 203980 Contract Number: 4400000862 Phone Number: 301-428-0670 Business Address: 23749 Rolling Fork Way Gaithersburg, MD 20882 COSTARS Participant
Supplier Name: International Training Consortium Contact(s): Charles Petit Vendor Number: 203980 Contract Number: 4400000862 Phone Number: 301-428-0670 Business Address: 23749 Rolling Fork Way Gaithersburg, MD 20882 COSTARS Participant
Supplier Name: International Training Consortium Contact(s): Charles Petit Vendor Number: 203980 Contract Number: 4400000862 Phone Number: 301-428-0670 Business Address: 23749 Rolling Fork Way Gaithersburg, MD 20882 COSTARS Participant
Supplier Name: International Training Consortium Contact(s): Charles Petit Vendor Number: 203980 Contract Number: 4400000862 Phone Number: 301-428-0670 Business Address: 23749 Rolling Fork Way Gaithersburg, MD 20882 COSTARS Participant
Supplier Name: International Training Consortium Contact(s): Charles Petit Vendor Number: 203980 Contract Number: 4400000862 Phone Number: 301-428-0670 Business Address: 23749 Rolling Fork Way Gaithersburg, MD 20882 COSTARS Participant
Supplier Name: International Training Consortium Contact(s): Charles Petit Vendor Number: 203980 Contract Number: 4400000862 Phone Number: 301-428-0670 Business Address: 23749 Rolling Fork Way Gaithersburg, MD 20882 COSTARS Participant
Supplier Name: International Training Consortium Contact(s): Charles Petit Vendor Number: 203980 Contract Number: 4400000862 Phone Number: 301-428-0670 Business Address: 23749 Rolling Fork Way Gaithersburg, MD 20882 COSTARS Participant

Supplier Name: International Training Consortium Contact(s): Charles Petit Vendor Number: 203980 Contract Number: 4400000862 Phone Number: 301-428-0670 Business Address: 23749 Rolling Fork Way Gaithersburg, MD 20882 COSTARS Participant
Supplier Name: International Training Consortium Contact(s): Charles Petit Vendor Number: 203980 Contract Number: 4400000862 Phone Number: 301-428-0670 Business Address: 23749 Rolling Fork Way Gaithersburg, MD 20882 COSTARS Participant
Supplier Name: International Training Consortium Contact(s): Charles Petit Vendor Number: 203980 Contract Number: 4400000862 Phone Number: 301-428-0670 Business Address: 23749 Rolling Fork Way Gaithersburg, MD 20882 COSTARS Participant
Supplier Name: International Training Consortium Contact(s): Charles Petit Vendor Number: 203980 Contract Number: 4400000862 Phone Number: 301-428-0670 Business Address: 23749 Rolling Fork Way Gaithersburg, MD 20882 COSTARS Participant
Supplier Name: International Training Consortium Contact(s): Charles Petit Vendor Number: 203980 Contract Number: 4400000862 Phone Number: 301-428-0670 Business Address: 23749 Rolling Fork Way Gaithersburg, MD 20882 COSTARS Participant
Supplier Name: International Training Consortium Contact(s): Charles Petit Vendor Number: 203980 Contract Number: 4400000862 Phone Number: 301-428-0670 Business Address: 23749 Rolling Fork Way Gaithersburg, MD 20882 COSTARS Participant
Supplier Name: International Training Consortium Contact(s): Charles Petit Vendor Number: 203980 Contract Number: 4400000862 Phone Number: 301-428-0670 Business Address: 23749 Rolling Fork Way Gaithersburg, MD 20882 COSTARS Participant

Supplier Name: International Training Consortium Contact(s): Charles Petit Vendor Number: 203980 Contract Number: 4400000862 Phone Number: 301-428-0670 Business Address: 23749 Rolling Fork Way Gaithersburg, MD 20882 COSTARS Participant
Supplier Name: International Training Consortium Contact(s): Charles Petit Vendor Number: 203980 Contract Number: 4400000862 Phone Number: 301-428-0670 Business Address: 23749 Rolling Fork Way Gaithersburg, MD 20882 COSTARS Participant
Supplier Name: International Training Consortium Contact(s): Charles Petit Vendor Number: 203980 Contract Number: 4400000862 Phone Number: 301-428-0670 Business Address: 23749 Rolling Fork Way Gaithersburg, MD 20882 COSTARS Participant
Supplier Name: International Training Consortium Contact(s): Charles Petit Vendor Number: 203980 Contract Number: 4400000862 Phone Number: 301-428-0670 Business Address: 23749 Rolling Fork Way Gaithersburg, MD 20882 COSTARS Participant
Supplier Name: International Training Consortium Contact(s): Charles Petit Vendor Number: 203980 Contract Number: 4400000862 Phone Number: 301-428-0670 Business Address: 23749 Rolling Fork Way Gaithersburg, MD 20882 COSTARS Participant
Supplier Name: International Training Consortium Contact(s): Charles Petit Vendor Number: 203980 Contract Number: 4400000862 Phone Number: 301-428-0670 Business Address: 23749 Rolling Fork Way Gaithersburg, MD 20882 COSTARS Participant
Supplier Name: International Training Consortium Contact(s): Charles Petit Vendor Number: 203980 Contract Number: 4400000862 Phone Number: 301-428-0670 Business Address: 23749 Rolling Fork Way Gaithersburg, MD 20882 COSTARS Participant

Supplier Name: International Training Consortium Contact(s): Charles Petit Vendor Number: 203980 Contract Number: 4400000862 Phone Number: 301-428-0670 Business Address: 23749 Rolling Fork Way Gaithersburg, MD 20882 COSTARS Participant
Supplier Name: International Training Consortium Contact(s): Charles Petit Vendor Number: 203980 Contract Number: 4400000862 Phone Number: 301-428-0670 Business Address: 23749 Rolling Fork Way Gaithersburg, MD 20882 COSTARS Participant
Supplier Name: International Training Consortium Contact(s): Charles Petit Vendor Number: 203980 Contract Number: 4400000862 Phone Number: 301-428-0670 Business Address: 23749 Rolling Fork Way Gaithersburg, MD 20882 COSTARS Participant
Supplier Name: International Training Consortium Contact(s): Charles Petit Vendor Number: 203980 Contract Number: 4400000862 Phone Number: 301-428-0670 Business Address: 23749 Rolling Fork Way Gaithersburg, MD 20882 COSTARS Participant
Supplier Name: International Training Consortium Contact(s): Charles Petit Vendor Number: 203980 Contract Number: 4400000862 Phone Number: 301-428-0670 Business Address: 23749 Rolling Fork Way Gaithersburg, MD 20882 COSTARS Participant
Supplier Name: International Training Consortium Contact(s): Charles Petit Vendor Number: 203980 Contract Number: 4400000862 Phone Number: 301-428-0670 Business Address: 23749 Rolling Fork Way Gaithersburg, MD 20882 COSTARS Participant
Supplier Name: International Training Consortium Contact(s): Charles Petit Vendor Number: 203980 Contract Number: 4400000862 Phone Number: 301-428-0670 Business Address: 23749 Rolling Fork Way Gaithersburg, MD 20882 COSTARS Participant

Supplier Name: International Training Consortium Contact(s): Charles Petit Vendor Number: 203980 Contract Number: 4400000862 Phone Number: 301-428-0670 Business Address: 23749 Rolling Fork Way Gaithersburg, MD 20882 COSTARS Participant
Supplier Name: International Training Consortium Contact(s): Charles Petit Vendor Number: 203980 Contract Number: 4400000862 Phone Number: 301-428-0670 Business Address: 23749 Rolling Fork Way Gaithersburg, MD 20882 COSTARS Participant
Supplier Name: International Training Consortium Contact(s): Charles Petit Vendor Number: 203980 Contract Number: 4400000862 Phone Number: 301-428-0670 Business Address: 23749 Rolling Fork Way Gaithersburg, MD 20882 COSTARS Participant
Supplier Name: J&C Safety Consultants Contact(s): Pamela Ferrante Vendor Number: 199077 Contract Number: 4400000863 Phone Number: 412-414-4769 Business Address: 321 South Negley Avenue Pittsburgh, PA 15232 COSTARS Participant WBE Certified
Supplier Name: J&C Safety Consultants Contact(s): Pamela Ferrante Vendor Number: 199077 Contract Number: 4400000863 Phone Number: 412-414-4769 Business Address: 321 South Negley Avenue Pittsburgh, PA 15232 COSTARS Participant WBE Certified
Supplier Name: J&C Safety Consultants Contact(s): Pamela Ferrante Vendor Number: 199077 Contract Number: 4400000863 Phone Number: 412-414-4769 Business Address: 321 South Negley Avenue Pittsburgh, PA 15232 COSTARS Participant WBE Certified

Supplier Name: J&C Safety Consultants Contact(s): Pamela Ferrante Vendor Number: 199077 Contract Number: 4400000863 Phone Number: 412-414-4769 Business Address: 321 South Negley Avenue Pittsburgh, PA 15232 COSTARS Participant WBE Certified
Supplier Name: J&C Safety Consultants Contact(s): Pamela Ferrante Vendor Number: 199077 Contract Number: 4400000863 Phone Number: 412-414-4769 Business Address: 321 South Negley Avenue Pittsburgh, PA 15232 COSTARS Participant WBE Certified
Supplier Name: J&C Safety Consultants Contact(s): Pamela Ferrante Vendor Number: 199077 Contract Number: 4400000863 Phone Number: 412-414-4769 Business Address: 321 South Negley Avenue Pittsburgh, PA 15232 COSTARS Participant WBE Certified
Supplier Name: J&C Safety Consultants Contact(s): Pamela Ferrante Vendor Number: 199077 Contract Number: 4400000863 Phone Number: 412-414-4769 Business Address: 321 South Negley Avenue Pittsburgh, PA 15232 COSTARS Participant WBE Certified
Supplier Name: J&C Safety Consultants Contact(s): Pamela Ferrante Vendor Number: 199077 Contract Number: 4400000863 Phone Number: 412-414-4769 Business Address: 321 South Negley Avenue Pittsburgh, PA 15232 COSTARS Participant WBE Certified

Supplier Name: J&C Safety Consultants Contact(s): Pamela Ferrante Vendor Number: 199077 Contract Number: 4400000863 Phone Number: 412-414-4769 Business Address: 321 South Negley Avenue Pittsburgh, PA 15232 COSTARS Participant WBE Certified
Supplier Name: J&C Safety Consultants Contact(s): Pamela Ferrante Vendor Number: 199077 Contract Number: 4400000863 Phone Number: 412-414-4769 Business Address: 321 South Negley Avenue Pittsburgh, PA 15232 COSTARS Participant WBE Certified
Supplier Name: J&C Safety Consultants Contact(s): Pamela Ferrante Vendor Number: 199077 Contract Number: 4400000863 Phone Number: 412-414-4769 Business Address: 321 South Negley Avenue Pittsburgh, PA 15232 COSTARS Participant WBE Certified
Supplier Name: J&C Safety Consultants Contact(s): Pamela Ferrante Vendor Number: 199077 Contract Number: 4400000863 Phone Number: 412-414-4769 Business Address: 321 South Negley Avenue Pittsburgh, PA 15232 COSTARS Participant WBE Certified
Supplier Name: J&C Safety Consultants Contact(s): Pamela Ferrante Vendor Number: 199077 Contract Number: 4400000863 Phone Number: 412-414-4769 Business Address: 321 South Negley Avenue Pittsburgh, PA 15232 COSTARS Participant WBE Certified

Supplier Name: J&C Safety Consultants Contact(s): Pamela Ferrante Vendor Number: 199077 Contract Number: 4400000863 Phone Number: 412-414-4769 Business Address: 321 South Negley Avenue Pittsburgh, PA 15232 COSTARS Participant WBE Certified
Supplier Name: J&C Safety Consultants Contact(s): Pamela Ferrante Vendor Number: 199077 Contract Number: 4400000863 Phone Number: 412-414-4769 Business Address: 321 South Negley Avenue Pittsburgh, PA 15232 COSTARS Participant WBE Certified
Supplier Name: J&C Safety Consultants Contact(s): Pamela Ferrante Vendor Number: 199077 Contract Number: 4400000863 Phone Number: 412-414-4769 Business Address: 321 South Negley Avenue Pittsburgh, PA 15232 COSTARS Participant WBE Certified
Supplier Name: J&C Safety Consultants Contact(s): Pamela Ferrante Vendor Number: 199077 Contract Number: 4400000863 Phone Number: 412-414-4769 Business Address: 321 South Negley Avenue Pittsburgh, PA 15232 COSTARS Participant WBE Certified
Supplier Name: Jackson Thomas Management Consulting Contact(s): Diana G. Thomas Vendor Number: 308559 Contract Number: 4400001553 Phone Number: 707-246-0789 Business Address: 1900 Ascot Parkway, Suite #1314 Vallejo, CA 94591 COSTARS Participant
Supplier Name: Jackson Thomas Management Consulting Contact(s): Diana G. Thomas Vendor Number: 308559 Contract Number: 4400001553 Phone Number: 707-246-0789 Business Address: 1900 Ascot Parkway, Suite #1314 Vallejo, CA 94591 COSTARS Participant

Supplier Name: Jackson Thomas Management Consulting Contact(s): Diana G. Thomas Vendor Number: 308559 Contract Number: 4400001553 Phone Number: 707-246-0789 Business Address: 1900 Ascot Parkway, Suite #1314 Vallejo, CA 94591 COSTARS Participant
Supplier Name: Jackson Thomas Management Consulting Contact(s): Diana G. Thomas Vendor Number: 308559 Contract Number: 4400001553 Phone Number: 707-246-0789 Business Address: 1900 Ascot Parkway, Suite #1314 Vallejo, CA 94591 COSTARS Participant
Supplier Name: Jackson Thomas Management Consulting Contact(s): Diana G. Thomas Vendor Number: 308559 Contract Number: 4400001553 Phone Number: 707-246-0789 Business Address: 1900 Ascot Parkway, Suite #1314 Vallejo, CA 94591 COSTARS Participant
Supplier Name: Jackson Thomas Management Consulting Contact(s): Diana G. Thomas Vendor Number: 308559 Contract Number: 4400001553 Phone Number: 707-246-0789 Business Address: 1900 Ascot Parkway, Suite #1314 Vallejo, CA 94591 COSTARS Participant
Supplier Name: Jackson Thomas Management Consulting Contact(s): Diana G. Thomas Vendor Number: 308559 Contract Number: 4400001553 Phone Number: 707-246-0789 Business Address: 1900 Ascot Parkway, Suite #1314 Vallejo, CA 94591 COSTARS Participant
Supplier Name: Jackson Thomas Management Consulting Contact(s): Diana G. Thomas Vendor Number: 308559 Contract Number: 4400001553 Phone Number: 707-246-0789 Business Address: 1900 Ascot Parkway, Suite #1314 Vallejo, CA 94591 COSTARS Participant
Supplier Name: Jackson Thomas Management Consulting Contact(s): Diana G. Thomas Vendor Number: 308559 Contract Number: 4400001553 Phone Number: 707-246-0789 Business Address: 1900 Ascot Parkway, Suite #1314 Vallejo, CA 94591 COSTARS Participant

Supplier Name: JAE Enterprises Contact(s): Jolene A Ewing Vendor Number: 177769 Contract Number: 4400000865 Phone Number: 215-576-1903 Business Address: 110 Pennsylvania Avenue – Suite 102 Oreland, PA 19075 COSTARS Participant WBE Certified
Supplier Name: JAE Enterprises Contact(s): Jolene A Ewing Vendor Number: 177769 Contract Number: 4400000865 Phone Number: 215-576-1903 Business Address: 110 Pennsylvania Avenue – Suite 102 Oreland, PA 19075 COSTARS Participant WBE Certified
Supplier Name: JAE Enterprises Contact(s): Jolene A Ewing Vendor Number: 177769 Contract Number: 4400000865 Phone Number: 215-576-1903 Business Address: 110 Pennsylvania Avenue – Suite 102 Oreland, PA 19075 COSTARS Participant WBE Certified
Supplier Name: JAE Enterprises Contact(s): Jolene A Ewing Vendor Number: 177769 Contract Number: 4400000865 Phone Number: 215-576-1903 Business Address: 110 Pennsylvania Avenue – Suite 102 Oreland, PA 19075 COSTARS Participant WBE Certified
Supplier Name: JAE Enterprises Contact(s): Jolene A Ewing Vendor Number: 177769 Contract Number: 4400000865 Phone Number: 215-576-1903 Business Address: 110 Pennsylvania Avenue – Suite 102 Oreland, PA 19075 COSTARS Participant WBE Certified

Supplier Name: JAE Enterprises Contact(s): Jolene A Ewing Vendor Number: 177769 Contract Number: 4400000865 Phone Number: 215-576-1903 Business Address: 110 Pennsylvania Avenue – Suite 102 Oreland, PA 19075 COSTARS Participant WBE Certified
Supplier Name: Joan Detz Contact(s): Joan Detz Vendor Number: 105820 Contract Number: 4400000286 Phone Number: 215-340-9752 Email Address: jdetz@joandetz.com Business Address: 73 Harvey Ave. Doylestown, PA 18901 COSTARS Participant
Supplier Name: Joan Detz Contact(s): Joan Detz Vendor Number: 105820 Contract Number: 4400000286 Phone Number: 215-340-9752 Email Address: jdetz@joandetz.com Business Address: 73 Harvey Ave. Doylestown, PA 18901 COSTARS Participant
Supplier Name: Joan Detz Contact(s): Joan Detz Vendor Number: 105820 Contract Number: 4400000286 Phone Number: 215-340-9752 Email Address: jdetz@joandetz.com Business Address: 73 Harvey Ave. Doylestown, PA 18901 COSTARS Participant
Supplier Name: Joe Fiorentino & Associates Contact(s): Joe Fiorentino Vendor Number: 214084 Contract Number: 4400000314 Phone Number: 610-599-0905 Business Address: 40 Beechwood Court Bangor, PA 18013 COSTARS Participant

Supplier Name: Joe Fiorentino & Associates Contact(s): Joe Fiorentino Vendor Number: 214084 Contract Number: 4400000314 Phone Number: 610-599-0905 Business Address: 40 Beechwood Court Bangor, PA 18013 COSTARS Participant
Supplier Name: Joe Fiorentino & Associates Contact(s): Joe Fiorentino Vendor Number: 214084 Contract Number: 4400000314 Phone Number: 610-599-0905 Business Address: 40 Beechwood Court Bangor, PA 18013 COSTARS Participant
Supplier Name: Joe Fiorentino & Associates Contact(s): Joe Fiorentino Vendor Number: 214084 Contract Number: 4400000314 Phone Number: 610-599-0905 Business Address: 40 Beechwood Court Bangor, PA 18013 COSTARS Participant
Supplier Name: Joe Fiorentino & Associates Contact(s): Joe Fiorentino Vendor Number: 214084 Contract Number: 4400000314 Phone Number: 610-599-0905 Business Address: 40 Beechwood Court Bangor, PA 18013 COSTARS Participant
Supplier Name: Joe Fiorentino & Associates Contact(s): Joe Fiorentino Vendor Number: 214084 Contract Number: 4400000314 Phone Number: 610-599-0905 Business Address: 40 Beechwood Court Bangor, PA 18013 COSTARS Participant
Supplier Name: Joe Fiorentino & Associates Contact(s): Joe Fiorentino Vendor Number: 214084 Contract Number: 4400000314 Phone Number: 610-599-0905 Business Address: 40 Beechwood Court Bangor, PA 18013 COSTARS Participant
Supplier Name: Joe Fiorentino & Associates Contact(s): Joe Fiorentino Vendor Number: 214084 Contract Number: 4400000314 Phone Number: 610-599-0905 Business Address: 40 Beechwood Court Bangor, PA 18013 COSTARS Participant

Supplier Name: Joe Fiorentino & Associates Contact(s): Joe Fiorentino Vendor Number: 214084 Contract Number: 4400000314 Phone Number: 610-599-0905 Business Address: 40 Beechwood Court Bangor, PA 18013 COSTARS Participant
Supplier Name: Joe Fiorentino & Associates Contact(s): Joe Fiorentino Vendor Number: 214084 Contract Number: 4400000314 Phone Number: 610-599-0905 Business Address: 40 Beechwood Court Bangor, PA 18013 COSTARS Participant
Supplier Name: Joe Fiorentino & Associates Contact(s): Joe Fiorentino Vendor Number: 214084 Contract Number: 4400000314 Phone Number: 610-599-0905 Business Address: 40 Beechwood Court Bangor, PA 18013 COSTARS Participant
Supplier Name: Joe Fiorentino & Associates Contact(s): Joe Fiorentino Vendor Number: 214084 Contract Number: 4400000314 Phone Number: 610-599-0905 Business Address: 40 Beechwood Court Bangor, PA 18013 COSTARS Participant
Supplier Name: Joe Fiorentino & Associates Contact(s): Joe Fiorentino Vendor Number: 214084 Contract Number: 4400000314 Phone Number: 610-599-0905 Business Address: 40 Beechwood Court Bangor, PA 18013 COSTARS Participant
Supplier Name: Joe Fiorentino & Associates Contact(s): Joe Fiorentino Vendor Number: 214084 Contract Number: 4400000314 Phone Number: 610-599-0905 Business Address: 40 Beechwood Court Bangor, PA 18013 COSTARS Participant
Supplier Name: Joe Fiorentino & Associates Contact(s): Joe Fiorentino Vendor Number: 214084 Contract Number: 4400000314 Phone Number: 610-599-0905 Business Address: 40 Beechwood Court Bangor, PA 18013 COSTARS Participant

Supplier Name: Joe Fiorentino & Associates Contact(s): Joe Fiorentino Vendor Number: 214084 Contract Number: 4400000314 Phone Number: 610-599-0905 Business Address: 40 Beechwood Court Bangor, PA 18013 COSTARS Participant
Supplier Name: Joe Fiorentino & Associates Contact(s): Joe Fiorentino Vendor Number: 214084 Contract Number: 4400000314 Phone Number: 610-599-0905 Business Address: 40 Beechwood Court Bangor, PA 18013 COSTARS Participant
Supplier Name: Joe Fiorentino & Associates Contact(s): Joe Fiorentino Vendor Number: 214084 Contract Number: 4400000314 Phone Number: 610-599-0905 Business Address: 40 Beechwood Court Bangor, PA 18013 COSTARS Participant
Supplier Name: Joe Fiorentino & Associates Contact(s): Joe Fiorentino Vendor Number: 214084 Contract Number: 4400000314 Phone Number: 610-599-0905 Business Address: 40 Beechwood Court Bangor, PA 18013 COSTARS Participant
Supplier Name: K & W Safety Construction Consulting Firm Contact(s): Karen Miller Vendor Number: 213266 Contract Number: 4400000308 Phone Number: 215-765-3015 Business Address: 1109 Green Street, Suite 10 Philadelphia, PA 19123 COSTARS Participant MWBE Certified
Supplier Name: K & W Safety Construction Consulting Firm Contact(s): Karen Miller Vendor Number: 213266 Contract Number: 4400000308 Phone Number: 215-765-3015 Business Address: 1109 Green Street, Suite 10 Philadelphia, PA 19123 COSTARS Participant MWBE Certified

Supplier Name: K & W Safety Construction Consulting Firm Contact(s): Karen Miller Vendor Number: 213266 Contract Number: 4400000308 Phone Number: 215-765-3015 Business Address: 1109 Green Street, Suite 10 Philadelphia, PA 19123 COSTARS Participant MWBE Certified
Supplier Name: K & W Safety Construction Consulting Firm Contact(s): Karen Miller Vendor Number: 213266 Contract Number: 4400000308 Phone Number: 215-765-3015 Business Address: 1109 Green Street, Suite 10 Philadelphia, PA 19123 COSTARS Participant MWBE Certified
Supplier Name: K & W Safety Construction Consulting Firm Contact(s): Karen Miller Vendor Number: 213266 Contract Number: 4400000308 Phone Number: 215-765-3015 Business Address: 1109 Green Street, Suite 10 Philadelphia, PA 19123 COSTARS Participant MWBE Certified
Supplier Name: Learning Designs Contact(s): Melinda Johnson Vendor Number: 308999 Contract Number: 4400001537 Phone Number: 248-269-0808 Business Address: 2609 Crooks Road Troy, MI 48084 COSTARS Participant
Supplier Name: Learning Designs Contact(s): Melinda Johnson Vendor Number: 308999 Contract Number: 4400001537 Phone Number: 248-269-0808 Business Address: 2609 Crooks Road Troy, MI 48084 COSTARS Participant
Supplier Name: Learning Designs Contact(s): Melinda Johnson Vendor Number: 308999 Contract Number: 4400001537 Phone Number: 248-269-0808 Business Address: 2609 Crooks Road Troy, MI 48084 COSTARS Participant

Supplier Name: Learning Designs Contact(s): Melinda Johnson Vendor Number: 308999 Contract Number: 4400001537 Phone Number: 248-269-0808 Business Address: 2609 Crooks Road Troy, MI 48084 COSTARS Participant
Supplier Name: Learning Designs Contact(s): Melinda Johnson Vendor Number: 308999 Contract Number: 4400001537 Phone Number: 248-269-0808 Business Address: 2609 Crooks Road Troy, MI 48084 COSTARS Participant
Supplier Name: Learning Designs Contact(s): Melinda Johnson Vendor Number: 308999 Contract Number: 4400001537 Phone Number: 248-269-0808 Business Address: 2609 Crooks Road Troy, MI 48084 COSTARS Participant
Supplier Name: Learning Designs Contact(s): Melinda Johnson Vendor Number: 308999 Contract Number: 4400001537 Phone Number: 248-269-0808 Business Address: 2609 Crooks Road Troy, MI 48084 COSTARS Participant
Supplier Name: Learning Designs Contact(s): Melinda Johnson Vendor Number: 308999 Contract Number: 4400001537 Phone Number: 248-269-0808 Business Address: 2609 Crooks Road Troy, MI 48084 COSTARS Participant
Supplier Name: Learning Designs Contact(s): Melinda Johnson Vendor Number: 308999 Contract Number: 4400001537 Phone Number: 248-269-0808 Business Address: 2609 Crooks Road Troy, MI 48084 COSTARS Participant
Supplier Name: Learning Designs Contact(s): Melinda Johnson Vendor Number: 308999 Contract Number: 4400001537 Phone Number: 248-269-0808 Business Address: 2609 Crooks Road Troy, MI 48084 COSTARS Participant

Supplier Name: Learning Designs Contact(s): Melinda Johnson Vendor Number: 308999 Contract Number: 4400001537 Phone Number: 248-269-0808 Business Address: 2609 Crooks Road Troy, MI 48084 COSTARS Participant
Supplier Name: Learning Designs Contact(s): Melinda Johnson Vendor Number: 308999 Contract Number: 4400001537 Phone Number: 248-269-0808 Business Address: 2609 Crooks Road Troy, MI 48084 COSTARS Participant
Supplier Name: Learning Designs Contact(s): Melinda Johnson Vendor Number: 308999 Contract Number: 4400001537 Phone Number: 248-269-0808 Business Address: 2609 Crooks Road Troy, MI 48084 COSTARS Participant
Supplier Name: Learning Designs Contact(s): Melinda Johnson Vendor Number: 308999 Contract Number: 4400001537 Phone Number: 248-269-0808 Business Address: 2609 Crooks Road Troy, MI 48084 COSTARS Participant
Supplier Name: Learning Designs Contact(s): Melinda Johnson Vendor Number: 308999 Contract Number: 4400001537 Phone Number: 248-269-0808 Business Address: 2609 Crooks Road Troy, MI 48084 COSTARS Participant
Supplier Name: Learning Designs Contact(s): Melinda Johnson Vendor Number: 308999 Contract Number: 4400001537 Phone Number: 248-269-0808 Business Address: 2609 Crooks Road Troy, MI 48084 COSTARS Participant
Supplier Name: Learning Designs Contact(s): Melinda Johnson Vendor Number: 308999 Contract Number: 4400001537 Phone Number: 248-269-0808 Business Address: 2609 Crooks Road Troy, MI 48084 COSTARS Participant

Supplier Name: Learning Designs Contact(s): Melinda Johnson Vendor Number: 308999 Contract Number: 4400001537 Phone Number: 248-269-0808 Business Address: 2609 Crooks Road Troy, MI 48084 COSTARS Participant
Supplier Name: Learning Designs Contact(s): Melinda Johnson Vendor Number: 308999 Contract Number: 4400001537 Phone Number: 248-269-0808 Business Address: 2609 Crooks Road Troy, MI 48084 COSTARS Participant
Supplier Name: Learning Designs Contact(s): Melinda Johnson Vendor Number: 308999 Contract Number: 4400001537 Phone Number: 248-269-0808 Business Address: 2609 Crooks Road Troy, MI 48084 COSTARS Participant
Supplier Name: Learning Designs Contact(s): Melinda Johnson Vendor Number: 308999 Contract Number: 4400001537 Phone Number: 248-269-0808 Business Address: 2609 Crooks Road Troy, MI 48084 COSTARS Participant
Supplier Name: Learning Designs Contact(s): Melinda Johnson Vendor Number: 308999 Contract Number: 4400001537 Phone Number: 248-269-0808 Business Address: 2609 Crooks Road Troy, MI 48084 COSTARS Participant
Supplier Name: Learning Designs Contact(s): Melinda Johnson Vendor Number: 308999 Contract Number: 4400001537 Phone Number: 248-269-0808 Business Address: 2609 Crooks Road Troy, MI 48084 COSTARS Participant
Supplier Name: Learning Designs Contact(s): Melinda Johnson Vendor Number: 308999 Contract Number: 4400001537 Phone Number: 248-269-0808 Business Address: 2609 Crooks Road Troy, MI 48084 COSTARS Participant

Supplier Name: Learning Designs Contact(s): Melinda Johnson Vendor Number: 308999 Contract Number: 4400001537 Phone Number: 248-269-0808 Business Address: 2609 Crooks Road Troy, MI 48084 COSTARS Participant
Supplier Name: Learning Designs Contact(s): Melinda Johnson Vendor Number: 308999 Contract Number: 4400001537 Phone Number: 248-269-0808 Business Address: 2609 Crooks Road Troy, MI 48084 COSTARS Participant
Supplier Name: Learning Designs Contact(s): Melinda Johnson Vendor Number: 308999 Contract Number: 4400001537 Phone Number: 248-269-0808 Business Address: 2609 Crooks Road Troy, MI 48084 COSTARS Participant
Supplier Name: Learning Designs Contact(s): Melinda Johnson Vendor Number: 308999 Contract Number: 4400001537 Phone Number: 248-269-0808 Business Address: 2609 Crooks Road Troy, MI 48084 COSTARS Participant
Supplier Name: Learning Designs Contact(s): Melinda Johnson Vendor Number: 308999 Contract Number: 4400001537 Phone Number: 248-269-0808 Business Address: 2609 Crooks Road Troy, MI 48084 COSTARS Participant
Supplier Name: Learning Designs Contact(s): Melinda Johnson Vendor Number: 308999 Contract Number: 4400001537 Phone Number: 248-269-0808 Business Address: 2609 Crooks Road Troy, MI 48084 COSTARS Participant
Supplier Name: Learning Designs Contact(s): Melinda Johnson Vendor Number: 308999 Contract Number: 4400001537 Phone Number: 248-269-0808 Business Address: 2609 Crooks Road Troy, MI 48084 COSTARS Participant

Supplier Name: Learning Designs Contact(s): Melinda Johnson Vendor Number: 308999 Contract Number: 4400001537 Phone Number: 248-269-0808 Business Address: 2609 Crooks Road Troy, MI 48084 COSTARS Participant
Supplier Name: Learning Designs Contact(s): Melinda Johnson Vendor Number: 308999 Contract Number: 4400001537 Phone Number: 248-269-0808 Business Address: 2609 Crooks Road Troy, MI 48084 COSTARS Participant
Supplier Name: Learning Designs Contact(s): Melinda Johnson Vendor Number: 308999 Contract Number: 4400001537 Phone Number: 248-269-0808 Business Address: 2609 Crooks Road Troy, MI 48084 COSTARS Participant
Supplier Name: Learning Designs Contact(s): Melinda Johnson Vendor Number: 308999 Contract Number: 4400001537 Phone Number: 248-269-0808 Business Address: 2609 Crooks Road Troy, MI 48084 COSTARS Participant
Supplier Name: Learning Designs Contact(s): Melinda Johnson Vendor Number: 308999 Contract Number: 4400001537 Phone Number: 248-269-0808 Business Address: 2609 Crooks Road Troy, MI 48084 COSTARS Participant

Supplier Name: Lindemberger Group
Contact(s): Judith Lindemberger
Vendor Number: 186257
Contract Number: 4400000287
Phone Number: 609-730-1049
Business Address: 5 Hopkinson Court
Titusville, NJ 08560
COSTARS Participant
WBE Certified

Supplier Name: Lindemberger Group
Contact(s): Judith Lindemberger
Vendor Number: 186257
Contract Number: 4400000287
Phone Number: 609-730-1049
Business Address: 5 Hopkinson Court
Titusville, NJ 08560
COSTARS Participant
WBE Certified

Supplier Name: Lindemberger Group
Contact(s): Judith Lindemberger
Vendor Number: 186257
Contract Number: 4400000287
Phone Number: 609-730-1049
Business Address: 5 Hopkinson Court
Titusville, NJ 08560
COSTARS Participant
WBE Certified

Supplier Name: Lindemberger Group
Contact(s): Judith Lindemberger
Vendor Number: 186257
Contract Number: 4400000287
Phone Number: 609-730-1049
Business Address: 5 Hopkinson Court
Titusville, NJ 08560
COSTARS Participant
WBE Certified

Supplier Name: Lindemberger Group
Contact(s): Judith Lindemberger
Vendor Number: 186257
Contract Number: 4400000287
Phone Number: 609-730-1049
Business Address: 5 Hopkinson Court
Titusville, NJ 08560
COSTARS Participant
WBE Certified

Supplier Name: Lindemberger Group
Contact(s): Judith Lindemberger
Vendor Number: 186257
Contract Number: 4400000287
Phone Number: 609-730-1049
Business Address: 5 Hopkinson Court
Titusville, NJ 08560
COSTARS Participant
WBE Certified

Supplier Name: Lindemberger Group
Contact(s): Judith Lindemberger
Vendor Number: 186257
Contract Number: 4400000287
Phone Number: 609-730-1049
Business Address: 5 Hopkinson Court
Titusville, NJ 08560
COSTARS Participant
WBE Certified

Supplier Name: Lindemberger Group
Contact(s): Judith Lindemberger
Vendor Number: 186257
Contract Number: 4400000287
Phone Number: 609-730-1049
Business Address: 5 Hopkinson Court
Titusville, NJ 08560
COSTARS Participant
WBE Certified

Supplier Name: Lindenberger Group Contact(s): Judith Lindenberger Vendor Number: 186257 Contract Number: 4400000287 Phone Number: 609-730-1049 Business Address: 5 Hopkinson Court Titusville, NJ 08560 COSTARS Participant WBE Certified
Supplier Name: Lindenberger Group Contact(s): Judith Lindenberger Vendor Number: 186257 Contract Number: 4400000287 Phone Number: 609-730-1049 Business Address: 5 Hopkinson Court Titusville, NJ 08560 COSTARS Participant WBE Certified
Supplier Name: Lindenberger Group Contact(s): Judith Lindenberger Vendor Number: 186257 Contract Number: 4400000287 Phone Number: 609-730-1049 Business Address: 5 Hopkinson Court Titusville, NJ 08560 COSTARS Participant WBE Certified
Supplier Name: Lindenberger Group Contact(s): Judith Lindenberger Vendor Number: 186257 Contract Number: 4400000287 Phone Number: 609-730-1049 Business Address: 5 Hopkinson Court Titusville, NJ 08560 COSTARS Participant WBE Certified

Supplier Name: Lindenberger Group Contact(s): Judith Lindenberger Vendor Number: 186257 Contract Number: 4400000287 Phone Number: 609-730-1049 Business Address: 5 Hopkinson Court Titusville, NJ 08560 COSTARS Participant WBE Certified
Supplier Name: Lindenberger Group Contact(s): Judith Lindenberger Vendor Number: 186257 Contract Number: 4400000287 Phone Number: 609-730-1049 Business Address: 5 Hopkinson Court Titusville, NJ 08560 COSTARS Participant WBE Certified
Supplier Name: Lindenberger Group Contact(s): Judith Lindenberger Vendor Number: 186257 Contract Number: 4400000287 Phone Number: 609-730-1049 Business Address: 5 Hopkinson Court Titusville, NJ 08560 COSTARS Participant WBE Certified
Supplier Name: Lindenberger Group Contact(s): Judith Lindenberger Vendor Number: 186257 Contract Number: 4400000287 Phone Number: 609-730-1049 Business Address: 5 Hopkinson Court Titusville, NJ 08560 COSTARS Participant WBE Certified
Supplier Name: Lindenberger Group Contact(s): Judith Lindenberger Vendor Number: 186257 Contract Number: 4400000287 Phone Number: 609-730-1049 Business Address: 5 Hopkinson Court Titusville, NJ 08560 COSTARS Participant WBE Certified

Supplier Name: Lindenberger Group
Contact(s): Judith Lindenberger
Vendor Number: 186257
Contract Number: 4400000287
Phone Number: 609-730-1049
Business Address: 5 Hopkinson Court
Titusville, NJ 08560
COSTARS Participant
WBE Certified

Supplier Name: Lindenberger Group
Contact(s): Judith Lindenberger
Vendor Number: 186257
Contract Number: 4400000287
Phone Number: 609-730-1049
Business Address: 5 Hopkinson Court
Titusville, NJ 08560
COSTARS Participant
WBE Certified

Supplier Name: Lindenberger Group
Contact(s): Judith Lindenberger
Vendor Number: 186257
Contract Number: 4400000287
Phone Number: 609-730-1049
Business Address: 5 Hopkinson Court
Titusville, NJ 08560
COSTARS Participant
WBE Certified

Supplier Name: Lindenberger Group
Contact(s): Judith Lindenberger
Vendor Number: 186257
Contract Number: 4400000287
Phone Number: 609-730-1049
Business Address: 5 Hopkinson Court
Titusville, NJ 08560
COSTARS Participant
WBE Certified

Supplier Name: Lindenberger Group Contact(s): Judith Lindenberger Vendor Number: 186257 Contract Number: 4400000287 Phone Number: 609-730-1049 Business Address: 5 Hopkinson Court Titusville, NJ 08560 COSTARS Participant WBE Certified
Supplier Name: Lindenberger Group Contact(s): Judith Lindenberger Vendor Number: 186257 Contract Number: 4400000287 Phone Number: 609-730-1049 Business Address: 5 Hopkinson Court Titusville, NJ 08560 COSTARS Participant WBE Certified
Supplier Name: Lindenberger Group Contact(s): Judith Lindenberger Vendor Number: 186257 Contract Number: 4400000287 Phone Number: 609-730-1049 Business Address: 5 Hopkinson Court Titusville, NJ 08560 COSTARS Participant WBE Certified
Supplier Name: Lindenberger Group Contact(s): Judith Lindenberger Vendor Number: 186257 Contract Number: 4400000287 Phone Number: 609-730-1049 Business Address: 5 Hopkinson Court Titusville, NJ 08560 COSTARS Participant WBE Certified
Supplier Name: Luzerne County Community College Contact(s): David Sawicki Vendor Number: 119604 Contract Number: 4400001579 Phone Number: 800-377-5222 x 663 Business Address: 1333 S. Prospect Street Nanticoke, PA 18634 COSTARS Participant

Supplier Name: Luzerne County Community College Contact(s): David Sawicki Vendor Number: 119604 Contract Number: 4400001579 Phone Number: 800-377-5222 x 663 Business Address: 1333 S. Prospect Street Nanticoke, PA 18634 COSTARS Participant
Supplier Name: Luzerne County Community College Contact(s): David Sawicki Vendor Number: 119604 Contract Number: 4400001579 Phone Number: 800-377-5222 x 663 Business Address: 1333 S. Prospect Street Nanticoke, PA 18634 COSTARS Participant
Supplier Name: Luzerne County Community College Contact(s): David Sawicki Vendor Number: 119604 Contract Number: 4400001579 Phone Number: 800-377-5222 x 663 Business Address: 1333 S. Prospect Street Nanticoke, PA 18634 COSTARS Participant
Supplier Name: Luzerne County Community College Contact(s): David Sawicki Vendor Number: 119604 Contract Number: 4400001579 Phone Number: 800-377-5222 x 663 Business Address: 1333 S. Prospect Street Nanticoke, PA 18634 COSTARS Participant
Supplier Name: Luzerne County Community College Contact(s): David Sawicki Vendor Number: 119604 Contract Number: 4400001579 Phone Number: 800-377-5222 x 663 Business Address: 1333 S. Prospect Street Nanticoke, PA 18634 COSTARS Participant

Supplier Name: Luzerne County Community College Contact(s): David Sawicki Vendor Number: 119604 Contract Number: 4400001579 Phone Number: 800-377-5222 x 663 Business Address: 1333 S. Prospect Street Nanticoke, PA 18634 COSTARS Participant
Supplier Name: Luzerne County Community College Contact(s): David Sawicki Vendor Number: 119604 Contract Number: 4400001579 Phone Number: 800-377-5222 x 663 Business Address: 1333 S. Prospect Street Nanticoke, PA 18634 COSTARS Participant
Supplier Name: Luzerne County Community College Contact(s): David Sawicki Vendor Number: 119604 Contract Number: 4400001579 Phone Number: 800-377-5222 x 663 Business Address: 1333 S. Prospect Street Nanticoke, PA 18634 COSTARS Participant
Supplier Name: Luzerne County Community College Contact(s): David Sawicki Vendor Number: 119604 Contract Number: 4400001579 Phone Number: 800-377-5222 x 663 Business Address: 1333 S. Prospect Street Nanticoke, PA 18634 COSTARS Participant
Supplier Name: Luzerne County Community College Contact(s): David Sawicki Vendor Number: 119604 Contract Number: 4400001579 Phone Number: 800-377-5222 x 663 Business Address: 1333 S. Prospect Street Nanticoke, PA 18634 COSTARS Participant
Supplier Name: Luzerne County Community College Contact(s): David Sawicki Vendor Number: 119604 Contract Number: 4400001579 Phone Number: 800-377-5222 x 663 Business Address: 1333 S. Prospect Street Nanticoke, PA 18634 COSTARS Participant
Supplier Name: Luzerne County Community College Contact(s): David Sawicki Vendor Number: 119604 Contract Number: 4400001579 Phone Number: 800-377-5222 x 663 Business Address: 1333 S. Prospect Street Nanticoke, PA 18634 COSTARS Participant

Supplier Name: Luzerne County Community College Contact(s): David Sawicki Vendor Number: 119604 Contract Number: 4400001579 Phone Number: 800-377-5222 x 663 Business Address: 1333 S. Prospect Street Nanticoke, PA 18634 COSTARS Participant
Supplier Name: Luzerne County Community College Contact(s): David Sawicki Vendor Number: 119604 Contract Number: 4400001579 Phone Number: 800-377-5222 x 663 Business Address: 1333 S. Prospect Street Nanticoke, PA 18634 COSTARS Participant
Supplier Name: Luzerne County Community College Contact(s): David Sawicki Vendor Number: 119604 Contract Number: 4400001579 Phone Number: 800-377-5222 x 663 Business Address: 1333 S. Prospect Street Nanticoke, PA 18634 COSTARS Participant
Supplier Name: Luzerne County Community College Contact(s): David Sawicki Vendor Number: 119604 Contract Number: 4400001579 Phone Number: 800-377-5222 x 663 Business Address: 1333 S. Prospect Street Nanticoke, PA 18634 COSTARS Participant
Supplier Name: Luzerne County Community College Contact(s): David Sawicki Vendor Number: 119604 Contract Number: 4400001579 Phone Number: 800-377-5222 x 663 Business Address: 1333 S. Prospect Street Nanticoke, PA 18634 COSTARS Participant
Supplier Name: Luzerne County Community College Contact(s): David Sawicki Vendor Number: 119604 Contract Number: 4400001579 Phone Number: 800-377-5222 x 663 Business Address: 1333 S. Prospect Street Nanticoke, PA 18634 COSTARS Participant
Supplier Name: Mahaffey Laboratory LTD Contact(s): Brian D Barrett Vendor Number: 149790 Contract Number: 4400000812 Phone Number: 814-236-1113 Email Address: brain@dmssafetysservices.com Business Address: 281 Main Street Grampian, PA 16838 COSTARS Participant

Supplier Name: Mahaffey Laboratory LTD Contact(s): Brian D Barrett Vendor Number: 149790 Contract Number: 4400000812 Phone Number: 814-236-1113 Email Address: brain@dmssafetyervices.com Business Address:281 Main Street Grampian, PA 16838 COSTARS Participant
Supplier Name: Mahaffey Laboratory LTD Contact(s): Brian D Barrett Vendor Number: 149790 Contract Number: 4400000812 Phone Number: 814-236-1113 Email Address: brain@dmssafetyervices.com Business Address:281 Main Street Grampian, PA 16838 COSTARS Participant
Supplier Name: Mahaffey Laboratory LTD Contact(s): Brian D Barrett Vendor Number: 149790 Contract Number: 4400000812 Phone Number: 814-236-1113 Email Address: brain@dmssafetyervices.com Business Address:281 Main Street Grampian, PA 16838 COSTARS Participant
Supplier Name: Mahaffey Laboratory LTD Contact(s): Brian D Barrett Vendor Number: 149790 Contract Number: 4400000812 Phone Number: 814-236-1113 Email Address: brain@dmssafetyervices.com Business Address:281 Main Street Grampian, PA 16838 COSTARS Participant
Supplier Name: Mahaffey Laboratory LTD Contact(s): Brian D Barrett Vendor Number: 149790 Contract Number: 4400000812 Phone Number: 814-236-1113 Email Address: brain@dmssafetyervices.com Business Address:281 Main Street Grampian, PA 16838 COSTARS Participant

Supplier Name: Mahaffey Laboratory LTD
Contact(s): Brian D Barrett
Vendor Number: 149790
Contract Number: 4400000812
Phone Number: 814-236-1113
Email Address: brain@dmssafetyervices.com
Business Address: 281 Main Street
Grampian, PA 16838
COSTARS Participant

Supplier Name: Major Ben Consulting
Contact(s): Benjamin F Brooks
Vendor Number: 213653
Contract Number: 44000000276
Phone Number: 610-409-0214
877-262-1584
Business Address: 761 Wisteria Way
Collegeville, PA 19426-4174
COSTARS Participant
MBE Certified

Supplier Name: Major Ben Consulting
Contact(s): Benjamin F Brooks
Vendor Number: 213653
Contract Number: 44000000276
Phone Number: 610-409-0214
877-262-1584
Business Address: 761 Wisteria Way
Collegeville, PA 19426-4174
COSTARS Participant
MBE Certified

Supplier Name: Management Development
Contact(s): Tom DeCoster
Vendor Number: 309136
Contract Number: 4400001550
Phone Number: 317-844-1438
Business Address: 4972 Deer Ridge Dr So
Carmel, IN 46033
COSTARS Participant

Supplier Name: Management Development Contact(s): Tom DeCoster Vendor Number: 309136 Contract Number: 4400001550 Phone Number: 317-844-1438 Business Address: 4972 Deer Ridge Dr So Carmel, IN 46033 COSTARS Participant
Supplier Name: Miles2Go Seminars & Consulting Contact(s): Phil Landesberg Vendor Number: 173723-001 Contract Number: 4400000871 Phone Number: 717-545-8649 Business Address: 6688 Terrace Way Harrisburg, PA 17111 COSTARS Participant
Supplier Name: Miles2Go Seminars & Consulting Contact(s): Phil Landesberg Vendor Number: 173723-001 Contract Number: 4400000871 Phone Number: 717-545-8649 Business Address: 6688 Terrace Way Harrisburg, PA 17111 COSTARS Participant
Supplier Name: Miles2Go Seminars & Consulting Contact(s): Phil Landesberg Vendor Number: 173723-001 Contract Number: 4400000871 Phone Number: 717-545-8649 Business Address: 6688 Terrace Way Harrisburg, PA 17111 COSTARS Participant
Supplier Name: Miles2Go Seminars & Consulting Contact(s): Phil Landesberg Vendor Number: 173723-001 Contract Number: 4400000871 Phone Number: 717-545-8649 Business Address: 6688 Terrace Way Harrisburg, PA 17111 COSTARS Participant
Supplier Name: Miles2Go Seminars & Consulting Contact(s): Phil Landesberg Vendor Number: 173723-001 Contract Number: 4400000871 Phone Number: 717-545-8649 Business Address: 6688 Terrace Way Harrisburg, PA 17111 COSTARS Participant

Supplier Name: Miles2Go Seminars & Consulting Contact(s): Phil Landesberg Vendor Number: 173723-001 Contract Number: 4400000871 Phone Number: 717-545-8649 Business Address: 6688 Terrace Way Harrisburg, PA 17111 COSTARS Participant
Supplier Name: MindShift Consulting Contact(s): Mary Kay Williams Vendor Number: 212724 Contract Number: 4400000873 Phone Number: 814-422-8611 Business Address: 4158 Penns Valley Road Spring Mills, PA 16875 COSTARS Participant
Supplier Name: MindShift Consulting Contact(s): Mary Kay Williams Vendor Number: 212724 Contract Number: 4400000873 Phone Number: 814-422-8611 Business Address: 4158 Penns Valley Road Spring Mills, PA 16875 COSTARS Participant
Supplier Name: MindShift Consulting Contact(s): Mary Kay Williams Vendor Number: 212724 Contract Number: 4400000873 Phone Number: 814-422-8611 Business Address: 4158 Penns Valley Road Spring Mills, PA 16875 COSTARS Participant
Supplier Name: MindShift Consulting Contact(s): Mary Kay Williams Vendor Number: 212724 Contract Number: 4400000873 Phone Number: 814-422-8611 Business Address: 4158 Penns Valley Road Spring Mills, PA 16875 COSTARS Participant
Supplier Name: MindShift Consulting Contact(s): Mary Kay Williams Vendor Number: 212724 Contract Number: 4400000873 Phone Number: 814-422-8611 Business Address: 4158 Penns Valley Road Spring Mills, PA 16875 COSTARS Participant

Supplier Name: MindShift Consulting Contact(s): Mary Kay Williams Vendor Number: 212724 Contract Number: 4400000873 Phone Number: 814-422-8611 Business Address: 4158 Penns Valley Road Spring Mills, PA 16875 COSTARS Participant
Supplier Name: MindShift Consulting Contact(s): Mary Kay Williams Vendor Number: 212724 Contract Number: 4400000873 Phone Number: 814-422-8611 Business Address: 4158 Penns Valley Road Spring Mills, PA 16875 COSTARS Participant
Supplier Name: MindShift Consulting Contact(s): Mary Kay Williams Vendor Number: 212724 Contract Number: 4400000873 Phone Number: 814-422-8611 Business Address: 4158 Penns Valley Road Spring Mills, PA 16875 COSTARS Participant
Supplier Name: MindShift Consulting Contact(s): Mary Kay Williams Vendor Number: 212724 Contract Number: 4400000873 Phone Number: 814-422-8611 Business Address: 4158 Penns Valley Road Spring Mills, PA 16875 COSTARS Participant
Supplier Name: MindShift Consulting Contact(s): Mary Kay Williams Vendor Number: 212724 Contract Number: 4400000873 Phone Number: 814-422-8611 Business Address: 4158 Penns Valley Road Spring Mills, PA 16875 COSTARS Participant

Supplier Name: Momentum
Contact(s): Jennifer Oswald
Vendor Number: 157097
Contract Number: 440000820
Phone Number: 717-214-8000 (Ext. 19)
Business Address: 2120 Market Street
Camp Hill, PA 17011
COSTARS Participant
WBE Certified

Supplier Name: Momentum
Contact(s): Jennifer Oswald
Vendor Number: 157097
Contract Number: 440000820
Phone Number: 717-214-8000 (Ext. 19)
Business Address: 2120 Market Street
Camp Hill, PA 17011
COSTARS Participant
WBE Certified

Supplier Name: Momentum
Contact(s): Jennifer Oswald
Vendor Number: 157097
Contract Number: 440000820
Phone Number: 717-214-8000 (Ext. 19)
Business Address: 2120 Market Street
Camp Hill, PA 17011
COSTARS Participant
WBE Certified

Supplier Name: Momentum
Contact(s): Jennifer Oswald
Vendor Number: 157097
Contract Number: 440000820
Phone Number: 717-214-8000 (Ext. 19)
Business Address: 2120 Market Street
Camp Hill, PA 17011
COSTARS Participant
WBE Certified

Supplier Name: Momentum
Contact(s): Jennifer Oswald
Vendor Number: 157097
Contract Number: 440000820
Phone Number: 717-214-8000 (Ext. 19)
Business Address: 2120 Market Street
Camp Hill, PA 17011
COSTARS Participant
WBE Certified

Supplier Name: Momentum
Contact(s): Jennifer Oswald
Vendor Number: 157097
Contract Number: 440000820
Phone Number: 717-214-8000 (Ext. 19)
Business Address: 2120 Market Street
Camp Hill, PA 17011
COSTARS Participant
WBE Certified

Supplier Name: Momentum
Contact(s): Jennifer Oswald
Vendor Number: 157097
Contract Number: 440000820
Phone Number: 717-214-8000 (Ext. 19)
Business Address: 2120 Market Street
Camp Hill, PA 17011
COSTARS Participant
WBE Certified

Supplier Name: Momentum
Contact(s): Jennifer Oswald
Vendor Number: 157097
Contract Number: 440000820
Phone Number: 717-214-8000 (Ext. 19)
Business Address: 2120 Market Street
Camp Hill, PA 17011
COSTARS Participant
WBE Certified

Supplier Name: Momentum, Inc
Contact(s): Jennifer Oswald
Vendor Number: 157097
Contract Number: 4400000820
Phone Number: 717-214-8000 Ext.19
Email Address: joswald@m-inc.com
Business Address:2120 Market street
Camp Hill, PA 17011
COSTARS Participant

Supplier Name: Momentum, Inc
Contact(s): Jennifer Oswald
Vendor Number: 157097
Contract Number: 4400000820
Phone Number: 717-214-8000 Ext.19
Email Address: joswald@m-inc.com
Business Address:2120 Market street
Camp Hill, PA 17011
COSTARS Participant

Supplier Name: MountainTop Technologies
Contact(s): Fred Vornbrock, Kenan Kevenk
Vendor Number: 153661-001
Contract Number: 4400000876
Phone Number: 814-536-7676
Business Address: 1 Pasquerilla Plaza – Suite 140
Johnstown, PA 15901-1999
COSTARS Participant

Supplier Name: MountainTop Technologies
Contact(s): Fred Vornbrock, Kenan Kevenk
Vendor Number: 153661-001
Contract Number: 4400000876
Phone Number: 814-536-7676
Business Address: 1 Pasquerilla Plaza – Suite 140
Johnstown, PA 15901-1999
COSTARS Participant

Supplier Name: MountainTop Technologies
Contact(s): Fred Vornbrock, Kenan Kevenk
Vendor Number: 153661-001
Contract Number: 4400000876
Phone Number: 814-536-7676
Business Address: 1 Pasquerilla Plaza – Suite 140
Johnstown, PA 15901-1999
COSTARS Participant

Supplier Name: MountainTop Technologies Contact(s): Fred Vornbrock, Kenan Kevenk Vendor Number: 153661-001 Contract Number: 4400000876 Phone Number: 814-536-7676 Business Address: 1 Pasquerilla Plaza – Suite 140 Johnstown, PA 15901-1999 COSTARS Participant
Supplier Name: MountainTop Technologies Contact(s): Fred Vornbrock, Kenan Kevenk Vendor Number: 153661-001 Contract Number: 4400000876 Phone Number: 814-536-7676 Business Address: 1 Pasquerilla Plaza – Suite 140 Johnstown, PA 15901-1999 COSTARS Participant
Supplier Name: MountainTop Technologies Contact(s): Fred Vornbrock, Kenan Kevenk Vendor Number: 153661-001 Contract Number: 4400000876 Phone Number: 814-536-7676 Business Address: 1 Pasquerilla Plaza – Suite 140 Johnstown, PA 15901-1999 COSTARS Participant
Supplier Name: MountainTop Technologies Contact(s): Fred Vornbrock, Kenan Kevenk Vendor Number: 153661-001 Contract Number: 4400000876 Phone Number: 814-536-7676 Business Address: 1 Pasquerilla Plaza – Suite 140 Johnstown, PA 15901-1999 COSTARS Participant
Supplier Name: MountainTop Technologies Contact(s): Fred Vornbrock, Kenan Kevenk Vendor Number: 153661-001 Contract Number: 4400000876 Phone Number: 814-536-7676 Business Address: 1 Pasquerilla Plaza – Suite 140 Johnstown, PA 15901-1999 COSTARS Participant
Supplier Name: MountainTop Technologies Contact(s): Fred Vornbrock, Kenan Kevenk Vendor Number: 153661-001 Contract Number: 4400000876 Phone Number: 814-536-7676 Business Address: 1 Pasquerilla Plaza – Suite 140 Johnstown, PA 15901-1999 COSTARS Participant

<p>Supplier Name: MountainTop Technologies Contact(s): Fred Vornbrock, Kenan Kevenk Vendor Number: 153661-001 Contract Number: 4400000876 Phone Number: 814-536-7676 Business Address: 1 Pasquerilla Plaza – Suite 140 Johnstown, PA 15901-1999 COSTARS Participant</p>
<p>Supplier Name: MountainTop Technologies Contact(s): Fred Vornbrock, Kenan Kevenk Vendor Number: 153661-001 Contract Number: 4400000876 Phone Number: 814-536-7676 Business Address: 1 Pasquerilla Plaza – Suite 140 Johnstown, PA 15901-1999 COSTARS Participant</p>
<p>Supplier Name: MountainTop Technologies Contact(s): Fred Vornbrock, Kenan Kevenk Vendor Number: 153661-001 Contract Number: 4400000876 Phone Number: 814-536-7676 Business Address: 1 Pasquerilla Plaza – Suite 140 Johnstown, PA 15901-1999 COSTARS Participant</p>
<p>Supplier Name: MountainTop Technologies Contact(s): Fred Vornbrock, Kenan Kevenk Vendor Number: 153661-001 Contract Number: 4400000876 Phone Number: 814-536-7676 Business Address: 1 Pasquerilla Plaza – Suite 140 Johnstown, PA 15901-1999 COSTARS Participant</p>

Supplier Name: MountainTop Technologies
Contact(s): Fred Vornbrock, Kenan Kevenk
Vendor Number: 153661-001
Contract Number: 4400000876
Phone Number: 814-536-7676
Business Address: 1 Pasquerilla Plaza – Suite 140
Johnstown, PA 15901-1999
COSTARS Participant

Supplier Name: MountainTop Technologies
Contact(s): Fred Vornbrock, Kenan Kevenk
Vendor Number: 153661-001
Contract Number: 4400000876
Phone Number: 814-536-7676
Business Address: 1 Pasquerilla Plaza – Suite 140
Johnstown, PA 15901-1999
COSTARS Participant

Supplier Name: MountainTop Technologies
Contact(s): Fred Vornbrock, Kenan Kevenk
Vendor Number: 153661-001
Contract Number: 4400000876
Phone Number: 814-536-7676
Business Address: 1 Pasquerilla Plaza – Suite 140
Johnstown, PA 15901-1999
COSTARS Participant

Supplier Name: MountainTop Technologies
Contact(s): Fred Vornbrock, Kenan Kevenk
Vendor Number: 153661-001
Contract Number: 4400000876
Phone Number: 814-536-7676
Business Address: 1 Pasquerilla Plaza – Suite 140
Johnstown, PA 15901-1999
COSTARS Participant

Supplier Name: MountainTop Technologies
Contact(s): Fred Vornbrock, Kenan Kevenk
Vendor Number: 153661-001
Contract Number: 4400000876
Phone Number: 814-536-7676
Business Address: 1 Pasquerilla Plaza – Suite 140
Johnstown, PA 15901-1999
COSTARS Participant

Supplier Name: MountainTop Technologies Contact(s): Fred Vornbrock, Kenan Kevenk Vendor Number: 153661-001 Contract Number: 4400000876 Phone Number: 814-536-7676 Business Address: 1 Pasquerilla Plaza – Suite 140 Johnstown, PA 15901-1999 COSTARS Participant
Supplier Name: MountainTop Technologies Contact(s): Fred Vornbrock, Kenan Kevenk Vendor Number: 153661-001 Contract Number: 4400000876 Phone Number: 814-536-7676 Business Address: 1 Pasquerilla Plaza – Suite 140 Johnstown, PA 15901-1999 COSTARS Participant
Supplier Name: MountainTop Technologies Contact(s): Fred Vornbrock, Kenan Kevenk Vendor Number: 153661-001 Contract Number: 4400000876 Phone Number: 814-536-7676 Business Address: 1 Pasquerilla Plaza – Suite 140 Johnstown, PA 15901-1999 COSTARS Participant
Supplier Name: MountainTop Technologies Contact(s): Fred Vornbrock, Kenan Kevenk Vendor Number: 153661-001 Contract Number: 4400000876 Phone Number: 814-536-7676 Business Address: 1 Pasquerilla Plaza – Suite 140 Johnstown, PA 15901-1999 COSTARS Participant
Supplier Name: MountainTop Technologies Contact(s): Fred Vornbrock, Kenan Kevenk Vendor Number: 153661-001 Contract Number: 4400000876 Phone Number: 814-536-7676 Business Address: 1 Pasquerilla Plaza – Suite 140 Johnstown, PA 15901-1999 COSTARS Participant
Supplier Name: MountainTop Technologies Contact(s): Fred Vornbrock, Kenan Kevenk Vendor Number: 153661-001 Contract Number: 4400000876 Phone Number: 814-536-7676 Business Address: 1 Pasquerilla Plaza – Suite 140 Johnstown, PA 15901-1999 COSTARS Participant
Supplier Name: MountainTop Technologies Contact(s): Fred Vornbrock, Kenan Kevenk Vendor Number: 153661-001 Contract Number: 4400000876 Phone Number: 814-536-7676 Business Address: 1 Pasquerilla Plaza – Suite 140 Johnstown, PA 15901-1999 COSTARS Participant

<p>Supplier Name: MountainTop Technologies Contact(s): Fred Vornbrock, Kenan Kevenk Vendor Number: 153661-001 Contract Number: 4400000876 Phone Number: 814-536-7676 Business Address: 1 Pasquerilla Plaza – Suite 140 Johnstown, PA 15901-1999 COSTARS Participant</p>
<p>Supplier Name: National Institute of Governmental Purchasing (NIGP) Contact(s): Carol D. Hodes Vendor Number: 167239 Contract Number: 4400000300 Phone Number: 703-736-8900 (ext. 253) Business Address: 151 Spring Street Herndon, VA 20170 COSTARS Participant</p>
<p>Supplier Name: National Institute of Governmental Purchasing (NIGP) Contact(s): Carol D. Hodes Vendor Number: 167239 Contract Number: 4400000300 Phone Number: 703-736-8900 (ext. 253) Business Address: 151 Spring Street Herndon, VA 20170 COSTARS Participant</p>
<p>Supplier Name: National Institute of Governmental Purchasing (NIGP) Contact(s): Carol D. Hodes Vendor Number: 167239 Contract Number: 4400000300 Phone Number: 703-736-8900 (ext. 253) Business Address: 151 Spring Street Herndon, VA 20170 COSTARS Participant</p>

Supplier Name: National Institute of Governmental Purchasing (NIGP) Contact(s): Carol D. Hodes Vendor Number: 167239 Contract Number: 4400000300 Phone Number: 703-736-8900 (ext. 253) Business Address: 151 Spring Street Herndon, VA 20170 COSTARS Participant
Supplier Name: National Institute of Governmental Purchasing (NIGP) Contact(s): Carol D. Hodes Vendor Number: 167239 Contract Number: 4400000300 Phone Number: 703-736-8900 (ext. 253) Business Address: 151 Spring Street Herndon, VA 20170 COSTARS Participant
Supplier Name: National Institute of Governmental Purchasing (NIGP) Contact(s): Carol D. Hodes Vendor Number: 167239 Contract Number: 4400000300 Phone Number: 703-736-8900 (ext. 253) Business Address: 151 Spring Street Herndon, VA 20170 COSTARS Participant
Supplier Name: National Institute of Governmental Purchasing (NIGP) Contact(s): Carol D. Hodes Vendor Number: 167239 Contract Number: 4400000300 Phone Number: 703-736-8900 (ext. 253) Business Address: 151 Spring Street Herndon, VA 20170 COSTARS Participant
Supplier Name: National Institute of Governmental Purchasing (NIGP) Contact(s): Carol D. Hodes Vendor Number: 167239 Contract Number: 4400000300 Phone Number: 703-736-8900 (ext. 253) Business Address: 151 Spring Street Herndon, VA 20170 COSTARS Participant
Supplier Name: National Institute of Governmental Purchasing (NIGP) Contact(s): Carol D. Hodes Vendor Number: 167239 Contract Number: 4400000300 Phone Number: 703-736-8900 (ext. 253) Business Address: 151 Spring Street Herndon, VA 20170 COSTARS Participant

Supplier Name: Paul Strizzi Training & Coaching Contact(s): Paul Strizzi Vendor Number: 307219 Contract Number: 4400001559 Phone Number: 717-713-3839 Business Address: 200 Mountainview Rd Mt Holly Springs, PA 17065 COSTARS Participant
Supplier Name: Paul Strizzi Training & Coaching Contact(s): Paul Strizzi Vendor Number: 307219 Contract Number: 4400001559 Phone Number: 717-713-3839 Business Address: 200 Mountainview Rd Mt Holly Springs, PA 17065 COSTARS Participant
Supplier Name: Paul Strizzi Training & Coaching Contact(s): Paul Strizzi Vendor Number: 307219 Contract Number: 4400001559 Phone Number: 717-713-3839 Business Address: 200 Mountainview Rd Mt Holly Springs, PA 17065 COSTARS Participant
Supplier Name: Pennsylvania Family Support Alliance Contact(s): Jeanne M Groeneveld Vendor Number: 184308 Contract Number: 4400000260 Phone Number: 717-238-0937 Business Address: 2001 N. Front St. -Bldg. 1, Suite 210 Harrisburg, PA 17102 COSTARS Participant
Supplier Name: Pennsylvania Family Support Alliance Contact(s): Jeanne M Groeneveld Vendor Number: 184308 Contract Number: 4400000260 Phone Number: 717-238-0937 Business Address: 2001 N. Front St. -Bldg. 1, Suite 210 Harrisburg, PA 17102 COSTARS Participant
Supplier Name: Pennsylvania Family Support Alliance Contact(s): Jeanne M Groeneveld Vendor Number: 184308 Contract Number: 4400000260 Phone Number: 717-238-0937 Business Address: 2001 N. Front St. -Bldg. 1, Suite 210 Harrisburg, PA 17102 COSTARS Participant

<p>Supplier Name: Pennsylvania Family Support Alliance Contact(s): Jeanne M Groeneveld Vendor Number: 184308 Contract Number: 4400000260 Phone Number: 717-238-0937 Business Address: 2001 N. Front St. -Bldg. 1, Suite 210 Harrisburg, PA 17102 COSTARS Participant</p>
<p>Supplier Name: People Front & Center, A Division of DIJ Enterprises Contact(s): Josephine M. Panganiban Vendor Number: 304866 Contract Number: 4400001577 Phone Number: 570-288-8757 Business Address: 2 Sand Drive Edwardsville, PA 18704-1600 COSTARS Participant WBE Certified</p>
<p>Supplier Name: People Front & Center, A Division of DIJ Enterprises Contact(s): Josephine M. Panganiban Vendor Number: 304866 Contract Number: 4400001577 Phone Number: 570-288-8757 Business Address: 2 Sand Drive Edwardsville, PA 18704-1600 COSTARS Participant WBE Certified</p>
<p>Supplier Name: People Front & Center, A Division of DIJ Enterprises Contact(s): Josephine M. Panganiban Vendor Number: 304866 Contract Number: 4400001577 Phone Number: 570-288-8757 Business Address: 2 Sand Drive Edwardsville, PA 18704-1600 COSTARS Participant WBE Certified</p>
<p>Supplier Name: People Front & Center, A Division of DIJ Enterprises Contact(s): Josephine M. Panganiban Vendor Number: 304866 Contract Number: 4400001577 Phone Number: 570-288-8757 Business Address: 2 Sand Drive Edwardsville, PA 18704-1600 COSTARS Participant WBE Certified</p>

Supplier Name: People Front & Center,
A Division of DIJ Enterprises
Contact(s): Josephine M. Panganiban
Vendor Number: 304866
Contract Number: 4400001577
Phone Number: 570-288-8757
Business Address: 2 Sand Drive
Edwardsville, PA 18704-1600
COSTARS Participant
WBE Certified

Supplier Name: People Front & Center,
A Division of DIJ Enterprises
Contact(s): Josephine M. Panganiban
Vendor Number: 304866
Contract Number: 4400001577
Phone Number: 570-288-8757
Business Address: 2 Sand Drive
Edwardsville, PA 18704-1600
COSTARS Participant
WBE Certified

Supplier Name: Plan4Demand Solutions
Contact(s): Marcy Birchard
Vendor Number: 158263
Contract Number: 4400000882
Phone Number: 412-733-5017
Business Address: 1501 Reedsdale Street – Suite 401
Pittsburgh, PA 15233
COSTARS Participant
WBE Certified

Supplier Name: Plan4Demand Solutions
Contact(s): Marcy Birchard
Vendor Number: 158263
Contract Number: 4400000882
Phone Number: 412-733-5017
Business Address: 1501 Reedsdale Street – Suite 401
Pittsburgh, PA 15233
COSTARS Participant
WBE Certified

Supplier Name: Plan4Demand Solutions
Contact(s): Marcy Birchard
Vendor Number: 158263
Contract Number: 4400000882
Phone Number: 412-733-5017
Business Address: 1501 Reedsdale Street – Suite 401
Pittsburgh, PA 15233
COSTARS Participant
WBE Certified

Supplier Name: Plan4Demand Solutions
Contact(s): Marcy Birchard
Vendor Number: 158263
Contract Number: 4400000882
Phone Number: 412-733-5017
Business Address: 1501 Reedsdale Street – Suite 401
Pittsburgh, PA 15233
COSTARS Participant
WBE Certified

Supplier Name: PM Solutions
Contact(s): Deborah Bigelow-Crawford
Vendor Number: 308592
Contract Number: 4400001552
Phone Number: 484-450-0101
Business Address: 410 Township Line Road
Havertown, PA 19083
COSTARS Participant

Supplier Name: PM Solutions
Contact(s): Deborah Bigelow-Crawford
Vendor Number: 308592
Contract Number: 4400001552
Phone Number: 484-450-0101
Business Address: 410 Township Line Road
Havertown, PA 19083
COSTARS Participant

Supplier Name: PM Solutions
Contact(s): Deborah Bigelow-Crawford
Vendor Number: 308592
Contract Number: 4400001552
Phone Number: 484-450-0101
Business Address: 410 Township Line Road
Havertown, PA 19083
COSTARS Participant

Supplier Name: PM Solutions
Contact(s): Deborah Bigelow-Crawford
Vendor Number: 308592
Contract Number: 4400001552
Phone Number: 484-450-0101
Business Address: 410 Township Line Road
Havertown, PA 19083
COSTARS Participant

Supplier Name: PM Solutions
Contact(s): Deborah Bigelow-Crawford
Vendor Number: 308592
Contract Number: 4400001552
Phone Number: 484-450-0101
Business Address: 410 Township Line Road
Havertown, PA 19083
COSTARS Participant

Supplier Name: PM Solutions
Contact(s): Deborah Bigelow-Crawford
Vendor Number: 308592
Contract Number: 4400001552
Phone Number: 484-450-0101
Business Address: 410 Township Line Road
Havertown, PA 19083
COSTARS Participant

Supplier Name: PM Solutions
Contact(s): Deborah Bigelow-Crawford
Vendor Number: 308592
Contract Number: 4400001552
Phone Number: 484-450-0101
Business Address: 410 Township Line Road
Havertown, PA 19083
COSTARS Participant

Supplier Name: PM Solutions
Contact(s): Deborah Bigelow-Crawford
Vendor Number: 308592
Contract Number: 4400001552
Phone Number: 484-450-0101
Business Address: 410 Township Line Road
Havertown, PA 19083
COSTARS Participant

Supplier Name: PM Solutions
Contact(s): Deborah Bigelow-Crawford
Vendor Number: 308592
Contract Number: 4400001552
Phone Number: 484-450-0101
Business Address: 410 Township Line Road
Havertown, PA 19083
COSTARS Participant

Supplier Name: PM Solutions
Contact(s): Deborah Bigelow-Crawford
Vendor Number: 308592
Contract Number: 4400001552
Phone Number: 484-450-0101
Business Address: 410 Township Line Road
Havertown, PA 19083
COSTARS Participant

Supplier Name: PM Solutions
Contact(s): Deborah Bigelow-Crawford
Vendor Number: 308592
Contract Number: 4400001552
Phone Number: 484-450-0101
Business Address: 410 Township Line Road
Havertown, PA 19083
COSTARS Participant

Supplier Name: PM Solutions
Contact(s): Deborah Bigelow-Crawford
Vendor Number: 308592
Contract Number: 4400001552
Phone Number: 484-450-0101
Business Address: 410 Township Line Road
Havertown, PA 19083
COSTARS Participant

Supplier Name: PM Solutions
Contact(s): Deborah Bigelow-Crawford
Vendor Number: 308592
Contract Number: 4400001552
Phone Number: 484-450-0101
Business Address: 410 Township Line Road
Havertown, PA 19083
COSTARS Participant

Supplier Name: PM Solutions
Contact(s): Deborah Bigelow-Crawford
Vendor Number: 308592
Contract Number: 4400001552
Phone Number: 484-450-0101
Business Address: 410 Township Line Road
Havertown, PA 19083
COSTARS Participant

Supplier Name: PM Solutions
Contact(s): Deborah Bigelow-Crawford
Vendor Number: 308592
Contract Number: 4400001552
Phone Number: 484-450-0101
Business Address: 410 Township Line Road
Havertown, PA 19083
COSTARS Participant

Supplier Name: PM Solutions
Contact(s): Deborah Bigelow-Crawford
Vendor Number: 308592
Contract Number: 4400001552
Phone Number: 484-450-0101
Business Address: 410 Township Line Road
Havertown, PA 19083
COSTARS Participant

Supplier Name: PM Solutions
Contact(s): Deborah Bigelow-Crawford
Vendor Number: 308592
Contract Number: 4400001552
Phone Number: 484-450-0101
Business Address: 410 Township Line Road
Havertown, PA 19083
COSTARS Participant

Supplier Name: PM Solutions
Contact(s): Deborah Bigelow-Crawford
Vendor Number: 308592
Contract Number: 4400001552
Phone Number: 484-450-0101
Business Address: 410 Township Line Road
Havertown, PA 19083
COSTARS Participant

Supplier Name: PM Solutions
Contact(s): Deborah Bigelow-Crawford
Vendor Number: 308592
Contract Number: 4400001552
Phone Number: 484-450-0101
Business Address: 410 Township Line Road
Havertown, PA 19083
COSTARS Participant

Supplier Name: PM Solutions
Contact(s): Deborah Bigelow-Crawford
Vendor Number: 308592
Contract Number: 4400001552
Phone Number: 484-450-0101
Business Address: 410 Township Line Road
Havertown, PA 19083
COSTARS Participant

Supplier Name: PM Solutions
Contact(s): Deborah Bigelow-Crawford
Vendor Number: 308592
Contract Number: 4400001552
Phone Number: 484-450-0101
Business Address: 410 Township Line Road
Havertown, PA 19083
COSTARS Participant

Supplier Name: PM Solutions
Contact(s): Deborah Bigelow-Crawford
Vendor Number: 308592
Contract Number: 4400001552
Phone Number: 484-450-0101
Business Address: 410 Township Line Road
Havertown, PA 19083
COSTARS Participant

Supplier Name: PM Solutions
Contact(s): Deborah Bigelow-Crawford
Vendor Number: 308592
Contract Number: 4400001552
Phone Number: 484-450-0101
Business Address: 410 Township Line Road
Havertown, PA 19083
COSTARS Participant

Supplier Name: PM Solutions
Contact(s): Deborah Bigelow-Crawford
Vendor Number: 308592
Contract Number: 4400001552
Phone Number: 484-450-0101
Business Address: 410 Township Line Road
Havertown, PA 19083
COSTARS Participant

Supplier Name: PM Solutions
Contact(s): Deborah Bigelow-Crawford
Vendor Number: 308592
Contract Number: 4400001552
Phone Number: 484-450-0101
Business Address: 410 Township Line Road
Havertown, PA 19083
COSTARS Participant

Supplier Name: PM Solutions
Contact(s): Deborah Bigelow-Crawford
Vendor Number: 308592
Contract Number: 4400001552
Phone Number: 484-450-0101
Business Address: 410 Township Line Road
Havertown, PA 19083
COSTARS Participant

Supplier Name: PM Solutions
Contact(s): Deborah Bigelow-Crawford
Vendor Number: 308592
Contract Number: 4400001552
Phone Number: 484-450-0101
Business Address: 410 Township Line Road
Havertown, PA 19083
COSTARS Participant

Supplier Name: PM Solutions
Contact(s): Deborah Bigelow-Crawford
Vendor Number: 308592
Contract Number: 4400001552
Phone Number: 484-450-0101
Business Address: 410 Township Line Road
Havertown, PA 19083
COSTARS Participant

Supplier Name: PM Solutions
Contact(s): Deborah Bigelow-Crawford
Vendor Number: 308592
Contract Number: 4400001552
Phone Number: 484-450-0101
Business Address: 410 Township Line Road
Havertown, PA 19083
COSTARS Participant

Supplier Name: Preferred Systems
Contact(s): Chevalier, Mike
Vendor Number: 157079
Contract Number: 4600011062
Phone Number(s): 888-455-7437
Business Address: 1341 West 6th Street
Erie, PA 16505
COSTARS Participant

Supplier Name: Preferred Systems
Contact(s): Chevalier, Mike
Vendor Number: 157079
Contract Number: 4600011062
Phone Number(s): 888-455-7437
Business Address: 1341 West 6th Street
Erie, PA 16505
COSTARS Participant

Supplier Name: Preferred Systems
Contact(s): Chevalier, Mike
Vendor Number: 157079
Contract Number: 4600011062
Phone Number(s): 888-455-7437
Business Address: 1341 West 6th Street
Erie, PA 16505
COSTARS Participant

Supplier Name: Preferred Systems Contact(s): Chevalier, Mike Vendor Number: 157079 Contract Number: 4600011062 Phone Number(s): 888-455-7437 Business Address: 1341 West 6th Street Erie, PA 16505 COSTARS Participant
Supplier Name: Preferred Systems Contact(s): Chevalier, Mike Vendor Number: 157079 Contract Number: 4600011062 Phone Number(s): 888-455-7437 Business Address: 1341 West 6th Street Erie, PA 16505 COSTARS Participant
Supplier Name: Preferred Systems Contact(s): Chevalier, Mike Vendor Number: 157079 Contract Number: 4600011062 Phone Number(s): 888-455-7437 Business Address: 1341 West 6th Street Erie, PA 16505 COSTARS Participant
Supplier Name: Preferred Systems Contact(s): Chevalier, Mike Vendor Number: 157079 Contract Number: 4600011062 Phone Number(s): 888-455-7437 Business Address: 1341 West 6th Street Erie, PA 16505 COSTARS Participant
Supplier Name: Preferred Systems Contact(s): Chevalier, Mike Vendor Number: 157079 Contract Number: 4600011062 Phone Number(s): 888-455-7437 Business Address: 1341 West 6th Street Erie, PA 16505 COSTARS Participant
Supplier Name: Preferred Systems Contact(s): Chevalier, Mike Vendor Number: 157079 Contract Number: 4600011062 Phone Number(s): 888-455-7437 Business Address: 1341 West 6th Street Erie, PA 16505 COSTARS Participant
Supplier Name: Preferred Systems Contact(s): Chevalier, Mike Vendor Number: 157079 Contract Number: 4600011062 Phone Number(s): 888-455-7437 Business Address: 1341 West 6th Street Erie, PA 16505 COSTARS Participant

Supplier Name: Preferred Systems Contact(s): Chevalier, Mike Vendor Number: 157079 Contract Number: 4600011062 Phone Number(s): 888-455-7437 Business Address: 1341 West 6th Street Erie, PA 16505 COSTARS Participant
Supplier Name: Preferred Systems Contact(s): Chevalier, Mike Vendor Number: 157079 Contract Number: 4600011062 Phone Number(s): 888-455-7437 Business Address: 1341 West 6th Street Erie, PA 16505 COSTARS Participant
Supplier Name: Preferred Systems Contact(s): Chevalier, Mike Vendor Number: 157079 Contract Number: 4600011062 Phone Number(s): 888-455-7437 Business Address: 1341 West 6th Street Erie, PA 16505 COSTARS Participant
Supplier Name: Preferred Systems Contact(s): Chevalier, Mike Vendor Number: 157079 Contract Number: 4600011062 Phone Number(s): 888-455-7437 Business Address: 1341 West 6th Street Erie, PA 16505 COSTARS Participant
Supplier Name: Preferred Systems Contact(s): Chevalier, Mike Vendor Number: 157079 Contract Number: 4600011062 Phone Number(s): 888-455-7437 Business Address: 1341 West 6th Street Erie, PA 16505 COSTARS Participant
Supplier Name: Preferred Systems Contact(s): Chevalier, Mike Vendor Number: 157079 Contract Number: 4600011062 Phone Number(s): 888-455-7437 Business Address: 1341 West 6th Street Erie, PA 16505 COSTARS Participant
Supplier Name: Preferred Systems Contact(s): Chevalier, Mike Vendor Number: 157079 Contract Number: 4600011062 Phone Number(s): 888-455-7437 Business Address: 1341 West 6th Street Erie, PA 16505 COSTARS Participant

Supplier Name: Preferred Systems Contact(s): Chevalier, Mike Vendor Number: 157079 Contract Number: 4600011062 Phone Number(s): 888-455-7437 Business Address: 1341 West 6th Street Erie, PA 16505 COSTARS Participant
Supplier Name: Preferred Systems Contact(s): Chevalier, Mike Vendor Number: 157079 Contract Number: 4600011062 Phone Number(s): 888-455-7437 Business Address: 1341 West 6th Street Erie, PA 16505 COSTARS Participant
Supplier Name: Preferred Systems Contact(s): Chevalier, Mike Vendor Number: 157079 Contract Number: 4600011062 Phone Number(s): 888-455-7437 Business Address: 1341 West 6th Street Erie, PA 16505 COSTARS Participant
Supplier Name: Preferred Systems Contact(s): Chevalier, Mike Vendor Number: 157079 Contract Number: 4600011062 Phone Number(s): 888-455-7437 Business Address: 1341 West 6th Street Erie, PA 16505 COSTARS Participant
Supplier Name: Preferred Systems Contact(s): Chevalier, Mike Vendor Number: 157079 Contract Number: 4600011062 Phone Number(s): 888-455-7437 Business Address: 1341 West 6th Street Erie, PA 16505 COSTARS Participant
Supplier Name: Preferred Systems Contact(s): Chevalier, Mike Vendor Number: 157079 Contract Number: 4600011062 Phone Number(s): 888-455-7437 Business Address: 1341 West 6th Street Erie, PA 16505 COSTARS Participant
Supplier Name: Preferred Systems Contact(s): Chevalier, Mike Vendor Number: 157079 Contract Number: 4600011062 Phone Number(s): 888-455-7437 Business Address: 1341 West 6th Street Erie, PA 16505 COSTARS Participant

Supplier Name: Preferred Systems Contact(s): Chevalier, Mike Vendor Number: 157079 Contract Number: 4600011062 Phone Number(s): 888-455-7437 Business Address: 1341 West 6th Street Erie, PA 16505 COSTARS Participant
Supplier Name: Preferred Systems Contact(s): Chevalier, Mike Vendor Number: 157079 Contract Number: 4600011062 Phone Number(s): 888-455-7437 Business Address: 1341 West 6th Street Erie, PA 16505 COSTARS Participant
Supplier Name: Preferred Systems Contact(s): Chevalier, Mike Vendor Number: 157079 Contract Number: 4600011062 Phone Number(s): 888-455-7437 Business Address: 1341 West 6th Street Erie, PA 16505 COSTARS Participant
Supplier Name: Preferred Systems Contact(s): Chevalier, Mike Vendor Number: 157079 Contract Number: 4600011062 Phone Number(s): 888-455-7437 Business Address: 1341 West 6th Street Erie, PA 16505 COSTARS Participant
Supplier Name: Preferred Systems Contact(s): Chevalier, Mike Vendor Number: 157079 Contract Number: 4600011062 Phone Number(s): 888-455-7437 Business Address: 1341 West 6th Street Erie, PA 16505 COSTARS Participant
Supplier Name: Preferred Systems Contact(s): Chevalier, Mike Vendor Number: 157079 Contract Number: 4600011062 Phone Number(s): 888-455-7437 Business Address: 1341 West 6th Street Erie, PA 16505 COSTARS Participant
Supplier Name: Preferred Systems Contact(s): Chevalier, Mike Vendor Number: 157079 Contract Number: 4600011062 Phone Number(s): 888-455-7437 Business Address: 1341 West 6th Street Erie, PA 16505 COSTARS Participant

Supplier Name: Preferred Systems Contact(s): Chevalier, Mike Vendor Number: 157079 Contract Number: 4600011062 Phone Number(s): 888-455-7437 Business Address: 1341 West 6th Street Erie, PA 16505 COSTARS Participant
Supplier Name: Preferred Systems Contact(s): Chevalier, Mike Vendor Number: 157079 Contract Number: 4600011062 Phone Number(s): 888-455-7437 Business Address: 1341 West 6th Street Erie, PA 16505 COSTARS Participant
Supplier Name: Preferred Systems Contact(s): Chevalier, Mike Vendor Number: 157079 Contract Number: 4600011062 Phone Number(s): 888-455-7437 Business Address: 1341 West 6th Street Erie, PA 16505 COSTARS Participant
Supplier Name: Preferred Systems Contact(s): Chevalier, Mike Vendor Number: 157079 Contract Number: 4600011062 Phone Number(s): 888-455-7437 Business Address: 1341 West 6th Street Erie, PA 16505 COSTARS Participant
Supplier Name: Preferred Systems Contact(s): Chevalier, Mike Vendor Number: 157079 Contract Number: 4600011062 Phone Number(s): 888-455-7437 Business Address: 1341 West 6th Street Erie, PA 16505 COSTARS Participant
Supplier Name: Preferred Systems Contact(s): Chevalier, Mike Vendor Number: 157079 Contract Number: 4600011062 Phone Number(s): 888-455-7437 Business Address: 1341 West 6th Street Erie, PA 16505 COSTARS Participant
Supplier Name: Preferred Systems Contact(s): Chevalier, Mike Vendor Number: 157079 Contract Number: 4600011062 Phone Number(s): 888-455-7437 Business Address: 1341 West 6th Street Erie, PA 16505 COSTARS Participant

Supplier Name: Preferred Systems Contact(s): Chevalier, Mike Vendor Number: 157079 Contract Number: 4600011062 Phone Number(s): 888-455-7437 Business Address: 1341 West 6th Street Erie, PA 16505 COSTARS Participant
Supplier Name: Preferred Systems Contact(s): Chevalier, Mike Vendor Number: 157079 Contract Number: 4600011062 Phone Number(s): 888-455-7437 Business Address: 1341 West 6th Street Erie, PA 16505 COSTARS Participant
Supplier Name: Preferred Systems Contact(s): Chevalier, Mike Vendor Number: 157079 Contract Number: 4600011062 Phone Number(s): 888-455-7437 Business Address: 1341 West 6th Street Erie, PA 16505 COSTARS Participant
Supplier Name: Preferred Systems Contact(s): Chevalier, Mike Vendor Number: 157079 Contract Number: 4600011062 Phone Number(s): 888-455-7437 Business Address: 1341 West 6th Street Erie, PA 16505 COSTARS Participant
Supplier Name: Preferred Systems Contact(s): Chevalier, Mike Vendor Number: 157079 Contract Number: 4600011062 Phone Number(s): 888-455-7437 Business Address: 1341 West 6th Street Erie, PA 16505 COSTARS Participant
Supplier Name: Preferred Systems Contact(s): Chevalier, Mike Vendor Number: 157079 Contract Number: 4600011062 Phone Number(s): 888-455-7437 Business Address: 1341 West 6th Street Erie, PA 16505 COSTARS Participant
Supplier Name: Preferred Systems Contact(s): Chevalier, Mike Vendor Number: 157079 Contract Number: 4600011062 Phone Number(s): 888-455-7437 Business Address: 1341 West 6th Street Erie, PA 16505 COSTARS Participant

Supplier Name: Preferred Systems Contact(s): Chevalier, Mike Vendor Number: 157079 Contract Number: 4600011062 Phone Number(s): 888-455-7437 Business Address: 1341 West 6th Street Erie, PA 16505 COSTARS Participant
Supplier Name: Preferred Systems Contact(s): Chevalier, Mike Vendor Number: 157079 Contract Number: 4600011062 Phone Number(s): 888-455-7437 Business Address: 1341 West 6th Street Erie, PA 16505 COSTARS Participant
Supplier Name: Preferred Systems Contact(s): Chevalier, Mike Vendor Number: 157079 Contract Number: 4600011062 Phone Number(s): 888-455-7437 Business Address: 1341 West 6th Street Erie, PA 16505 COSTARS Participant
Supplier Name: Preferred Systems Contact(s): Chevalier, Mike Vendor Number: 157079 Contract Number: 4600011062 Phone Number(s): 888-455-7437 Business Address: 1341 West 6th Street Erie, PA 16505 COSTARS Participant
Supplier Name: Preferred Systems Contact(s): Chevalier, Mike Vendor Number: 157079 Contract Number: 4600011062 Phone Number(s): 888-455-7437 Business Address: 1341 West 6th Street Erie, PA 16505 COSTARS Participant
Supplier Name: Preferred Systems Contact(s): Chevalier, Mike Vendor Number: 157079 Contract Number: 4600011062 Phone Number(s): 888-455-7437 Business Address: 1341 West 6th Street Erie, PA 16505 COSTARS Participant
Supplier Name: Preferred Systems Contact(s): Chevalier, Mike Vendor Number: 157079 Contract Number: 4600011062 Phone Number(s): 888-455-7437 Business Address: 1341 West 6th Street Erie, PA 16505 COSTARS Participant

Supplier Name: Preferred Systems Contact(s): Chevalier, Mike Vendor Number: 157079 Contract Number: 4600011062 Phone Number(s): 888-455-7437 Business Address: 1341 West 6th Street Erie, PA 16505 COSTARS Participant
Supplier Name: Preferred Systems Contact(s): Chevalier, Mike Vendor Number: 157079 Contract Number: 4600011062 Phone Number(s): 888-455-7437 Business Address: 1341 West 6th Street Erie, PA 16505 COSTARS Participant
Supplier Name: Preferred Systems Contact(s): Chevalier, Mike Vendor Number: 157079 Contract Number: 4600011062 Phone Number(s): 888-455-7437 Business Address: 1341 West 6th Street Erie, PA 16505 COSTARS Participant
Supplier Name: Preferred Systems Contact(s): Chevalier, Mike Vendor Number: 157079 Contract Number: 4600011062 Phone Number(s): 888-455-7437 Business Address: 1341 West 6th Street Erie, PA 16505 COSTARS Participant
Supplier Name: Preferred Systems Contact(s): Chevalier, Mike Vendor Number: 157079 Contract Number: 4600011062 Phone Number(s): 888-455-7437 Business Address: 1341 West 6th Street Erie, PA 16505 COSTARS Participant
Supplier Name: Preferred Systems Contact(s): Chevalier, Mike Vendor Number: 157079 Contract Number: 4600011062 Phone Number(s): 888-455-7437 Business Address: 1341 West 6th Street Erie, PA 16505 COSTARS Participant
Supplier Name: Preferred Systems Contact(s): Chevalier, Mike Vendor Number: 157079 Contract Number: 4600011062 Phone Number(s): 888-455-7437 Business Address: 1341 West 6th Street Erie, PA 16505 COSTARS Participant

Supplier Name: Preferred Systems Contact(s): Chevalier, Mike Vendor Number: 157079 Contract Number: 4600011062 Phone Number(s): 888-455-7437 Business Address: 1341 West 6th Street Erie, PA 16505 COSTARS Participant
Supplier Name: Preferred Systems Contact(s): Chevalier, Mike Vendor Number: 157079 Contract Number: 4600011062 Phone Number(s): 888-455-7437 Business Address: 1341 West 6th Street Erie, PA 16505 COSTARS Participant
Supplier Name: Preferred Systems Contact(s): Chevalier, Mike Vendor Number: 157079 Contract Number: 4600011062 Phone Number(s): 888-455-7437 Business Address: 1341 West 6th Street Erie, PA 16505 COSTARS Participant
Supplier Name: Preferred Systems Contact(s): Chevalier, Mike Vendor Number: 157079 Contract Number: 4600011062 Phone Number(s): 888-455-7437 Business Address: 1341 West 6th Street Erie, PA 16505 COSTARS Participant
Supplier Name: Preferred Systems Contact(s): Chevalier, Mike Vendor Number: 157079 Contract Number: 4600011062 Phone Number(s): 888-455-7437 Business Address: 1341 West 6th Street Erie, PA 16505 COSTARS Participant
Supplier Name: Preferred Systems Contact(s): Chevalier, Mike Vendor Number: 157079 Contract Number: 4600011062 Phone Number(s): 888-455-7437 Business Address: 1341 West 6th Street Erie, PA 16505 COSTARS Participant
Supplier Name: Preferred Systems Contact(s): Chevalier, Mike Vendor Number: 157079 Contract Number: 4600011062 Phone Number(s): 888-455-7437 Business Address: 1341 West 6th Street Erie, PA 16505 COSTARS Participant

Supplier Name: Preferred Systems Contact(s): Chevalier, Mike Vendor Number: 157079 Contract Number: 4600011062 Phone Number(s): 888-455-7437 Business Address: 1341 West 6th Street Erie, PA 16505 COSTARS Participant
Supplier Name: Preferred Systems Contact(s): Chevalier, Mike Vendor Number: 157079 Contract Number: 4600011062 Phone Number(s): 888-455-7437 Business Address: 1341 West 6th Street Erie, PA 16505 COSTARS Participant
Supplier Name: Preferred Systems Contact(s): Chevalier, Mike Vendor Number: 157079 Contract Number: 4600011062 Phone Number(s): 888-455-7437 Business Address: 1341 West 6th Street Erie, PA 16505 COSTARS Participant
Supplier Name: Preferred Systems Contact(s): Chevalier, Mike Vendor Number: 157079 Contract Number: 4600011062 Phone Number(s): 888-455-7437 Business Address: 1341 West 6th Street Erie, PA 16505 COSTARS Participant
Supplier Name: Preferred Systems Contact(s): Chevalier, Mike Vendor Number: 157079 Contract Number: 4600011062 Phone Number(s): 888-455-7437 Business Address: 1341 West 6th Street Erie, PA 16505 COSTARS Participant
Supplier Name: Preferred Systems Contact(s): Chevalier, Mike Vendor Number: 157079 Contract Number: 4600011062 Phone Number(s): 888-455-7437 Business Address: 1341 West 6th Street Erie, PA 16505 COSTARS Participant
Supplier Name: Preferred Systems Contact(s): Chevalier, Mike Vendor Number: 157079 Contract Number: 4600011062 Phone Number(s): 888-455-7437 Business Address: 1341 West 6th Street Erie, PA 16505 COSTARS Participant

Supplier Name: Preferred Systems Contact(s): Chevalier, Mike Vendor Number: 157079 Contract Number: 4600011062 Phone Number(s): 888-455-7437 Business Address: 1341 West 6th Street Erie, PA 16505 COSTARS Participant
Supplier Name: Preferred Systems Contact(s): Chevalier, Mike Vendor Number: 157079 Contract Number: 4600011062 Phone Number(s): 888-455-7437 Business Address: 1341 West 6th Street Erie, PA 16505 COSTARS Participant
Supplier Name: Preferred Systems Contact(s): Chevalier, Mike Vendor Number: 157079 Contract Number: 4600011062 Phone Number(s): 888-455-7437 Business Address: 1341 West 6th Street Erie, PA 16505 COSTARS Participant
Supplier Name: Pro-Visions Mgmt Contact(s): Villone, Joseph J. Vendor Number: 212485 Contract Number: 4600011184 Phone Number(s): 570-759-5682 Business Address: PO Box 67 Dalmatia, Pa 17014 COSTARS Participant
Supplier Name: Pro-Visions Mgmt Contact(s): Villone, Joseph J. Vendor Number: 212485 Contract Number: 4600011184 Phone Number(s): 570-759-5682 Business Address: PO Box 67 Dalmatia, Pa 17014 COSTARS Participant
Supplier Name: Pro-Visions Mgmt Contact(s): Villone, Joseph J. Vendor Number: 212485 Contract Number: 4600011184 Phone Number(s): 570-759-5682 Business Address: PO Box 67 Dalmatia, Pa 17014 COSTARS Participant

Supplier Name: Pro-Visions Mgmt Contact(s): Villone, Joseph J. Vendor Number: 212485 Contract Number: 4600011184 Phone Number(s): 570-759-5682 Business Address: PO Box 67 Dalmatia, Pa 17014 COSTARS Participant
Supplier Name: Pro-Visions Mgmt Contact(s): Villone, Joseph J. Vendor Number: 212485 Contract Number: 4600011184 Phone Number(s): 570-759-5682 Business Address: PO Box 67 Dalmatia, Pa 17014 COSTARS Participant
Supplier Name: Pro-Visions Mgmt Contact(s): Villone, Joseph J. Vendor Number: 212485 Contract Number: 4600011184 Phone Number(s): 570-759-5682 Business Address: PO Box 67 Dalmatia, Pa 17014 COSTARS Participant
Supplier Name: Pro-Visions Mgmt Contact(s): Villone, Joseph J. Vendor Number: 212485 Contract Number: 4600011184 Phone Number(s): 570-759-5682 Business Address: PO Box 67 Dalmatia, Pa 17014 COSTARS Participant
Supplier Name: Pro-Visions Mgmt Contact(s): Villone, Joseph J. Vendor Number: 212485 Contract Number: 4600011184 Phone Number(s): 570-759-5682 Business Address: PO Box 67 Dalmatia, Pa 17014 COSTARS Participant
Supplier Name: Pro-Visions Mgmt Contact(s): Villone, Joseph J. Vendor Number: 212485 Contract Number: 4600011184 Phone Number(s): 570-759-5682 Business Address: PO Box 67 Dalmatia, Pa 17014 COSTARS Participant
Supplier Name: Pro-Visions Mgmt Contact(s): Villone, Joseph J. Vendor Number: 212485 Contract Number: 4600011184 Phone Number(s): 570-759-5682 Business Address: PO Box 67 Dalmatia, Pa 17014 COSTARS Participant

Supplier Name: Pro-Visions Mgmt Contact(s): Villone, Joseph J. Vendor Number: 212485 Contract Number: 4600011184 Phone Number(s): 570-759-5682 Business Address: PO Box 67 Dalmatia, Pa 17014 COSTARS Participant
Supplier Name: Rachael M Johnson Contact(s): Rachael M Johnson Vendor Number: 309644 Contract Number: 4400001558 Phone Number(s): 814-371-9002 Business Address: 104 Main Street PO Box 647 Falls Creek, PA 15840 COSTARS Participant
Supplier Name: Reddick & Associates Contact(s): Reddick, Karen L. Vendor Number: 108408 Contract Number: 4600011063 Phone Number(s): 412-766-8936 Business Address: 3806 California Ave Pittsburgh, PA 15212 MWBE Certified
Supplier Name: Reddick & Associates Contact(s): Reddick, Karen L. Vendor Number: 108408 Contract Number: 4600011063 Phone Number(s): 412-766-8936 Business Address: 3806 California Ave Pittsburgh, PA 15212 MWBE Certified
Supplier Name: Reddick & Associates Contact(s): Reddick, Karen L. Vendor Number: 108408 Contract Number: 4600011063 Phone Number(s): 412-766-8936 Business Address: 3806 California Ave Pittsburgh, PA 15212 MWBE Certified
Supplier Name: Reddick & Associates Contact(s): Reddick, Karen L. Vendor Number: 108408 Contract Number: 4600011063 Phone Number(s): 412-766-8936 Business Address: 3806 California Ave Pittsburgh, PA 15212 MWBE Certified

Supplier Name: Reddick & Associates Contact(s): Reddick, Karen L. Vendor Number: 108408 Contract Number: 4600011063 Phone Number(s): 412-766-8936 Business Address: 3806 California Ave Pittsburgh, PA 15212 MWBE Certified
Supplier Name: Reddick & Associates Contact(s): Reddick, Karen L. Vendor Number: 108408 Contract Number: 4600011063 Phone Number(s): 412-766-8936 Business Address: 3806 California Ave Pittsburgh, PA 15212 MWBE Certified
Supplier Name: Reddick & Associates Contact(s): Reddick, Karen L. Vendor Number: 108408 Contract Number: 4600011063 Phone Number(s): 412-766-8936 Business Address: 3806 California Ave Pittsburgh, PA 15212 MWBE Certified
Supplier Name: Reddick & Associates Contact(s): Reddick, Karen L. Vendor Number: 108408 Contract Number: 4600011063 Phone Number(s): 412-766-8936 Business Address: 3806 California Ave Pittsburgh, PA 15212 MWBE Certified
Supplier Name: Reddick & Associates Contact(s): Reddick, Karen L. Vendor Number: 108408 Contract Number: 4600011063 Phone Number(s): 412-766-8936 Business Address: 3806 California Ave Pittsburgh, PA 15212 MWBE Certified
Supplier Name: Reddick & Associates Contact(s): Reddick, Karen L. Vendor Number: 108408 Contract Number: 4600011063 Phone Number(s): 412-766-8936 Business Address: 3806 California Ave Pittsburgh, PA 15212 MWBE Certified
Supplier Name: Reddick & Associates Contact(s): Reddick, Karen L. Vendor Number: 108408 Contract Number: 4600011063 Phone Number(s): 412-766-8936 Business Address: 3806 California Ave Pittsburgh, PA 15212 MWBE Certified

Supplier Name: Reddick & Associates Contact(s): Reddick, Karen L. Vendor Number: 108408 Contract Number: 4600011063 Phone Number(s): 412-766-8936 Business Address: 3806 California Ave Pittsburgh, PA 15212 MWBE Certified
Supplier Name: Reddick & Associates Contact(s): Reddick, Karen L. Vendor Number: 108408 Contract Number: 4600011063 Phone Number(s): 412-766-8936 Business Address: 3806 California Ave Pittsburgh, PA 15212 MWBE Certified
Supplier Name: Reddick & Associates Contact(s): Reddick, Karen L. Vendor Number: 108408 Contract Number: 4600011063 Phone Number(s): 412-766-8936 Business Address: 3806 California Ave Pittsburgh, PA 15212 MWBE Certified
Supplier Name: Reddick & Associates Contact(s): Reddick, Karen L. Vendor Number: 108408 Contract Number: 4600011063 Phone Number(s): 412-766-8936 Business Address: 3806 California Ave Pittsburgh, PA 15212 MWBE Certified
Supplier Name: Reddick & Associates Contact(s): Reddick, Karen L. Vendor Number: 108408 Contract Number: 4600011063 Phone Number(s): 412-766-8936 Business Address: 3806 California Ave Pittsburgh, PA 15212 MWBE Certified
Supplier Name: Reddick & Associates Contact(s): Reddick, Karen L. Vendor Number: 108408 Contract Number: 4600011063 Phone Number(s): 412-766-8936 Business Address: 3806 California Ave Pittsburgh, PA 15212 MWBE Certified
Supplier Name: Reddick & Associates Contact(s): Reddick, Karen L. Vendor Number: 108408 Contract Number: 4600011063 Phone Number(s): 412-766-8936 Business Address: 3806 California Ave Pittsburgh, PA 15212 MWBE Certified

Supplier Name: Reddick & Associates Contact(s): Reddick, Karen L. Vendor Number: 108408 Contract Number: 4600011063 Phone Number(s): 412-766-8936 Business Address: 3806 California Ave Pittsburgh, PA 15212 MWBE Certified
Supplier Name: Reddick & Associates Contact(s): Reddick, Karen L. Vendor Number: 108408 Contract Number: 4600011063 Phone Number(s): 412-766-8936 Business Address: 3806 California Ave Pittsburgh, PA 15212 MWBE Certified
Supplier Name: Reddick & Associates Contact(s): Reddick, Karen L. Vendor Number: 108408 Contract Number: 4600011063 Phone Number(s): 412-766-8936 Business Address: 3806 California Ave Pittsburgh, PA 15212 MWBE Certified
Supplier Name: Response Training Programs Contact(s): Alexandria A. Windcaller Vendor Number: 100846 Contract Number: 4400000291 Phone Number: 413-367-2485 Business Address: 708 Wendell Road Shutesbury, MA 01072 COSTARS Participant
Supplier Name: Response Training Programs Contact(s): Alexandria A. Windcaller Vendor Number: 100846 Contract Number: 4400000291 Phone Number: 413-367-2485 Business Address: 708 Wendell Road Shutesbury, MA 01072 COSTARS Participant
Supplier Name: ROI Training & Consulting Contact(s): Annarose Ingarra-Milch Vendor Number: 193453 Contract Number: 4400000888 Phone Number: 610-378-9499 Business Address: 1855 Alsace Road Reading, PA 19604 COSTARS Participant WBE Certified

Supplier Name: ROI Training & Consulting Contact(s): Annarose Ingarra-Milch Vendor Number: 193453 Contract Number: 4400000888 Phone Number: 610-378-9499 Business Address: 1855 Alsace Road Reading, PA 19604 COSTARS Participant WBE Certified
Supplier Name: ROI Training & Consulting Contact(s): Annarose Ingarra-Milch Vendor Number: 193453 Contract Number: 4400000888 Phone Number: 610-378-9499 Business Address: 1855 Alsace Road Reading, PA 19604 COSTARS Participant WBE Certified
Supplier Name: ROI Training & Consulting Contact(s): Annarose Ingarra-Milch Vendor Number: 193453 Contract Number: 4400000888 Phone Number: 610-378-9499 Business Address: 1855 Alsace Road Reading, PA 19604 COSTARS Participant WBE Certified
Supplier Name: ROI Training & Consulting Contact(s): Annarose Ingarra-Milch Vendor Number: 193453 Contract Number: 4400000888 Phone Number: 610-378-9499 Business Address: 1855 Alsace Road Reading, PA 19604 COSTARS Participant WBE Certified

Supplier Name: ROI Training & Consulting Contact(s): Annarose Ingarra-Milch Vendor Number: 193453 Contract Number: 4400000888 Phone Number: 610-378-9499 Business Address: 1855 Alsace Road Reading, PA 19604 COSTARS Participant WBE Certified
Supplier Name: ROI Training & Consulting Contact(s): Annarose Ingarra-Milch Vendor Number: 193453 Contract Number: 4400000888 Phone Number: 610-378-9499 Business Address: 1855 Alsace Road Reading, PA 19604 COSTARS Participant WBE Certified
Supplier Name: ROI Training & Consulting Contact(s): Annarose Ingarra-Milch Vendor Number: 193453 Contract Number: 4400000888 Phone Number: 610-378-9499 Business Address: 1855 Alsace Road Reading, PA 19604 COSTARS Participant WBE Certified
Supplier Name: ROI Training & Consulting Contact(s): Annarose Ingarra-Milch Vendor Number: 193453 Contract Number: 4400000888 Phone Number: 610-378-9499 Business Address: 1855 Alsace Road Reading, PA 19604 COSTARS Participant WBE Certified
Supplier Name: ROI Training & Consulting Contact(s): Annarose Ingarra-Milch Vendor Number: 193453 Contract Number: 4400000888 Phone Number: 610-378-9499 Business Address: 1855 Alsace Road Reading, PA 19604 COSTARS Participant WBE Certified

Supplier Name: ROI Training & Consulting Contact(s): Annarose Ingarra-Milch Vendor Number: 193453 Contract Number: 4400000888 Phone Number: 610-378-9499 Business Address: 1855 Alsace Road Reading, PA 19604 COSTARS Participant WBE Certified
Supplier Name: ROI Training & Consulting Contact(s): Annarose Ingarra-Milch Vendor Number: 193453 Contract Number: 4400000888 Phone Number: 610-378-9499 Business Address: 1855 Alsace Road Reading, PA 19604 COSTARS Participant WBE Certified
Supplier Name: ROI Training & Consulting Contact(s): Annarose Ingarra-Milch Vendor Number: 193453 Contract Number: 4400000888 Phone Number: 610-378-9499 Business Address: 1855 Alsace Road Reading, PA 19604 COSTARS Participant WBE Certified
Supplier Name: Rosemary Adiletto Contact(s): Rosemary Adiletto Vendor Number: 107795 Contract Number: 4400001535 Phone Number(s): 215-205-6437 Business Address: 113 Liberty Drive. Bensalem, PA 19020 COSTARS Participant
Supplier Name: Rosemary Adiletto Contact(s): Rosemary Adiletto Vendor Number: 107795 Contract Number: 4400001535 Phone Number(s): 215-205-6437 Business Address: 113 Liberty Drive. Bensalem, PA 19020 COSTARS Participant
Supplier Name: Rosemary Adiletto Contact(s): Rosemary Adiletto Vendor Number: 107795 Contract Number: 4400001535 Phone Number(s): 215-205-6437 Business Address: 113 Liberty Drive. Bensalem, PA 19020 COSTARS Participant

Supplier Name: Sabai DBA New Horizons Contact(s): Tom Pognpat Vendor Number: 157271 Contract Number: 4400001547 Phone Number: 717-791-0200 Business Address: 5095 Ritter Road Mechanicburg, PA 17050 COSTARS Participant
Supplier Name: Sabai DBA New Horizons Contact(s): Tom Pognpat Vendor Number: 157271 Contract Number: 4400001547 Phone Number: 717-791-0200 Business Address: 5095 Ritter Road Mechanicburg, PA 17050 COSTARS Participant
Supplier Name: Sabai DBA New Horizons Contact(s): Tom Pognpat Vendor Number: 157271 Contract Number: 4400001547 Phone Number: 717-791-0200 Business Address: 5095 Ritter Road Mechanicburg, PA 17050 COSTARS Participant
Supplier Name: Sabai DBA New Horizons Contact(s): Tom Pognpat Vendor Number: 157271 Contract Number: 4400001547 Phone Number: 717-791-0200 Business Address: 5095 Ritter Road Mechanicburg, PA 17050 COSTARS Participant
Supplier Name: Sabai DBA New Horizons Contact(s): Tom Pognpat Vendor Number: 157271 Contract Number: 4400001547 Phone Number: 717-791-0200 Business Address: 5095 Ritter Road Mechanicburg, PA 17050 COSTARS Participant
Supplier Name: Sabai DBA New Horizons Contact(s): Tom Pognpat Vendor Number: 157271 Contract Number: 4400001547 Phone Number: 717-791-0200 Business Address: 5095 Ritter Road Mechanicburg, PA 17050 COSTARS Participant

Supplier Name: Sand Associates Contact(s): Michael A. Sand Vendor Number: 310399 Contract Number: 4400001557 Phone Number: 717-238-5558 Business Address: 3560 Green Street Harrisburg, PA 17110 COSTARS Participant
Supplier Name: Sand Associates Contact(s): Michael A. Sand Vendor Number: 310399 Contract Number: 4400001557 Phone Number: 717-238-5558 Business Address: 3560 Green Street Harrisburg, PA 17110 COSTARS Participant
Supplier Name: Sand Associates Contact(s): Michael A. Sand Vendor Number: 310399 Contract Number: 4400001557 Phone Number: 717-238-5558 Business Address: 3560 Green Street Harrisburg, PA 17110 COSTARS Participant
Supplier Name: Sand Associates Contact(s): Michael A. Sand Vendor Number: 310399 Contract Number: 4400001557 Phone Number: 717-238-5558 Business Address: 3560 Green Street Harrisburg, PA 17110 COSTARS Participant
Supplier Name: Sand Associates Contact(s): Michael A. Sand Vendor Number: 310399 Contract Number: 4400001557 Phone Number: 717-238-5558 Business Address: 3560 Green Street Harrisburg, PA 17110 COSTARS Participant
Supplier Name: Sand Associates Contact(s): Michael A. Sand Vendor Number: 310399 Contract Number: 4400001557 Phone Number: 717-238-5558 Business Address: 3560 Green Street Harrisburg, PA 17110 COSTARS Participant

Supplier Name: Schaffer, Bruce Vendor Number: 111617 Contract Number: 4600011070 Phone Number(s): 215-628-9340 Business Address: 1621 Jarrettown Rd Drasher, PA 111617 COSTARS Participant
Supplier Name: Scientifically Sound Youth Contact(s): Beaufils, Vladimir Solutions Vendor Number: 206826 Contract Number: 4400000273 Phone Number(s): 717-286-1142 Business Address: 335 S wood Street Middletown, PA 17057 COSTARS Participant
Supplier Name: Scientifically Sound Youth Contact(s): Beaufils, Vladimir Solutions Vendor Number: 206826 Contract Number: 4400000273 Phone Number(s): 717-286-1142 Business Address: 335 S wood Street Middletown, PA 17057 COSTARS Participant
Supplier Name: Scientifically Sound Youth Contact(s): Beaufils, Vladimir Solutions Vendor Number: 206826 Contract Number: 4400000273 Phone Number(s): 717-286-1142 Business Address: 335 S wood Street Middletown, PA 17057 COSTARS Participant
Supplier Name: Scientifically Sound Youth Contact(s): Beaufils, Vladimir Solutions Vendor Number: 206826 Contract Number: 4400000273 Phone Number(s): 717-286-1142 Business Address: 335 S wood Street Middletown, PA 17057 COSTARS Participant
Supplier Name: Serco, Inc Contact(s): Al Stuart Vendor Number: 176703 Contract Number: 4400001042 Phone Number: 717-591-3835 Email Address: alfred.stuart@serco-na.com Business Address: 2650 Park Tower Dr Vienna, VA 22180-7384 COSTARS Participant

Supplier Name: Serco, Inc Contact(s): Al Stuart Vendor Number: 176703 Contract Number: 4400001042 Phone Number: 717-591-3835 Email Address: alfred.stuart@serco-na.com Business Address:2650 Park Tower Dr Vienna, VA 22180-7384 COSTARS Participant
Supplier Name: Serco, Inc Contact(s): Al Stuart Vendor Number: 176703 Contract Number: 4400001042 Phone Number: 717-591-3835 Email Address: alfred.stuart@serco-na.com Business Address:2650 Park Tower Dr Vienna, VA 22180-7384 COSTARS Participant
Supplier Name: Serco, Inc Contact(s): Al Stuart Vendor Number: 176703 Contract Number: 4400001042 Phone Number: 717-591-3835 Email Address: alfred.stuart@serco-na.com Business Address:2650 Park Tower Dr Vienna, VA 22180-7384 COSTARS Participant
Supplier Name: Serco, Inc Contact(s): Al Stuart Vendor Number: 176703 Contract Number: 4400001042 Phone Number: 717-591-3835 Email Address: alfred.stuart@serco-na.com Business Address:2650 Park Tower Dr Vienna, VA 22180-7384 COSTARS Participant
Supplier Name: Serco, Inc Contact(s): Al Stuart Vendor Number: 176703 Contract Number: 4400001042 Phone Number: 717-591-3835 Email Address: alfred.stuart@serco-na.com Business Address:2650 Park Tower Dr Vienna, VA 22180-7384 COSTARS Participant

Supplier Name: Serco, Inc Contact(s): Al Stuart Vendor Number: 176703 Contract Number: 4400001042 Phone Number: 717-591-3835 Email Address: alfred.stuart@serco-na.com Business Address:2650 Park Tower Dr Vienna, VA 22180-7384 COSTARS Participant
Supplier Name: Serco, Inc Contact(s): Al Stuart Vendor Number: 176703 Contract Number: 4400001042 Phone Number: 717-591-3835 Email Address: alfred.stuart@serco-na.com Business Address:2650 Park Tower Dr Vienna, VA 22180-7384 COSTARS Participant
Supplier Name: Serco, Inc Contact(s): Al Stuart Vendor Number: 176703 Contract Number: 4400001042 Phone Number: 717-591-3835 Email Address: alfred.stuart@serco-na.com Business Address:2650 Park Tower Dr Vienna, VA 22180-7384 COSTARS Participant
Supplier Name: Serco, Inc Contact(s): Al Stuart Vendor Number: 176703 Contract Number: 4400001042 Phone Number: 717-591-3835 Email Address: alfred.stuart@serco-na.com Business Address:2650 Park Tower Dr Vienna, VA 22180-7384 COSTARS Participant
Supplier Name: Serco, Inc Contact(s): Al Stuart Vendor Number: 176703 Contract Number: 4400001042 Phone Number: 717-591-3835 Email Address: alfred.stuart@serco-na.com Business Address:2650 Park Tower Dr Vienna, VA 22180-7384 COSTARS Participant

Supplier Name: Serco, Inc
Contact(s): Al Stuart
Vendor Number: 176703
Contract Number: 4400001042
Phone Number: 717-591-3835
Email Address: alfred.stuart@serco-na.com
Business Address:2650 Park Tower Dr
Vienna, VA 22180-7384
COSTARS Participant

Supplier Name: Serco, Inc
Contact(s): Al Stuart
Vendor Number: 176703
Contract Number: 4400001042
Phone Number: 717-591-3835
Email Address: alfred.stuart@serco-na.com
Business Address:2650 Park Tower Dr
Vienna, VA 22180-7384
COSTARS Participant

Supplier Name: Serco, Inc
Contact(s): Al Stuart
Vendor Number: 176703
Contract Number: 4400001042
Phone Number: 717-591-3835
Email Address: alfred.stuart@serco-na.com
Business Address:2650 Park Tower Dr
Vienna, VA 22180-7384
COSTARS Participant

Supplier Name: Serco, Inc
Contact(s): Al Stuart
Vendor Number: 176703
Contract Number: 4400001042
Phone Number: 717-591-3835
Email Address: alfred.stuart@serco-na.com
Business Address:2650 Park Tower Dr
Vienna, VA 22180-7384
COSTARS Participant

Supplier Name: Serco, Inc
Contact(s): Al Stuart
Vendor Number: 176703
Contract Number: 4400001042
Phone Number: 717-591-3835
Email Address: alfred.stuart@serco-na.com
Business Address:2650 Park Tower Dr
Vienna, VA 22180-7384
COSTARS Participant

Supplier Name: Serco, Inc Contact(s): Al Stuart Vendor Number: 176703 Contract Number: 4400001042 Phone Number: 717-591-3835 Email Address: alfred.stuart@serco-na.com Business Address:2650 Park Tower Dr Vienna, VA 22180-7384 COSTARS Participant
Supplier Name: Serco, Inc Contact(s): Al Stuart Vendor Number: 176703 Contract Number: 4400001042 Phone Number: 717-591-3835 Email Address: alfred.stuart@serco-na.com Business Address:2650 Park Tower Dr Vienna, VA 22180-7384 COSTARS Participant
Supplier Name: Serco, Inc Contact(s): Al Stuart Vendor Number: 176703 Contract Number: 4400001042 Phone Number: 717-591-3835 Email Address: alfred.stuart@serco-na.com Business Address:2650 Park Tower Dr Vienna, VA 22180-7384 COSTARS Participant
Supplier Name: Serco, Inc Contact(s): Al Stuart Vendor Number: 176703 Contract Number: 4400001042 Phone Number: 717-591-3835 Email Address: alfred.stuart@serco-na.com Business Address:2650 Park Tower Dr Vienna, VA 22180-7384 COSTARS Participant
Supplier Name: Serco, Inc Contact(s): Al Stuart Vendor Number: 176703 Contract Number: 4400001042 Phone Number: 717-591-3835 Email Address: alfred.stuart@serco-na.com Business Address:2650 Park Tower Dr Vienna, VA 22180-7384 COSTARS Participant

Supplier Name: Serco, Inc Contact(s): Al Stuart Vendor Number: 176703 Contract Number: 4400001042 Phone Number: 717-591-3835 Email Address: alfred.stuart@serco-na.com Business Address:2650 Park Tower Dr Vienna, VA 22180-7384 COSTARS Participant
Supplier Name: Serco, Inc Contact(s): Al Stuart Vendor Number: 176703 Contract Number: 4400001042 Phone Number: 717-591-3835 Email Address: alfred.stuart@serco-na.com Business Address:2650 Park Tower Dr Vienna, VA 22180-7384 COSTARS Participant
Supplier Name: Serco, Inc Contact(s): Al Stuart Vendor Number: 176703 Contract Number: 4400001042 Phone Number: 717-591-3835 Email Address: alfred.stuart@serco-na.com Business Address:2650 Park Tower Dr Vienna, VA 22180-7384 COSTARS Participant
Supplier Name: Serco, Inc Contact(s): Al Stuart Vendor Number: 176703 Contract Number: 4400001042 Phone Number: 717-591-3835 Email Address: alfred.stuart@serco-na.com Business Address:2650 Park Tower Dr Vienna, VA 22180-7384 COSTARS Participant
Supplier Name: Serco, Inc Contact(s): Al Stuart Vendor Number: 176703 Contract Number: 4400001042 Phone Number: 717-591-3835 Email Address: alfred.stuart@serco-na.com Business Address:2650 Park Tower Dr Vienna, VA 22180-7384 COSTARS Participant

Supplier Name: Serco, Inc Contact(s): Al Stuart Vendor Number: 176703 Contract Number: 4400001042 Phone Number: 717-591-3835 Email Address: alfred.stuart@serco-na.com Business Address:2650 Park Tower Dr Vienna, VA 22180-7384 COSTARS Participant
Supplier Name: Serco, Inc Contact(s): Al Stuart Vendor Number: 176703 Contract Number: 4400001042 Phone Number: 717-591-3835 Email Address: alfred.stuart@serco-na.com Business Address:2650 Park Tower Dr Vienna, VA 22180-7384 COSTARS Participant
Supplier Name: Servant Leadership Contact(s): Alfred Sanford Vendor Number: 178837 Contract Number: 4400000292 Phone Number: 215-636-0590 Business Address: 100 S. Broad, Suite 2100 Philadelphia, PA 19110 COSTARS Non-Participant
Supplier Name: Servant Leadership Contact(s): Alfred Sanford Vendor Number: 178837 Contract Number: 4400000292 Phone Number: 215-636-0590 Business Address: 100 S. Broad, Suite 2100 Philadelphia, PA 19110 COSTARS Non-Participant
Supplier Name: Servant Leadership Contact(s): Alfred Sanford Vendor Number: 178837 Contract Number: 4400000292 Phone Number: 215-636-0590 Business Address: 100 S. Broad, Suite 2100 Philadelphia, PA 19110 COSTARS Non-Participant

Supplier Name: Servant Leadership Contact(s): Alfred Sanford Vendor Number: 178837 Contract Number: 4400000292 Phone Number: 215-636-0590 Business Address: 100 S. Broad, Suite 2100 Philadelphia, PA 19110 COSTARS Non-Participant
Supplier Name: Servant Leadership Contact(s): Alfred Sanford Vendor Number: 178837 Contract Number: 4400000292 Phone Number: 215-636-0590 Business Address: 100 S. Broad, Suite 2100 Philadelphia, PA 19110 COSTARS Non-Participant
Supplier Name: Servant Leadership Contact(s): Alfred Sanford Vendor Number: 178837 Contract Number: 4400000292 Phone Number: 215-636-0590 Business Address: 100 S. Broad, Suite 2100 Philadelphia, PA 19110 COSTARS Non-Participant
Supplier Name: Servant Leadership Contact(s): Alfred Sanford Vendor Number: 178837 Contract Number: 4400000292 Phone Number: 215-636-0590 Business Address: 100 S. Broad, Suite 2100 Philadelphia, PA 19110 COSTARS Non-Participant
Supplier Name: Servant Leadership Contact(s): Alfred Sanford Vendor Number: 178837 Contract Number: 4400000292 Phone Number: 215-636-0590 Business Address: 100 S. Broad, Suite 2100 Philadelphia, PA 19110 COSTARS Non-Participant
Supplier Name: Servant Leadership Contact(s): Alfred Sanford Vendor Number: 178837 Contract Number: 4400000292 Phone Number: 215-636-0590 Business Address: 100 S. Broad, Suite 2100 Philadelphia, PA 19110 COSTARS Non-Participant
Supplier Name: Servant Leadership Contact(s): Alfred Sanford Vendor Number: 178837 Contract Number: 4400000292 Phone Number: 215-636-0590 Business Address: 100 S. Broad, Suite 2100 Philadelphia, PA 19110 COSTARS Non-Participant

Supplier Name: Servant Leadership Contact(s): Alfred Sanford Vendor Number: 178837 Contract Number: 4400000292 Phone Number: 215-636-0590 Business Address: 100 S. Broad, Suite 2100 Philadelphia, PA 19110 COSTARS Non-Participant
Supplier Name: Soloski, Sandra Vendor Number: 178185 Contract Number: 4600011064 Phone Number(s): 724-859-1958 Business Address: 114 Belltop Drive Kittanning, PA 16201 COSTARS Participant
Supplier Name: Soloski, Sandra Vendor Number: 178185 Contract Number: 4600011064 Phone Number(s): 724-859-1958 Business Address: 114 Belltop Drive Kittanning, PA 16201 COSTARS Participant
Supplier Name: Soloski, Sandra Vendor Number: 178185 Contract Number: 4600011064 Phone Number(s): 724-859-1958 Business Address: 114 Belltop Drive Kittanning, PA 16201 COSTARS Participant
Supplier Name: Soloski, Sandra Vendor Number: 178185 Contract Number: 4600011064 Phone Number(s): 724-859-1958 Business Address: 114 Belltop Drive Kittanning, PA 16201 COSTARS Participant
Supplier Name: Stephen Paesani Contact(s): Stephen Paesani Vendor Number: 311553 Contract Number: 4400001548 Phone Number(s): 215-923-2116 x289 215-981-0219 Business Address: 1901 JFK Blvd # 2225 Philadelphia, PA 19123 COSTARS Participant

Supplier Name: Stephen Paesani
Contact(s): Stephen Paesani
Vendor Number: 311553
Contract Number: 4400001548
Phone Number(s): 215-923-2116 x289
215-981-0219
Business Address: 1901 JFK Blvd
2225
Philadelphia, PA 19123

COSTARS Participant

Supplier Name: Stephen Paesani
Contact(s): Stephen Paesani
Vendor Number: 311553
Contract Number: 4400001548
Phone Number(s): 215-923-2116 x289
215-981-0219
Business Address: 1901 JFK Blvd
2225
Philadelphia, PA 19123

COSTARS Participant

Supplier Name: Sterling Institute
Contact(s): Craig A. Rasmussen
Vendor Number: 165893
Contract Number: 4400000294
Phone Number: 301-320-3585
Business Address: 11350 Random Hills RD, Suite 800
Fairfax, VA 22030

COSTARS Participant

Supplier Name: Sterling Institute
Contact(s): Craig A. Rasmussen
Vendor Number: 165893
Contract Number: 4400000294
Phone Number: 301-320-3585
Business Address: 11350 Random Hills RD, Suite 800
Fairfax, VA 22030

COSTARS Participant

Supplier Name: Sterling Institute Contact(s): Craig A. Rasmussen Vendor Number: 165893 Contract Number: 4400000294 Phone Number: 301-320-3585 Business Address: 11350 Random Hills RD, Suite 800 Fairfax, VA 22030 COSTARS Participant
Supplier Name: Sterling Institute Contact(s): Craig A. Rasmussen Vendor Number: 165893 Contract Number: 4400000294 Phone Number: 301-320-3585 Business Address: 11350 Random Hills RD, Suite 800 Fairfax, VA 22030 COSTARS Participant
Supplier Name: Sterling Institute Contact(s): Craig A. Rasmussen Vendor Number: 165893 Contract Number: 4400000294 Phone Number: 301-320-3585 Business Address: 11350 Random Hills RD, Suite 800 Fairfax, VA 22030 COSTARS Participant
Supplier Name: Sterling Institute Contact(s): Craig A. Rasmussen Vendor Number: 165893 Contract Number: 4400000294 Phone Number: 301-320-3585 Business Address: 11350 Random Hills RD, Suite 800 Fairfax, VA 22030 COSTARS Participant
Supplier Name: Sterling Institute Contact(s): Craig A. Rasmussen Vendor Number: 165893 Contract Number: 4400000294 Phone Number: 301-320-3585 Business Address: 11350 Random Hills RD, Suite 800 Fairfax, VA 22030 COSTARS Participant

Supplier Name: Sterling Institute
Contact(s): Craig A. Rasmussen
Vendor Number: 165893
Contract Number: 4400000294
Phone Number: 301-320-3585
Business Address: 11350 Random Hills RD, Suite 800
Fairfax, VA 22030
COSTARS Participant

Supplier Name: Sterling Institute
Contact(s): Craig A. Rasmussen
Vendor Number: 165893
Contract Number: 4400000294
Phone Number: 301-320-3585
Business Address: 11350 Random Hills RD, Suite 800
Fairfax, VA 22030
COSTARS Participant

Supplier Name: Sterling Institute
Contact(s): Craig A. Rasmussen
Vendor Number: 165893
Contract Number: 4400000294
Phone Number: 301-320-3585
Business Address: 11350 Random Hills RD, Suite 800
Fairfax, VA 22030
COSTARS Participant

Supplier Name: Sterling Institute
Contact(s): Craig A. Rasmussen
Vendor Number: 165893
Contract Number: 4400000294
Phone Number: 301-320-3585
Business Address: 11350 Random Hills RD, Suite 800
Fairfax, VA 22030
COSTARS Participant

Supplier Name: Sterling Institute
Contact(s): Craig A. Rasmussen
Vendor Number: 165893
Contract Number: 4400000294
Phone Number: 301-320-3585
Business Address: 11350 Random Hills RD, Suite 800
Fairfax, VA 22030
COSTARS Participant

Supplier Name: Sterling Institute
Contact(s): Craig A. Rasmussen
Vendor Number: 165893
Contract Number: 4400000294
Phone Number: 301-320-3585
Business Address: 11350 Random Hills RD, Suite 800
Fairfax, VA 22030
COSTARS Participant

Supplier Name: Sterling Institute
Contact(s): Craig A. Rasmussen
Vendor Number: 165893
Contract Number: 4400000294
Phone Number: 301-320-3585
Business Address: 11350 Random Hills RD, Suite 800
Fairfax, VA 22030
COSTARS Participant

Supplier Name: Sterling Institute
Contact(s): Craig A. Rasmussen
Vendor Number: 165893
Contract Number: 4400000294
Phone Number: 301-320-3585
Business Address: 11350 Random Hills RD, Suite 800
Fairfax, VA 22030
COSTARS Participant

Supplier Name: Sterling Institute
Contact(s): Craig A. Rasmussen
Vendor Number: 165893
Contract Number: 4400000294
Phone Number: 301-320-3585
Business Address: 11350 Random Hills RD, Suite 800
Fairfax, VA 22030
COSTARS Participant

<p>Supplier Name: Sterling Institute Contact(s): Craig A. Rasmussen Vendor Number: 165893 Contract Number: 4400000294 Phone Number: 301-320-3585 Business Address: 11350 Random Hills RD, Suite 800 Fairfax, VA 22030 COSTARS Participant</p>
<p>Supplier Name: Streamliners Contact(s): Jeanine Baron Vendor Number: 205066 Contract Number: 4400000892 Phone Number: 215-616-2660 Business Address: PO Box 672 Blue Bell, PA 19422 COSTARS Participant WBE Certified</p>
<p>Supplier Name: Streamliners Contact(s): Jeanine Baron Vendor Number: 205066 Contract Number: 4400000892 Phone Number: 215-616-2660 Business Address: PO Box 672 Blue Bell, PA 19422 COSTARS Participant WBE Certified</p>
<p>Supplier Name: Streamliners Contact(s): Jeanine Baron Vendor Number: 205066 Contract Number: 4400000892 Phone Number: 215-616-2660 Business Address: PO Box 672 Blue Bell, PA 19422 COSTARS Participant WBE Certified</p>
<p>Supplier Name: Susquehanna Rehabilitation Services Contact(s): Gregory P. Johnson Vendor Number: 130141 Contract Number: 4400000894 Phone Number: 800-836-3450 Business Address: 6500 Carlisle Pike – Suite B Mechanicsburg, PA 17055 COSTARS Participant</p>

Supplier Name: Susquehanna Rehabilitation Services Contact(s): Gregory P. Johnson Vendor Number: 130141 Contract Number: 4400000894 Phone Number: 800-836-3450 Business Address: 6500 Carlisle Pike – Suite B Mechanicsburg, PA 17055 COSTARS Participant
Supplier Name: Susquehanna Rehabilitation Services Contact(s): Gregory P. Johnson Vendor Number: 130141 Contract Number: 4400000894 Phone Number: 800-836-3450 Business Address: 6500 Carlisle Pike – Suite B Mechanicsburg, PA 17055 COSTARS Participant
Supplier Name: Susquehanna Rehabilitation Services Contact(s): Gregory P. Johnson Vendor Number: 130141 Contract Number: 4400000894 Phone Number: 800-836-3450 Business Address: 6500 Carlisle Pike – Suite B Mechanicsburg, PA 17055 COSTARS Participant
Supplier Name: Susquehanna Rehabilitation Services Contact(s): Gregory P. Johnson Vendor Number: 130141 Contract Number: 4400000894 Phone Number: 800-836-3450 Business Address: 6500 Carlisle Pike – Suite B Mechanicsburg, PA 17055 COSTARS Participant
Supplier Name: Susquehanna Rehabilitation Services Contact(s): Gregory P. Johnson Vendor Number: 130141 Contract Number: 4400000894 Phone Number: 800-836-3450 Business Address: 6500 Carlisle Pike – Suite B Mechanicsburg, PA 17055 COSTARS Participant
Supplier Name: Susquehanna Rehabilitation Services Contact(s): Gregory P. Johnson Vendor Number: 130141 Contract Number: 4400000894 Phone Number: 800-836-3450 Business Address: 6500 Carlisle Pike – Suite B Mechanicsburg, PA 17055 COSTARS Participant
Supplier Name: Susquehanna Rehabilitation Services Contact(s): Gregory P. Johnson Vendor Number: 130141 Contract Number: 4400000894 Phone Number: 800-836-3450 Business Address: 6500 Carlisle Pike – Suite B Mechanicsburg, PA 17055 COSTARS Participant

Supplier Name: Susquehanna Rehabilitation Services Contact(s): Gregory P. Johnson Vendor Number: 130141 Contract Number: 4400000894 Phone Number: 800-836-3450 Business Address: 6500 Carlisle Pike – Suite B Mechanicsburg, PA 17055 COSTARS Participant
Supplier Name: Susquehanna Rehabilitation Services Contact(s): Gregory P. Johnson Vendor Number: 130141 Contract Number: 4400000894 Phone Number: 800-836-3450 Business Address: 6500 Carlisle Pike – Suite B Mechanicsburg, PA 17055 COSTARS Participant
Supplier Name: Susquehanna Rehabilitation Services Contact(s): Gregory P. Johnson Vendor Number: 130141 Contract Number: 4400000894 Phone Number: 800-836-3450 Business Address: 6500 Carlisle Pike – Suite B Mechanicsburg, PA 17055 COSTARS Participant
Supplier Name: Susquehanna Rehabilitation Services Contact(s): Gregory P. Johnson Vendor Number: 130141 Contract Number: 4400000894 Phone Number: 800-836-3450 Business Address: 6500 Carlisle Pike – Suite B Mechanicsburg, PA 17055 COSTARS Participant
Supplier Name: Susquehanna Rehabilitation Services Contact(s): Gregory P. Johnson Vendor Number: 130141 Contract Number: 4400000894 Phone Number: 800-836-3450 Business Address: 6500 Carlisle Pike – Suite B Mechanicsburg, PA 17055 COSTARS Participant
Supplier Name: Susquehanna Rehabilitation Services Contact(s): Gregory P. Johnson Vendor Number: 130141 Contract Number: 4400000894 Phone Number: 800-836-3450 Business Address: 6500 Carlisle Pike – Suite B Mechanicsburg, PA 17055 COSTARS Participant
Supplier Name: Susquehanna Rehabilitation Services Contact(s): Gregory P. Johnson Vendor Number: 130141 Contract Number: 4400000894 Phone Number: 800-836-3450 Business Address: 6500 Carlisle Pike – Suite B Mechanicsburg, PA 17055 COSTARS Participant

Supplier Name: Susquehanna Rehabilitation Services Contact(s): Gregory P. Johnson Vendor Number: 130141 Contract Number: 4400000894 Phone Number: 800-836-3450 Business Address: 6500 Carlisle Pike – Suite B Mechanicsburg, PA 17055 COSTARS Participant
Supplier Name: Susquehanna Rehabilitation Services Contact(s): Gregory P. Johnson Vendor Number: 130141 Contract Number: 4400000894 Phone Number: 800-836-3450 Business Address: 6500 Carlisle Pike – Suite B Mechanicsburg, PA 17055 COSTARS Participant
Supplier Name: Susquehanna Rehabilitation Services Contact(s): Gregory P. Johnson Vendor Number: 130141 Contract Number: 4400000894 Phone Number: 800-836-3450 Business Address: 6500 Carlisle Pike – Suite B Mechanicsburg, PA 17055 COSTARS Participant
Supplier Name: Susquehanna Rehabilitation Services Contact(s): Gregory P. Johnson Vendor Number: 130141 Contract Number: 4400000894 Phone Number: 800-836-3450 Business Address: 6500 Carlisle Pike – Suite B Mechanicsburg, PA 17055 COSTARS Participant
Supplier Name: Susquehanna Rehabilitation Services Contact(s): Gregory P. Johnson Vendor Number: 130141 Contract Number: 4400000894 Phone Number: 800-836-3450 Business Address: 6500 Carlisle Pike – Suite B Mechanicsburg, PA 17055 COSTARS Participant
Supplier Name: Susquehanna Rehabilitation Services Contact(s): Gregory P. Johnson Vendor Number: 130141 Contract Number: 4400000894 Phone Number: 800-836-3450 Business Address: 6500 Carlisle Pike – Suite B Mechanicsburg, PA 17055 COSTARS Participant
Supplier Name: Susquehanna Rehabilitation Services Contact(s): Gregory P. Johnson Vendor Number: 130141 Contract Number: 4400000894 Phone Number: 800-836-3450 Business Address: 6500 Carlisle Pike – Suite B Mechanicsburg, PA 17055 COSTARS Participant

Supplier Name: Susquehanna Rehabilitation Services Contact(s): Gregory P. Johnson Vendor Number: 130141 Contract Number: 4400000894 Phone Number: 800-836-3450 Business Address: 6500 Carlisle Pike – Suite B Mechanicsburg, PA 17055 COSTARS Participant
Supplier Name: Susquehanna Township EMS Contact(s): Raumont J Barth Vendor Number: 121935 Contract Number: 4400000293 Phone Number: 717-545-0842 x11 Business Address: 108 Short St. Harrisburg, PA 17109 COSTARS Participant
Supplier Name: Susquehanna Township EMS Contact(s): Raumont J Barth Vendor Number: 121935 Contract Number: 4400000293 Phone Number: 717-545-0842 x11 Business Address: 108 Short St. Harrisburg, PA 17109 COSTARS Participant
Supplier Name: Susquehanna Township EMS Contact(s): Raumont J Barth Vendor Number: 121935 Contract Number: 4400000293 Phone Number: 717-545-0842 x11 Business Address: 108 Short St. Harrisburg, PA 17109 COSTARS Participant
Supplier Name: Susquehanna Township EMS Contact(s): Raumont J Barth Vendor Number: 121935 Contract Number: 4400000293 Phone Number: 717-545-0842 x11 Business Address: 108 Short St. Harrisburg, PA 17109 COSTARS Participant
Supplier Name: Susquehanna Township EMS Contact(s): Raumont J Barth Vendor Number: 121935 Contract Number: 4400000293 Phone Number: 717-545-0842 x11 Business Address: 108 Short St. Harrisburg, PA 17109 COSTARS Participant

Supplier Name: Susquehanna Township EMS Contact(s): Raumont J Barth Vendor Number: 121935 Contract Number: 4400000293 Phone Number: 717-545-0842 x11 Business Address: 108 Short St. Harrisburg, PA 17109 COSTARS Participant
Supplier Name: Sweeney Consultants Contact(s): Lula M. Sweeney Vendor Number: 185967 Contract Number: 4400000895 Phone Number: 724-468-1173 Business Address: 9 Louann Lane Delmont, PA 15626 COSTARS Participant MWBE Certified
Supplier Name: Sweeney Consultants Contact(s): Lula M. Sweeney Vendor Number: 185967 Contract Number: 4400000895 Phone Number: 724-468-1173 Business Address: 9 Louann Lane Delmont, PA 15626 COSTARS Participant MWBE Certified
Supplier Name: Sweeney Consultants Contact(s): Lula M. Sweeney Vendor Number: 185967 Contract Number: 4400000895 Phone Number: 724-468-1173 Business Address: 9 Louann Lane Delmont, PA 15626 COSTARS Participant MWBE Certified
Supplier Name: Sweeney Consultants Contact(s): Lula M. Sweeney Vendor Number: 185967 Contract Number: 4400000895 Phone Number: 724-468-1173 Business Address: 9 Louann Lane Delmont, PA 15626 COSTARS Participant MWBE Certified

Supplier Name: Sweeney Consultants Contact(s): Lula M. Sweeney Vendor Number: 185967 Contract Number: 4400000895 Phone Number: 724-468-1173 Business Address: 9 Louann Lane Delmont, PA 15626 COSTARS Participant MWBE Certified
Supplier Name: Sweeney Consultants Contact(s): Lula M. Sweeney Vendor Number: 185967 Contract Number: 4400000895 Phone Number: 724-468-1173 Business Address: 9 Louann Lane Delmont, PA 15626 COSTARS Participant MWBE Certified
Supplier Name: Sweeney Consultants Contact(s): Lula M. Sweeney Vendor Number: 185967 Contract Number: 4400000895 Phone Number: 724-468-1173 Business Address: 9 Louann Lane Delmont, PA 15626 COSTARS Participant MWBE Certified
Supplier Name: Sweeney Consultants Contact(s): Lula M. Sweeney Vendor Number: 185967 Contract Number: 4400000895 Phone Number: 724-468-1173 Business Address: 9 Louann Lane Delmont, PA 15626 COSTARS Participant MWBE Certified
Supplier Name: Sweeney Consultants Contact(s): Lula M. Sweeney Vendor Number: 185967 Contract Number: 4400000895 Phone Number: 724-468-1173 Business Address: 9 Louann Lane Delmont, PA 15626 COSTARS Participant MWBE Certified

Supplier Name: Sweeney Consultants Contact(s): Lula M. Sweeney Vendor Number: 185967 Contract Number: 4400000895 Phone Number: 724-468-1173 Business Address: 9 Louann Lane Delmont, PA 15626 COSTARS Participant MWBE Certified
Supplier Name: Sweeney Consultants Contact(s): Lula M. Sweeney Vendor Number: 185967 Contract Number: 4400000895 Phone Number: 724-468-1173 Business Address: 9 Louann Lane Delmont, PA 15626 COSTARS Participant MWBE Certified
Supplier Name: Sweeney Consultants Contact(s): Lula M. Sweeney Vendor Number: 185967 Contract Number: 4400000895 Phone Number: 724-468-1173 Business Address: 9 Louann Lane Delmont, PA 15626 COSTARS Participant MWBE Certified
Supplier Name: Sweeney Consultants Contact(s): Lula M. Sweeney Vendor Number: 185967 Contract Number: 4400000895 Phone Number: 724-468-1173 Business Address: 9 Louann Lane Delmont, PA 15626 COSTARS Participant MWBE Certified
Supplier Name: Sweeney Consultants Contact(s): Lula M. Sweeney Vendor Number: 185967 Contract Number: 4400000895 Phone Number: 724-468-1173 Business Address: 9 Louann Lane Delmont, PA 15626 COSTARS Participant MWBE Certified

<p>Supplier Name: Sweeney Consultants Contact(s): Lula M. Sweeney Vendor Number: 185967 Contract Number: 4400000895 Phone Number: 724-468-1173 Business Address: 9 Louann Lane Delmont, PA 15626 COSTARS Participant MWBE Certified</p>
<p>Supplier Name: Synchro Consulting Contact(s): Samuel Johnson Vendor Number: 214048 Contract Number: 4400000295 Phone Number: 517-324-5760 Business Address: 808 W. Lake Lansing Rd, Suite 204 East Lansing, MI 48823 COSTARS Participant</p>
<p>Supplier Name: Synchro Consulting Contact(s): Samuel Johnson Vendor Number: 214048 Contract Number: 4400000295 Phone Number: 517-324-5760 Business Address: 808 W. Lake Lansing Rd, Suite 204 East Lansing, MI 48823 COSTARS Participant</p>
<p>Supplier Name: Synchro Consulting Contact(s): Samuel Johnson Vendor Number: 214048 Contract Number: 4400000295 Phone Number: 517-324-5760 Business Address: 808 W. Lake Lansing Rd, Suite 204 East Lansing, MI 48823 COSTARS Participant</p>
<p>Supplier Name: Tarasevich, Susan L Vendor Number: 182349 Contract Number: 4400000803 Phone Number: 412-586-2575 Business Address: 1330 Breezewood Drive West Homestead, PA 15120 COSTARS Participant</p>
<p>Supplier Name: Tarasevich, Susan L Vendor Number: 182349 Contract Number: 4400000803 Phone Number: 412-586-2575 Business Address: 1330 Breezewood Drive West Homestead, PA 15120 COSTARS Participant</p>

Supplier Name: Tarasevich, Susan L Vendor Number: 182349 Contract Number: 4400000803 Phone Number: 412-586-2575 Business Address: 1330 Breezewood Drive West Homestead, PA 15120 COSTARS Participant
Supplier Name: Team Builders Training Services Contact(s): Dennis G. Mellott Vendor Number: 210482 Contract Number: 4400000302 Phone Number: 717-273-4331 Business Address: 450 Cumberland Street Lebanon, PA 17042 COSTARS Participant
Supplier Name: Team Builders Training Services Contact(s): Dennis G. Mellott Vendor Number: 210482 Contract Number: 4400000302 Phone Number: 717-273-4331 Business Address: 450 Cumberland Street Lebanon, PA 17042 COSTARS Participant
Supplier Name: Team Builders Training Services Contact(s): Dennis G. Mellott Vendor Number: 210482 Contract Number: 4400000302 Phone Number: 717-273-4331 Business Address: 450 Cumberland Street Lebanon, PA 17042 COSTARS Participant
Supplier Name: Team Builders Training Services Contact(s): Dennis G. Mellott Vendor Number: 210482 Contract Number: 4400000302 Phone Number: 717-273-4331 Business Address: 450 Cumberland Street Lebanon, PA 17042 COSTARS Participant
Supplier Name: The Bottom Line Business Consultants Contact(s): Robert J. Stupar Vendor Number: 149559 Contract Number: 4400000896 Phone Number: 412-481-0400 Business Address: 168 S 19th Street Pittsburgh, PA 15203 COSTARS Participant

Supplier Name: The Bottom Line Business Consultants Contact(s): Robert J. Stupar Vendor Number: 149559 Contract Number: 4400000896 Phone Number: 412-481-0400 Business Address: 168 S 19th Street Pittsburgh, PA 15203 COSTARS Participant
Supplier Name: The Bottom Line Business Consultants Contact(s): Robert J. Stupar Vendor Number: 149559 Contract Number: 4400000896 Phone Number: 412-481-0400 Business Address: 168 S 19th Street Pittsburgh, PA 15203 COSTARS Participant
Supplier Name: The Bottom Line Business Consultants Contact(s): Robert J. Stupar Vendor Number: 149559 Contract Number: 4400000896 Phone Number: 412-481-0400 Business Address: 168 S 19th Street Pittsburgh, PA 15203 COSTARS Participant
Supplier Name: The Gabriel Institute Vendor Number: 214840 Contract Number: 4400000288 Phone Number: 215-825-2500 Business Address: 1520 Locust St. –Suite 804 Philadelphia, PA 17102 COSTARS Participant WBE Certified
Supplier Name: The Gabriel Institute Vendor Number: 214840 Contract Number: 4400000288 Phone Number: 215-825-2500 Business Address: 1520 Locust St. –Suite 804 Philadelphia, PA 17102 COSTARS Participant WBE Certified
Supplier Name: The Gabriel Institute Vendor Number: 214840 Contract Number: 4400000288 Phone Number: 215-825-2500 Business Address: 1520 Locust St. –Suite 804 Philadelphia, PA 17102 COSTARS Participant WBE Certified

Supplier Name: The Gabriel Institute Vendor Number: 214840 Contract Number: 4400000288 Phone Number: 215-825-2500 Business Address: 1520 Locust St. –Suite 804 Philadelphia, PA 17102 COSTARS Participant WBE Certified
Supplier Name: The Gabriel Institute Vendor Number: 214840 Contract Number: 4400000288 Phone Number: 215-825-2500 Business Address: 1520 Locust St. –Suite 804 Philadelphia, PA 17102 COSTARS Participant WBE Certified
Supplier Name: The Gabriel Institute Vendor Number: 214840 Contract Number: 4400000288 Phone Number: 215-825-2500 Business Address: 1520 Locust St. –Suite 804 Philadelphia, PA 17102 COSTARS Participant WBE Certified
Supplier Name: The Gabriel Institute Vendor Number: 214840 Contract Number: 4400000288 Phone Number: 215-825-2500 Business Address: 1520 Locust St. –Suite 804 Philadelphia, PA 17102 COSTARS Participant WBE Certified
Supplier Name: The Gabriel Institute Vendor Number: 214840 Contract Number: 4400000288 Phone Number: 215-825-2500 Business Address: 1520 Locust St. –Suite 804 Philadelphia, PA 17102 COSTARS Participant WBE Certified
Supplier Name: The Gabriel Institute Vendor Number: 214840 Contract Number: 4400000288 Phone Number: 215-825-2500 Business Address: 1520 Locust St. –Suite 804 Philadelphia, PA 17102 COSTARS Participant WBE Certified
Supplier Name: The Gabriel Institute Vendor Number: 214840 Contract Number: 4400000288 Phone Number: 215-825-2500 Business Address: 1520 Locust St. –Suite 804 Philadelphia, PA 17102 COSTARS Participant WBE Certified

Supplier Name: The Gabriel Institute Vendor Number: 214840 Contract Number: 440000288 Phone Number: 215-825-2500 Business Address: 1520 Locust St. –Suite 804 Philadelphia, PA 17102 COSTARS Participant WBE Certified
Supplier Name: The Guidance Center Contact(s): Heidi Voccola Vendor Number: 149340 Contract Number: 4400001551 Phone Number(s): 814-776-1636 Business Address: 25 Morgan Ave PO Box 217 Ridgway, PA 15501 COSTARS Participant
Supplier Name: The Meduty Group Contact(s): Joyce Hicks Vendor Number: 306791 Contract Number: 4400000827 Phone Number: 770-801-8006 Email Address: jayehicks@charter.net Business Address: 4401 Ford Avenue 6th Fl Smyrna, Ga. 30080 COSTARS Participant
Supplier Name: The Meduty Group Contact(s): Joyce Hicks Vendor Number: 306791 Contract Number: 4400000827 Phone Number: 770-801-8006 Email Address: jayehicks@charter.net Business Address: 4401 Ford Avenue 6th Fl Smyrna, Ga. 30080 COSTARS Participant
Supplier Name: The Meduty Group Contact(s): Joyce Hicks Vendor Number: 306791 Contract Number: 4400000827 Phone Number: 770-801-8006 Email Address: jayehicks@charter.net Business Address: 4401 Ford Avenue 6th Fl Smyrna, Ga. 30080 COSTARS Participant

Supplier Name: The Meduty Group Contact(s): Joyce Hicks Vendor Number: 306791 Contract Number: 4400000827 Phone Number: 770-801-8006 Email Address: jayehicks@charter.net Business Address: 4401 Ford Avenue 6th Fl Smyrna, Ga. 30080 COSTARS Participant
Supplier Name: The Open Door Contact(s): Mercuri, Vince Vendor Number: 111641 Contract Number: 4600011065 Phone Number(s): 724-465-2605 ext. 14 Business Address: 52 Overlook Pl Cheswick, PA 15024 COSTARS Participant
Supplier Name: The Open Door Contact(s): Mercuri, Vince Vendor Number: 111641 Contract Number: 4600011065 Phone Number(s): 724-465-2605 ext. 14 Business Address: 52 Overlook Pl Cheswick, PA 15024 COSTARS Participant
Supplier Name: The Open Door Contact(s): Mercuri, Vince Vendor Number: 111641 Contract Number: 4600011065 Phone Number(s): 724-465-2605 ext. 14 Business Address: 52 Overlook Pl Cheswick, PA 15024 COSTARS Participant
Supplier Name: The Open Door Contact(s): Mercuri, Vince Vendor Number: 111641 Contract Number: 4600011065 Phone Number(s): 724-465-2605 ext. 14 Business Address: 52 Overlook Pl Cheswick, PA 15024 COSTARS Participant
Supplier Name: The Open Door Contact(s): Mercuri, Vince Vendor Number: 111641 Contract Number: 4600011065 Phone Number(s): 724-465-2605 ext. 14 Business Address: 52 Overlook Pl Cheswick, PA 15024 COSTARS Participant

Supplier Name: The Open Door Contact(s): Mercuri, Vince Vendor Number: 111641 Contract Number: 4600011065 Phone Number(s): 724-465-2605 ext. 14 Business Address: 52 Overlook PI Cheswick, PA 15024 COSTARS Participant
Supplier Name: The Pennsylvania State University (PSU) Contact(s): Erin Shannon Vendor Number: 141597 Contract Number: 4400000810 Phone Number: 717-772-3590 Email Address: erinshannon@psu.edu Business Address: 1010 North Seventh Street Harrisburg, PA 17102-1410 COSTARS Participant
Supplier Name: The Pennsylvania State University (PSU) Contact(s): Erin Shannon Vendor Number: 141597 Contract Number: 4400000810 Phone Number: 717-772-3590 Email Address: erinshannon@psu.edu Business Address: 1010 North Seventh Street Harrisburg, PA 17102-1410 COSTARS Participant
Supplier Name: The Pennsylvania State University (PSU) Contact(s): Erin Shannon Vendor Number: 141597 Contract Number: 4400000810 Phone Number: 717-772-3590 Email Address: erinshannon@psu.edu Business Address: 1010 North Seventh Street Harrisburg, PA 17102-1410 COSTARS Participant
Supplier Name: The Pennsylvania State University (PSU) Contact(s): Erin Shannon Vendor Number: 141597 Contract Number: 4400000810 Phone Number: 717-772-3590 Email Address: erinshannon@psu.edu Business Address: 1010 North Seventh Street Harrisburg, PA 17102-1410 COSTARS Participant

Supplier Name: The Pennsylvania State University (PSU)
Contact(s): Erin Shannon
Vendor Number: 141597
Contract Number: 4400000810
Phone Number: 717-772-3590
Email Address: erinshannon@psu.edu
Business Address: 1010 North Seventh Street
Harrisburg, PA 17102-1410
COSTARS Participant

Supplier Name: The Pennsylvania State University (PSU)
Contact(s): Erin Shannon
Vendor Number: 141597
Contract Number: 4400000810
Phone Number: 717-772-3590
Email Address: erinshannon@psu.edu
Business Address: 1010 North Seventh Street
Harrisburg, PA 17102-1410
COSTARS Participant

Supplier Name: The Pennsylvania State University (PSU)
Contact(s): Erin Shannon
Vendor Number: 141597
Contract Number: 4400000810
Phone Number: 717-772-3590
Email Address: erinshannon@psu.edu
Business Address: 1010 North Seventh Street
Harrisburg, PA 17102-1410
COSTARS Participant

Supplier Name: The Pennsylvania State University (PSU)
Contact(s): Erin Shannon
Vendor Number: 141597
Contract Number: 4400000810
Phone Number: 717-772-3590
Email Address: erinshannon@psu.edu
Business Address: 1010 North Seventh Street
Harrisburg, PA 17102-1410
COSTARS Participant

Supplier Name: The Pennsylvania State University (PSU) Contact(s): Erin Shannon Vendor Number: 141597 Contract Number: 4400000810 Phone Number: 717-772-3590 Email Address: erinshannon@psu.edu Business Address: 1010 North Seventh Street Harrisburg, PA 17102-1410 COSTARS Participant
Supplier Name: The Pennsylvania State University (PSU) Contact(s): Erin Shannon Vendor Number: 141597 Contract Number: 4400000810 Phone Number: 717-772-3590 Email Address: erinshannon@psu.edu Business Address: 1010 North Seventh Street Harrisburg, PA 17102-1410 COSTARS Participant
Supplier Name: The Pennsylvania State University (PSU) Contact(s): Erin Shannon Vendor Number: 141597 Contract Number: 4400000810 Phone Number: 717-772-3590 Email Address: erinshannon@psu.edu Business Address: 1010 North Seventh Street Harrisburg, PA 17102-1410 COSTARS Participant
Supplier Name: The Pennsylvania State University (PSU) Contact(s): Erin Shannon Vendor Number: 141597 Contract Number: 4400000810 Phone Number: 717-772-3590 Email Address: erinshannon@psu.edu Business Address: 1010 North Seventh Street Harrisburg, PA 17102-1410 COSTARS Participant
Supplier Name: The Pennsylvania State University (PSU) Contact(s): Erin Shannon Vendor Number: 141597 Contract Number: 4400000810 Phone Number: 717-772-3590 Email Address: erinshannon@psu.edu Business Address: 1010 North Seventh Street Harrisburg, PA 17102-1410 COSTARS Participant

Supplier Name: The Pennsylvania State University (PSU) Contact(s): Erin Shannon Vendor Number: 141597 Contract Number: 4400000810 Phone Number: 717-772-3590 Email Address: erinshannon@psu.edu Business Address: 1010 North Seventh Street Harrisburg, PA 17102-1410 COSTARS Participant
Supplier Name: The Pennsylvania State University (PSU) Contact(s): Erin Shannon Vendor Number: 141597 Contract Number: 4400000810 Phone Number: 717-772-3590 Email Address: erinshannon@psu.edu Business Address: 1010 North Seventh Street Harrisburg, PA 17102-1410 COSTARS Participant
Supplier Name: The Pennsylvania State University (PSU) Contact(s): Erin Shannon Vendor Number: 141597 Contract Number: 4400000810 Phone Number: 717-772-3590 Email Address: erinshannon@psu.edu Business Address: 1010 North Seventh Street Harrisburg, PA 17102-1410 COSTARS Participant
Supplier Name: The Pennsylvania State University (PSU) Contact(s): Erin Shannon Vendor Number: 141597 Contract Number: 4400000810 Phone Number: 717-772-3590 Email Address: erinshannon@psu.edu Business Address: 1010 North Seventh Street Harrisburg, PA 17102-1410 COSTARS Participant

Supplier Name: The Pennsylvania State University (PSU) Contact(s): Erin Shannon Vendor Number: 141597 Contract Number: 4400000810 Phone Number: 717-772-3590 Email Address: erinshannon@psu.edu Business Address: 1010 North Seventh Street Harrisburg, PA 17102-1410 COSTARS Participant
Supplier Name: The Pennsylvania State University (PSU) Contact(s): Erin Shannon Vendor Number: 141597 Contract Number: 4400000810 Phone Number: 717-772-3590 Email Address: erinshannon@psu.edu Business Address: 1010 North Seventh Street Harrisburg, PA 17102-1410 COSTARS Participant
Supplier Name: The Pennsylvania State University (PSU) Contact(s): Erin Shannon Vendor Number: 141597 Contract Number: 4400000810 Phone Number: 717-772-3590 Email Address: erinshannon@psu.edu Business Address: 1010 North Seventh Street Harrisburg, PA 17102-1410 COSTARS Participant
Supplier Name: The Pennsylvania State University (PSU) Contact(s): Erin Shannon Vendor Number: 141597 Contract Number: 4400000810 Phone Number: 717-772-3590 Email Address: erinshannon@psu.edu Business Address: 1010 North Seventh Street Harrisburg, PA 17102-1410 COSTARS Participant

Supplier Name: The Pennsylvania State University (PSU) Contact(s): Erin Shannon Vendor Number: 141597 Contract Number: 4400000810 Phone Number: 717-772-3590 Email Address: erinshannon@psu.edu Business Address: 1010 North Seventh Street Harrisburg, PA 17102-1410 COSTARS Participant
Supplier Name: The Pennsylvania State University (PSU) Contact(s): Erin Shannon Vendor Number: 141597 Contract Number: 4400000810 Phone Number: 717-772-3590 Email Address: erinshannon@psu.edu Business Address: 1010 North Seventh Street Harrisburg, PA 17102-1410 COSTARS Participant
Supplier Name: The Pennsylvania State University (PSU) Contact(s): Erin Shannon Vendor Number: 141597 Contract Number: 4400000810 Phone Number: 717-772-3590 Email Address: erinshannon@psu.edu Business Address: 1010 North Seventh Street Harrisburg, PA 17102-1410 COSTARS Participant
Supplier Name: The Pennsylvania State University (PSU) Contact(s): Erin Shannon Vendor Number: 141597 Contract Number: 4400000810 Phone Number: 717-772-3590 Email Address: erinshannon@psu.edu Business Address: 1010 North Seventh Street Harrisburg, PA 17102-1410 COSTARS Participant
Supplier Name: The Pennsylvania State University (PSU) Contact(s): Erin Shannon Vendor Number: 141597 Contract Number: 4400000810 Phone Number: 717-772-3590 Email Address: erinshannon@psu.edu Business Address: 1010 North Seventh Street Harrisburg, PA 17102-1410 COSTARS Participant
Supplier Name: The Pennsylvania State University (PSU) Contact(s): Erin Shannon Vendor Number: 141597 Contract Number: 4400000810 Phone Number: 717-772-3590 Email Address: erinshannon@psu.edu Business Address: 1010 North Seventh Street Harrisburg, PA 17102-1410 COSTARS Participant

Supplier Name: The Pennsylvania State University (PSU)
Contact(s): Erin Shannon
Vendor Number: 141597
Contract Number: 4400000810
Phone Number: 717-772-3590
Email Address: erinshannon@psu.edu
Business Address: 1010 North Seventh Street
Harrisburg, PA 17102-1410
COSTARS Participant

Supplier Name: The Pennsylvania State University (PSU)
Contact(s): Erin Shannon
Vendor Number: 141597
Contract Number: 4400000810
Phone Number: 717-772-3590
Email Address: erinshannon@psu.edu
Business Address: 1010 North Seventh Street
Harrisburg, PA 17102-1410
COSTARS Participant

Supplier Name: The Pennsylvania State University (PSU)
Contact(s): Erin Shannon
Vendor Number: 141597
Contract Number: 4400000810
Phone Number: 717-772-3590
Email Address: erinshannon@psu.edu
Business Address: 1010 North Seventh Street
Harrisburg, PA 17102-1410
COSTARS Participant

Supplier Name: The Receivable Management Services
Contact(s): Shelley Freiberg
Vendor Number: 174625
Contract Number: 4400000290
Phone Number: 330-659-1032
Business Address: 240 Emery St
Bethlehem, PA 18010-1981
COSTARS Participant

Supplier Name: The Receivable Management Services
Contact(s): Shelley Freiberg
Vendor Number: 174625
Contract Number: 4400000290
Phone Number: 330-659-1032
Business Address: 240 Emery St
Bethlehem, PA 18010-1981
COSTARS Participant

Supplier Name: The Receivable Management Services Contact(s): Shelley Freiberg Vendor Number: 174625 Contract Number: 4400000290 Phone Number: 330-659-1032 Business Address: 240 Emery St Bethlehem, PA 18010-1981 COSTARS Participant
Supplier Name: The Receivable Management Services Contact(s): Shelley Freiberg Vendor Number: 174625 Contract Number: 4400000290 Phone Number: 330-659-1032 Business Address: 240 Emery St Bethlehem, PA 18010-1981 COSTARS Participant
Supplier Name: The Team Approach Contact(s): Susan Stamm Vendor Number: 131176 Contract Number: 4400000307 Phone Number: 717-672-0425 Business Address: 2174 Old Philadelphia Pk Lancaster, PA 17602 COSTARS Participant
Supplier Name: The Team Approach Contact(s): Susan Stamm Vendor Number: 131176 Contract Number: 4400000307 Phone Number: 717-672-0425 Business Address: 2174 Old Philadelphia Pk Lancaster, PA 17602 COSTARS Participant
Supplier Name: The Team Approach Contact(s): Susan Stamm Vendor Number: 131176 Contract Number: 4400000307 Phone Number: 717-672-0425 Business Address: 2174 Old Philadelphia Pk Lancaster, PA 17602 COSTARS Participant

Supplier Name: The Team Approach
Contact(s): Susan Stamm
Vendor Number: 131176
Contract Number: 4400000307
Phone Number: 717-672-0425
Business Address: 2174 Old Philadelphia Pk
Lancaster, PA 17602
COSTARS Participant

Supplier Name: The Team Approach
Contact(s): Susan Stamm
Vendor Number: 131176
Contract Number: 4400000307
Phone Number: 717-672-0425
Business Address: 2174 Old Philadelphia Pk
Lancaster, PA 17602
COSTARS Participant

Supplier Name: The Team Approach
Contact(s): Susan Stamm
Vendor Number: 131176
Contract Number: 4400000307
Phone Number: 717-672-0425
Business Address: 2174 Old Philadelphia Pk
Lancaster, PA 17602
COSTARS Participant

Supplier Name: The Team Approach
Contact(s): Susan Stamm
Vendor Number: 131176
Contract Number: 4400000307
Phone Number: 717-672-0425
Business Address: 2174 Old Philadelphia Pk
Lancaster, PA 17602
COSTARS Participant

Supplier Name: The Team Approach
Contact(s): Susan Stamm
Vendor Number: 131176
Contract Number: 4400000307
Phone Number: 717-672-0425
Business Address: 2174 Old Philadelphia Pk
Lancaster, PA 17602
COSTARS Participant

Supplier Name: The Team Approach
Contact(s): Susan Stamm
Vendor Number: 131176
Contract Number: 4400000307
Phone Number: 717-672-0425
Business Address: 2174 Old Philadelphia Pk
Lancaster, PA 17602
COSTARS Participant

Supplier Name: The Team Approach
Contact(s): Susan Stamm
Vendor Number: 131176
Contract Number: 4400000307
Phone Number: 717-672-0425
Business Address: 2174 Old Philadelphia Pk
Lancaster, PA 17602
COSTARS Participant

Supplier Name: The Team Approach
Contact(s): Susan Stamm
Vendor Number: 131176
Contract Number: 4400000307
Phone Number: 717-672-0425
Business Address: 2174 Old Philadelphia Pk
Lancaster, PA 17602
COSTARS Participant

Supplier Name: The Team Approach
Contact(s): Susan Stamm
Vendor Number: 131176
Contract Number: 4400000307
Phone Number: 717-672-0425
Business Address: 2174 Old Philadelphia Pk
Lancaster, PA 17602
COSTARS Participant

Supplier Name: The Team Approach
Contact(s): Susan Stamm
Vendor Number: 131176
Contract Number: 4400000307
Phone Number: 717-672-0425
Business Address: 2174 Old Philadelphia Pk
Lancaster, PA 17602
COSTARS Participant

Supplier Name: The Team Approach Contact(s): Susan Stamm Vendor Number: 131176 Contract Number: 4400000307 Phone Number: 717-672-0425 Business Address: 2174 Old Philadelphia Pk Lancaster, PA 17602 COSTARS Participant
Supplier Name: The Team Approach Contact(s): Susan Stamm Vendor Number: 131176 Contract Number: 4400000307 Phone Number: 717-672-0425 Business Address: 2174 Old Philadelphia Pk Lancaster, PA 17602 COSTARS Participant
Supplier Name: The Team Approach Contact(s): Susan Stamm Vendor Number: 131176 Contract Number: 4400000307 Phone Number: 717-672-0425 Business Address: 2174 Old Philadelphia Pk Lancaster, PA 17602 COSTARS Participant
Supplier Name: The Team Approach Contact(s): Susan Stamm Vendor Number: 131176 Contract Number: 4400000307 Phone Number: 717-672-0425 Business Address: 2174 Old Philadelphia Pk Lancaster, PA 17602 COSTARS Participant
Supplier Name: The Team Approach Contact(s): Susan Stamm Vendor Number: 131176 Contract Number: 4400000307 Phone Number: 717-672-0425 Business Address: 2174 Old Philadelphia Pk Lancaster, PA 17602 COSTARS Participant
Supplier Name: The Team Approach Contact(s): Susan Stamm Vendor Number: 131176 Contract Number: 4400000307 Phone Number: 717-672-0425 Business Address: 2174 Old Philadelphia Pk Lancaster, PA 17602 COSTARS Participant

Supplier Name: The Team Approach
Contact(s): Susan Stamm
Vendor Number: 131176
Contract Number: 4400000307
Phone Number: 717-672-0425
Business Address: 2174 Old Philadelphia Pk
Lancaster, PA 17602
COSTARS Participant

Supplier Name: The Team Approach
Contact(s): Susan Stamm
Vendor Number: 131176
Contract Number: 4400000307
Phone Number: 717-672-0425
Business Address: 2174 Old Philadelphia Pk
Lancaster, PA 17602
COSTARS Participant

Supplier Name: The Team Approach
Contact(s): Susan Stamm
Vendor Number: 131176
Contract Number: 4400000307
Phone Number: 717-672-0425
Business Address: 2174 Old Philadelphia Pk
Lancaster, PA 17602
COSTARS Participant

Supplier Name: The Team Approach
Contact(s): Susan Stamm
Vendor Number: 131176
Contract Number: 4400000307
Phone Number: 717-672-0425
Business Address: 2174 Old Philadelphia Pk
Lancaster, PA 17602
COSTARS Participant

Supplier Name: The Team Approach
Contact(s): Susan Stamm
Vendor Number: 131176
Contract Number: 4400000307
Phone Number: 717-672-0425
Business Address: 2174 Old Philadelphia Pk
Lancaster, PA 17602
COSTARS Participant

Supplier Name: The Team Approach
Contact(s): Susan Stamm
Vendor Number: 131176
Contract Number: 4400000307
Phone Number: 717-672-0425
Business Address: 2174 Old Philadelphia Pk
Lancaster, PA 17602
COSTARS Participant

Supplier Name: The Team Approach
Contact(s): Susan Stamm
Vendor Number: 131176
Contract Number: 4400000307
Phone Number: 717-672-0425
Business Address: 2174 Old Philadelphia Pk
Lancaster, PA 17602
COSTARS Participant

Supplier Name: The Team Approach
Contact(s): Susan Stamm
Vendor Number: 131176
Contract Number: 4400000307
Phone Number: 717-672-0425
Business Address: 2174 Old Philadelphia Pk
Lancaster, PA 17602
COSTARS Participant

Supplier Name: The Team Approach
Contact(s): Susan Stamm
Vendor Number: 131176
Contract Number: 4400000307
Phone Number: 717-672-0425
Business Address: 2174 Old Philadelphia Pk
Lancaster, PA 17602
COSTARS Participant

Supplier Name: The Team Approach
Contact(s): Susan Stamm
Vendor Number: 131176
Contract Number: 4400000307
Phone Number: 717-672-0425
Business Address: 2174 Old Philadelphia Pk
Lancaster, PA 17602
COSTARS Participant

Supplier Name: The Team Approach
Contact(s): Susan Stamm
Vendor Number: 131176
Contract Number: 4400000307
Phone Number: 717-672-0425
Business Address: 2174 Old Philadelphia Pk
Lancaster, PA 17602
COSTARS Participant

Supplier Name: The Team Approach
Contact(s): Susan Stamm
Vendor Number: 131176
Contract Number: 4400000307
Phone Number: 717-672-0425
Business Address: 2174 Old Philadelphia Pk
Lancaster, PA 17602
COSTARS Participant

Supplier Name: The Team Approach
Contact(s): Susan Stamm
Vendor Number: 131176
Contract Number: 4400000307
Phone Number: 717-672-0425
Business Address: 2174 Old Philadelphia Pk
Lancaster, PA 17602
COSTARS Participant

Supplier Name: The Weinstein Firm
Contact(s): Deborah Weinstein
Vendor Number: 204623
Contract Number: 4400000305
Phone Number: 215-636-0616
Business Address: 1800 JFK Blvd., Suite 1720
Philadelphia, PA 19103-7412
COSTARS Participant
WBE Certified

Supplier Name: The Wellness Connection
Contact(s): Celeen Miller
Vendor Number: 207740
Contract Number: 4400000899
Phone Number: 215-249-3619
Business Address: 764 Bucks Road
Perkasie, PA 18944
COSTARS Participant
WBE Certified

Supplier Name: theLINDERgroup
Contact(s): Kristin Linder
Vendor Number: 210127
Contract Number: 4400000897
Phone Number: 610-825-8939
Business Address: 110 Lemonton Way
Radnor, PA 19087
COSTARS Participant
WBE Certified

Supplier Name: theLINDERgroup
Contact(s): Kristin Linder
Vendor Number: 210127
Contract Number: 4400000897
Phone Number: 610-825-8939
Business Address: 110 Lemonton Way
Radnor, PA 19087
COSTARS Participant
WBE Certified

Supplier Name: theLINDERgroup Contact(s): Kristin Linder Vendor Number: 210127 Contract Number: 44000000897 Phone Number: 610-825-8939 Business Address: 110 Lemonton Way Radnor, PA 19087 COSTARS Participant WBE Certified
Supplier Name: theLINDERgroup Contact(s): Kristin Linder Vendor Number: 210127 Contract Number: 44000000897 Phone Number: 610-825-8939 Business Address: 110 Lemonton Way Radnor, PA 19087 COSTARS Participant WBE Certified
Supplier Name: theLINDERgroup Contact(s): Kristin Linder Vendor Number: 210127 Contract Number: 44000000897 Phone Number: 610-825-8939 Business Address: 110 Lemonton Way Radnor, PA 19087 COSTARS Participant WBE Certified
Supplier Name: theLINDERgroup Contact(s): Kristin Linder Vendor Number: 210127 Contract Number: 44000000897 Phone Number: 610-825-8939 Business Address: 110 Lemonton Way Radnor, PA 19087 COSTARS Participant WBE Certified
Supplier Name: theLINDERgroup Contact(s): Kristin Linder Vendor Number: 210127 Contract Number: 44000000897 Phone Number: 610-825-8939 Business Address: 110 Lemonton Way Radnor, PA 19087 COSTARS Participant WBE Certified

Supplier Name: theLINDERgroup Contact(s): Kristin Linder Vendor Number: 210127 Contract Number: 44000000897 Phone Number: 610-825-8939 Business Address: 110 Lemonton Way Radnor, PA 19087 COSTARS Participant WBE Certified
Supplier Name: theLINDERgroup Contact(s): Kristin Linder Vendor Number: 210127 Contract Number: 44000000897 Phone Number: 610-825-8939 Business Address: 110 Lemonton Way Radnor, PA 19087 COSTARS Participant WBE Certified
Supplier Name: theLINDERgroup Contact(s): Kristin Linder Vendor Number: 210127 Contract Number: 44000000897 Phone Number: 610-825-8939 Business Address: 110 Lemonton Way Radnor, PA 19087 COSTARS Participant WBE Certified
Supplier Name: theLINDERgroup Contact(s): Kristin Linder Vendor Number: 210127 Contract Number: 44000000897 Phone Number: 610-825-8939 Business Address: 110 Lemonton Way Radnor, PA 19087 COSTARS Participant WBE Certified

Supplier Name: theLINDERgroup
Contact(s): Kristin Linder
Vendor Number: 210127
Contract Number: 44000000897
Phone Number: 610-825-8939
Business Address: 110 Lemonton Way
Radnor, PA 19087
COSTARS Participant
WBE Certified

Supplier Name: theLINDERgroup
Contact(s): Kristin Linder
Vendor Number: 210127
Contract Number: 44000000897
Phone Number: 610-825-8939
Business Address: 110 Lemonton Way
Radnor, PA 19087
COSTARS Participant
WBE Certified

Supplier Name: theLINDERgroup
Contact(s): Kristin Linder
Vendor Number: 210127
Contract Number: 44000000897
Phone Number: 610-825-8939
Business Address: 110 Lemonton Way
Radnor, PA 19087
COSTARS Participant
WBE Certified

Supplier Name: Totally Organized
Contact(s): Janet Taylor, Christine Lewis Varley
Vendor Number: 193998
Contract Number: 4400000303
Phone Number: 215-229-7232
Business Address: PO Box 54091
Philadelphia, PA 19105
COSTARS Participant
MWBE Certified

Supplier Name: Totally Organized Contact(s): Janet Taylor, Christine Lewis Varley Vendor Number: 193998 Contract Number: 4400000303 Phone Number: 215-229-7232 Business Address: PO Box 54091 Philadelphia, PA 19105 COSTARS Participant MWBE Certified
Supplier Name: Totally Organized Contact(s): Janet Taylor, Christine Lewis Varley Vendor Number: 193998 Contract Number: 4400000303 Phone Number: 215-229-7232 Business Address: PO Box 54091 Philadelphia, PA 19105 COSTARS Participant MWBE Certified
Supplier Name: Totally Organized Contact(s): Janet Taylor, Christine Lewis Varley Vendor Number: 193998 Contract Number: 4400000303 Phone Number: 215-229-7232 Business Address: PO Box 54091 Philadelphia, PA 19105 COSTARS Participant MWBE Certified
Supplier Name: Totally Organized Contact(s): Janet Taylor, Christine Lewis Varley Vendor Number: 193998 Contract Number: 4400000303 Phone Number: 215-229-7232 Business Address: PO Box 54091 Philadelphia, PA 19105 COSTARS Participant MWBE Certified
Supplier Name: Totally Organized Contact(s): Janet Taylor, Christine Lewis Varley Vendor Number: 193998 Contract Number: 4400000303 Phone Number: 215-229-7232 Business Address: PO Box 54091 Philadelphia, PA 19105 COSTARS Participant MWBE Certified

Supplier Name: Totally Organized Contact(s): Janet Taylor, Christine Lewis Varley Vendor Number: 193998 Contract Number: 4400000303 Phone Number: 215-229-7232 Business Address: PO Box 54091 Philadelphia, PA 19105 COSTARS Participant MWBE Certified
Supplier Name: Totally Organized Contact(s): Janet Taylor, Christine Lewis Varley Vendor Number: 193998 Contract Number: 4400000303 Phone Number: 215-229-7232 Business Address: PO Box 54091 Philadelphia, PA 19105 COSTARS Participant MWBE Certified
Supplier Name: Totally Organized Contact(s): Janet Taylor, Christine Lewis Varley Vendor Number: 193998 Contract Number: 4400000303 Phone Number: 215-229-7232 Business Address: PO Box 54091 Philadelphia, PA 19105 COSTARS Participant MWBE Certified
Supplier Name: Totally Organized Contact(s): Janet Taylor, Christine Lewis Varley Vendor Number: 193998 Contract Number: 4400000303 Phone Number: 215-229-7232 Business Address: PO Box 54091 Philadelphia, PA 19105 COSTARS Participant MWBE Certified
Supplier Name: Totally Organized Contact(s): Janet Taylor, Christine Lewis Varley Vendor Number: 193998 Contract Number: 4400000303 Phone Number: 215-229-7232 Business Address: PO Box 54091 Philadelphia, PA 19105 COSTARS Participant MWBE Certified

Supplier Name: TQS Contact(s): Lisa Zottola Vendor Number: 159295-000 Contract Number: 4400000900 Phone Number: 412-968-9101 Business Address: 1382 Old Freeport Road Pittsburgh, PA 1538 COSTARS Participant WBE Certified
Supplier Name: TQS Contact(s): Lisa Zottola Vendor Number: 159295-000 Contract Number: 4400000900 Phone Number: 412-968-9101 Business Address: 1382 Old Freeport Road Pittsburgh, PA 1538 COSTARS Participant WBE Certified
Supplier Name: TQS Contact(s): Lisa Zottola Vendor Number: 159295-000 Contract Number: 4400000900 Phone Number: 412-968-9101 Business Address: 1382 Old Freeport Road Pittsburgh, PA 1538 COSTARS Participant WBE Certified
Supplier Name: TQS Contact(s): Lisa Zottola Vendor Number: 159295-000 Contract Number: 4400000900 Phone Number: 412-968-9101 Business Address: 1382 Old Freeport Road Pittsburgh, PA 1538 COSTARS Participant WBE Certified
Supplier Name: TQS Contact(s): Lisa Zottola Vendor Number: 159295-000 Contract Number: 4400000900 Phone Number: 412-968-9101 Business Address: 1382 Old Freeport Road Pittsburgh, PA 1538 COSTARS Participant WBE Certified

Supplier Name: TQS Contact(s): Lisa Zottola Vendor Number: 159295-000 Contract Number: 4400000900 Phone Number: 412-968-9101 Business Address: 1382 Old Freeport Road Pittsburgh, PA 1538 COSTARS Participant WBE Certified
Supplier Name: TQS Contact(s): Lisa Zottola Vendor Number: 159295-000 Contract Number: 4400000900 Phone Number: 412-968-9101 Business Address: 1382 Old Freeport Road Pittsburgh, PA 1538 COSTARS Participant WBE Certified
Supplier Name: TQS Contact(s): Lisa Zottola Vendor Number: 159295-000 Contract Number: 4400000900 Phone Number: 412-968-9101 Business Address: 1382 Old Freeport Road Pittsburgh, PA 1538 COSTARS Participant WBE Certified
Supplier Name: TQS Contact(s): Lisa Zottola Vendor Number: 159295-000 Contract Number: 4400000900 Phone Number: 412-968-9101 Business Address: 1382 Old Freeport Road Pittsburgh, PA 1538 COSTARS Participant WBE Certified
Supplier Name: TQS Contact(s): Lisa Zottola Vendor Number: 159295-000 Contract Number: 4400000900 Phone Number: 412-968-9101 Business Address: 1382 Old Freeport Road Pittsburgh, PA 1538 COSTARS Participant WBE Certified

Supplier Name: TQS Contact(s): Lisa Zottola Vendor Number: 159295-000 Contract Number: 4400000900 Phone Number: 412-968-9101 Business Address: 1382 Old Freeport Road Pittsburgh, PA 1538 COSTARS Participant WBE Certified
Supplier Name: Trachtenberg, Sari Vendor Number: 101234 Contract Number: 4600011066 Phone Number(s): 215-735-5979 ext. 241 (Work) 215-844-0572 (Home) Business Address: 528 Arbutus St Philadelphia, PA 19119 COSTARS Participant
Supplier Name: Trachtenberg, Sari Vendor Number: 101234 Contract Number: 4600011066 Phone Number(s): 215-735-5979 ext. 241 (Work) 215-844-0572 (Home) Business Address: 528 Arbutus St Philadelphia, PA 19119 COSTARS Participant
Supplier Name: Trachtenberg, Sari Vendor Number: 101234 Contract Number: 4600011066 Phone Number(s): 215-735-5979 ext. 241 (Work) 215-844-0572 (Home) Business Address: 528 Arbutus St Philadelphia, PA 19119 COSTARS Participant
Supplier Name: Trachtenberg, Sari Vendor Number: 101234 Contract Number: 4600011066 Phone Number(s): 215-735-5979 ext. 241 (Work) 215-844-0572 (Home) Business Address: 528 Arbutus St Philadelphia, PA 19119 COSTARS Participant
Supplier Name: Trachtenberg, Sari Vendor Number: 101234 Contract Number: 4600011066 Phone Number(s): 215-735-5979 ext. 241 (Work) 215-844-0572 (Home) Business Address: 528 Arbutus St Philadelphia, PA 19119 COSTARS Participant
Supplier Name: Trachtenberg, Sari Vendor Number: 101234 Contract Number: 4600011066 Phone Number(s): 215-735-5979 ext. 241 (Work) 215-844-0572 (Home) Business Address: 528 Arbutus St Philadelphia, PA 19119 COSTARS Participant

Supplier Name: Trachtenberg, Sari Vendor Number: 101234 Contract Number: 4600011066 Phone Number(s): 215-735-5979 ext. 241 (Work) 215-844-0572 (Home) Business Address: 528 Arbutus St Philadelphia, PA 19119 COSTARS Participant
Supplier Name: Trachtenberg, Sari Vendor Number: 101234 Contract Number: 4600011066 Phone Number(s): 215-735-5979 ext. 241 (Work) 215-844-0572 (Home) Business Address: 528 Arbutus St Philadelphia, PA 19119 COSTARS Participant
Supplier Name: Trachtenberg, Sari Vendor Number: 101234 Contract Number: 4600011066 Phone Number(s): 215-735-5979 ext. 241 (Work) 215-844-0572 (Home) Business Address: 528 Arbutus St Philadelphia, PA 19119 COSTARS Participant
Supplier Name: Trachtenberg, Sari Vendor Number: 101234 Contract Number: 4600011066 Phone Number(s): 215-735-5979 ext. 241 (Work) 215-844-0572 (Home) Business Address: 528 Arbutus St Philadelphia, PA 19119 COSTARS Participant
Supplier Name: Trachtenberg, Sari Vendor Number: 101234 Contract Number: 4600011066 Phone Number(s): 215-735-5979 ext. 241 (Work) 215-844-0572 (Home) Business Address: 528 Arbutus St Philadelphia, PA 19119 COSTARS Participant
Supplier Name: Trachtenberg, Sari Vendor Number: 101234 Contract Number: 4600011066 Phone Number(s): 215-735-5979 ext. 241 (Work) 215-844-0572 (Home) Business Address: 528 Arbutus St Philadelphia, PA 19119 COSTARS Participant
Supplier Name: Trachtenberg, Sari Vendor Number: 101234 Contract Number: 4600011066 Phone Number(s): 215-735-5979 ext. 241 (Work) 215-844-0572 (Home) Business Address: 528 Arbutus St Philadelphia, PA 19119 COSTARS Participant

Supplier Name: Trachtenberg, Sari Vendor Number: 101234 Contract Number: 4600011066 Phone Number(s): 215-735-5979 ext. 241 (Work) 215-844-0572 (Home) Business Address: 528 Arbutus St Philadelphia, PA 19119 COSTARS Participant
Supplier Name: Trachtenberg, Sari Vendor Number: 101234 Contract Number: 4600011066 Phone Number(s): 215-735-5979 ext. 241 (Work) 215-844-0572 (Home) Business Address: 528 Arbutus St Philadelphia, PA 19119 COSTARS Participant
Supplier Name: Trachtenberg, Sari Vendor Number: 101234 Contract Number: 4600011066 Phone Number(s): 215-735-5979 ext. 241 (Work) 215-844-0572 (Home) Business Address: 528 Arbutus St Philadelphia, PA 19119 COSTARS Participant
Supplier Name: Trachtenberg, Sari Vendor Number: 101234 Contract Number: 4600011066 Phone Number(s): 215-735-5979 ext. 241 (Work) 215-844-0572 (Home) Business Address: 528 Arbutus St Philadelphia, PA 19119 COSTARS Participant
Supplier Name: Trachtenberg, Sari Vendor Number: 101234 Contract Number: 4600011066 Phone Number(s): 215-735-5979 ext. 241 (Work) 215-844-0572 (Home) Business Address: 528 Arbutus St Philadelphia, PA 19119 COSTARS Participant
Supplier Name: Trachtenberg, Sari Vendor Number: 101234 Contract Number: 4600011066 Phone Number(s): 215-735-5979 ext. 241 (Work) 215-844-0572 (Home) Business Address: 528 Arbutus St Philadelphia, PA 19119 COSTARS Participant
Supplier Name: Trachtenberg, Sari Vendor Number: 101234 Contract Number: 4600011066 Phone Number(s): 215-735-5979 ext. 241 (Work) 215-844-0572 (Home) Business Address: 528 Arbutus St Philadelphia, PA 19119 COSTARS Participant

Supplier Name: Trachtenberg, Sari Vendor Number: 101234 Contract Number: 4600011066 Phone Number(s): 215-735-5979 ext. 241 (Work) 215-844-0572 (Home) Business Address: 528 Arbutus St Philadelphia, PA 19119 COSTARS Participant
Supplier Name: Trachtenberg, Sari Vendor Number: 101234 Contract Number: 4600011066 Phone Number(s): 215-735-5979 ext. 241 (Work) 215-844-0572 (Home) Business Address: 528 Arbutus St Philadelphia, PA 19119 COSTARS Participant
Supplier Name: Trachtenberg, Sari Vendor Number: 101234 Contract Number: 4600011066 Phone Number(s): 215-735-5979 ext. 241 (Work) 215-844-0572 (Home) Business Address: 528 Arbutus St Philadelphia, PA 19119 COSTARS Participant
Supplier Name: Trachtenberg, Sari Vendor Number: 101234 Contract Number: 4600011066 Phone Number(s): 215-735-5979 ext. 241 (Work) 215-844-0572 (Home) Business Address: 528 Arbutus St Philadelphia, PA 19119 COSTARS Participant
Supplier Name: Trachtenberg, Sari Vendor Number: 101234 Contract Number: 4600011066 Phone Number(s): 215-735-5979 ext. 241 (Work) 215-844-0572 (Home) Business Address: 528 Arbutus St Philadelphia, PA 19119 COSTARS Participant
Supplier Name: Trachtenberg, Sari Vendor Number: 101234 Contract Number: 4600011066 Phone Number(s): 215-735-5979 ext. 241 (Work) 215-844-0572 (Home) Business Address: 528 Arbutus St Philadelphia, PA 19119 COSTARS Participant
Supplier Name: Trachtenberg, Sari Vendor Number: 101234 Contract Number: 4600011066 Phone Number(s): 215-735-5979 ext. 241 (Work) 215-844-0572 (Home) Business Address: 528 Arbutus St Philadelphia, PA 19119 COSTARS Participant

Supplier Name: Trachtenberg, Sari Vendor Number: 101234 Contract Number: 4600011066 Phone Number(s): 215-735-5979 ext. 241 (Work) 215-844-0572 (Home) Business Address: 528 Arbutus St Philadelphia, PA 19119 COSTARS Participant
Supplier Name: Trachtenberg, Sari Vendor Number: 101234 Contract Number: 4600011066 Phone Number(s): 215-735-5979 ext. 241 (Work) 215-844-0572 (Home) Business Address: 528 Arbutus St Philadelphia, PA 19119 COSTARS Participant
Supplier Name: Trachtenberg, Sari Vendor Number: 101234 Contract Number: 4600011066 Phone Number(s): 215-735-5979 ext. 241 (Work) 215-844-0572 (Home) Business Address: 528 Arbutus St Philadelphia, PA 19119 COSTARS Participant
Supplier Name: Trachtenberg, Sari Vendor Number: 101234 Contract Number: 4600011066 Phone Number(s): 215-735-5979 ext. 241 (Work) 215-844-0572 (Home) Business Address: 528 Arbutus St Philadelphia, PA 19119 COSTARS Participant
Supplier Name: Trachtenberg, Sari Vendor Number: 101234 Contract Number: 4600011066 Phone Number(s): 215-735-5979 ext. 241 (Work) 215-844-0572 (Home) Business Address: 528 Arbutus St Philadelphia, PA 19119 COSTARS Participant
Supplier Name: Trachtenberg, Sari Vendor Number: 101234 Contract Number: 4600011066 Phone Number(s): 215-735-5979 ext. 241 (Work) 215-844-0572 (Home) Business Address: 528 Arbutus St Philadelphia, PA 19119 COSTARS Participant
Supplier Name: Trachtenberg, Sari Vendor Number: 101234 Contract Number: 4600011066 Phone Number(s): 215-735-5979 ext. 241 (Work) 215-844-0572 (Home) Business Address: 528 Arbutus St Philadelphia, PA 19119 COSTARS Participant

Supplier Name: Trachtenberg, Sari Vendor Number: 101234 Contract Number: 4600011066 Phone Number(s): 215-735-5979 ext. 241 (Work) 215-844-0572 (Home) Business Address: 528 Arbutus St Philadelphia, PA 19119 COSTARS Participant
Supplier Name: Trachtenberg, Sari Vendor Number: 101234 Contract Number: 4600011066 Phone Number(s): 215-735-5979 ext. 241 (Work) 215-844-0572 (Home) Business Address: 528 Arbutus St Philadelphia, PA 19119 COSTARS Participant
Supplier Name: Trachtenberg, Sari Vendor Number: 101234 Contract Number: 4600011066 Phone Number(s): 215-735-5979 ext. 241 (Work) 215-844-0572 (Home) Business Address: 528 Arbutus St Philadelphia, PA 19119 COSTARS Participant
Supplier Name: Trachtenberg, Sari Vendor Number: 101234 Contract Number: 4600011066 Phone Number(s): 215-735-5979 ext. 241 (Work) 215-844-0572 (Home) Business Address: 528 Arbutus St Philadelphia, PA 19119 COSTARS Participant
Supplier Name: Trachtenberg, Sari Vendor Number: 101234 Contract Number: 4600011066 Phone Number(s): 215-735-5979 ext. 241 (Work) 215-844-0572 (Home) Business Address: 528 Arbutus St Philadelphia, PA 19119 COSTARS Participant
Supplier Name: Trachtenberg, Sari Vendor Number: 101234 Contract Number: 4600011066 Phone Number(s): 215-735-5979 ext. 241 (Work) 215-844-0572 (Home) Business Address: 528 Arbutus St Philadelphia, PA 19119 COSTARS Participant
Supplier Name: Trachtenberg, Sari Vendor Number: 101234 Contract Number: 4600011066 Phone Number(s): 215-735-5979 ext. 241 (Work) 215-844-0572 (Home) Business Address: 528 Arbutus St Philadelphia, PA 19119 COSTARS Participant

Supplier Name: Trachtenberg, Sari Vendor Number: 101234 Contract Number: 4600011066 Phone Number(s): 215-735-5979 ext. 241 (Work) 215-844-0572 (Home) Business Address: 528 Arbutus St Philadelphia, PA 19119 COSTARS Participant
Supplier Name: Trachtenberg, Sari Vendor Number: 101234 Contract Number: 4600011066 Phone Number(s): 215-735-5979 ext. 241 (Work) 215-844-0572 (Home) Business Address: 528 Arbutus St Philadelphia, PA 19119 COSTARS Participant
Supplier Name: Trachtenberg, Sari Vendor Number: 101234 Contract Number: 4600011066 Phone Number(s): 215-735-5979 ext. 241 (Work) 215-844-0572 (Home) Business Address: 528 Arbutus St Philadelphia, PA 19119 COSTARS Participant
Supplier Name: Tracy Shultz Contact(s): Tracy Shultz Vendor Number: 312159 Contract Number: 4400001699 Phone Number(s): 814-289-1117 Business Address: 551 Hoover RD Somerset, PA 15501 COSTARS Participant
Supplier Name: United Behavioral Health Contact(s): Lehman, Leslie Vendor Number: 172284 Contract Number: 4600011066 Phone Number(s): 717-566-9078 Business Address: 100 E. Penn Square Suite 400 Philadelphia, PA 19107-3387 COSTARS Participant
Supplier Name: United Behavioral Health Contact(s): Lehman, Leslie Vendor Number: 172284 Contract Number: 4600011066 Phone Number(s): 717-566-9078 Business Address: 100 E. Penn Square Suite 400 Philadelphia, PA 19107-3387 COSTARS Participant

Supplier Name: United Behavioral Health
Contact(s): Lehman, Leslie
Vendor Number: 172284
Contract Number: 4600011066
Phone Number(s): 717-566-9078
Business Address: 100 E. Penn Square
Suite 400
Philadelphia, PA 19107-3387

COSTARS Participant

Supplier Name: United Behavioral Health
Contact(s): Lehman, Leslie
Vendor Number: 172284
Contract Number: 4600011066
Phone Number(s): 717-566-9078
Business Address: 100 E. Penn Square
Suite 400
Philadelphia, PA 19107-3387

COSTARS Participant

Supplier Name: United Behavioral Health
Contact(s): Lehman, Leslie
Vendor Number: 172284
Contract Number: 4600011066
Phone Number(s): 717-566-9078
Business Address: 100 E. Penn Square
Suite 400
Philadelphia, PA 19107-3387

COSTARS Participant

Supplier Name: United Behavioral Health
Contact(s): Lehman, Leslie
Vendor Number: 172284
Contract Number: 4600011066
Phone Number(s): 717-566-9078
Business Address: 100 E. Penn Square
Suite 400
Philadelphia, PA 19107-3387

COSTARS Participant

Supplier Name: United Behavioral Health
Contact(s): Lehman, Leslie
Vendor Number: 172284
Contract Number: 4600011066
Phone Number(s): 717-566-9078
Business Address: 100 E. Penn Square
Suite 400
Philadelphia, PA 19107-3387

COSTARS Participant

Supplier Name: United Behavioral Health
Contact(s): Lehman, Leslie
Vendor Number: 172284
Contract Number: 4600011066
Phone Number(s): 717-566-9078
Business Address: 100 E. Penn Square
Suite 400
Philadelphia, PA 19107-3387

COSTARS Participant

Supplier Name: Vantage International
Contact(s): Leta Beam
Vendor Number: 194913
Contract Number: 4400000301
Phone Number: 717-238-3939
Business Address: 609 Showers Street
Harrisburg, PA 17104

COSTARS Participant

Supplier Name: Vantage International
Contact(s): Leta Beam
Vendor Number: 194913
Contract Number: 4400000301
Phone Number: 717-238-3939
Business Address: 609 Showers Street
Harrisburg, PA 17104

COSTARS Participant

Supplier Name: Vantage International
Contact(s): Leta Beam
Vendor Number: 194913
Contract Number: 4400000301
Phone Number: 717-238-3939
Business Address: 609 Showers Street
Harrisburg, PA 17104

COSTARS Participant

Supplier Name: Vantage International
Contact(s): Leta Beam
Vendor Number: 194913
Contract Number: 4400000301
Phone Number: 717-238-3939
Business Address: 609 Showers Street
Harrisburg, PA 17104
COSTARS Participant

Supplier Name: Vantage International
Contact(s): Leta Beam
Vendor Number: 194913
Contract Number: 4400000301
Phone Number: 717-238-3939
Business Address: 609 Showers Street
Harrisburg, PA 17104
COSTARS Participant

Supplier Name: Veris Associates
Vendor Number: 212002
Contract Number: 4400000902
Phone Number: 888-458-3747
Business Address: 600 Collins Avenue
Lansdale, PA 19446
COSTARS Participant
WBE Certified

Supplier Name: Veris Associates
Vendor Number: 212002
Contract Number: 4400000902
Phone Number: 888-458-3747
Business Address: 600 Collins Avenue
Lansdale, PA 19446
COSTARS Participant
WBE Certified

Supplier Name: Veris Associates Vendor Number: 212002 Contract Number: 4400000902 Phone Number: 888-458-3747 Business Address: 600 Collins Avenue Lansdale, PA 19446 COSTARS Participant WBE Certified
Supplier Name: Veris Associates Vendor Number: 212002 Contract Number: 4400000902 Phone Number: 888-458-3747 Business Address: 600 Collins Avenue Lansdale, PA 19446 COSTARS Participant WBE Certified
Supplier Name: Veris Associates Vendor Number: 212002 Contract Number: 4400000902 Phone Number: 888-458-3747 Business Address: 600 Collins Avenue Lansdale, PA 19446 COSTARS Participant WBE Certified
Supplier Name: Veris Associates Vendor Number: 212002 Contract Number: 4400000902 Phone Number: 888-458-3747 Business Address: 600 Collins Avenue Lansdale, PA 19446 COSTARS Participant WBE Certified
Supplier Name: Veris Associates Vendor Number: 212002 Contract Number: 4400000902 Phone Number: 888-458-3747 Business Address: 600 Collins Avenue Lansdale, PA 19446 COSTARS Participant WBE Certified
Supplier Name: Weber Business Services Contact(s): Elizabeth Weber Vendor Number: 179585 Contract Number: 4400000903 Phone Number: 717-597-8890 Business Address: 41 South Antrim Way Greencastle, PA 17225 COSTARS Participant WBE Certified

Supplier Name: Weber Business Services Contact(s): Elizabeth Weber Vendor Number: 179585 Contract Number: 4400000903 Phone Number: 717-597-8890 Business Address: 41 South Antrim Way Greencastle, PA 17225 COSTARS Participant WBE Certified
Supplier Name: Weber Business Services Contact(s): Elizabeth Weber Vendor Number: 179585 Contract Number: 4400000903 Phone Number: 717-597-8890 Business Address: 41 South Antrim Way Greencastle, PA 17225 COSTARS Participant WBE Certified
Supplier Name: Weber Business Services Contact(s): Elizabeth Weber Vendor Number: 179585 Contract Number: 4400000903 Phone Number: 717-597-8890 Business Address: 41 South Antrim Way Greencastle, PA 17225 COSTARS Participant WBE Certified
Supplier Name: Weber Business Services Contact(s): Elizabeth Weber Vendor Number: 179585 Contract Number: 4400000903 Phone Number: 717-597-8890 Business Address: 41 South Antrim Way Greencastle, PA 17225 COSTARS Participant WBE Certified
Supplier Name: Weber Business Services Contact(s): Elizabeth Weber Vendor Number: 179585 Contract Number: 4400000903 Phone Number: 717-597-8890 Business Address: 41 South Antrim Way Greencastle, PA 17225 COSTARS Participant WBE Certified

Supplier Name: Weber Business Services Contact(s): Elizabeth Weber Vendor Number: 179585 Contract Number: 4400000903 Phone Number: 717-597-8890 Business Address: 41 South Antrim Way Greencastle, PA 17225 COSTARS Participant WBE Certified
Supplier Name: Weber Business Services Contact(s): Elizabeth Weber Vendor Number: 179585 Contract Number: 4400000903 Phone Number: 717-597-8890 Business Address: 41 South Antrim Way Greencastle, PA 17225 COSTARS Participant WBE Certified
Supplier Name: Weber Business Services Contact(s): Elizabeth Weber Vendor Number: 179585 Contract Number: 4400000903 Phone Number: 717-597-8890 Business Address: 41 South Antrim Way Greencastle, PA 17225 COSTARS Participant WBE Certified
Supplier Name: Weber Business Services Contact(s): Elizabeth Weber Vendor Number: 179585 Contract Number: 4400000903 Phone Number: 717-597-8890 Business Address: 41 South Antrim Way Greencastle, PA 17225 COSTARS Participant WBE Certified
Supplier Name: Weber Business Services Contact(s): Elizabeth Weber Vendor Number: 179585 Contract Number: 4400000903 Phone Number: 717-597-8890 Business Address: 41 South Antrim Way Greencastle, PA 17225 COSTARS Participant WBE Certified

Supplier Name: Weber Business Services Contact(s): Elizabeth Weber Vendor Number: 179585 Contract Number: 4400000903 Phone Number: 717-597-8890 Business Address: 41 South Antrim Way Greencastle, PA 17225 COSTARS Participant WBE Certified
Supplier Name: Weber Business Services Contact(s): Elizabeth Weber Vendor Number: 179585 Contract Number: 4400000903 Phone Number: 717-597-8890 Business Address: 41 South Antrim Way Greencastle, PA 17225 COSTARS Participant WBE Certified
Supplier Name: Weber Business Services Contact(s): Elizabeth Weber Vendor Number: 179585 Contract Number: 4400000903 Phone Number: 717-597-8890 Business Address: 41 South Antrim Way Greencastle, PA 17225 COSTARS Participant WBE Certified
Supplier Name: Weber Business Services Contact(s): Elizabeth Weber Vendor Number: 179585 Contract Number: 4400000903 Phone Number: 717-597-8890 Business Address: 41 South Antrim Way Greencastle, PA 17225 COSTARS Participant WBE Certified
Supplier Name: Weber Business Services Contact(s): Elizabeth Weber Vendor Number: 179585 Contract Number: 4400000903 Phone Number: 717-597-8890 Business Address: 41 South Antrim Way Greencastle, PA 17225 COSTARS Participant WBE Certified

Supplier Name: Weber Business Services Contact(s): Elizabeth Weber Vendor Number: 179585 Contract Number: 4400000903 Phone Number: 717-597-8890 Business Address: 41 South Antrim Way Greencastle, PA 17225 COSTARS Participant WBE Certified
Supplier Name: Weber Business Services Contact(s): Elizabeth Weber Vendor Number: 179585 Contract Number: 4400000903 Phone Number: 717-597-8890 Business Address: 41 South Antrim Way Greencastle, PA 17225 COSTARS Participant WBE Certified
Supplier Name: Weber Business Services Contact(s): Elizabeth Weber Vendor Number: 179585 Contract Number: 4400000903 Phone Number: 717-597-8890 Business Address: 41 South Antrim Way Greencastle, PA 17225 COSTARS Participant WBE Certified
Supplier Name: Weber Business Services Contact(s): Elizabeth Weber Vendor Number: 179585 Contract Number: 4400000903 Phone Number: 717-597-8890 Business Address: 41 South Antrim Way Greencastle, PA 17225 COSTARS Participant WBE Certified
Supplier Name: Weber Business Services Contact(s): Elizabeth Weber Vendor Number: 179585 Contract Number: 4400000903 Phone Number: 717-597-8890 Business Address: 41 South Antrim Way Greencastle, PA 17225 COSTARS Participant WBE Certified

Supplier Name: Weber Business Services Contact(s): Elizabeth Weber Vendor Number: 179585 Contract Number: 4400000903 Phone Number: 717-597-8890 Business Address: 41 South Antrim Way Greencastle, PA 17225 COSTARS Participant WBE Certified
Supplier Name: Weber Business Services Contact(s): Elizabeth Weber Vendor Number: 179585 Contract Number: 4400000903 Phone Number: 717-597-8890 Business Address: 41 South Antrim Way Greencastle, PA 17225 COSTARS Participant WBE Certified
Supplier Name: Weber Business Services Contact(s): Elizabeth Weber Vendor Number: 179585 Contract Number: 4400000903 Phone Number: 717-597-8890 Business Address: 41 South Antrim Way Greencastle, PA 17225 COSTARS Participant WBE Certified
Supplier Name: Weber Business Services Contact(s): Elizabeth Weber Vendor Number: 179585 Contract Number: 4400000903 Phone Number: 717-597-8890 Business Address: 41 South Antrim Way Greencastle, PA 17225 COSTARS Participant WBE Certified
Supplier Name: Weber Business Services Contact(s): Elizabeth Weber Vendor Number: 179585 Contract Number: 4400000903 Phone Number: 717-597-8890 Business Address: 41 South Antrim Way Greencastle, PA 17225 COSTARS Participant WBE Certified

Supplier Name: Weber Business Services Contact(s): Elizabeth Weber Vendor Number: 179585 Contract Number: 4400000903 Phone Number: 717-597-8890 Business Address: 41 South Antrim Way Greencastle, PA 17225 COSTARS Participant WBE Certified
Supplier Name: Weber Business Services Contact(s): Elizabeth Weber Vendor Number: 179585 Contract Number: 4400000903 Phone Number: 717-597-8890 Business Address: 41 South Antrim Way Greencastle, PA 17225 COSTARS Participant WBE Certified
Supplier Name: Weber Business Services Contact(s): Elizabeth Weber Vendor Number: 179585 Contract Number: 4400000903 Phone Number: 717-597-8890 Business Address: 41 South Antrim Way Greencastle, PA 17225 COSTARS Participant WBE Certified
Supplier Name: Weber Business Services Contact(s): Elizabeth Weber Vendor Number: 179585 Contract Number: 4400000903 Phone Number: 717-597-8890 Business Address: 41 South Antrim Way Greencastle, PA 17225 COSTARS Participant WBE Certified
Supplier Name: Weber Business Services Contact(s): Elizabeth Weber Vendor Number: 179585 Contract Number: 4400000903 Phone Number: 717-597-8890 Business Address: 41 South Antrim Way Greencastle, PA 17225 COSTARS Participant WBE Certified

Supplier Name: Weber Business Services
Contact(s): Elizabeth Weber
Vendor Number: 179585
Contract Number: 4400000903
Phone Number: 717-597-8890
Business Address: 41 South Antrim Way
Greencastle, PA 17225
COSTARS Participant
WBE Certified

Supplier Name: Weber Business Services
Contact(s): Elizabeth Weber
Vendor Number: 179585
Contract Number: 4400000903
Phone Number: 717-597-8890
Business Address: 41 South Antrim Way
Greencastle, PA 17225
COSTARS Participant
WBE Certified

Supplier Name: Worldscope
Contact(s): Linda A McLyman
Vendor Number: 208866
Contract Number: 4400000289
Phone Number: 315-498-5599
Business Address: 3827 Makyes Road
Syracuse, NY 13215
COSTARS Participant

Contractor Email	Category	Course Name
christian.lindvall@achieveglobal.com	Administrative	Developing Others
christian.lindvall@achieveglobal.com	Administrative	Giving Recognition
christian.lindvall@achieveglobal.com	Administrative	Identifying Work Priorities and Setting Verifiable Goals
christian.lindvall@achieveglobal.com	Administrative	Managing Your Priorities

christian.lindvall@achieveglobal.com	Administrative	Providing Constructive Feedback
christian.lindvall@achieveglobal.com	Administrative	The Principles and Qualities of Genuine Leadership: Manager's Version
christian.lindvall@achieveglobal.com	Communication	Addressing Emotions at Work
christian.lindvall@achieveglobal.com	Communication	Facilitating for Results

christian.lindvall@achieveglobe.com	Communication	Guiding Customer Conversations
christian.lindvall@achieveglobe.com	Communication	Interpersonal Management Skills
christian.lindvall@achieveglobe.com	Communication	Listening in a Hectic World

christian.lindvall@achieveglobal.com	Communication	Problem-Solving Results: Solutions, Improvements, and Innovations™
christian.lindvall@achieveglobal.com	Communication	Professional Sales Negotiations
christian.lindvall@achieveglobal.com	Communication	Professional Sales Presentations

christian.lindvall@achieveglobal.com	Communication	Professional Selling Skills
christian.lindvall@achieveglobal.com	Communication	Professional Selling Skills
christian.lindvall@achieveglobal.com	Communication	Resolving Conflicts with Your Peers
christian.lindvall@achieveglobal.com	Communication	Resolving Conflicts Within Your Team

christian.lindvall@achieveglobe.com	Communication	Speaking to Influence Others
christian.lindvall@achieveglobe.com	Communication	Tools for Trainer Excellence
christian.lindvall@achieveglobe.com	Communication	Trainer Certification
christian.lindvall@achieveglobe.com	Customer Focus	Addressing Emotions at Work
christian.lindvall@achieveglobe.com	Customer Focus	Building Team Pride and Purpose

christian.lindvall@achieveglobe.com	Customer Focus	Caring for Customers
christian.lindvall@achieveglobe.com	Customer Focus	Clarifying Performance Expectations
christian.lindvall@achieveglobe.com	Customer Focus	Conducting Performance Reviews
christian.lindvall@achieveglobe.com	Customer Focus	Correcting Performance Problems

christian.lindvall@achieveglobe.com	Customer Focus	Dazzling Your Customers
christian.lindvall@achieveglobe.com	Customer Focus	Delegating for Shared Success
christian.lindvall@achieveglobe.com	Customer Focus	Developing Others
christian.lindvall@achieveglobe.com	Customer Focus	Developing Others for Stellar Service

christian.lindvall@achieveglobal.com	Customer Focus	Developing Team Agility: Day-to-Day Tools
christian.lindvall@achieveglobal.com	Customer Focus	Expanding Customer Relationships
christian.lindvall@achieveglobal.com	Customer Focus	Giving Constructive Feedback for Stellar Service
christian.lindvall@achieveglobal.com	Customer Focus	Giving Recognition
christian.lindvall@achieveglobal.com	Customer Focus	Guiding Customer Conversations

christian.lindvall@achieveglobal.com	Customer Focus	Healing Customer Relationships
christian.lindvall@achieveglobal.com	Customer Focus	Identifying Work Priorities and Setting Verifiable Goals
christian.lindvall@achieveglobal.com	Customer Focus	Leading for Stellar Service
christian.lindvall@achieveglobal.com	Customer Focus	Listening in a Hectic World

christian.lindvall@achieveglobe.com	Customer Focus	Managing Your Priorities
christian.lindvall@achieveglobe.com	Customer Focus	Negotiating Resource for Your Team
christian.lindvall@achieveglobe.com	Customer Focus	Personal Strategies for Navigating Change
christian.lindvall@achieveglobe.com	Customer Focus	Planning for Performance Discussions
christian.lindvall@achieveglobe.com	Customer Focus	Principles and Qualities of Genuine Leadership

christian.lindvall@achieveglobal.com	Customer Focus	Problem-Solving Results: Solutions, Improvements, and Innovations™
christian.lindvall@achieveglobal.com	Customer Focus	Providing Constructive Feedback
christian.lindvall@achieveglobal.com	Customer Focus	Reaching for Stellar Service - Coach's Version
christian.lindvall@achieveglobal.com	Customer Focus	Reaching for Stellar Service: Individual Version

christian.lindvall@achieveglobe.com	Customer Focus	Recognizing Others for Stellar Service
christian.lindvall@achieveglobe.com	Customer Focus	Resolving Conflicts with Your Peers
christian.lindvall@achieveglobe.com	Customer Focus	Resolving Conflicts Within Your Team
christian.lindvall@achieveglobe.com	Customer Focus	Serving a World of Customers
christian.lindvall@achieveglobe.com	Customer Focus	Speaking to Influence Others

christian.lindvall@achieveglobe.com	Customer Focus	Teaming Up for Seamless Service
christian.lindvall@achieveglobe.com	Customer Focus	The Hallmarks of Supervisory Success
christian.lindvall@achieveglobe.com	Customer Focus	The Principles and Qualities of Genuine Leadership: Manager's Version
christian.lindvall@achieveglobe.com	Process Improvement	AchieveGlobal Consulting Services
christian.lindvall@achieveglobe.com	Process Improvement	Bridging Strategy to Outcomes

christian.lindvall@achieveglobe.com	Process Improvement	Leading for Stellar Service
christian.lindvall@achieveglobe.com	Process Improvement	Maximizing Training Results
christian.lindvall@achieveglobe.com	Workplace Management	Addressing Emotions at Work
christian.lindvall@achieveglobe.com	Workplace Management	Building Team Pride and Purpose

christian.lindvall@achieveglobe.com	Workplace Management	Clarifying Performance Expectations
christian.lindvall@achieveglobe.com	Workplace Management	Conducting Performance Reviews
christian.lindvall@achieveglobe.com	Workplace Management	Correcting Performance Problems
christian.lindvall@achieveglobe.com	Workplace Management	Defusing Emotionally Charged Situations
christian.lindvall@achieveglobe.com	Workplace Management	Delegating for Shared Success

christian.lindvall@achieveglobe.com	Workplace Management	Developing Team Agility: Day-to-Day Tools
christian.lindvall@achieveglobe.com	Workplace Management	Getting the Information You Need
christian.lindvall@achieveglobe.com	Workplace Management	Helping Your Team Work
christian.lindvall@achieveglobe.com	Workplace Management	Listening in a Hectic World
christian.lindvall@achieveglobe.com	Workplace Management	Managing Life Outside of Work: Handling Emergencies and Resisting Temptations

christian.lindvall@achieveglobe.com	Workplace Management	Negotiating Resource for Your Team
christian.lindvall@achieveglobe.com	Workplace Management	Planning for Performance Discussions
christian.lindvall@achieveglobe.com	Workplace Management	Positive Responses to Change
christian.lindvall@achieveglobe.com	Workplace Management	Principles and Qualities of Genuine Leadership
christian.lindvall@achieveglobe.com	Workplace Management	Problem-Solving Results: Solutions, Improvements, and Innovations™

christian.lindvall@achieveglobal.com	Workplace Management	Resolving Conflicts with Your Peers
christian.lindvall@achieveglobal.com	Workplace Management	Resolving Conflicts Within Your Team
christian.lindvall@achieveglobal.com	Workplace Management	Speaking to Influence Others
christian.lindvall@achieveglobal.com	Workplace Management	Speaking With Confidence
christian.lindvall@achieveglobal.com	Workplace Management	The Hallmarks of Supervisory Success
christian.lindvall@achieveglobal.com	Workplace Management	What it Takes to Succeed: The Basic Principles

<u>sgingrich@alutiiq.com;</u> <u>dschlegel@alutiiq.com</u>	Administrative	Getting to Outcomes
<u>sgingrich@alutiiq.com;</u> <u>dschlegel@alutiiq.com</u>	Administrative	Professional Therapist Ethics
<u>sgingrich@alutiiq.com;</u> <u>dschlegel@alutiiq.com</u>	Communication	Effective Business Writing
<u>sgingrich@alutiiq.com;</u> <u>dschlegel@alutiiq.com</u>	Communication	Effective Communication Skills
<u>sgingrich@alutiiq.com;</u> <u>dschlegel@alutiiq.com</u>	Communication	Grant Writing “Show Me the Money” © for Law Enforcement and drug demand reduction staff

<p>sgingrich@alutiiq.com; dschlegel@alutiiq.com</p>	<p>Communication</p>	<p>Grant Writing "Show Me the Money" © for non-profits, government, partnership and community coalitions</p>
<p>sgingrich@alutiiq.com; dschlegel@alutiiq.com</p>	<p>Communication</p>	<p>Hire the Best for Praises, Raises, Promotions and Profits</p>
<p>sgingrich@alutiiq.com; dschlegel@alutiiq.com</p>	<p>Communication</p>	<p>Negative Culture eats Leadership for Breakfast, Lunches on Customers and Munches on Employee Moral</p>
<p>sgingrich@alutiiq.com; dschlegel@alutiiq.com</p>	<p>Communication</p>	<p>Presentation Skills</p>
<p>sgingrich@alutiiq.com; dschlegel@alutiiq.com</p>	<p>Communication</p>	<p>Telephone Customer Service Training</p>

sgingrich@alutiiq.com ; dschlegel@alutiiq.com	Customer Focus	Customer Service Training
sgingrich@alutiiq.com ; dschlegel@alutiiq.com	Customer Focus	Dealing with Difficult People
sgingrich@alutiiq.com ; dschlegel@alutiiq.com	Customer Focus	Telephone Customer Service Training
sgingrich@alutiiq.com ; dschlegel@alutiiq.com	Health & Safety	Champions of Change
sgingrich@alutiiq.com ; dschlegel@alutiiq.com	Health & Safety	Lead and Seed

sgingrich@alutiiq.com ; dschlegel@alutiiq.com	Process Improvement	Environmental Strategies for Improving Your Coalition
sgingrich@alutiiq.com ; dschlegel@alutiiq.com	Process Improvement	Getting To Outcomes
sgingrich@alutiiq.com ; dschlegel@alutiiq.com	Process Improvement	Sustaining your Prevention Efforts
zimmermang@usa.redcross.org	Health & Safety	Blood Borne Pathogens
zimmermang@usa.redcross.org	Health & Safety	CPR / AED Adult

zimmermang@usa.redcross.org	Health & Safety	CPR / AED Child
zimmermang@usa.redcross.org	Health & Safety	CPR / AED for the Professional Rescuer
zimmermang@usa.redcross.org	Health & Safety	CPR Infant
zimmermang@usa.redcross.org	Health & Safety	Emergency Response
zimmermang@usa.redcross.org	Health & Safety	Standard First Aid

ascom@sssnet.com	Communication	Advanced Reading Workshop
openminds@openminds.com	Administrative	Best Practice Management: Tools for Achieving Superior Results Through Others
openminds@openminds.com	Administrative	Best Practices for Front-Line Supervisors: Achieving Employee Performance, Retention & Commitment Through Effective Supervision
openminds@openminds.com	Administrative	Budgeting for Clinical Managers & Supervisors

openminds@openminds.com	Administrative	Building Your Team's Management Competencies: Assessment, Skill Building, & Succession Planning
openminds@openminds.com	Administrative	Developing a Winning Marketing Plan: Using 'Best Practice' Marketing Tools to Meet Your Organization's Revenue Goals
openminds@openminds.com	Administrative	Do I Have the Right Team? Assessing & Developing Leadership & Management Competencies
openminds@openminds.com	Administrative	Enhancing Customer Service Skills for Front-Line Services Staff
openminds@openminds.com	Administrative	Executive Leadership in a Data Driven Organization: Using Metrics-Based Performance Improvement Models

openminds@openminds.com	Administrative	How to Leverage Human Resources Investments for Increased Growth & Profitability
openminds@openminds.com	Administrative	Identifying Leading Indicators for Proactive Management of Behavioral Health and Social Service Organizations
openminds@openminds.com	Administrative	Leading Through Constant Change: The Mandate for Today's Successful Executive

openminds@openminds.com	Administrative	Maintaining (& Increasing) Your Organization's Profitability: A Structured Approach to Diagnosing Your Organization's Revenue & Margin Challenges
openminds@openminds.com	Administrative	Managing Stress and Change: A Guide to Coping with Change for Front-Line Staff
openminds@openminds.com	Administrative	Strategic Planning: A Structured Approach to Deploying Resources to Achieve Your Organizational Objectives
openminds@openminds.com	Administrative	Understanding Your Leadership Style and Building Your Skills

openminds@openminds.com	Administrative	Using Return-On-Investment Analysis as a Tool for Strategic Decision Making: Assessing & Planning for Technology & Capital Projects
openminds@openminds.com	Administrative	Using Target Costing Models to Solve Your Pricing & Cost Management Problems
Rblack@BlackCSI.com	Communication	Effective Manager

Rblack@BlackCSI.com	Communication	Leadership Development
Rblack@BlackCSI.com	Customer Focus	Customer Service

Rblack@BlackCSI.com	Administrative	Effective Manager
Rblack@BlackCSI.com	Administrative	Leadership Development

Rblack@BlackCSI.com	Administrative	Leadership -Executive
Rblack@BlackCSI.com	Administrative	The Effective Supervisor

Rblack@BlackCSI.com	Administrative	Time Strategies
Rblack@BlackCSI.com	Communication	Leadership-Executive

Rblack@BlackCSI.com	Communication	Strategic Planning- Executive
Rblack@BlackCSI.com	Communication	Strategic Thinking & Business Planning

Rblack@BlackCSI.com	Communication	The Effective Supervisor
Rblack@BlackCSI.com	Customer Focus	Leadership Development

Rblack@BlackCSI.com	Customer Focus	Leadership-Executive
rdbowen1@mindspring.com	Process Improvement	Auditing, Assessment & Surveillance
rdbowen1@mindspring.com	Process Improvement	Engineering, Process Engineering & Industrial Engineering - Acceptance Sampling Workshop
rdbowen1@mindspring.com	Process Improvement	Engineering, Process Engineering & Industrial Engineering - Certified Quality Engineering Workshop
rdbowen1@mindspring.com	Process Improvement	Engineering, Process Engineering & Industrial Engineering - Measurement Uncertainty Workshop

rdbowen1@mindspring.com	Process Improvement	Engineering, Process Engineering & Industrial Engineering - Process Control, Process Capability / Process Modeling & Process Optimization Workshop
rdbowen1@mindspring.com	Process Improvement	Engineering, Process Engineering & Industrial Engineering - Statistical Design of Experiments (DOE) Workshop
rdbowen1@mindspring.com	Process Improvement	Engineering, Process Engineering & Industrial Engineering - Statistical Process Control (SPC) Workshop
rdbowen1@mindspring.com	Process Improvement	Gap Analysis
rdbowen1@mindspring.com	Process Improvement	ISO 9000 or ISO 17025 Quality Systems training: Documentation Workshop
rdbowen1@mindspring.com	Process Improvement	ISO 9000 or ISO 17025 Quality Systems training: Executive Overview

rdbowen1@mindspring.com	Process Improvement	ISO 9000 or ISO 17025 Quality Systems training: Implementation Workshop
rdbowen1@mindspring.com	Process Improvement	ISO 9000 or ISO 17025 Quality Systems training: Internal Quality auditing workshop & mentored instruction
rdbowen1@mindspring.com	Process Improvement	Project Management
rdbowen1@mindspring.com	Process Improvement	Project Planning
rdbowen1@mindspring.com	Process Improvement	Projects - Process Mapping, Failure Mode Analysis & Mistakes Proofing
rdbowen1@mindspring.com	Process Improvement	Supplier Quality Control Projects - Analysis, Improvement & Surveillance

appanealc@ccl.org	Communication	Assessment Certification Workshop
appanealc@ccl.org	Communication	Coaching for Development
appanealc@ccl.org	Communication	Developing Leadership Talent:Strategies and Tools
appanealc@ccl.org	Communication	Developing the Strategic Leader

appanealc@ccl.org	Communication	Foundations of Leadership
appanealc@ccl.org	Communication	Leadership and High-Performance Teams
appanealc@ccl.org	Communication	Leadership at the Peak
appanealc@ccl.org	Communication	Leadership Development for HR Professionals
appanealc@ccl.org	Communication	Leadership Development Program (LDP)®

appanealc@ccl.org	Communication	Looking Glass Experience
appanealc@ccl.org	Communication	Navigating Complex Challenges
appanealc@ccl.org	Communication	The African-American Leadership Program
appanealc@ccl.org	Communication	The Women's Leadership Program

sstrayer@cocciardi.com	Hazardous & Environmental Safety	Asbestos Awareness Training (2 Hours)
sstrayer@cocciardi.com	Hazardous & Environmental Safety	Asbestos Inspector / Management Planner Refresher Training (8 Hours)

sstrayer@cocciardi.com	Hazardous & Environmental Safety	Asbestos Inspector Refresher Training (4 Hours)
sstrayer@cocciardi.com	Hazardous & Environmental Safety	Asbestos Inspector Training (24 Hours)

sstrayer@cocciardi.com	Hazardous & Environmental Safety	Asbestos Project Design Initial Training (24 Hours)
sstrayer@cocciardi.com	Hazardous & Environmental Safety	Asbestos Project Design Refresher Training (8 Hours)

sstrayer@cocciardi.com	Hazardous & Environmental Safety	Asbestos Supervisor Training (40 Hours)
sstrayer@cocciardi.com	Hazardous & Environmental Safety	Asbestos Supervisor U.S. EPA [AHERA] / Contractor Refresher ~ U.S. EPA [AHERA] Asbestos Worker Refresher (8 hour)

sstrayer@cocciardi.com	Hazardous & Environmental Safety	Asbestos Worker Abatement Training (32 Hours)
sstrayer@cocciardi.com	Hazardous & Environmental Safety	Hazardous Waste Worker Refresher Training (8 hours) Hazardous Waste Management & Supervisor Refresher Training (8 hours) Treatment Storage & Disposal Facility Refresher Training (8 hours) Hazardous Materials Technician/Specialist Refresher Training (8 hours)

sstrayer@cocciardi.com	Hazardous & Environmental Safety	Hazardous Waste Worker Training Course (24 Hours)
sstrayer@cocciardi.com	Hazardous & Environmental Safety	Hazardous Waste Worker Training Course (40 Hours)

sstrayer@cocciardi.com	Hazardous & Environmental Safety	Lead Based Paint Inspector Training (24 Hours)
sstrayer@cocciardi.com	Hazardous & Environmental Safety	Lead Based Paint Project Designer Training (8 Hours)
sstrayer@cocciardi.com	Hazardous & Environmental Safety	Lead Based Paint Risk Assessor Training (40 Hours)

sstrayer@cocciardi.com	Hazardous & Environmental Safety	Lead Based Paint Supervisor Training (32 Hours)
sstrayer@cocciardi.com	Hazardous & Environmental Safety	Lead Based Paint Worker Training (16 Hours)
sstrayer@cocciardi.com	Hazardous & Environmental Safety	Lead Hygiene

sstrayer@cocciardi.com	Hazardous & Environmental Safety	Methamphetamine Clandestine Laboratory Training
kstocking@skilledwork.org	Process Improvement	Measuring Process Performance / Improvement Outcomes
kstocking@skilledwork.org	Process Improvement	Monitoring Implementation & Outcomes - Development of Follow-up Implementation Plans
kstocking@skilledwork.org	Process Improvement	Integrate Process Improvement with Strategic Plan

tiannucci@cortex-consulting	Process Improvement	Fiduciary Education Workshop
coynefa@coynefirstaid.com	Health & Safety	First Aid-Basic
coynefa@coynefirstaid.com	Health & Safety	Life Support-Basic
kdevincentis@cra-usa.net	Emergency Operational Management Planning	Anti terrorism Course Training Team Level II
kdevincentis@cra-usa.net	Emergency Operational Management Planning	Catastrophic Logistics Planning

kdevincentis@cra-usa.net	Emergency Operational Management Planning	Chemical Protective Clothing (CPC) Team
kdevincentis@cra-usa.net	Emergency Operational Management Planning	Emergency Operations Center (EOC) Training
kdevincentis@cra-usa.net	Emergency Operational Management Planning	Implementing Continuity of Operations (COOP) Plans
kdevincentis@cra-usa.net	Emergency Operational Management Planning	Incident Command Training for the USMC

kdevincentis@cra-usa.net	Emergency Operational Management Planning	Security Awareness Training
kdevincentis@cra-usa.net	Emergency Operational Management Planning	Special Events Planning Course
kdevincentis@cra-usa.net	Emergency Operational Management Planning	Special Events Planning Course
kdevincentis@cra-usa.net	Specialized Professional Skills Development	Homeland Security Exercise and Evaluation Program (HSEEP) Training

keenhold@verizon.net	Communication	Basic Interpersonal Communication Concepts
delta@deltaone.com	Emergency Operational Management Planning	Commodity Flow Studies
delta@deltaone.com	Emergency Operational Management Planning	Consequence Assessments
delta@deltaone.com	Emergency Operational Management Planning	Continuity of Government (COG) Planning
delta@deltaone.com	Emergency Operational Management Planning	Continuity of Government (COG) Planning

delta@deltaone.com	Emergency Operational Management Planning	Continuity of Operations (COOP) Planning
delta@deltaone.com	Emergency Operational Management Planning	Continuity of Operations (COOP) Planning
delta@deltaone.com	Emergency Operational Management Planning	Continuity of Operations Training
delta@deltaone.com	Emergency Operational Management Planning	Continuity of Operations Training
delta@deltaone.com	Emergency Operational Management Planning	County Emergency Operations Planning
delta@deltaone.com	Emergency Operational Management Planning	Critical Infrastructure & Key Resource (CI/KR) Planning

delta@deltaone.com	Emergency Operational Management Planning	Disaster Resistant University (DRU) Planning
delta@deltaone.com	Emergency Operational Management Planning	Emergency Response Team (CERT) Planning Citizen Corps & Community
delta@deltaone.com	Emergency Operational Management Planning	Emergency Response Team (CERT) Planning Citizen Corps & Community
delta@deltaone.com	Emergency Operational Management Planning	Emergency Response Team (CERT) Training-Citizen Corps & Community
delta@deltaone.com	Emergency Operational Management Planning	Emergency Response Team (CERT) Training-Citizen Corps & Community
delta@deltaone.com	Emergency Operational Management Planning	Grant Writing

delta@deltaone.com	Emergency Operational Management Planning	Grant Writing
delta@deltaone.com	Emergency Operational Management Planning	Hazard Identification
delta@deltaone.com	Emergency Operational Management Planning	Hazard Mitigation Planning
delta@deltaone.com	Emergency Operational Management Planning	Hazard Mitigation Planning
delta@deltaone.com	Emergency Operational Management Planning	Homeland Security Exercise & Evaluation Program (HSEEP) Discussion-Based Exercises (DBX)
delta@deltaone.com	Emergency Operational Management Planning	Homeland Security Exercise & Evaluation Program (HSEEP) Discussion-Based Exercises (DBX)

delta@deltaone.com	Emergency Operational Management Planning	Homeland Security Exercise & Evaluation Program (HSEEP) Operations-Based Exercises (OBX)
delta@deltaone.com	Emergency Operational Management Planning	Homeland Security Exercise & Evaluation Program (HSEEP) Operations-Based Exercises (OBX)
delta@deltaone.com	Emergency Operational Management Planning	Intergovernmental Cooperation Agreements
delta@deltaone.com	Emergency Operational Management Planning	Municipal Emergency Operations Planning
delta@deltaone.com	Emergency Operational Management Planning	National Incident Management System (NIMS) & Incident Command System (ICS) Training
delta@deltaone.com	Emergency Operational Management Planning	National Incident Management System (NIMS) & Incident Command System (ICS) Training

delta@deltaone.com	Emergency Operational Management Planning	Physical Security Planning
delta@deltaone.com	Emergency Operational Management Planning	Public Health Emergency Operations Planning
delta@deltaone.com	Emergency Operational Management Planning	Regional Emergency Operations Planning
delta@deltaone.com	Emergency Operational Management Planning	Regional Strategic National Stockpile (SNS) Planning
delta@deltaone.com	Emergency Operational Management Planning	Risk Assessments
delta@deltaone.com	Emergency Operational Management Planning	Risk Assessments

delta@deltaone.com	Emergency Operational Management Planning	Special Events Planning
delta@deltaone.com	Emergency Operational Management Planning	Special Events Planning
delta@deltaone.com	Emergency Operational Management Planning	State Emergency Operations Planning
delta@deltaone.com	Emergency Operational Management Planning	Strategic Planning
delta@deltaone.com	Emergency Operational Management Planning	Strategic Planning
delta@deltaone.com	Emergency Operational Management Planning	Threat Assessments

delta@deltaone.com	Emergency Operational Management Planning	Training
delta@deltaone.com	Emergency Operational Management Planning	Training
delta@deltaone.com	Emergency Operational Management Planning	Transportation Security Planning
delta@deltaone.com	Emergency Operational Management Planning	Vulnerability Assessments (VA)
delta@deltaone.com	Emergency Operational Management Planning	Vulnerability Assessments (VA)

dering@deringconsulting.com	Administrative	Creative Problem Solving
dering@deringconsulting.com	Administrative	How to Give & Receive Feedback with Skill
dering@deringconsulting.com	Administrative	Leadership Development
dering@deringconsulting.com	Administrative	Management Development

dering@deringconsulting.com	Administrative	Managing Multiple Priorities
dering@deringconsulting.com	Administrative	Managing Talent
dering@deringconsulting.com	Administrative	Supervisory Development
dering@deringconsulting.com	Administrative	The Ethical & Accountable Leader

dering@deringconsulting.com	Administrative	Time Management
dering@deringconsulting.com	Communication	Business Writing that Rocks
dering@deringconsulting.com	Communication	Communicating with Confidence

dering@deringconsulting.com	Communication	Compelling Business Presentations
dering@deringconsulting.com	Communication	Conflict Management
dering@deringconsulting.com	Communication	Dealing with Difficult Behavior
dering@deringconsulting.com	Communication	DiSC Teambuilding Workshop

dering@deringconsulting.com	Communication	Effective Writing for Project Managers
dering@deringconsulting.com	Communication	Facilitator Excellence
dering@deringconsulting.com	Communication	Instructor Development
dering@deringconsulting.com	Communication	Listening-The Lost Art

dering@deringconsulting.com	Communication	Making Meetings Matter
dering@deringconsulting.com	Communication	Memory Workshop
dering@deringconsulting.com	Communication	Mentoring
dering@deringconsulting.com	Communication	Negotiating - Getting to Win-Win
dering@deringconsulting.com	Communication	Public Speaking

dering@deringconsulting.com	Communication	Results Through Relationships
dering@deringconsulting.com	Communication	Team Building
dering@deringconsulting.com	Communication	Technical Writing
dering@deringconsulting.com	Communication	Train-the-Trainer

dering@deringconsulting.com	Communication	Writing Effective Emails & Better Business Documents
dering@deringconsulting.com	Customer Focus	Change-The Challenge
dering@deringconsulting.com	Customer Focus	Effective Telephone Techniques
dering@deringconsulting.com	Customer Focus	Extraordinary Customer Service
dering@deringconsulting.com	Customer Focus	Focus Group Facilitation

dering@deringconsulting.com	Customer Focus	IT Customer Service
dering@deringconsulting.com	Data - Collection / Analysis	Design & Data Analysis-Introduction to Sampling
dering@deringconsulting.com	Data - Collection / Analysis	Surveys - Acquiring Better Data by Design
dering@deringconsulting.com	Process Improvement	Key Strategic Core & Business Process Improvement Initiative

dering@deringconsulting.com	Process Improvement	Measuring for Results
dering@deringconsulting.com	Process Improvement	Process Improvement
dering@deringconsulting.com	Process Improvement	Project Management
dering@deringconsulting.com	Process Improvement	Strategic Planning

dering@deringconsulting.com	Process Improvement	Strategic Planning for Results
dering@deringconsulting.com	Workplace Management	Creative Problem Solving
dering@deringconsulting.com	Workplace Management	Dealing with Difficult Behavior
dering@deringconsulting.com	Workplace Management	Preventing Harassment in the Workplace

dering@deringconsulting.com	Workplace Management	Results through Relationships
dering@deringconsulting.com	Workplace Management	Stress Management
danazamolyi@verizon.net	Communication	Breaking the Barriers to Professional Learning and Personal Growth
danazamolyi@verizon.net	Communication	Communicating in Un-common Ground

danazamolyi@verizon.net	Communication	Get it Done, Feel Satisfied, and Create time for "me"
danazamolyi@verizon.net	Communication	Refocus Your Creativity: Getting Past Creativity/Mental Blocks
danazamolyi@verizon.net	Communication	Samurai Decisiveness

danazamolyi@verizon.net	Communication	Speak Up! Clear and Confident Public Speaking
danazamolyi@verizon.net	Communication	The 90% Factor: Non-verbal Awareness
danazamolyi@verizon.net	Communication	The Positive Power of the Plateau: Growing in Stillness

danazamolyi@verizon.net	Communication	Trust in Uncertainty: Moving groups through change
danazamolyi@verizon.net	Communication	Bottomline Communications: Getting to Your Point
danazamolyi@verizon.net	Communication	Getting what you want: The art of an effective Request

danazamolyi@verizon.net	Communication	Open to Learn, Open to Change
ed@eeoworks.com	Administrative	Hiring the Best Qualified Applicant: The Interview
ed@eeoworks.com	Administrative	The Americans with Disabilities Act and Employment
eminnovations@verizon.net	Emergency Operational Management Planning	Full Scale Exercises
eminnovations@verizon.net	Emergency Operational Management Planning	Functional Exercises

eminnovations@verizon.net	Emergency Operational Management Planning	Introduction to WMD for healthcare Provider -First receivers
eminnovations@verizon.net	Emergency Operational Management Planning	Introduction to WMD for healthcare Provider -Primary Care Physicians and staff
eminnovations@verizon.net	Emergency Operational Management Planning	NIMS 100 ICS for Healthcare and Public Health
eminnovations@verizon.net	Emergency Operational Management Planning	NIMS 200 ICS for Healthcare and Public Health
eminnovations@verizon.net	Emergency Operational Management Planning	NIMS 700 ICS for Healthcare and Public Health
eminnovations@verizon.net	Emergency Operational Management Planning	Pandemic Impact overview and exercise for Healthcare Organizations

eminnovations@verizon.net	Emergency Operational Management Planning	Pandemic Impact overview and Tabletop exercise for Communities
eminnovations@verizon.net	Emergency Operational Management Planning	Pandemic Impact overview and Tabletop exercise for Educational organizations
eminnovations@verizon.net	Emergency Operational Management Planning	Pandemic Impact overview and Tabletop exercise for Public Health
eminnovations@verizon.net	Emergency Operational Management Planning	Personal and Professional emergency preparedness - "Ready Now" with PA Overview
eminnovations@verizon.net	Emergency Operational Management Planning	Simulation, Training and Exercise Program (STEP) c for Hospitals
eminnovations@verizon.net	Emergency Operational Management Planning	Simulation, Training and Exercise Program (STEP) c for Public Health

eminnovations@verizon.net	Emergency Operational Management Planning	Tabletop Exercises
vsunday@esi-intl.com	Specialized Professional Skills Development	Administration of Commercial Contracts—3 Days
vsunday@esi-intl.com	Specialized Professional Skills Development	Advanced Contract Administration—4 Days

vsunday@esi-intl.com	Specialized Professional Skills Development	Advanced Source Selection—4 Days
vsunday@esi-intl.com	Specialized Professional Skills Development	Aligning Project Management with Organizational Strategy—3 Days
vsunday@esi-intl.com	Specialized Professional Skills Development	Applied Earned Value Management—3 Days

vsunday@esi-intl.com	Specialized Professional Skills Development	Business Law and the UCC: Principles and Practices—3 Days
vsunday@esi-intl.com	Specialized Professional Skills Development	Business Object Oriented Modeling—4 Days
vsunday@esi-intl.com	Specialized Professional Skills Development	Business Process Analysis, Innovation and Design—4 Days

vsunday@esi-intl.com	Specialized Professional Skills Development	Coaching and Mentoring for Improved Performance—3 Days
vsunday@esi-intl.com	Specialized Professional Skills Development	CON 100: Shaping Smart Business Arrangements—5 Days
vsunday@esi-intl.com	Specialized Professional Skills Development	CON120: Mission-Focused Contracting (On-site Only)—10 Days

vsunday@esi-intl.com	Specialized Professional Skills Development	CON353: Advanced Business Solutions in Contracting (On-site Only)—10 Days
vsunday@esi-intl.com	Specialized Professional Skills Development	Construction Contracting—5 Days
vsunday@esi-intl.com	Specialized Professional Skills Development	Contract Closeout—2 Days

vsunday@esi-intl.com	Specialized Professional Skills Development	Contract Disputes and Terminations—2 Days
vsunday@esi-intl.com	Specialized Professional Skills Development	Contract Management Principles and Practices—3 Days
vsunday@esi-intl.com	Specialized Professional Skills Development	Contract Pricing—5 Days
vsunday@esi-intl.com	Specialized Professional Skills Development	Contract Purchasing System Review—2 Days

vsunday@esi-intl.com	Specialized Professional Skills Development	Cost Estimating—2 Days
vsunday@esi-intl.com	Specialized Professional Skills Development	COTR Management of IT Service Contracts—3 Days
vsunday@esi-intl.com	Specialized Professional Skills Development	COTR Training Program—5 Days

vsunday@esi-intl.com	Specialized Professional Skills Development	Critical Thinking and Problem Solving—3 Days
vsunday@esi-intl.com	Specialized Professional Skills Development	Design/Build Contracting—2 Days
vsunday@esi-intl.com	Specialized Professional Skills Development	Earned Value Management Fundamentals—5 Days

vsunday@esi-intl.com	Specialized Professional Skills Development	Establishing a Business Mindset—3 Days
vsunday@esi-intl.com	Specialized Professional Skills Development	Establishing the Project Management Office—2 Days

vsunday@esi-intl.com	Specialized Professional Skills Development	FAR Part 15—2 Days
vsunday@esi-intl.com	Specialized Professional Skills Development	Federal Appropriations Law—4 Days
vsunday@esi-intl.com	Specialized Professional Skills Development	Federal Contracting Basics (CON 110)—5 Days

vsunday@esi-intl.com	Specialized Professional Skills Development	Federal Supply Schedule Contracting—2 Days
vsunday@esi-intl.com	Specialized Professional Skills Development	Financial Considerations for Business Decision Making—3 Days
vsunday@esi-intl.com	Specialized Professional Skills Development	Government Contract Audits—2 Days

vsunday@esi-intl.com	Specialized Professional Skills Development	Government Contract Law (CON 210)—5 Days
vsunday@esi-intl.com	Specialized Professional Skills Development	Government Cost Accounting—2 Days

vsunday@esi-intl.com	Specialized Professional Skills Development	GWACS, IDIQ Contracts, and Schedules—2 Days
vsunday@esi-intl.com	Specialized Professional Skills Development	High Impact Communication—3 Days
vsunday@esi-intl.com	Specialized Professional Skills Development	How to Gather and Document User Requirements—4 Days

vsunday@esi-intl.com	Specialized Professional Skills Development	Incentive Contracts—2 Days
vsunday@esi-intl.com	Specialized Professional Skills Development	International Contracting—4 Days
vsunday@esi-intl.com	Specialized Professional Skills Development	Introduction to Business Analysis—3 Days

vsunday@esi-intl.com	Specialized Professional Skills Development	Introduction to Testing for Business Analysis—3 Days
vsunday@esi-intl.com	Specialized Professional Skills Development	IT Contracting—2 Days
vsunday@esi-intl.com	Specialized Professional Skills Development	IT Risk Management—3 Days

vsunday@esi-intl.com	Specialized Professional Skills Development	Leading Complex Projects—3 Days
vsunday@esi-intl.com	Specialized Professional Skills Development	Leading High Performing Project Teams—2 Days
vsunday@esi-intl.com	Specialized Professional Skills Development	Leading Project Managers—2 Days

vsunday@esi-intl.com	Specialized Professional Skills Development	Logical Data and Processing Model—5 Days
vsunday@esi-intl.com	Specialized Professional Skills Development	Making Effective Presentations: Fundamentals—2 Days
vsunday@esi-intl.com	Specialized Professional Skills Development	Managing Cost-Reimbursement Contracts—4 Days

vsunday@esi-intl.com	Specialized Professional Skills Development	Managing Global Projects—3 Days
vsunday@esi-intl.com	Specialized Professional Skills Development	Managing IT Projects—3 Days

vsunday@esi-intl.com	Specialized Professional Skills Development	Managing Outsourcing Contracts—3 Days
vsunday@esi-intl.com	Specialized Professional Skills Development	Managing Performance-Based Service Awards—3 Days
vsunday@esi-intl.com	Specialized Professional Skills Development	Managing Projects—3 Days

vsunday@esi-intl.com	Specialized Professional Skills Development	Market Research and Commercial Item Acquisition—2 Days
vsunday@esi-intl.com	Specialized Professional Skills Development	Negotiation Skills for Project Managers—3 Days

vsunday@esi-intl.com	Specialized Professional Skills Development	Negotiation Strategies & Techniques—5 Days
vsunday@esi-intl.com	Specialized Professional Skills Development	Network and Telecom Principles for Project Managers—3 Days
vsunday@esi-intl.com	Specialized Professional Skills Development	Operating Practices in Contract Administration (CON 112)—5 Days

vsunday@esi-intl.com	Specialized Professional Skills Development	Overview of Government Contracting—2 Days
vsunday@esi-intl.com	Specialized Professional Skills Development	Patents, Technical Data and Computer Software—3 Days

vsunday@esi-intl.com	Specialized Professional Skills Development	Performance-Based Acquisition: Preparing Work Statements—3 Days
vsunday@esi-intl.com	Specialized Professional Skills Development	PMP Exam Power Prep—5 Days

vsunday@esi-intl.com	Specialized Professional Skills Development	PMP Exam Preparation—2 Days
vsunday@esi-intl.com	Specialized Professional Skills Development	Program Management—3 Days
vsunday@esi-intl.com	Specialized Professional Skills Development	Project Leadership, Management and Communications—3 Days

vsunday@esi-intl.com	Specialized Professional Skills Development	Project Management and Contracting Professionals—5 Days
vsunday@esi-intl.com	Specialized Professional Skills Development	Project Management Applications—5 Days
vsunday@esi-intl.com	Specialized Professional Skills Development	Project Planning, Analysis, and Control—5 Days (Onsite Only)

vsunday@esi-intl.com	Specialized Professional Skills Development	Quality for Project Managers—3 Days
vsunday@esi-intl.com	Specialized Professional Skills Development	Rapid Assessment and Recovery of Troubled Projects—3 Days
vsunday@esi-intl.com	Specialized Professional Skills Development	Requirements Management: A Key to Project Success—3 Days
vsunday@esi-intl.com	Specialized Professional Skills Development	Risk Management in the Sourcing Environment—2 Days

vsunday@esi-intl.com	Specialized Professional Skills Development	Risk Management—3 Days
vsunday@esi-intl.com	Specialized Professional Skills Development	Scheduling and Cost Control—5 Days
vsunday@esi-intl.com	Specialized Professional Skills Development	Simplified Acquisition—3 Days
vsunday@esi-intl.com	Specialized Professional Skills Development	Software Testing for Better Project Management—3 Days

vsunday@esi-intl.com	Specialized Professional Skills Development	Source Selection: The Best Value Process (CON 111)—5 Days
vsunday@esi-intl.com	Specialized Professional Skills Development	Subcontract Management—3 Days
vsunday@esi-intl.com	Specialized Professional Skills Development	Systems Integration Project Management—3 Days

vsunday@esi-intl.com	Specialized Professional Skills Development	Taking Charge of Organizational Change—3 Days
vsunday@esi-intl.com	Specialized Professional Skills Development	Task Order Contracting—2 Days
vsunday@esi-intl.com	Specialized Professional Skills Development	Understanding the Cost Accounting Standards—2 Days

vsunday@esi-intl.com	Specialized Professional Skills Development	Unlocking the Power to Earned Value Management—2 Days
vsunday@esi-intl.com	Specialized Professional Skills Development	Use Case Modeling for Business Analysts—3 Days
vsunday@esi-intl.com	Specialized Professional Skills Development	Vendor Selection: A Collaborative Approach—3 Days

vsunday@esi-intl.com	Specialized Professional Skills Development	Workflow Modeling—2 Days
vsunday@esi-intl.com	Specialized Professional Skills Development	Writing Statements of Work: The Heart of Any Contract—3 Days
pnaronis@exec-comm.com	Administrative	Conducting Effective Interviews
pnaronis@exec-comm.com	Administrative	Crisis Communication for Senior Executives
pnaronis@exec-comm.com	Administrative	Leadership: Motivating and Delegating

pnaronis@exec-comm.com	Administrative	Managing the Media
pnaronis@exec-comm.com	Communication	Action Writing
pnaronis@exec-comm.com	Communication	Communicating for Better Results
pnaronis@exec-comm.com	Communication	Community Dialoging
pnaronis@exec-comm.com	Communication	Consultative Selling Skills
pnaronis@exec-comm.com	Communication	Dynamic Client Meetings

pnaronis@exec-comm.com	Communication	Dynamic Meeting Skills
pnaronis@exec-comm.com	Communication	Executive Presentation Skills
pnaronis@exec-comm.com	Communication	Facilitator Skills
pnaronis@exec-comm.com	Communication	From Book Bag to Briefcase
pnaronis@exec-comm.com	Communication	Meetings in a Wired World
pnaronis@exec-comm.com	Communication	Negotiation Skills

pnaronis@exec-comm.com	Communication	Say it Write!
pnaronis@exec-comm.com	Communication	Strategic Coaching & Counseling
pnaronis@exec-comm.com	Communication	Team Building & Communication for Success
lou@Painvestigators.com	Workplace Management	Commitment Based Security
lou@Painvestigators.com	Workplace Management	Drugs & the Workplace Management
lou@Painvestigators.com	Workplace Management	Workplace Management Environments

rich@integratedqs.com	Administrative	Prioritization & Effective Organization Skills
rich@integratedqs.com	Administrative	Providing Effective Constructive Feedback
rich@integratedqs.com	Administrative	Time Management
rich@integratedqs.com	Communication	Basic Interpersonal Communication Concepts
rich@integratedqs.com	Communication	Business Plans

rich@integratedqs.com	Communication	Coaching
rich@integratedqs.com	Communication	Communicating Assertively
rich@integratedqs.com	Communication	Communicating Effectively with Boss & Co-Workers

rich@integratedqs.com	Communication	Communicating Effectively with Your Staff & Workers
rich@integratedqs.com	Communication	Communication Process
rich@integratedqs.com	Communication	Conducting Effective Meetings

rich@integratedqs.com	Communication	Conflict Management
rich@integratedqs.com	Communication	Customer Focus
rich@integratedqs.com	Communication	Dealing with Difficult People
rich@integratedqs.com	Communication	Effective Listening

rich@integratedqs.com	Communication	Effective Meetings
rich@integratedqs.com	Communication	Facilitation Skills
rich@integratedqs.com	Communication	Handling the Stress of Change Management
rich@integratedqs.com	Communication	Human Behavior & Development

rich@integratedqs.com	Communication	Internal Consulting Skills
rich@integratedqs.com	Communication	Listening & Communication
rich@integratedqs.com	Communication	Managing a Committee
rich@integratedqs.com	Communication	Mentoring

rich@integratedqs.com	Communication	Negotiating & Influencing
rich@integratedqs.com	Communication	Personality Styles in Communication
rich@integratedqs.com	Communication	Personality Styles in Communication
rich@integratedqs.com	Communication	Presentation Skills

rich@integratedqs.com	Communication	Product System Certification
rich@integratedqs.com	Communication	Public Speaking
rich@integratedqs.com	Communication	Reading
rich@integratedqs.com	Communication	Strategic Plans

rich@integratedqs.com	Communication	Team Building
rich@integratedqs.com	Communication	Team Leadership
rich@integratedqs.com	Communication	Train-the-Trainer Skills
rich@integratedqs.com	Communication	Verbal & Non-Verbal

rich@integratedqs.com	Communication	Verbal Communication Skills
rich@integratedqs.com	Communication	Writing
rich@integratedqs.com	Customer Focus	Communicating & Training Management / Creating - Sustaining Service Culture
rich@integratedqs.com	Customer Focus	Customer & Market Focus

rich@integratedqs.com	Customer Focus	Customer Satisfaction Determination
rich@integratedqs.com	Customer Focus	Facilitate / Conduct / Participate in on-site meeting
rich@integratedqs.com	Customer Focus	Focus Group Facilitation
rich@integratedqs.com	Customer Focus	Leadership for Change

rich@integratedqs.com	Customer Focus	Leadership for Excellence
rich@integratedqs.com	Customer Focus	Leadership's Role in Creating a Service Culture
rich@integratedqs.com	Customer Focus	Measuring, Evaluating & Analyzing Outcomes
rich@integratedqs.com	Customer Focus	One-on-One with Customer-Focused Teams

rich@integratedqs.com	Customer Focus	Performance for Results
rich@integratedqs.com	Customer Focus	Refocusing the Customer-Focused Initiative
rich@integratedqs.com	Customer Focus	Skill Building for Front Line
rich@integratedqs.com	Customer Focus	Strategic Visioning & Planning
rich@integratedqs.com	Customer Focus	Tools for Sustaining a Service Culture

rich@integratedqs.com	Customer Focus	Tools for Sustaining a Service Culture
rich@integratedqs.com	Process Improvement	Benchmarking for Continuous Improvement
rich@integratedqs.com	Process Improvement	Develop & Sustain Supportive Environment
rich@integratedqs.com	Process Improvement	Development of Follow-Up Implementation Plans

rich@integratedqs.com	Process Improvement	Integrate Process Improvement with Strategic Plan
rich@integratedqs.com	Process Improvement	Internal Process Improvement ~ Train-the-Trainer & Team Leaders
rich@integratedqs.com	Process Improvement	Key Strategic Core & Business Process Improvement Initiative

rich@integratedqs.com	Process Improvement	Key Suppliers & Partnering Interactions
rich@integratedqs.com	Process Improvement	Math
rich@integratedqs.com	Process Improvement	Measuring Process Performance / Improvement Outcomes
rich@integratedqs.com	Process Improvement	Monitoring Implementation & Outcomes
rich@integratedqs.com	Process Improvement	Quality Overviews

rich@integratedqs.com	Process Improvement	Strategic Visioning & Planning
rich@integratedqs.com	Process Improvement	Team Coaching - Identify, Design, Plan for New Change Projects
rich@integratedqs.com	Process Improvement	Team Member

rich@integratedqs.com	Workplace Management	Conflict Management/Resolution (including customer / client, stranger, co-worker)
rich@integratedqs.com	Workplace Management	Coping with Difficult Behavior
rich@integratedqs.com	Workplace Management	Cultural Awareness
rich@integratedqs.com	Workplace Management	Diffusing Hostility (including customer / client, stranger, co-worker)

rich@integratedqs.com	Workplace Management	Effective Interpersonal Skills
rich@integratedqs.com	Workplace Management	Stress Management
rich@integratedqs.com	Workplace Management	Welfare to Work
remy@intelagentresources.com	Process Improvement	Project Management Boot Camp
skip@international-training.com	Administrative	Cultural Competency

skip@international-training.com	Administrative	Cultural Diversity
skip@international-training.com	Administrative	Cultural Diversity for Hispanics
skip@international-training.com	Administrative	Generation X
skip@international-training.com	Administrative	Interviewing
skip@international-training.com	Administrative	Preparing & Delivering Effective Performance Assessments
skip@international-training.com	Administrative	Providing Effective Constructive Feedback

skip@international-training.com	Communication	Basic Interpersonal Communication Concepts
skip@international-training.com	Communication	Coaching
skip@international-training.com	Communication	Communicating Assertively
skip@international-training.com	Communication	Communicating Effectively with Boss & Co-Workers
skip@international-training.com	Communication	Conducting Effective Meetings
skip@international-training.com	Communication	Conflict Management

skip@international-training.com	Communication	Customer Focus
skip@international-training.com	Communication	Dealing with Difficult People
skip@international-training.com	Communication	Facilitation Skills
skip@international-training.com	Communication	Internal Consulting Skills
skip@international-training.com	Communication	Listening-Effective
skip@international-training.com	Communication	Meetings-Effective

skip@international-training.com	Communication	Mentoring
skip@international-training.com	Communication	Negotiating & Influencing
skip@international-training.com	Communication	Personality Styles in Communication
skip@international-training.com	Communication	Presentation Skills
skip@international-training.com	Communication	Public Speaking
skip@international-training.com	Communication	Strategic Plans

skip@international-training.com	Communication	Team Building
skip@international-training.com	Communication	Team Leadership
skip@international-training.com	Communication	Technical Writing
skip@international-training.com	Communication	Train-the-Trainer Skills
skip@international-training.com	Communication	Verbal Communication Skills
skip@international-training.com	Communication	Writing with Clarity, Brevity & Impact

skip@international-training.com	Communication	Written Communication Skills
skip@international-training.com	Process Improvement	Strategic Visioning & Planning
skip@international-training.com	Process Improvement	Team Coaching - Identify, Design, Plan for New Change Projects
pam@jcsafety.com	Health & Safety	Blood Borne Pathogens
pam@jcsafety.com	Health & Safety	Certified Safety Committees
pam@jcsafety.com	Health & Safety	Confined Spaces

pam@jcsafety.com	Health & Safety	Control of Hazardous Energy
pam@jcsafety.com	Health & Safety	Emergency Preparedness
pam@jcsafety.com	Health & Safety	Ergonomics
pam@jcsafety.com	Health & Safety	Fall Protection
pam@jcsafety.com	Health & Safety	Hazard Communication

pam@jcsafety.com	Health & Safety	HazWOPER - Initial Site Worker
pam@jcsafety.com	Health & Safety	HazWOPER - Refresher
pam@jcsafety.com	Health & Safety	Incident Response - First Responder Awareness
pam@jcsafety.com	Health & Safety	Incident Response - First Responder Operations
pam@jcsafety.com	Health & Safety	Incident Response - Hazardous Materials Technician

pam@jcsafety.com	Health & Safety	Occupational Noise Exposure
pam@jcsafety.com	Health & Safety	Personal Safety
pam@jcsafety.com	Health & Safety	Powered Industrial - Truck
pam@jcsafety.com	Health & Safety	PPE & Respirators
JTMCLLC@peoplepc.com	Communication	Coaching
JTMCLLC@peoplepc.com	Communication	Coaching

JTMCLLC@peoplepc.com	Communication	Facilitation Skills
JTMCLLC@peoplepc.com	Communication	Facilitation Skills
JTMCLLC@peoplepc.com	Communication	Presentation Skills
JTMCLLC@peoplepc.com	Communication	Presentation Skills
JTMCLLC@peoplepc.com	Communication	Team Building
JTMCLLC@peoplepc.com	Communication	Team Building

jewing@bizplansplus.com	Communication	Business Plan Writing
jewing@bizplansplus.com	Communication	Grant Writing
jewing@bizplansplus.com	Communication	Strategic Plan Writing
jewing@bizplansplus.com	Communication	Writing Proposals
jewing@bizplansplus.com	Customer Focus	Strategic Visioning & Planning

jewing@bizplansplus.com	Customer Focus	Writing Effective Outcome Measurements
jdetz@joandetz.com	Communication	Handling Question & Answer Sessions
jdetz@joandetz.com	Communication	Individual Speaker Coaching
jdetz@joandetz.com	Communication	Presentation Skills
joef@epix.net	Hazardous & Environmental Safety	Hazardous Waste Management (EPA)

joef@epix.net	Hazardous & Environmental Safety	Hazardous Waste Operation & Emergency Response (HAZWOPER)
joef@epix.net	Hazardous & Environmental Safety	Lockout / Tagout
joef@epix.net	Hazardous & Environmental Safety	Occupational Exposures to Hazardous Chemicals in Laboratories
joef@epix.net	Hazardous & Environmental Safety	Transportation of Dangerous Goods (IATA)
joef@epix.net	Hazardous & Environmental Safety	Transportation of Hazardous Materials (DOT)
joef@epix.net	Health & Safety	Asbestos Awareness

joef@epix.net	Health & Safety	Blood borne Pathogens
joef@epix.net	Health & Safety	Confined Space Entry
joef@epix.net	Health & Safety	CPR/First Aid / AED
joef@epix.net	Health & Safety	Hazard Communication
joef@epix.net	Health & Safety	Hearing Conservation
joef@epix.net	Health & Safety	Incident Command System

joef@epix.net	Health & Safety	OSHA Outreach Training for Construction Industry (10 Hour & 30 Hour)
joef@epix.net	Health & Safety	OSHA Outreach Training for General Industry (10 Hour & 30 Hour)
joef@epix.net	Health & Safety	Portable Fire Extinguisher
joef@epix.net	Health & Safety	Powered Industrial Truck (Forklift)
kmiller@kandwphilly.com	Hazardous & Environmental Safety	OSHA 30-Hour General Industry
kmiller@kandwphilly.com	Health & Safety	OSHA 10-Hour Construction Industry

kmiller@kandwphilly.com	Health & Safety	OSHA 10-Hour CPR AED & First Aid General Industry
kmiller@kandwphilly.com	Health & Safety	OSHA 30-Hour Construction Industry
kmiller@kandwphilly.com	Health & Safety	Workplace Violence Prevention & Response Program
mjohnson@learningdesigns.com	Administrative	Adapting to Change
mjohnson@learningdesigns.com	Administrative	Conducting Effective Interviews
mjohnson@learningdesigns.com	Administrative	Ethics in Leadership

mjohnson@learningdesigns.com	Administrative	Managing and Leading Change
mjohnson@learningdesigns.com	Administrative	Performance Appraisals: Making Them Meaningful
mjohnson@learningdesigns.com	Administrative	Recognizing and Motivating Employees
mjohnson@learningdesigns.com	Administrative	Servant Leadership: Enhancing Individual and Organizational Growth
mjohnson@learningdesigns.com	Administrative	Team Leadership: Helping Teams to Achieve Their Goals
mjohnson@learningdesigns.com	Administrative	Time Management: Techniques for Organizing and Controlling Your Time

mjohnson@learningdesigns.com	Administrative	Working with Diversity: A Competitive Advantage
mjohnson@learningdesigns.com	Communication	Basics of Business Writing: Putting Your Message in Print
mjohnson@learningdesigns.com	Communication	Coaching for Better Results
mjohnson@learningdesigns.com	Communication	Effective Grant Writing
mjohnson@learningdesigns.com	Communication	Effective Team Meetings
mjohnson@learningdesigns.com	Communication	Emotional Intelligence (Workplace EQ)

mjohnson@learningdesigns.com	Communication	Facilitation Skills
mjohnson@learningdesigns.com	Communication	Interpersonal Communication Skills
mjohnson@learningdesigns.com	Communication	MBTI: Step 1
mjohnson@learningdesigns.com	Communication	MBTI: Step II
mjohnson@learningdesigns.com	Communication	Negotiation Skills
mjohnson@learningdesigns.com	Communication	Presentation Skills: Getting Your Message Across

mjohnson@learningdesigns.com	Communication	Team Skills
mjohnson@learningdesigns.com	Communication	Train-the-Trainer
mjohnson@learningdesigns.com	Process Improvement	Effective Problem Solving
mjohnson@learningdesigns.com	Process Improvement	Excellence in Customer Service
mjohnson@learningdesigns.com	Process Improvement	Strategic Planning
mjohnson@learningdesigns.com	Process Improvement	Team Concept

mjohnson@learningdesigns.com	Workplace Management	Conflict Management Systems
mjohnson@learningdesigns.com	Workplace Management	Conflict Resolution Techniques
mjohnson@learningdesigns.com	Workplace Management	Domestic Violence
mjohnson@learningdesigns.com	Workplace Management	Stress Management: Maintaining the Balance
mjohnson@learningdesigns.com	Workplace Management	Workplace Violence: Don't Just Let It Happen

info@lindenbergergroup.com	Administrative	360-Degree Assessment & Feedback
info@lindenbergergroup.com	Administrative	Balance Your Work / Life
info@lindenbergergroup.com	Administrative	Competency-Based Interviewing
info@lindenbergergroup.com	Administrative	Diversity in the Workplace

info@lindenbergergroup.com	Administrative	FISH! - A Remarkable Way to Boost Morale & Improve Results
info@lindenbergergroup.com	Administrative	Leadership Boot Camp
info@lindenbergergroup.com	Administrative	Manage Change
info@lindenbergergroup.com	Administrative	Mentoring

info@lindenbergergroup.com	Administrative	New Employee Orientation
info@lindenbergergroup.com	Administrative	Organize to Optimize
info@lindenbergergroup.com	Administrative	Peer Coaching Groups
info@lindenbergergroup.com	Administrative	Smart Choices - How to Hire the Best

info@lindenbergergroup.com	Administrative	Truth or Consequences - How to Give Employee Feedback
info@lindenbergergroup.com	Communication	Be Assertive
info@lindenbergergroup.com	Communication	Build Powerful Presentations
info@lindenbergergroup.com	Communication	Communicate Effectively
info@lindenbergergroup.com	Communication	Conflict Management

info@lindenbergergroup.com	Communication	Make the Most of Your Meetings
info@lindenbergergroup.com	Communication	Navigate Your Career
info@lindenbergergroup.com	Communication	Performance Management
info@lindenbergergroup.com	Communication	Professional Image

info@lindenbergergroup.com	Communication	Strategic Planning
info@lindenbergergroup.com	Communication	Succession Planning
info@lindenbergergroup.com	Communication	Team Building
info@lindenbergergroup.com	Communication	Understanding Yourself & Others Through Myers-Briggs
dsawicki@luzerne.edu	Communication	Basic Interpersonal Communication Concepts

dsawicki@luzerne.edu	Communication	Business Plans
dsawicki@luzerne.edu	Communication	Coaching
dsawicki@luzerne.edu	Communication	Communicating Assertively
dsawicki@luzerne.edu	Communication	Communicating Effectively with Boss and Coworkers
dsawicki@luzerne.edu	Communication	Communication Process

dsawicki@luzerne.edu	Communication	Conflict Management
dsawicki@luzerne.edu	Communication	Dealing with Difficult People
dsawicki@luzerne.edu	Communication	Effective Listening
dsawicki@luzerne.edu	Communication	Human Behavior and Development
dsawicki@luzerne.edu	Communication	Mentoring
dsawicki@luzerne.edu	Communication	Negotiating and Influencing

dsawicki@luzerne.edu	Communication	Personality Styles and Communication
dsawicki@luzerne.edu	Communication	Production System Certification
dsawicki@luzerne.edu	Communication	Strategic Planning
dsawicki@luzerne.edu	Communication	Team Building
dsawicki@luzerne.edu	Communication	Verbal and Non Verbal
brain@dmssafety.com	Health & Safety	AED

brain@dmssafety.com	Health & Safety	Blood Borne Pathogen (BBP)
brain@dmssafety.com	Health & Safety	CPR - Basic
brain@dmssafety.com	Health & Safety	CPR - Health Care Provider
brain@dmssafety.com	Health & Safety	CPR/First Aid
brain@dmssafety.com	Health & Safety	First Aid

brain@dmssafety.com	Health & Safety	First Aid (First Responder)
majorben@comcast.net	Administrative	Valuing Diversity
majorben@comcast.net	Communication	Communication Conflict Resolution
mandevinc4@earthlink.net	Administrative	Leadership Institute

mandevinc4@earthlink.net	Administrative	Leadership Institute
Miles2GoSeminars@comcast.net	Communication	Dealing With Resistance to Change
Miles2GoSeminars@comcast.net	Communication	Manage Things - Coach People
Miles2GoSeminars@comcast.net	Communication	Team Building Skills
Miles2GoSeminars@comcast.net	Customer Focus	Leadership Lessons
Miles2GoSeminars@comcast.net	Customer Focus	Organizing for Success

Miles2GoSeminars@comcast.net	Customer Focus	Striving for Supervisory Excellence
mindshiftconsulting@hotmail.com	Customer Focus	Facilitate, Conduct, Participate in Meetings
mindshiftconsulting@hotmail.com	Customer Focus	Focus Group Facilitation
mindshiftconsulting@hotmail.com	Customer Focus	Human Resources - Diversity & Harassment Prevention Programs & Services
mindshiftconsulting@hotmail.com	Customer Focus	Leadership-Excellence in Executive
mindshiftconsulting@hotmail.com	Customer Focus	Performance for Results

mindshiftconsulting@hotmail.com	Customer Focus	Strategic Visioning & Planning
mindshiftconsulting@hotmail.com	Customer Focus	Using Style to Enhance the Customer Experience
mindshiftconsulting@hotmail.com	Process Improvement	Coaching for Success
mindshiftconsulting@hotmail.com	Process Improvement	Executive Excellence
mindshiftconsulting@hotmail.com	Process Improvement	Strategic Visioning & Planning

joswald@m-inc.com	Administrative	Personal & Project Time Management
joswald@m-inc.com	Communication	Project Communications & HR Management

joswald@m-inc.com	Communication	Project Communications & HR Management
joswald@m-inc.com	Communication	Project Updating, Monitoring & Reporting
joswald@m-inc.com	Communication	Team Management & Negotiating Techniques

joswald@m-inc.com	Communication	Team Management & Negotiating Techniques
joswald@m-inc.com	Process Improvement	Project Management Foundations
joswald@m-inc.com	Process Improvement	Project Updating, Monitoring & Reporting

joswald@m-inc.com	Specialized Professional Skills Development	Project Quality Management
joswald@m-inc.com	Specialized Professional Skills Development	Project Updating, Monitoring and Reporting
fvornbrock@mntntp.com;kkevenk@mntntp.com	Administrative	Diversity - Maximizing Individual & Group Differences
fvornbrock@mntntp.com;kkevenk@mntntp.com	Administrative	Ethics in the Workplace
fvornbrock@mntntp.com;kkevenk@mntntp.com	Administrative	Grievance Procedure & the Role of Discipline

fvornbrock@mntntp.com ; kkevenk@mntntp.com	Administrative	Improving & Correcting Employee Performance
fvornbrock@mntntp.com ; kkevenk@mntntp.com	Administrative	Time Management
fvornbrock@mntntp.com ; kkevenk@mntntp.com	Administrative	Understanding Employment Law
fvornbrock@mntntp.com ; kkevenk@mntntp.com	Communication	Building Effective Teams / Team Building
fvornbrock@mntntp.com ; kkevenk@mntntp.com	Communication	Coaching Skills for Supervisors
fvornbrock@mntntp.com ; kkevenk@mntntp.com	Communication	Conflict Management

fvornbrock@mntntp.com ; kkevenk@mntntp.com	Communication	Creating a Highly Motivating Work Environment
fvornbrock@mntntp.com ; kkevenk@mntntp.com	Communication	Effective Interpersonal Communications
fvornbrock@mntntp.com ; kkevenk@mntntp.com	Communication	Improving Communications
fvornbrock@mntntp.com ; kkevenk@mntntp.com	Communication	Innovating Under the Gun Approaches to Rapid Innovative Solutions

fvornbrock@mntntp.com ; kkevenk@mntntp.com	Communication	Leadership-Situational
fvornbrock@mntntp.com ; kkevenk@mntntp.com	Communication	Negotiation-Essentials
fvornbrock@mntntp.com ; kkevenk@mntntp.com	Customer Focus	Building a Balanced Scorecard
fvornbrock@mntntp.com ; kkevenk@mntntp.com	Customer Focus	Do Leaders Matter? The Role of the Transformational Leader
fvornbrock@mntntp.com ; kkevenk@mntntp.com	Customer Focus	Guiding Organizational Change

fvornbrock@mntntp.com ; kkevenk@mntntp.com	Customer Focus	Leadership & Visioning - Business Imperatives
fvornbrock@mntntp.com ; kkevenk@mntntp.com	Customer Focus	Leadership-Principles
fvornbrock@mntntp.com ; kkevenk@mntntp.com	Customer Focus	Leadership- Supervisors Training
fvornbrock@mntntp.com ; kkevenk@mntntp.com	Customer Focus	Understanding Strategic Management
fvornbrock@mntntp.com ; kkevenk@mntntp.com	Process Improvement	ISO / QS 9000 Training & Support
fvornbrock@mntntp.com ; kkevenk@mntntp.com	Process Improvement	Understanding Continuous Process Improvement

fvornbrock@mntntp.com ; kkevenk@mntntp.com	Process Improvement	Understanding Workflow
chodes@nigp.org	Specialized Professional Skills Development	Contract Administration
chodes@nigp.org	Specialized Professional Skills Development	Developing & Managing Requests for Proposals
chodes@nigp.org	Specialized Professional Skills Development	Introduction to Public Procurement

chodes@nigp.org	Specialized Professional Skills Development	Legal Aspects of Public Procurement
chodes@nigp.org	Specialized Professional Skills Development	Planning, Scheduling & Requirement Analysis
chodes@nigp.org	Specialized Professional Skills Development	Preparing for the Certified Professional Public Buyer (CPPB) Written Exam (A Review)
chodes@nigp.org	Specialized Professional Skills Development	Preparing for the Certified Public Purchasing Officer (CPPO) Written Exam (A Review)
chodes@nigp.org	Specialized Professional Skills Development	Sourcing in the Public Sector

strizzitraining@comcast.net	Administrative	Performance Review Process
strizzitraining@comcast.net	Administrative	Managing Change: Surviving the journey
strizzitraining@comcast.net	Workplace Management	Managing Stress
info@pennsylvaniasupportalliance.org	Mandated Reporter Training	Responding to Child Neglect
info@pennsylvaniasupportalliance.org	Mandated Reporter Training	Responding to Disclosures of Child Abuse
info@pennsylvaniasupportalliance.org	Mandated Reporter Training	Train -the-Trainer Recognizing & Reporting Child Abuse

info@pennsylvaniafamilysupportalliance.org	Specialized Professional Skills Development	Recognizing & Reporting Child Abuse
peoplefrontandcenter@comcast.net	Communication	Basic Interpersonal Communication Concepts
peoplefrontandcenter@comcast.net	Communication	Coaching
peoplefrontandcenter@comcast.net	Communication	Interviewing
peoplefrontandcenter@comcast.net	Communication	Preparing & Delivering Effective Performance Assessments

peoplefrontandcenter@comcast.net	Communication	Providing & Delivering Effective Performance Assessments
peoplefrontandcenter@comcast.net	Communication	Strategic Plans
marcy.birchard@plan4demand.com	Communication	Conducting Effective Meetings
marcy.birchard@plan4demand.com	Communication	Train-the-Trainer Skills
marcy.birchard@plan4demand.com	Process Improvement	Key Strategic Core & Business Process Improvement Initiative

marcy.birchard@plan4demand.com	Process Improvement	Key Suppliers & Partnering Interactions
dbcrawford@pmsolutions.com	Process Improvement	Beyond the Project Office: Governance Best Practices (1 Day Workshop)
dbcrawford@pmsolutions.com	Process Improvement	CAPM Exam Review (3 ½ Days)

dbcrawford@pmsolutions.com	Process Improvement	Complex IT Project Management (3 Days)
dbcrawford@pmsolutions.com	Process Improvement	Contracting & Negotiation Skills (3 Days)
dbcrawford@pmsolutions.com	Process Improvement	Critical Judgment (2 Days) "Increasing the Depth of your PM Prowess"
dbcrawford@pmsolutions.com	Process Improvement	Customized (Classroom based) PM Training (1 -5 Days depending on Agency need)

dbcrawford@pmsolutions.com	Process Improvement	Designing & Building High Performing Project Teams (1 Day Workshop)
dbcrawford@pmsolutions.com	Process Improvement	Identifying & Managing IT Requirements (3 Days)
dbcrawford@pmsolutions.com	Process Improvement	IT Project Cost & Schedule Management (3 Days)

dbcrawford@pmsolutions.com	Process Improvement	IT Risk Management (3 Days)
dbcrawford@pmsolutions.com	Process Improvement	Leadership In a Project Environment (3 Days)
dbcrawford@pmsolutions.com	Process Improvement	Managing & Controlling Portfolio Performance (1 Day Workshop)

dbcrawford@pmsolutions.com	Process Improvement	Managing Integration Projects (2 Days)
dbcrawford@pmsolutions.com	Process Improvement	Managing IT Projects (3 Days)
dbcrawford@pmsolutions.com	Process Improvement	Measuring Project Management Performance (1 Day Workshop)

dbcrawford@pmsolutions.com	Process Improvement	Overcoming Barriers to Organizational Change (1 Day Workshop)
dbcrawford@pmsolutions.com	Process Improvement	PM Basics (1 Day)
dbcrawford@pmsolutions.com	Process Improvement	PMP Exam Prep Workshop (2 Days)

dbcrawford@pmsolutions.com	Process Improvement	Project Communication Management (2 Days)
dbcrawford@pmsolutions.com	Process Improvement	Project Cost & Schedule Management (3 Days)
dbcrawford@pmsolutions.com	Process Improvement	Project Management 2-Hour on-line Web-Casts

dbcrawford@pmsolutions.com	Process Improvement	Project Management Essentials (3 Days)
dbcrawford@pmsolutions.com	Process Improvement	Project Management for Executives (1/2 Workshop)
dbcrawford@pmsolutions.com	Process Improvement	Project Management For Team Members (2 Days)

dbcrawford@pmsolutions.com	Process Improvement	Project Management Practicum (4 Days)
dbcrawford@pmsolutions.com	Process Improvement	Project Quick Start (1 Day Workshop)
dbcrawford@pmsolutions.com	Process Improvement	Project Review & Recovery (1 Day Workshop)

dbcrawford@pmsolutions.com	Process Improvement	Project Risk Management (3 Days)
dbcrawford@pmsolutions.com	Process Improvement	Recovering Troubled Projects (2 Days)
mike@preferrededucation.com	Communication	Applied Communications
mike@preferrededucation.com	Communication	Facilitation Skills: Developing Group Facilitation Skills
mike@preferrededucation.com	Communication	Individual

mike@preferrededucation.com	Communication	Project Management Skills
mike@preferrededucation.com	Communication	Writing Composition
mike@preferrededucation.com	Customer Focus	Telephone Crisis Management & Assessment
mike@preferrededucation.com	Health - Case Management	Coaching to Improve Employee Performance
mike@preferrededucation.com	Health - Case Management	Crisis Intervention
mike@preferrededucation.com	Health - Case Management	Effective Communication

mike@preferrededucation.com	Health - Prevention & Education	Current Drug Trends
mike@preferrededucation.com	Health - Prevention & Education	Drug / Alcohol Prevention Through Peer Support
mike@preferrededucation.com	Health - Prevention & Education	Human Growth & Development
mike@preferrededucation.com	Health - Prevention & Education	Intervention
mike@preferrededucation.com	Health - Treatment	Addicted Criminal Offender
mike@preferrededucation.com	Health - Treatment	Addiction & Human Development

mike@preferrededucation.com	Health - Treatment	Avoiding Common Pitfalls in Counseling
mike@preferrededucation.com	Health - Treatment	Basics of D&A Treatment
mike@preferrededucation.com	Health - Treatment	Co-Dependency
mike@preferrededucation.com	Health - Treatment	Cognitive Restructuring for Drug & Alcohol & Criminal Justice Clients
mike@preferrededucation.com	Health - Treatment	Co-Occurring Disorders
mike@preferrededucation.com	Health - Treatment	Diagnosing & Treating Co-Dependence

mike@preferrededucation.com	Health - Treatment	Domestic Violence & the Substance Abusing Woman
mike@preferrededucation.com	Health - Treatment	DSM IV: A Review of Major Mental Disorders for Substance Abuse Professionals
mike@preferrededucation.com	Health - Treatment	Dual Disorder Recovery
mike@preferrededucation.com	Health - Treatment	Dual Disorders & the Family
mike@preferrededucation.com	Health - Treatment	Dual Disorders Recovery Counseling: An Integrated Model for Treating Psychiatric & Substance Use Disorders
mike@preferrededucation.com	Health - Treatment	Evaluating & Treating Adult Children of Alcoholics

mike@preferrededucation.com	Health - Treatment	Group Treatment of Addiction & Dual Disorders
mike@preferrededucation.com	Health - Treatment	Improving Treatment Adherence: Applications to Addiction & Dual Disorders
mike@preferrededucation.com	Health - Treatment	In the Pursuit of Happiness & the Goals of Aftercare
mike@preferrededucation.com	Health - Treatment	Methadone Maintenance Treatment & Relevant Clinical Issues
mike@preferrededucation.com	Health - Treatment	Methamphetamines
mike@preferrededucation.com	Health - Treatment	Motivational Interviewing in Substance Abuse Counseling

mike@preferrededucation.com	Health - Treatment	PA Client Placement Criteria for Adults (PCPC)
mike@preferrededucation.com	Health - Treatment	Parenting in Recovery
mike@preferrededucation.com	Health - Treatment	Pharmacotherapeutic Medication Trends - A Dual-Diagnosis Perspective
mike@preferrededucation.com	Health - Treatment	Proper Pain Medication Management - Fact & Fallacy
mike@preferrededucation.com	Health - Treatment	Psychotropic Medications: Their Use & Abuse
mike@preferrededucation.com	Health - Treatment	Reconnecting the Family

mike@preferrededucation.com	Health - Treatment	Reducing Relapse Risk: Clinical & Systems Strategies for Substance Use & Dual Disorders
mike@preferrededucation.com	Health - Treatment	Relapse Prevention
mike@preferrededucation.com	Health - Treatment	Relevant Pharmacological & Physiological Issues of Substance Abuse & Dependence
mike@preferrededucation.com	Health - Treatment	Special Issues for Single Parents in Recovery
mike@preferrededucation.com	Health - Treatment	Substance Abuse Among the Elderly
mike@preferrededucation.com	Health - Treatment	Telephone Crisis Management & Assessment

mike@preferrededucation.com	Health - Treatment	The Addicted Female & HIV & Updates on Hepatitis C
mike@preferrededucation.com	Health - Treatment	The Anti-Social Client
mike@preferrededucation.com	Health - Treatment	The Heroin Epidemic
mike@preferrededucation.com	Health - Treatment	Treatment Issues in Blending Families
mike@preferrededucation.com	Health - Treatment	Treatment of Addiction: Evidence-Based Individual & Group Approaches
mike@preferrededucation.com	Health - Treatment	Treatment of Chronic Mental Illness & Co-Occurring Substance Use Disorders

mike@preferrededucation.com	Health - Treatment	Treatment of Personality & Co-Occurring Substance Use Disorders
mike@preferrededucation.com	Health - Treatment	Utilizing Motivational Interviewing when Working with Offenders
mike@preferrededucation.com	Health & Safety	Adolescent ASAM
mike@preferrededucation.com	Health & Safety	Adult ASAM
mike@preferrededucation.com	Health & Safety	Gender Diversity
mike@preferrededucation.com	Health & Safety	HIV / AIDS

mike@preferrededucation.com	Health & Safety	Managing Suicidal Risk
mike@preferrededucation.com	Health & Safety	PTSD
mike@preferrededucation.com	Presentation & Effective Meeting Skills	Presentation & Effective Meeting Skills
mike@preferrededucation.com	Process Improvement	Developing a Strategic Planning Process
mike@preferrededucation.com	Workplace Management	Anger Management & Creative Compromise for Staff & Client
mike@preferrededucation.com	Workplace Management	Correcting Inappropriate Employee Behavior

mike@preferrededucation.com	Workplace Management	Job Stress / Time Management for the Counselor
mike@preferrededucation.com	Workplace Management	Preventing Workplace Violence
mike@preferrededucation.com	Workplace Management	Workplace Harassment
tftnjiv@comcast.net	Health - Prevention & Education	Building Coalitions
tftnjiv@comcast.net	Health - Prevention & Education	Goal & Objectives Development
tftnjiv@comcast.net	Health - Prevention & Education	MDS Service Codes

tftnjiv@comcast.net	Health - Prevention & Education	Prevention Orientation
tftnjiv@comcast.net	Health - Prevention & Education	Prevention Strategies
tftnjiv@comcast.net	Health - Prevention & Education	Program Fidelity & Adaptation
tftnjiv@comcast.net	Health - Prevention & Education	Social Marketing
tftnjiv@comcast.net	Health - Prevention & Education	Substance Abuse Prevention Specialist Training
tftnjiv@comcast.net	Health - Prevention & Education	Sustaining Coalitions

tfnjiv@comcast.net	Health - Prevention & Education	Web-Based Performance-Based Prevention System
rjohnson@cidac.org	Health Education & Prevention	The 5-Step SAMHSA SPF Process for Strategic Planning & Logic Models
klee126@verizon.net	Health - Case Management	Counseling on the HIV Antibody Test
klee126@verizon.net	Health - Communicable Diseases	Counseling on the HIV Antibody Test
klee126@verizon.net	Health - Communicable Diseases	Dying & Death
klee126@verizon.net	Health - Communicable Diseases	Ethics on HIV / AIDS & Substance Abuse

klee126@verizon.net	Health - Communicable Diseases	Focus on Women & HIV
klee126@verizon.net	Health - Communicable Diseases	Fundamentals of HIV Prevention Counseling
klee126@verizon.net	Health - Communicable Diseases	HIV & Substance Abuse
klee126@verizon.net	Health - Communicable Diseases	HIV / AIDS
klee126@verizon.net	Health - Communicable Diseases	HIV / AIDS & African Americans
klee126@verizon.net	Health - Communicable Diseases	HIV / AIDS / STDs: Hepatitis C

klee126@verizon.net	Health - Communicable Diseases	HIV / AIDS / STDs: TB
klee126@verizon.net	Health - Communicable Diseases	Human Sexuality
klee126@verizon.net	Health - Communicable Diseases	Issues for Gay, Lesbian & Bisexual Clients
klee126@verizon.net	Health - Communicable Diseases	IV Antibody Test
klee126@verizon.net	Health - Communicable Diseases	Risk Reduction Counseling
klee126@verizon.net	Health - Communicable Diseases	TB / STDs / Hepatitis

klee126@verizon.net	Health - Communicable Diseases	TB / STDs / HIV
klee126@verizon.net	Health & Safety	Addiction
klee126@verizon.net	Health & Safety	Harm Reduction
info@responsetrainings.com	Workplace Management	Response Training for Trainers in Crisis Intervention Model
info@responsetrainings.com	Workplace Management	Instructor Re-Certification Seminar in Response Crisis Intervention Model (1-Day)
roi-aim@msn.com	Administrative	Change Management - Planning & Managing Organizational Change

roi-aim@msn.com	Administrative	Goal Planning - MAKE IT HAPPEN
roi-aim@msn.com	Administrative	Interruptions & Delegation - Turning Time Wasters into Time Savers
roi-aim@msn.com	Administrative	Performance Management - Keeping Your Staff Motivated
roi-aim@msn.com	Administrative	Time Management - After All It's Your Time

roi-aim@msn.com	Communication	Communication - More than Words
roi-aim@msn.com	Communication	Conflict Management - Building Healthy Relationships
roi-aim@msn.com	Communication	Presentation Skills - Delivering Your Message
roi-aim@msn.com	Communication	Productive Meetings - A Lesson in Leadership
roi-aim@msn.com	Communication	Strategic Planning - A Road Map to Your Future

roi-aim@msn.com	Communication	Team Leadership - Teaming
roi-aim@msn.com	Communication	What Are You Talking About? Bridging the Gender Communication Gap
roi-aim@msn.com	Customer Focus	Customer Service - Think Like a Customer (TLC)
stevenro@comcast.net	Health Education & Prevention	Communities that Care
stevenro@comcast.net	Health Education & Prevention	Prevention 101
stevenro@comcast.net	Health Education & Prevention	Substance Abuse Prevention Specialist Training

tpognpat@nhharrisburg.com	Administrative	Business Ethics
tpognpat@nhharrisburg.com	Administrative	Ethics
tpognpat@nhharrisburg.com	Administrative	Organize & Simplify Your Day
tpognpat@nhharrisburg.com	Administrative	Practical Leadership
tpognpat@nhharrisburg.com	Administrative	Interviewing

MSand9999@aol.com	Administrative	Personnel Management Skills
MSand9999@aol.com	Communication	Grant Management
MSand9999@aol.com	Communication	Grant Writing
MSand9999@aol.com	Process Improvement	Forming community coalitions that work
MSand9999@aol.com	Process Improvement	Strategic Planning
MSand9999@aol.com	Workplace Management	Being an Effective Supervisor

MSand9999@aol.com	Workplace Management	Establishing an Excellent Volunteer Program
bscha82054@aol.com	Health - Case Management	Gangs
bscha82054@aol.com	Health - Case Management	Male Issues & Violence
bscha82054@aol.com	Health - Case Management	Sociological Influences on Troubled Adolescents
bscha82054@aol.com	Health - Communicable Diseases	Basic HIV
bscha82054@aol.com	Health - Communicable Diseases	Counseling on the HIV Antibody Test
bscha82054@aol.com	Health - Communicable Diseases	Drug & Alcohol / HIV Workshop

bscha82054@aol.com	Health - Communicable Diseases	Dying & Death
bscha82054@aol.com	Health - Communicable Diseases	HIV & Substance Abuse
bscha82054@aol.com	Health - Communicable Diseases	HIV / AIDS / STDs: TB
bscha82054@aol.com	Health - Communicable Diseases	HIV/AIDS
bscha82054@aol.com	Health - Communicable Diseases	Human Sexuality
bscha82054@aol.com	Health - Communicable Diseases	Issues for Gay, Lesbian & Bisexual Clients
bscha82054@aol.com	Health - Communicable Diseases	TB / STDs

bscha82054@aol.com	Health - Communicable Diseases	TB / STDs / HIV
bscha82054@aol.com	Health - Communicable Diseases	Treatment Planning for Clients with HIV Disease
bscha82054@aol.com	Health - Treatment	Club, Rave, The Alphabet Drugs: the Other Drugs
bscha82054@aol.com	Health - Treatment	Drug Subculture Competency
bscha82054@aol.com	Health - Treatment	Methamphetamines
bscha82054@aol.com	Health - Treatment	Refusal Skills in a Relapse Perspective
bscha82054@aol.com	Health - Treatment	Sex & Drugs: Dual Companions

bscha82054@aol.com	Health - Treatment	Street Drugs
1955vrb@comcast.com	Administrative	Grant Writing Show ME the Money
1955vrb@comcast.net	Administrative	Show me the Money - Grant Writing
1955vrb@comcast.com	Health - Prevention & Education	Fidelity & Adaptation
1955vrb@comcast.net	Health - Prevention & Education	Fidelity & Adaptation
ed@eeoworks.com	Administrative	Addressing Unconscious Bias

ed@eeoworks.com	Administrative	Creating a Respectful Workplace Environment
ed@eeoworks.com	Administrative	Making EEO Laws Work For You
alfred.stuart@serco-na.com	Emergency Operational Management Planning	Homeland Security Exercise and Evaluation Program (HSEEP) Exercises
alfred.stuart@serco-na.com	Emergency Operational Management Planning	NS 100 - Introduction to Incident Command System, ICS-100
alfred.stuart@serco-na.com	Emergency Operational Management Planning	NS 101 - National Incident Management System (NIMS) - What Do I Do?

alfred.stuart@serco-na.com	Emergency Operational Management Planning	NS 102 - Developing an Incident Command System (NIMS ICS)
alfred.stuart@serco-na.com	Emergency Operational Management Planning	NS 104 - Integrating the National Incident Management System into Local ICS
alfred.stuart@serco-na.com	Emergency Operational Management Planning	NS 105 - Law Enforcement Incident Command System (LEICS)
alfred.stuart@serco-na.com	Emergency Operational Management Planning	NS 106 - Hospital Emergency Incident Command System (HEICS)
alfred.stuart@serco-na.com	Emergency Operational Management Planning	NS 107 - NIMS and ICS - Where Do We Go From Here?

alfred.stuart@serco-na.com	Emergency Operational Management Planning	NS 108 - Integrating National Incident Management System (NIMS) and Incident Command Management (ICS) into Corporate and Facilities Emergency Response Plans
alfred.stuart@serco-na.com	Emergency Operational Management Planning	NS 109 - National Incident Management System and Incident Command (NIMS/ICS) for Facility Fire Marshals and Fire Wardens
alfred.stuart@serco-na.com	Emergency Operational Management Planning	NS 110 - National Incident Management System (NIMS) and Incident Command (NIMS/ICS) for Corporate, Business, and Industrial Facilities
alfred.stuart@serco-na.com	Emergency Operational Management Planning	NS 111 - NIMS Incident Command System (NIMS ICS) - Emergency Operations Center
alfred.stuart@serco-na.com	Emergency Operational Management Planning	NS 112 - NIMS Incident Command System (NIMS ICS) - Public Works

alfred.stuart@serco-na.com	Emergency Operational Management Planning	NS 200 - Basic Incident Command System, ICS-200
alfred.stuart@serco-na.com	Emergency Operational Management Planning	NS 300 - Intermediate Incident Command System, ICS-300
alfred.stuart@serco-na.com	Emergency Operational Management Planning	NS 400 - Advanced Incident Command System, ICS-400
alfred.stuart@serco-na.com	Emergency Operational Management Planning	NS 402 - Incident Command System Summary for Executives, ICS-402
alfred.stuart@serco-na.com	Emergency Operational Management Planning	NS 403 - NIMS Multi-Agency Coordination System - Concepts and Principles

alfred.stuart@serco-na.com	Emergency Operational Management Planning	NS 404 - NIMS Public Information System - Concepts and Principles
alfred.stuart@serco-na.com	Emergency Operational Management Planning	NS 405 - NIMS Preparedness - Concepts and Principles
alfred.stuart@serco-na.com	Emergency Operational Management Planning	NS 406 - NIMS Resource Management - Concepts and Principles
alfred.stuart@serco-na.com	Emergency Operational Management Planning	NS 407 - NIMS Communications and Information Management - Concepts and Principles
alfred.stuart@serco-na.com	Emergency Operational Management Planning	NS 700 - National Incident Management System (NIMS), An Introduction, IS-700

alfred.stuart@serco-na.com	Emergency Operational Management Planning	NS 800 - National Response Plan (NRP), An Introduction, IS-800
alfred.stuart@serco-na.com	Health & Safety	Public Health and Medical Response and Preparedness Exercises and Training
sanforda@servtolead.com	Communication	Customer Service & You...The Manager (Advanced)
sanforda@servtolead.com	Communication	Customer Service & You...The Manager (Basic)
sanforda@servtolead.com	Communication	Issue Discovery & Problem Resolution

sanforda@servtolead.com	Communication	Leadership Development Strategies for Managers & Supervisors
sanforda@servtolead.com	Communication	Leadership Through Emotional Intelligence
sanforda@servtolead.com	Communication	Managing Change Course A: Managing the Human Condition for Success
sanforda@servtolead.com	Communication	Power & Prudence
sanforda@servtolead.com	Communication	The 3 R's (Responsiveness, Reliability & Respect)
sanforda@servtolead.com	Communication	TOLT (Thinking, Observing, Listening & Thinking)

sanforda@servtolead.com	Workplace Management	Stress to Success
ssoloski@persadcenter.org	Administrative	Confidentiality of Substance Abuse Treatment Records
ssoloski@persadcenter.org	Health - Treatment	Addiction 102
ssoloski@persadcenter.org	Health - Treatment	ASAM for Adolescence
ssoloski@persadcenter.org	Health - Treatment	Clinical Supervision
spaesani@pmhcc.org	Health Education & Prevention	Prevention 101

spaesani@pmhcc.org	Health Education & Prevention	SAP Leadership Training
spaesani@pmhcc.org	Health Education & Prevention	What is SPF?
craigras@sterlinginstitute.com	Administrative	Leadership Development Program for Managers
craigras@sterlinginstitute.com	Communication	Assessment Instruments APS, LPS, MPS, SSI, etc.

craigras@sterlinginstitute.com	Communication	Building Commitment
craigras@sterlinginstitute.com	Communication	Building Effective Teams
craigras@sterlinginstitute.com	Communication	Crossing Dept Lines / Influence & Effectiveness
craigras@sterlinginstitute.com	Communication	Developing People
craigras@sterlinginstitute.com	Communication	Directing Your Development or Career Plan & Management

craigras@sterlinginstitute.com	Communication	Effective Communication
craigras@sterlinginstitute.com	Communication	Enhancing Customer Service
craigras@sterlinginstitute.com	Communication	Handling Conflict
craigras@sterlinginstitute.com	Communication	Leadership-Essentials

craigras@sterlinginstitute.com	Communication	Leading Change
craigras@sterlinginstitute.com	Communication	Managing Change
craigras@sterlinginstitute.com	Communication	Managing Conflict
craigras@sterlinginstitute.com	Communication	Mentor / Protégé Programs
craigras@sterlinginstitute.com	Communication	Taking Charge of Change

craigras@sterlinginstitute.com	Communication	Working In Teams
jeanine@streamlinersinc.com	Administrative	Controlling Information Overload
jeanine@streamlinersinc.com	Administrative	GO System Training
jeanine@streamlinersinc.com	Administrative	Time Management for Professionals
srs@srsrehab.com	Administrative	Cross-Cultural Diversity

srs@srsrehab.com	Administrative	Managing Multiple Priorities ~ Time Management
srs@srsrehab.com	Administrative	Managing Time
srs@srsrehab.com	Administrative	Moving Forward - Managing Change (Part I)
srs@srsrehab.com	Administrative	Moving Forward - Managing Change (Part II)
srs@srsrehab.com	Administrative	Targeted Selection Interviewing - A Workshop for Managers & Supervisors (Part I)
srs@srsrehab.com	Administrative	Targeted Selection Interviewing - A Workshop for Managers & Supervisors (Part II)

srs@srsrehab.com	Communication	Balancing Home & Work - The Great Juggling Act
srs@srsrehab.com	Communication	Calming Upset Customers - Handling Upset Customers
srs@srsrehab.com	Communication	Conflict Resolution In Personal & Professional Relationships
srs@srsrehab.com	Communication	Coping With Difficult People
srs@srsrehab.com	Communication	Customer Oriented Communication - Building Bridges With Customers
srs@srsrehab.com	Communication	Getting Along & Getting It Done - Understanding Your Workplace Personality

srs@srsrehab.com	Communication	Improving Teamwork Through Better Interpersonal Communications
srs@srsrehab.com	Communication	Networking for Results
srs@srsrehab.com	Communication	Professionalism at Work
srs@srsrehab.com	Communication	Solving Problems
srs@srsrehab.com	Communication	Team Building
srs@srsrehab.com	Communication	The ABCs of Dealing with Workplace Conflict

srs@srsrehab.com	Communication	Workplace Etiquette & Courtesy - Telephone Techniques
rbarth@stems.us	Health & Safety	CPR & AHA BLS for the Healthcare Provider
rbarth@stems.us	Health & Safety	CPR & AHA Heartsaver
rbarth@stems.us	Health & Safety	CPR / First Aid & AHA Heartsaver
rbarth@stems.us	Health & Safety	Emergency Care & Safety Institute Standard First Aid
rbarth@stems.us	Health & Safety	Heartsaver First Aid

rbarth@stems.us	Health & Safety	Infection in the Workplace
lsweeneysc@aol.com	Administrative	Cultural Competency
lsweeneysc@aol.com	Administrative	Cultural Diversity
lsweeneysc@aol.com	Administrative	Interviewing
lsweeneysc@aol.com	Administrative	Preparing & Delivering Effective Performance Assessments

lsweeneysc@aol.com	Administrative	Providing Effective Constructive Feedback
lsweeneysc@aol.com	Communication	Coaching
lsweeneysc@aol.com	Communication	Communicating Effectively with Boss & Co-Workers
lsweeneysc@aol.com	Communication	Conducting Effective Meetings
lsweeneysc@aol.com	Communication	Effective Meetings

lsweeneysc@aol.com	Communication	Facilitation Skills
lsweeneysc@aol.com	Communication	Managing Committee
lsweeneysc@aol.com	Communication	Mentoring
lsweeneysc@aol.com	Communication	Personality Styles in Communication
lsweeneysc@aol.com	Communication	Team Building

lsweeney@aol.com	Communication	Verbal Communication Skills
sj@synchroconsulting.com	Administrative	Accountability That Works!
sj@synchroconsulting.com	Administrative	Leadership Secrets
sj@synchroconsulting.com	Administrative	The Encouraging Manager
susantarasevich@gmail.com	Health Education & Prevention	Evaluation & Improving Effectiveness
susantarasevich@gmail.com	Health Education & Prevention	Legal/Ethical Policy Issues

susantarasevich@gmail.com	Health Education & Prevention	Overview of Student Approval Program (SAP) Model
teambuilders.dennis@comcast.net	Communication	Leadership Skill Building
teambuilders.dennis@comcast.net	Communication	Personality Workshops
teambuilders.dennis@comcast.net	Communication	Team Building Experiences
teambuilders.dennis@comcast.net	Communication	Team Building Scavenger Hunts
rstupar@thebottomlineinc.com	Communication	Building Partnership - Partnering Workshop

rstupar@thebottomlineinc.com	Communication	Building Partnership - Partnering Workshop
rstupar@thebottomlineinc.com	Customer Focus	Building Partnership - Partnering Workshop
rstupar@thebottomlineinc.com	Customer Focus	Building Partnership - Partnering Workshop
info@thegabrielinstitute.com	Communication	Conflict Management - Prevention & Resolution
info@thegabrielinstitute.com	Communication	Dealing with Difficult People
info@thegabrielinstitute.com	Communication	Effective Team / Organizational Communication

info@thegabrielinstitute.com	Communication	Strategic & Communication Planning
info@thegabrielinstitute.com	Communication	Successful Negotiation
info@thegabrielinstitute.com	Communication	Train-the-Trainer - Building & Communicating Your Training Plan
info@thegabrielinstitute.com	Customer Focus	Effective Customer Service
info@thegabrielinstitute.com	Customer Focus	Measuring of Customer Satisfaction
info@thegabrielinstitute.com	Customer Focus	Supporting Frontline Customer Service Staff

info@thegabrielinstitute.com	Customer Focus	Team Building for Customer Service
hvocola@penn.com	Health Education & Prevention	What is SPF?
jayehicks@charter.net	Administrative	Diversity & Inclusion
jayehicks@charter.net	Administrative	Time Management
jayehicks@charter.net	Communication	How to Communicate w/Diplomacy & Credibility

jayehicks@charter.net	Customer Focus	Leadership & Team Development
opendoor26@hotmail.com	Administrative	Ethics for the Addictions Professional
opendoor26@hotmail.com	Health - Treatment	Basic Group Counseling Skills
opendoor26@hotmail.com	Health - Treatment	Basic Pharmacology
opendoor26@hotmail.com	Health - Treatment	Co-Occurring Disorders Course
opendoor26@hotmail.com	Health - Treatment	MISA Groups & Group Skills

opendoor26@hotmail.com	Health - Treatment	Relapse Prevention
erinshannon@psu.edu	Administrative	Advanced Motivation and Performance Discussions
erinshannon@psu.edu	Administrative	Advanced Performance Management & Coaching
erinshannon@psu.edu	Administrative	Basics of Performance Management
erinshannon@psu.edu	Administrative	Budget and Cost Management

erinshannon@psu.edu	Administrative	Constructive Feedback Micro-Lesson
erinshannon@psu.edu	Administrative	Cultural Awareness in the Workplace: A Hispanics Focus
erinshannon@psu.edu	Administrative	Decision Making Micro-Lesson
erinshannon@psu.edu	Administrative	Decision Making Micro-Lesson

erinshannon@psu.edu	Administrative	Developing Employee Skills Micro-Lesson
erinshannon@psu.edu	Administrative	Developing Employees Micro-Lesson
erinshannon@psu.edu	Administrative	Diversity Resource Guide
erinshannon@psu.edu	Administrative	Effective Succession Planning
erinshannon@psu.edu	Administrative	Fundamentals III

erinshannon@psu.edu	Administrative	High Performance Management
erinshannon@psu.edu	Administrative	Leadership Skills
erinshannon@psu.edu	Administrative	Leadership Styles and Situations
erinshannon@psu.edu	Administrative	Lean Principles for the Workplace Micro-Lesson

erinshannon@psu.edu	Administrative	Managing Change Micro-Lesson
erinshannon@psu.edu	Administrative	Meeting, Time and Priority Management
erinshannon@psu.edu	Administrative	Moving Into Supervision Micro- Lesson
erinshannon@psu.edu	Administrative	Retaining Employees Micro-Lesson

erinshannon@psu.edu	Administrative	Retaining Employees Micro-Lesson
erinshannon@psu.edu	Administrative	Servant Leadership
erinshannon@psu.edu	Administrative	Supervision Essential Series
erinshannon@psu.edu	Administrative	The Coaching Meeting
erinshannon@psu.edu	Administrative	The Functional Manager

erinshannon@psu.edu	Administrative	Time Management Micro-Lesson
erinshannon@psu.edu	Administrative	Time Management Micro-Lesson
erinshannon@psu.edu	Administrative	Workplace Ethics Micro-Lesson
shelley.freiberg@rmsna.com	Communication	Effective Listening
shelley.freiberg@rmsna.com	Communication	Team Building I

shelley.freiberg@rmsna.com	Communication	Team Building II
shelley.freiberg@rmsna.com	Communication	Team Building III
susan@teamapproach.com	Communication	ACHIEVING LIFE BALANCE - A STRESS MANAGEMENT SEMINAR
susan@teamapproach.com	Communication	AiA Classic
susan@teamapproach.com	Communication	BUILDING BRIDGES TO UNDERSTANDING- Half or Full Day

susan@teamapproach.com	Communication	Capitalizing on Team Talents
susan@teamapproach.com	Communication	Coaching Job Skills
susan@teamapproach.com	Communication	Collaborative Skills for Teams
susan@teamapproach.com	Communication	Communicating Up
susan@teamapproach.com	Communication	Conflict Management

susan@teamapproach.com	Communication	Delegating
susan@teamapproach.com	Communication	Developing Performance Goals & Standards
susan@teamapproach.com	Communication	Effective Discipline
susan@teamapproach.com	Communication	Essential Skills of Communicating
susan@teamapproach.com	Communication	Essential Skills of Leadership

susan@teamapproach.com	Communication	Frontline Management - Leveraging the Strengths of Your Style
susan@teamapproach.com	Communication	Hiring Winning Talent (8 Hour Classroom, Online / Blended)
susan@teamapproach.com	Communication	Improving Work Habits
susan@teamapproach.com	Communication	Improving Your Listening Skills
susan@teamapproach.com	Communication	Leading Empowered Teams for Service Quality (2 Days)

susan@teamapproach.com	Communication	Leading Successful Projects (16 Hour Classroom)
susan@teamapproach.com	Communication	Management Style Clinic
susan@teamapproach.com	Communication	Managing Complaints
susan@teamapproach.com	Communication	Motivating Team Members
susan@teamapproach.com	Communication	Performance Feedback

susan@teamapproach.com	Communication	Resolving Conflict
susan@teamapproach.com	Communication	Retaining Winning Talent (8 Hour Classroom)
susan@teamapproach.com	Communication	Solving Workplace Problems
susan@teamapproach.com	Communication	Supporting Change

susan@teamapproach.com	Communication	Team Check-up & Town Meeting Process
susan@teamapproach.com	Communication	Telephone Basics
susan@teamapproach.com	Communication	The Search for The Lost Dutchman's Gold Mine
susan@teamapproach.com	Communication	Time Master-Secrets

dweinstein@weinsteinfirm.com	Workplace Management	SmartMoves TM Anti-Harassment / Sensitivity Training Course
celeen@connect2wellness.com	Health & Safety	Pandemic Influenza Preparedness
kristin@thelindergroup.com	Communication	Boss & Coworkers - Preparation vs. Shoot from the Hip
kristin@thelindergroup.com	Communication	Coaching for the Best

kristin@thelindergroup.com	Communication	Communicating Assertively
kristin@thelindergroup.com	Communication	Conducting Effective Meetings
kristin@thelindergroup.com	Communication	Effective Listening
kristin@thelindergroup.com	Communication	Getting Your Point Across
kristin@thelindergroup.com	Communication	Presenting Skills

kristin@thelindergroup.com	Communication	Public Speaking
kristin@thelindergroup.com	Communication	Team Leadership - Managing a Committee
kristin@thelindergroup.com	Communication	Train-the-Trainer Skills
kristin@thelindergroup.com	Communication	Writing Proposals

kristin@thelindergroup.com	Communication	Written Communication Training
kristin@thelindergroup.com	Customer Focus	Communicating & Training Management ~ Creating a Sustaining Service Culture ~ Leadership's Role in Creating a Service Culture
kristin@thelindergroup.com	Customer Focus	Tools for Sustaining a Customer Service Culture
Jtaylor@totallyorganized.biz ; speaker@totallyorganized.biz	Administrative	Clear Desk, Clear Mind

Jtaylor@totallyorganized.biz ; speaker@totallyorganized.biz	Administrative	Get Equipped for Your Purpose by Organizing Your Life
Jtaylor@totallyorganized.biz ; speaker@totallyorganized.biz	Administrative	Managing Your Time All the Time
Jtaylor@totallyorganized.biz ; speaker@totallyorganized.biz	Administrative	Steps to Becoming "Totally Organized"
Jtaylor@totallyorganized.biz ; speaker@totallyorganized.biz	Communication	Leaders Edge ©
Jtaylor@totallyorganized.biz ; speaker@totallyorganized.biz	Communication	Our Piece of the Pie ©

Jtaylor@totallyorganized.biz ; speaker@totallyorganized.biz	Communication	Panache ©
Jtaylor@totallyorganized.biz ; speaker@totallyorganized.biz	Communication	Rise & Shine ©
Jtaylor@totallyorganized.biz ; speaker@totallyorganized.biz	Communication	The Power of P
Jtaylor@totallyorganized.biz ; speaker@totallyorganized.biz	Workplace Management	Road Rave ©
Jtaylor@totallyorganized.biz ; speaker@totallyorganized.biz	Workplace Management	Santa Pause ©

izottola@tgsservices.com	Process Improvement	Benchmarking for Continuous Improvement
izottola@tgsservices.com	Process Improvement	Business Process Improvement Initiatives
izottola@tgsservices.com	Process Improvement	Implementation Training
izottola@tgsservices.com	Process Improvement	Integrate Process Improvement with Strategic Plan
izottola@tgsservices.com	Process Improvement	Internal Process Improvement ~ Train-the-Trainer & Team Leaders

lzottola@tgsservices.com	Process Improvement	Key Suppliers & Partnering Interactions
lzottola@tgsservices.com	Process Improvement	Measuring Process Performance / Improvement Outcomes
lzottola@tgsservices.com	Process Improvement	Monitoring Implementation & Outcomes
lzottola@tgsservices.com	Process Improvement	Strategic Visioning & Planning
lzottola@tgsservices.com	Process Improvement	Team Building & Problem Solving

lzottola@tqsservices.com	Process Improvement	Team Coaching - Identify, Design, Plan for New Change Projects
schnoo@bellatlantic.net	Administrative	Confidentiality
schnoo@bellatlantic.net	Administrative	Cultural Competency
schnoo@bellatlantic.net	Administrative	Ethics
schnoo@bellatlantic.net	Health - Communicable Diseases	Administrative Planning in the Age of HIV
schnoo@bellatlantic.net	Health - Communicable Diseases	Adolescent ASAM

schnoo@bellatlantic.net	Health - Communicable Diseases	Basic HIV
schnoo@bellatlantic.net	Health - Communicable Diseases	Counseling on the HIV Antibody Test
schnoo@bellatlantic.net	Health - Communicable Diseases	Domestic Violence & HIV
schnoo@bellatlantic.net	Health - Communicable Diseases	Dying & Death
schnoo@bellatlantic.net	Health - Communicable Diseases	Dysfunctional Families in the Age of HIV
schnoo@bellatlantic.net	Health - Communicable Diseases	Ethic on HIV / AIDS & substance Abuse Programs.

schnoo@bellatlantic.net	Health - Communicable Diseases	Focus on Women
schnoo@bellatlantic.net	Health - Communicable Diseases	Fundamentals of HIV Prevention Counseling
schnoo@bellatlantic.net	Health - Communicable Diseases	HIV & Hepatitis C Co-Infection
schnoo@bellatlantic.net	Health - Communicable Diseases	HIV & Substance Abuse
schnoo@bellatlantic.net	Health - Communicable Diseases	HIV / AIDS / STDs: Hepatitis C
schnoo@bellatlantic.net	Health - Communicable Diseases	HIV / AIDS / STDs: TB

schnoo@bellatlantic.net	Health - Communicable Diseases	HIV/AIDS
schnoo@bellatlantic.net	Health - Communicable Diseases	HIV/AIDS
schnoo@bellatlantic.net	Health - Communicable Diseases	Human Sexuality
schnoo@bellatlantic.net	Health - Communicable Diseases	Issues for Gay, Lesbian & Bisexual Clients
schnoo@bellatlantic.net	Health - Communicable Diseases	Methadone Awareness
schnoo@bellatlantic.net	Health - Communicable Diseases	Methadone Myths & Realities

schnoo@bellatlantic.net	Health - Communicable Diseases	PA Client Placement Criteria (PCPC)
schnoo@bellatlantic.net	Health - Communicable Diseases	Risk Reduction Counseling
schnoo@bellatlantic.net	Health - Communicable Diseases	Substance Abuse & HIV Disease
schnoo@bellatlantic.net	Health - Communicable Diseases	TB / STDs
schnoo@bellatlantic.net	Health - Communicable Diseases	TB / STDs / Hepatitis
schnoo@bellatlantic.net	Health - Communicable Diseases	TB / STDs / Hepatitis

schnoo@bellatlantic.net	Health - Communicable Diseases	TB / STDs / HIV
schnoo@bellatlantic.net	Health - Communicable Diseases	Treatment Planning for Clients with HIV Disease
schnoo@bellatlantic.net	Health - Communicable Diseases	Voices
schnoo@bellatlantic.net	Health - Treatment	Practical Applications for Confidentiality
schnoo@bellatlantic.net	Health - Treatment	Practical Applications for PCPC
schnoo@bellatlantic.net	Health - Treatment	Screening & Assessment

schnoo@bellatlantic.net	Health - Treatment	Treatment Planning
schnoo@bellatlantic.net	Health - Treatment	Understanding Opiate Addiction & Treatment
schnoo@bellatlantic.net	Health - Treatment	Understanding the Dynamics of Fidelity & Adaptation
shultzl@msn.com	Health Education & Prevention	What is SPF-SIG?
leslie_a_lehman@uch.com	Administrative	A Manger's First Guide
leslie_a_lehman@uch.com	Administrative	Taking Change of Your Time

leslie_a_lehman@uch.com	Administrative	Valuing Differences
leslie_a_lehman@uch.com	Communication	Building Successful Teams
leslie_a_lehman@uch.com	Communication	Dealing with Difficult Behaviors
leslie_a_lehman@uch.com	Communication	Improving Communication Skills
leslie_a_lehman@uch.com	Workplace Management	Building a Safe Place to Work (General Employee Version)

leslie_a_lehman@uch.com	Workplace Management	Building a Safe Place to Work (Manager Version)
leta@vantage-inter.com	Administrative	Leadership Strategy
leta@vantage-inter.com	Communication	Building a High Performing Team
leta@vantage-inter.com	Communication	Communication Basics & Beyond! Becoming an Effective Business Communicator

leta@vantage-inter.com	Communication	Manage Things - Coach People - (Advanced Coaching Clinic)
leta@vantage-inter.com	Communication	Manage Things - Coach People - (Basic Coaching Clinic)
willgessner@verisassociates.com ; debmoses@verisassociates.com	Communication	Coaching Skills
willgessner@verisassociates.com ; debmoses@verisassociates.com	Communication	Communication in a Diverse Business Environment

willgessner@verisassociates.com ; debmoses@verisassociates.com	Communication	Conflict Resolution
willgessner@verisassociates.com ; debmoses@verisassociates.com	Communication	Effective Meetings
willgessner@verisassociates.com ; debmoses@verisassociates.com	Communication	Facilitation Skills
willgessner@verisassociates.com ; debmoses@verisassociates.com	Communication	Negotiating Skills
willgessner@verisassociates.com ; debmoses@verisassociates.com	Communication	Strategic Planning
willgessner@verisassociates.com ; debmoses@verisassociates.com	Communication	Team Building

willgessner@verisassociates.com ; debmoses@verisassociates.com	Communication	Train-the-Trainer Skills
willgessner@verisassociates.com ; debmoses@verisassociates.com	Process Improvement	Benchmarking
willgessner@verisassociates.com ; debmoses@verisassociates.com	Process Improvement	Business Process Improvement
willgessner@verisassociates.com ; debmoses@verisassociates.com	Process Improvement	Foundations of IT Service Management (with certification)
willgessner@verisassociates.com ; debmoses@verisassociates.com	Process Improvement	Process Improvement in IT Implementation of ITSM
liz@wbsllc.com	Communication	Basic Interpersonal Communication Concepts

liz@wbsllc.com	Communication	Become an Internal Consultant
liz@wbsllc.com	Communication	Coaching Others
liz@wbsllc.com	Communication	Communicating Assertively
liz@wbsllc.com	Communication	Facilitation Skills
liz@wbsllc.com	Communication	Grammar & Punctuation Refresher for Professionals

liz@wbsllc.com	Communication	Interpersonal Communication in Leadership Development
liz@wbsllc.com	Communication	Leading Teams
liz@wbsllc.com	Communication	Manage Meetings Effectively
liz@wbsllc.com	Communication	Personality Styles in Communication
liz@wbsllc.com	Communication	Proofreading & Editing for Professionals

liz@wbsllc.com	Communication	Team Building
liz@wbsllc.com	Communication	Technical Writing - Be Understood
liz@wbsllc.com	Communication	Write to Get it Right
liz@wbsllc.com	Communication	Presenting Like a Pro
liz@wbsllc.com	Customer Focus	Customer Service on the Front Line

liz@wbsllc.com	Customer Focus	Developing a Customer Service Culture
liz@wbsllc.com	Customer Focus	Excellent Service CAN Exist in Government
liz@wbsllc.com	Customer Focus	Living Leadership ~ Focusing on Our Customers
liz@wbsllc.com	Process Improvement	Business Planning
liz@wbsllc.com	Process Improvement	Employee Development & Succession Planning

liz@wbsllc.com	Process Improvement	Enhancing Team Performance
liz@wbsllc.com	Process Improvement	Improving Efficiency Through Improving Processes
liz@wbsllc.com	Process Improvement	Leadership Development & Succession Planning
liz@wbsllc.com	Process Improvement	Leadership for the Future
liz@wbsllc.com	Process Improvement	Leading, Executing & Sustaining Change

liz@wbsllc.com	Process Improvement	Strategic Planning
liz@wbsllc.com	Process Improvement	Understanding & Supporting Change
liz@wbsllc.com	Workplace Management	Civility in the Workplace
liz@wbsllc.com	Workplace Management	Communicating Effectively with Boss & Co-Workers
liz@wbsllc.com	Workplace Management	Conflict Management

liz@wbsllc.com	Workplace Management	Dealing with Difficult People
liz@wbsllc.com	Workplace Management	Preventing Sexual & Other Workplace Harassment
lmclyman@aol.com	Communication	Provides Seminars & Workshops for Business & Other Organizations

Short Description of the Course

The purpose of this module is to help participants develop others, thereby helping them expand their capabilities so they will have the confidence to work independently and take on new challenges.

The purpose of this module is to help participants recognize and reinforce behaviors that lead to desired results.

The purpose of this module is to provide participants with skills needed to prioritize their work according to key results the organization is trying to achieve, and to formulate clear and verifiable goals that have high payoffs for the organization.

The purpose of this module is to provide participants with the skills to make better decisions about their daily work, help them deal with complex interpersonal interactions, build strong work relationships, and increase their overall productivity.

The purpose of this module is to help participants provide constructive feedback in a way that builds openness and mutual respect, and promotes problem solving and learning.

The purpose of this module is to help participants attain results for their organization by applying and developing the principles and qualities of genuine leadership.

The purpose of this module is to provide participants with strategies to address strong emotions—theirs and, when appropriate, those of the people they work with.

Facilitating for Results is based on four principles of effective meeting management: thorough preparation, complete participation, sustained focus and action plan development. Whether facilitating routine staff meetings or complex problem-solving sessions, meeting leaders equipped with the skills from Facilitating for Results are able to plan and facilitate meetings that leverage the knowledge, ability and creativity of individual group members and create dynamic action plans.

The purpose of this module is provide service providers with skills for conducting conversations that effectively attend to customers' human and business needs.

Interpersonal Managing Skills is designed to help participants improve their ability to communicate, motivate, and work with others.

The purpose of this module is to help participants sharpen their listening skills so they can quickly get the information they need to achieve results while maintaining constructive relationships with others.

The purpose of this two-day workshop is to provide participants with skills, strategies, and tools for solving problems collaboratively.

This program provides your salespeople with the concepts and skills needed to steer face-to-face negotiations to a successful close.

Professional Sales Presentations provides your sales force with a dynamic, step-by-step blueprint for building a well-conceived, customer-focused sales presentation. During this intensive two-day program, participants have the opportunity to put theory into practice by planning and delivering a true-to-life sales presentation, complete with visual aids.

This program teaches selling and key interaction skills that enable you to lead mutually beneficial sales conversations with your customers— even with those who are indifferent or express concerns.

This program teaches selling and key interaction skills that enable you to lead mutually beneficial sales conversations with your customers— even with those who are indifferent or express concerns.

The purpose of this module is to provide participants with a process for resolving conflicts with their peers that encourages shared solutions while building constructive work relationships.

The purpose of this module is to help participants resolve conflicts that hinder a team's ability to produce results.

The purpose of this module is to provide participants with speaking techniques and strategies that achieve business results by gaining the attention, ensuring the understanding, and influencing the actions of other people.

Tools for Trainer Excellence is a highly interactive workshop that focuses on key skill areas critical to being a best-in-class facilitator. Participants learn a variety of proven techniques guaranteed to enhance both their presentation style and their leadership ability

When you do business with AchieveGlobal, your training investment is neither the beginning nor the end of your partnership with us. At the start, we work with you to identify your specific organizational needs. Together, we create an implementation plan—a combination of training programs and services designed to address those needs. Once a plan has been established, your selected candidates participate in AchieveGlobal's Trainer Certification Process. Depending on the activities completed, the candidates could become certified to lead training programs in one or more competencies: Customer Service, Sales Performance, Leadership. The AchieveGlobal Trainer Certification Process is truly the cornerstone of AchieveGlobal's partnership with your organization. It is the critical link that ensures your organization of successful training results.

The purpose of this module is to provide participants with strategies to address strong emotions—theirs and, when appropriate, those of the people they work with.

The purpose of this module is to help participants instill pride and purpose in their teams.

The purpose of this module is to help service providers develop skills for delivering friendly, attentive service that demonstrates interest in and care for customers on a human level.

The purpose of this module is to help participants discuss performance expectations with their employees in a way that gains their commitment.

The purpose of this module is to help participants conduct a performance review that will increase employee motivation, learning, productivity, and collaboration throughout the year.

The purpose of this module is to help participants address recurring or serious performance problems and get an individual's performance back on track.

The purpose of this module is to enhance the ability of service providers to make customers feel special and valued, thereby creating experiences so surprisingly positive and memorable that customers will tell others about them and will want to sustain and build their relationships with the organization.

The purpose of this module is to help participants develop the planning, interpersonal, and follow-up skills critical for successful delegation.

The purpose of this module is to help participants develop others, thereby helping them expand their capabilities so they will have the confidence to work independently and take on new challenges.

The purpose of this module is to provide service coaches with skills for developing others, helping service providers expand their capabilities so they will have the confidence to make decisions and solve problems on their own.

The purpose of this module is to provide participants with strategies and actions for building high levels of team agility: Quickness, flexibility, and adaptability.

To provide employees with skills to expand the customer's business relationship by identifying and satisfying additional customer needs.

The purpose of this module is to provide service coaches with skills that will help them give constructive feedback in a way that build mutual respect and promotes problem solving and learning.

The purpose of this module is to help participants recognize and reinforce behaviors that lead to desired results.

The purpose of this module is provide service providers with skills for conducting conversations that effectively attend to customers' human and business needs.

The purpose of this module is to develop skills that will help service providers serve customers who are concerned, angry, or upset after a service breakdown.

The purpose of this module is to provide participants with skills needed to prioritize their work according to key results the organization is trying to achieve, and to formulate clear and verifiable goals that have high payoffs for the organization.

The purpose of this workshop show managers how to build a service commitment, redesign service processes, set standards, and develop a service culture that allows a business unit to earn customer loyalty by exceeding customer expectations

The purpose of this module is to help participants sharpen their listening skills so they can quickly get the information they need to achieve results while maintaining constructive relationships with others.

The purpose of this module is to provide participants with the skills to make better decisions about their daily work, help them deal with complex interpersonal interactions, build strong work relationships, and increase their overall productivity.

The purpose of this module is to provide participants with the negotiation skills they need to secure resources for their teams.

The purpose of this module is to provide participants with the skills and strategies they need to deal with change constructively both individually and interpersonally.

The purpose of this module is to help participants prepare for performance-related discussions with employees that lead to increased productivity, collaboration, and achievement of critical goals.

The purpose of this module is to help participants attain results in their job by applying and developing the principles and qualities of genuine leadership.

The purpose of this two-day workshop is to provide participants with skills, strategies, and tools for solving problems collaboratively.

The purpose of this module is to help participants provide constructive feedback in a way that builds openness and mutual respect, and promotes problem solving and learning.

The purpose of this module is to explore the value of stellar service and the service coach's role in helping service providers achieve it.

The purpose of this module is to explore the value of stellar service and the service provider's role in achieving it.

The purpose of this module is to provide service coaches with skills for recognizing and reinforcing the behaviors that support stellar service.

The purpose of this module is to provide participants with a process for resolving conflicts with their peers that encourages shared solutions while building constructive work relationships.

The purpose of this module is to help participants resolve conflicts that hinder a team's ability to produce results.

The purpose of this module is to help service providers learn and apply skills for providing helpful, sensitive, and respectful service that is tailored to customers' unique needs.

The purpose of this module is to provide participants with speaking techniques and strategies that achieve business results by gaining the attention, ensuring the understanding, and influencing the actions of other people.

The purpose of this module is to explore what it takes to deliver seamless service, and to develop skills for addressing service issues with fellow service providers.

The purpose of this module is to help participants develop strategies to effectively assume the supervisory role.

The purpose of this module is to help participants attain results for their organization by applying and developing the principles and qualities of genuine leadership.

AchieveGlobal consultants design and implement strategic learning solutions that produce business results by engaging clients at every stage, resulting in positive change in employee performance at all levels of an organization. With unequalled expertise, AchieveGlobal consultants clarify strategies and objectives, identify performance needs, craft practical implementation plans, and measure results. Our unique ability to maximize human potential by combining training solutions with organizational effectiveness is an important part of achieving your business objectives.

This workshop helps senior managers build commitment and focus effort at every organizational level. Participants master and apply key interpersonal skills, which have been fine-tuned and framed for this audience. Participants also acquire the interpersonal skills needed to meet the challenges of their roles as managers of other managers.

The purpose of this workshop show managers how to build a service commitment, redesign service processes, set standards, and develop a service culture that allows a business unit to earn customer loyalty by exceeding customer expectations.

Organizations that successfully implement training realize that program content itself—although critical to success—is only part of the equation. Another equally important part involves getting the entire organization—from executives to the front line—involved in and committed to the initiative. The AchieveGlobal approach to training implementation does just that.

The purpose of this module is to provide participants with strategies to address strong emotions—theirs and, when appropriate, those of the people they work with.

The purpose of this module is to help participants instill pride and purpose in their teams.

The purpose of this module is to help participants discuss performance expectations with their employees in a way that gains their commitment.

The purpose of this module is to help participants conduct a performance review that will increase employee motivation, learning, productivity, and collaboration throughout the year.

The purpose of this module is to help participants address recurring or serious performance problems and get an individual's performance back on track.

This module helps participants explore the consequences—for themselves and others—of allowing emotion to get the better of them. They then work together to identify their individual “hot buttons” and develop appropriate coping strategies. They also consider and apply guidelines for handling others who may be out of control emotionally, and for moving the conversation toward calm, rational problem-solving. Participants come up with their own reminders of key techniques and plan later application of the skills they've learned.

The purpose of this module is to help participants develop the planning, interpersonal, and follow-up skills critical for successful delegation.

The purpose of this module is to provide participants with strategies and actions for building high levels of team agility: Quickness, flexibility, and adaptability.

This module centers on a four-step process for identifying gaps in knowledge, asking focused questions, encouraging others to share information and checking their own understanding of what they hear. Participants identify situations to apply the process, consider the potential impact of their questions, practice the process in a range of situations and plan for later application of the process. Overall, the module helps participants gain skill and confidence in asking for and verifying the information they need to succeed at work.

This module takes a close look at key team behaviors—thinking big picture, extending a hand, appreciating others and making one's needs known. In the dynamic opening activity, participants recognize the value of strong teamwork and the consequences of a lack of teamwork. Then, using four TEAM guidelines, participants assess video examples, evaluate their own team behaviors, apply the guidelines in practice situations and plan for application after the class.

The purpose of this module is to help participants sharpen their listening skills so they can quickly get the information they need to achieve results while maintaining constructive relationships with others.

This module helps participants cope with a range of issues and events that can make it hard for them to meet an employer's minimum requirements. Participants begin by identifying the emergencies (e.g., a car problem) and temptations (e.g., a day at the beach) they may encounter. They then learn and apply a four-step process for developing emergency plans and a five-step process for resisting (and rewarding themselves for resisting) common temptations to "call in sick" or just not show up.

The purpose of this module is to provide participants with the negotiation skills they need to secure resources for their teams.

The purpose of this module is to help participants prepare for performance-related discussions with employees that lead to increased productivity, collaboration, and achievement of critical goals.

This module offers a four-step process for making the most of change, rather than resisting or just enduring it. After a video examination of resistance to change, the module helps participants come to grips with their own resistance, weigh their options, find positive responses and encourage others to do the same. The module fosters practical optimism by helping participants see the bright side of the new situation rather than dwelling on what is lost.

The purpose of this module is to help participants attain results in their job by applying and developing the principles and qualities of genuine leadership.

The purpose of this two-day workshop is to provide participants with skills, strategies, and tools for solving problems collaboratively.

<p>The purpose of this module is to provide participants with a process for resolving conflicts with their peers that encourages shared solutions while building constructive work relationships.</p>
<p>The purpose of this module is to help participants resolve conflicts that hinder a team's ability to produce results.</p>
<p>The purpose of this module is to provide participants with speaking techniques and strategies that achieve business results by gaining the attention, ensuring the understanding, and influencing the actions of other people.</p>
<p>The four-step process in this module helps participants prepare and deliver a clear message. The module includes practical tips on overall organization and presentation, and helps participants look at the information from the listener's point of view. Through multiple practice opportunities, participants gain the confidence and skill to speak out in ways that help them achieve positive results through a positive impact on their listeners.</p>
<p>The purpose of this module is to help participants develop strategies to effectively assume the supervisory role.</p>
<p>The purpose of this module is to address the basics of success in the workplace: minimal expectations (including appropriate dress, regular attendance and other aspects of a strong work ethic) as well as broad guidelines for day-to-day interactions with others.</p>

This course focuses on the 10-step Getting to Outcomes Model that utilizes accountability questions as a framework for planning, implementing, and evaluating prevention programs. This course includes strategies and methods for evaluation including specific examples on the area of prevention. The "Getting to Outcomes Model" instructor is nationally acclaimed member of the team who researched and created the "Getting to Outcomes Model".

This course provides an overview of ethical principles to professional guidance counseling

Business writing skills are critical in every industry; employees must be able to communicate effectively and professionally in writing. This practice driven seminar improves participant's ability to write and increase chances for gaining a clear concise message. Almost all professionals spend 15-20% of their time writing emails, memos, letters and reports.

This one-day entry-level course provides participants with the opportunity to understand how communication works and how to communicate with confidence and flair. In today's complex and competitive business world, effective communication is essential. It is the lifeline on which companies and careers are built. Regardless if your audience is an entire organization or a single individual, effective communication requires bringing together different point-of-views and relaying that information without losing clarity or focus. The seminars below will help you develop a truly an engaging and responsive communication style.

What would you do with \$50,000? This practical interactive, grant writing class will provide the participant with the fundamental skills needed to research, develop, write and submit grant proposals. The participant will be presented with the concepts of grant development, the components of a grant, how to research and identify all funding sources and how to develop and complete a competitive grant application. This class is available for 1, 2, 3 or 5-day sessions is designed especially for law enforcement and drug demand reduction professionals

What would you do with \$50,000? This practical interactive, grant writing class will provide the participant with the fundamental skills needed to research, develop, write and submit grant proposals. The participant will be presented with the concepts of grant development, the components of a grant, how to research and identify all funding sources and how to develop and complete a competitive grant application. This class is available for 1, 2, 3 or 5-day sessions is designed for non-profits, partnerships, coalitions, government personnel

This presentation is a managers, leaders, and hiring executives a must have presentation while having fun.

This interactive class is for business owners, CEO's, government management and coalitionist.

This course focuses on the physical skills required for effective public speaking, structuring a presentation, building credibility, and using proper presentation skills to sell an idea. The participant will gain skills to bond with the audience

First impressions are formulated in 7 seconds or meeting someone. Does your staff's telephone etiquette convey the right message? In this training program participants will learn the basics of customer service, how to project a polished phone image, demonstrate proper telephone skills through practice activities and acquire the tools needed to present a Professional Image.

Participants will learn what exceptional service is, how to project a customer friendly image, how to handle demanding customers, and much more.

Dealing with difficult people is something many people face as part of their everyday work life. The stress of handling difficult people and situations contributes to a lack of productivity, poor attitude, and reluctance to come to work. Participants will learn how to better deal with: complainers, time stealers, interrupters, and gossipers

First impressions are formulated in 7 seconds or meeting someone. Does your staff's telephone etiquette convey the right message? In this training program participants will learn the basics of customer service, how to project a polished phone image, demonstrate proper telephone skills through practice activities and acquire the tools needed to present a Professional Image.

Champions for Change to reduce underage drinking is a 2-day interactive training that focuses on both the critical need to reduce underage drinking and best practices for addressing the problem at the local level Compelling data is presented concerning the dangerous levels of underage drinking at the national, state and local levels. This training links to the backdrop of the statewide media campaign by Pennsylvanians Against Underage Drinking and the PA DUI association and the Surgeon General's call to national action and the "start talking before they start drinking" campaign. Participants learn the 5-step planning process, the power of the media, the role of advocacy and how to set up a plan in the event of a community crisis.

Lee and Seed is a two-day interactive training designed to encourage participants to examine and improve their leadership skills so that they can reduce and prevent drug and alcohol use in their local communities. Individual levels and population levels are discussed and presented so that the participants can effectively implement SAMHSA's 5 step Strategic Framework or strategic planning process. Participants identify process and outcome evaluation, risk and protective factors, theory-driven logic models and the role of media literacy and advocacy. Participants return to their community with a plan for implementation

This training provides the environmental and policy “best practices” initiatives for those people working in the drug prevention and anti-drug coalition field. Examples of best practices and the role of the needs and resource assessments and capacity building will be examined. Guidelines are provided to launch an environmental approach with evaluation measures in mind.

This course focuses on the 10-step Getting to Outcomes Model that utilizes accountability questions as a framework for planning, implementing, and evaluating prevention programs. This course includes strategies and methods for evaluation including specific examples on the area of prevention. The "Getting to Outcomes Model" instructor is a member of the team who researched and created the "Getting to Outcomes Model".

This training describes the factors that lead to the sustainability of a drug prevention program, practice or process. The sequence of enhancing technical, human and financial capacities for sustainability is discussed, as well as the need for an overall strategic plan and detailed action plans. The training highlights the many factors that affect sustainability of prevention efforts and students will realize that they must “begin with the end in mind.” The five critical steps of Needs and Resource Assessment, Capacity Building, Planning, Implementation and Evaluation are directly related to the ability of a prevention effort to be sustained.

Trains and provides individuals with an understanding of the intent of the blood borne pathogens regulation issued by the Occupational Safety and Health Administration (OSHA); how blood borne pathogens are spread; how to help prevent exposure incidents by following work practice controls, using engineering controls and personal protective equipment, practicing good personal hygiene and properly cleaning and disinfecting equipment and supplies; and to recognize, report and follow up on employee exposures to infectious materials.

Trains lay responders to overcome any reluctance to act in emergency situations and to recognize and care for life-threatening respiratory or cardiac emergencies in adults.

Trains lay responders to overcome any reluctance to act in emergency situations and to recognize and care for life-threatening respiratory or cardiac emergencies in children. To teach lay responders the knowledge and skills necessary to use an automated external defibrillator (AED) with pediatric AED pads on child victims between the ages of 1 and 8 or less than 55 pounds.

To teach those with a duty to act (professional rescuers) the skills needed to respond appropriately to breathing and cardiac emergencies. This includes the use of an automated external defibrillator (AED) to care for a victim of cardiac arrest.

Teaches individuals the knowledge and skills necessary to recognize and provide basic care for breathing and cardiac emergencies in infants until advanced medical personnel take over.

Train individuals with the knowledge and skills necessary to work as a first responder in an emergency to help sustain life, reduce pain, and minimize the consequences of injury or sudden illness until more advanced medical help can arrive.

Teaches lay responders the knowledge and skills necessary to give care in an emergency, help sustain life and minimize the consequences of injury or sudden illness until medical help arrives.

Eight hour program designed to increase the reading rate of the average person from 2 to 5 time. Also, there will be marked improvement in the areas of concentration, accuracy, retention and study skills. This is a "learn-by-doing" course geared to all phases of reading from light reading to in-depth study. Old "Dick & Jane" reading habits will be replaced with new phrase reading skills achieved by widening the span of perception, developing flexibility of rate and the use of selective reinforcement when higher levels of retention are required.

Managers in the field are being asked to do the impossible: provide more services with fewer resources than before, in an increasingly complex environment. The name of the game is change and it has become the standard operating state for many in the health and social services field. So how do you achieve success in this dynamic state? The answer lies in your ability to supervise and motivate others during times of change. Whether you're a recently promoted supervisor, a senior leader, or an experienced manager, this one-day seminar offers you the ability to identify strategies for managing change through others as well as managing performance for optimal results.

How can I succeed as a supervisor? If you are a new supervisor, or expect to be promoted soon to a supervisory role, this seminar is for you. This seminar will help you assess your strengths and development needs in supervising people, give you best practice models of supervision, and help you produce an action plan for strengthening your supervisory skills back on the job.

What is "best practice" in budgeting? How do I use my budget as a management tool? This practical seminar teaches you the basics of budget management and is a crash course on types of budgets, budget methodologies, and technology tools for budgeting. This is the only budgeting and budget management seminar developed specifically for community-based health and human service organizations.

WEB270109

How do I develop an affordable plan to bring in new revenue that my organization needs? What is a "reasonable" budget for marketing? You will learn the answers to these questions - and much more by attending this OPEN MINDS seminar. This intensive small group experience walks you through the marketing planning process from marketing management theory, to planning and budget development, to managing (and tracking) your marketing program's success. Don't miss this seminar - the only marketing seminar developed specifically for behavioral health and social service executives.

Do you have the right team? As a senior executive, you live in the future. You see the future and respond with strategies; leading by mission, vision, and values. But when you get to the future, who will follow you? This seminar asks the crucial questions - do I have the right team, and am I preparing them for the future I am building? If not, how do I close the skill gap to get from here to there - do I replace, recruit, or build the talent that I need? Learn what competencies to build (and how), and when to recruit, in this information-packed one-day seminar.

Why does providing exceptional customer service matter? What competencies are needed to provide exceptional customer service? This one-day seminar will provide you with the tools necessary to build, enhance, and retain customer loyalty. How do I set up a customer feedback process? Why is customer feedback important? You will develop a working knowledge of listening skills designed to improve customer satisfaction results.

In today's highly competitive workplace, employers of choice - companies that are able to exceed their growth and profitability goals - are able to attract and maintain the best talent. Much of this success comes from having a highly strategic partnership with human resources (HR) and understanding the key role HR plays in building success. Does your organization have the appropriate human resource management functions in place to manage growth in your company? Have you discovered how to get maximum value out of HR? Do you know what you'll need from HR in order to exceed your profitability goals for the future? Attend this highly interactive seminar to find out how to harness the power of your Human Resources management team and how this often-overlooked and under-appreciated department can assist you in becoming an employer of choice!

WEB270823

What is your leadership style? Do you understand how different styles can be effective at different times, depending upon the organizational climate? How do you know when your style is truly an asset or a liability? Now that managing change has become a focal point in the behavioral sciences field, it's important to understand how your leadership style can make or break your organization in times of transition. It's also important to understand how people respond to change in organizations in order to help them transition and grow with the organization. This seminar will allow you to examine your own leadership style and identify how to adapt your style in order to help your employees manage change. In addition, you'll get tips for motivating, energizing, and recognizing your team in order to overcome resistance, gain commitment, and manage conflict.

Shrinking profit margins seem to be a common trend among behavioral health provider organizations. The questions for management teams is why are margins shrinking - and what should be done about it? Join us for a day with OPEN MINDS consulting team to examine the common management situations contributing to declining contract and organizational profitability - and common solutions. The seminar will look at contract revenue maximization; service line and contract profitability management; and organizational revenue diversification from a strategic and tactical perspective. This intensive one-day seminar will combine didactic presentation, case examples, and participant discussion of this critical management issue.

WEB280221

WEB270118

WEB280117

We have a limited budget - how do I decide how much to spend on technology investments, improvements to our properties, and other capital projects? Learn how to use return-on-investment analysis models to answer these questions, and more, at this information-packed seminar. The only workshop of its kind in the field, this intense seminar gives you not only a strategic framework for technology acquisition, but also hands-on analytical tools. This is a "crash course" in traditional return on investment (ROI) methodologies, net present value, intangible value, and payback periods, which can be immediately applied to either a technology or capital acquisition.

How much should we charge for a service? How do I re-design my operations to respond to falling prices? What are the best practices in target costing, case rate development, and unit cost management? If you ask yourself any of these questions, this intense one-day seminar is for you. You will be exposed to different models and best practices in target costing, activity-based cost management, and value engineering, and work through case studies of actual financial scenarios.

Management of the last quarter century has taken on many new and complex dimensions, and this trend is likely to continue. Advancing technology has created new and exciting possibilities in every organization. Progress creates challenge, and the challenge facing management today is: developing an organization that can meet tomorrow's goals while continuing to meet the daily challenges of today. To balance these organizational demands, managers need a systematic approach to their jobs. They need Management Development. Management Development involves the what and how of training and understanding the why of a situation. The result is managers who are working because they want to and because they understand why and how they are essential to the organization's goals. These managers know that the goals can be achieved, obstacles can be overcome and problems can be solved. This program makes Management Development not only possible, but eminently profitable. Individually, each manager reflects the behavior and attitude of a goal-directed manager. Collectively, they form a powerful force that literally assures the achievement of organizational goals. This program provides the student with the tools, techniques and processes to develop their

A leader combines the vision and curiosity of a dreamer with the practical engineering of a builder. A leader is goal directed, looking forward with anticipation toward the attainment of goals. Goals give meaning and purpose to life and serve as a continuous source of motivation in the pursuit of all activities. The capacity for leadership exists in everyone, but most people never take the time to develop it. Leadership is determination, courage, confidence and the ability to view a situation and respond to it. Positive leadership assumes that goals can be accomplished, the job can be done, the problem can be solved and obstacles can be overcome. Leaders create their own future because they have faith in themselves. This course provides the student with the tools, techniques and processes to develop their inherent leadership skills. The key areas addressed in this course are provided in the next column.

During this time of service-oriented industry, a mastery of Customer Service can mean the difference between success and failure. The organizational trend of raising Customer Service is an art form, treating service as a product that needs to be learned inside and out, and marketing service to customers as vigorously as if it were a direct source of revenue. Unfortunately in many organizations, the customer has become a low priority. When people are not treated according to their expectations, they take their business elsewhere. What's more, they usually relate their bad experiences to as many as ten other people. On the other hand, the rewards for exceeding customer expectations are plentiful. That's good news for organizations who strive to offer the ultimate in Customer Service. The question then becomes not whether to improve your organization's service standard, but how. This course provides the student with the tools, techniques and processes to just that. Key areas addressed in this course are provided in the next

Management of the last quarter century has taken on many new and complex dimensions, and this trend is likely to continue. Advancing technology has created new and exciting possibilities in every organization. Progress creates challenge, and the challenge facing management today is: developing an organization that can meet tomorrow's goals while continuing to meet the daily challenges of today. To balance these organizational demands, managers need a systematic approach to their jobs. They need Management Development. Management Development involves the what and how of training and understanding the why of a situation. The result is managers who are working because they want to and because they understand why and how they are essential to the organization's goals. These managers know that the goals can be achieved, obstacles can be overcome and problems can be solved. This program makes Management Development not only possible, but eminently profitable. Individually, each manager reflects the behavior and attitude of a goal-directed manager. Collectively, they form a powerful force that literally assures the achievement of organizational goals. This program provides the student with the tools, techniques and processes to develop their

A leader combines the vision and curiosity of a dreamer with the practical engineering of a builder. A leader is goal directed, looking forward with anticipation toward the attainment of goals. Goals give meaning and purpose to life and serve as a continuous source of motivation in the pursuit of all activities. The capacity for leadership exists in everyone, but most people never take the time to develop it. Leadership is determination, courage, confidence and the ability to view a situation and respond to it. Positive leadership assumes that goals can be accomplished, the job can be done, the problem can be solved and obstacles can be overcome. Leaders create their own future because they have faith in themselves. This course provides the student with the tools, techniques and processes to develop their inherent leadership skills. The key areas addressed in this course are provided in the next column.

Success in today's complex global arena is challenging and the rules are changing. For an organization to compete, executive leaders will have to create an organizational culture in which everyone is challenged to seek innovative and improved methods of doing business. Leading today's organization into tomorrow's competitive arena will require teamwork, collaboration, and speed. To create and lead an organization that will maintain a competitive advantage during such turbulent times, many executives will have to transform an organizational culture that was founded on yesterday's paradigms. Priorities will have to shift and thinking will have to change. This course provides the student with the tools, techniques and processes to just that. Key areas addressed in this course are provided in the next column.

In today's business, the supervisor is the "main link" between the organization's goals and the people who must accomplish those goals. Because of the functions of supervisors and the major role they play, it is obvious that good supervisors are the key to the success of any organization. Many of the supervisor's daily decisions affect profits, attitudes, and morale. With a role and a function of this magnitude, it would seem logical that the process of becoming a supervisor would require years of training. However, most supervisors have had little or no training in supervisory skills. Almost universally, today's supervisory force is made up of men and women who have been promoted from being a super worker to being a supervisor. The Supervision process is a structured, open-ended, pragmatic approach to developing supervisors. It is more than a teaching program. supervisors in a process that results in personal and professional growth. The development of more effective supervisors has a direct correlation to an increase in the productivity and profits of an organization. The key areas addressed in this program are provided in the next column.

Almost everyone knows that you should prioritize your activities. Almost everyone knows that you should complete your urgent, important, and critical tasks each day. Almost everyone knows that planning your day makes more sense than letting others do your planning for you. Everyone knows, but very few do. Why? That's what finally fascinated us and the answers are why this program was created. This course provides the student with the tools, techniques and processes to effectively manager their time. The key areas addressed in this are provided in the next column.

Success in today's complex global arena is challenging and the rules are changing. For an organization to compete, executive leaders will have to create an organizational culture in which everyone is challenged to seek innovative and improved methods of doing business. Leading today's organization into tomorrow's competitive arena will require teamwork, collaboration, and speed. To create and lead an organization that will maintain a competitive advantage during such turbulent times, many executives will have to transform an organizational culture that was founded on yesterday's paradigms. Priorities will have to shift and thinking will have to change. This course provides the student with the tools, techniques and processes to just that. Key areas addressed in this course are provided in the next column.

Business leaders today have found that developing a strategy and a plan is far more effective than leaving the future to chance. Furthermore, the key factors that create higher levels of achievement. Finally, the effective implementation of the plan is as important as planning. This is the true determining factor as to whether or not an organization is successful. The Strategic Planning Process covered in this course provide a format for developing a Strategic Plan, taking the strategy through the business planning process and establishing measurable goals. It is a process that involves not only determining where an organization is going, but also how it is going to get there. The key areas address in this course are provided in the next column.

The best way to predict the future is to create it! Strategic Planning is a process that determines the future of the organization and what organizational resources will be needed to ensure success. The process involves determining what business opportunities exist, and what resources are available to capitalize on those opportunities. The Strategic Planning Processes provide a format for developing a Strategic Plan, taking that strategy though the business planning process and establishing measurable goals. It is a process that involves not only determining where a company is going, but also how it is going to get there. This program provides the student with the tools, techniques and processes to develop strategic plans. The key areas addressed in this course are provided in the next column.

In today's business, the supervisor is the "main link" between the organization's goals and the people who must accomplish those goals. Because of the functions of supervisors and the major role they play, it is obvious that good supervisors are the key to the success of any organization. Many of the supervisor's daily decisions affect profits, attitudes, and morale. With a role and a function of this magnitude, it would seem logical that the process of becoming a supervisor would require years of training. However, most supervisors have had little or no training in supervisory skills. Almost universally, today's supervisory force is made up of men and women who have been promoted from being a super worker to being a supervisor. The Supervision process is a structured, open-ended, pragmatic approach to developing supervisors. It is more than a teaching program. supervisors in a process that results in personal and professional growth. The development of more effective supervisors has a direct correlation to an increase in the productivity and profits of an organization. The key areas addressed in this program are provided in the next column.

A leader combines the vision and curiosity of a dreamer with the practical engineering of a builder. A leader is goal directed, looking forward with anticipation toward the attainment of goals. Goals give meaning and purpose to life and serve as a continuous source of motivation in the pursuit of all activities. The capacity for leadership exists in everyone, but most people never take the time to develop it. Leadership is determination, courage, confidence and the ability to view a situation and respond to it. Positive leadership assumes that goals can be accomplished, the job can be done, the problem can be solved and obstacles can be overcome. Leaders create their own future because they have faith in themselves. This course provides the student with the tools, techniques and processes to develop their inherent leadership skills. The key areas addressed in this course are provided in the next column.

<p>Success in today's complex global arena is challenging and the rules are changing. For an organization to compete, executive leaders will have to create an organizational culture in which everyone is challenged to seek innovative and improved methods of doing business. Leading today's organization into tomorrow's competitive arena will require teamwork, collaboration, and speed.</p> <p>To create and lead an organization that will maintain a competitive advantage during such turbulent times, many executives will have to transform an organizational culture that was founded on yesterday's paradigms. Priorities will have to shift and thinking will have to change. This course provides the student with the tools, techniques and processes to just that. Key areas addressed in this course are provided in the next column.</p>
<p>How to plan, conduct and report a general quality assessment.</p>
<p>How to design economical sampling plans</p>
<p>How to prepare for the certified quality engineering exam</p>
<p>How to measure & reduce measurement system variation</p>

How to statistically model process capability

How to design effective statistical experiments

How to implement SPC

How to plan, conduct & report a specific quality assessment to gage performance gap against a recognized standard, such as a ISO 9000

How to prepare documentation compliant management systems

How to implement ISO quality systems

How to implement ISO quality systems
How to prepare & conduct an ISO internal quality systems assessment
How to plan, conduct & manage a Multi-site Process Improvement Project
How to plan, conduct & manage a Process Improvement Project
How to manage risk and map processes
How to improve supply line quality performance

Certifies participants to administer all of the 360-degree assessments in the CCL Assessment Suite, including Benchmarks®, 360 BY DESIGN®, Executive Dimensions™, and Prospector®. Blends pre- and post-program interactive work, classroom presentation and hands-on practice to prepare participants to structure, design and implement a 360-degree process in their company or business.

Teaches how to coach others through the use of multiple videotaped practice sessions and intensive small group time with a certified CCL coach. The program applies the Center's developmental framework to assess personal style and increase the ability to carry out effective coaching. It includes a telephone follow-up session with a CCL coach 30-45 days after the program to reinforce and extend classroom learning. (3-day program)

Provides the tools to create a development system that links directly with organizational business strategies and goals. The program is relevant for organizations creating their first leadership development initiatives and processes as well as those that are updating and refocusing existing systems. It allows participants to develop an actionable plan mapping out what needs to be developed, who needs to be developed, and how development will be implemented and evaluated. (3-day program)

Focuses on thinking systemically to understand the organization and set strategy, acting decisively on strategic issues, and influencing others to set and implement long-range organizational objectives. Designed for executives who want to contribute to their organizations' enduring success and whose actions and decisions impact several functional areas. Participants explore their personal effectiveness as strategic leaders, and learn ways to improve the strategic functioning of teams and the organization overall.

<p>Teaches effective leadership, focusing on personal awareness and growth, effective working relationships, influence skills, and handling conflict in the workplace. Participants receive honest evaluations of their leadership styles and behaviors and come away with realistic development direction. (3-day program)</p>
<p>Explores the challenges teams face, such as conflicting agendas and personalities, and draws from the Center's extensive research on teams to provide knowledge, tools and strategies that can be put to immediate use.</p>
<p>Focuses exclusively on the demands of top executives and gives them a comfortable, secure retreat in which to evaluate their leadership style and effectiveness in the company of their peers. This highly individualized program addresses both the leadership development and fitness needs of senior-level executives. Admission is by application only.</p>
<p>Offers an intensive learning experience aimed at giving human resource professionals the information, tools, practice opportunities and self-confidence to become organization leaders and more effective managers of people and processes.</p>
<p>Individual development program designed for the participant to understand his/her strengths and weaknesses of leadership style through the use of an in-depth assessment process augmented with behavioral observation.</p>

Individual development program designed for the participant to understand his/her strengths and weakness of leadership style through the use of an in-depth business simulation augments with assessment.

Provides leaders with the opportunity to address a workplace challenge that has no clearly identified solution. Over the course of 12 weeks-including three days in the classroom-participants acquire skills and strategies to better understand their challenges, their leadership role in relation to the challenge, and the influencing dynamics within their organization.

Provides a safe environment for participants to explore how their leadership style impacts managerial effectiveness. Through a frank and supportive peer discussion of concerns and development needs, participants create realistic and effective strategies for personal and professional growth.

Provides insight, through an intensive assessment-and-feedback process, about each woman's leadership strengths and development needs in the context of her professional and personal life. Participants weigh choices and trade-offs to build a plan for the future, and examine the unique challenges they face in using personal power and influence.

This course meets the initial 2 hour awareness training requirements promulgated by the Occupational Safety and Health Administration, the United States Environmental Protection Agency, and state agencies for individuals who perform asbestos (building) inspections. This course is required by the Asbestos Hazard Emergency Response Act (AHERA) for accreditation as an Asbestos Building Inspector. Additionally, annual training requirements for compliance with 29 CFR 1910.134 (Respiratory Protection) are met.

This course meets the annual 8-Hour refresher training requirements promulgated by the Occupational Safety and Health Administration, the United States Environmental Protection Agency, and state agencies for individuals who perform asbestos inspections and develop or revise management plans. This course is required by the Asbestos Hazard Emergency Response Act (AHERA) to maintain accreditation as an asbestos building inspector and management planner.

This course meets the annual 4-Hour Inspector Refresher training requirements promulgated by the Occupational Safety and Health Administration, the United States Environmental Protection Agency, and state agencies for individuals who perform building inspections for asbestos containing materials. This course is required/accredited by the Asbestos Hazard Emergency Response Act (AHERA)/Asbestos School Hazards Amendments and Reauthorization Act (ASHARA) to maintain accreditation as an asbestos inspector.

This course meets the initial 24-Hour Inspector training requirements promulgated by the Occupational Safety and Health Administration, the United States Environmental Protection Agency, and state agencies for individuals who perform asbestos (building) inspections. This course is required by the Asbestos Hazard Emergency Response Act (AHERA) for accreditation as an Asbestos Building Inspector. Additionally, annual training requirements for compliance with 29 CFR 1910.134 (Respiratory Protection) are met.

This course meets the 24-Hour initial training requirements promulgated by the Occupational Safety and Health Administration, the United States Environmental Protection Agency, and state agencies for individuals who perform asbestos project design activities, response action other than a SSSD maintenance activity, or response action for a major fiber release episode. This course is required by the Asbestos Hazard Emergency Response Act (AHERA) to maintain accreditation as an Asbestos Project Designer.

This course meets the annual 8-Hour refresher training requirements promulgated by the Occupational Safety and Health Administration, the United States Environmental Protection Agency, and state agencies for individuals who perform asbestos project design activities, response action other than a SSSD maintenance activity, or response action for a major fiber release episode. This course is required by the Asbestos Hazard Emergency Response Act (AHERA) to maintain accreditation as an Asbestos Project Designer.

This course meets the initial 40-hour training requirements promulgated by the Occupational Safety and Health Administration (29CFR1910.1001 and 29CFR1910.1101), the United States Environmental Protection Agency (EPA) and Pennsylvania Department of Labor and Industry requirements for individuals who perform asbestos abatement. Additionally, training requirements are completed for compliance with 29CFR1910.134 (Respiratory Protection), and 29CFR1910.157 (Incipient Stage Fire Extinguisher Use) as they apply to asbestos abatement work.

The Asbestos Abatement Supervisor class meets EPA and OSHA requirements for on-site competent person. Certification is awarded to individuals who successfully attend class sessions and complete testing and field drill requirements.

National Safety Council (NSC) First Aid and CPR certification is included in this class. Qualitative or Quantitative Fit Testing (Porta-count fit check) is included in this class.

This course meets the initial 32-hour training requirements promulgated by the Occupational Safety and Health Administration (29CFR1910.1001 and 29CFR1910.1101), the United States Environmental Protection Agency (EPA) and Pennsylvania Department of Labor and Industry requirements for individuals who perform asbestos abatement. Additionally, training requirements are completed for compliance with 29CFR1910.134 (Respiratory Protection), and 29CFR1910.157 (incipient stage Fire Extinguisher use) as they apply to asbestos abatement work.

Certification is awarded to individuals who successfully attend class sessions, and complete testing and field drill requirements.

National Safety Council (NSC) First Aid and CPR certification is included in this class. Qualitative or Quantitative Fit Testing (Porta-count fit check) is included in this class.

This course meets the 8 hour annual training requirements promulgated by the Occupational Safety and Health Administration (29CFR1910.120 and 29CFR1926.65, including Appendix E guidelines) and the United States Environmental Protection Agency (EPA) (40CFR311) for hazardous waste workers; managers and supervisors; workers and supervisors at treatment storage disposal facilities, and hazardous materials technicians/specialists. Additionally, annual training requirements are substantially completed for industries attempting compliance with:

- Respiratory Protection (29CFR1910.134)
- Fire Extinguisher (29CFR1910.157)
- Medical Services, First Aid and Bloodborne Pathogens (29CFR1910.151/1910.1030)
- Personal Protective Equipment (29CFR1910.132)

Individuals who must complete 8 hours of annual refresher training should attend this course. The course is targeted for employees or employers engaged in federal, state or municipally required hazardous waste or spill cleanup activities; emergency responses and post-emergency operations for releases or

This course meets the 24-hour training requirements promulgated by the Occupational Safety and Health Administration (29CFR1910.120) and referenced by the United States Environmental Protection Agency (U.S. EPA) for HAZMAT Team Response Training. Additionally, training requirements are substantially completed for industries attempting compliance with 29CFR1910.134 (Respiratory Protection) and 29CFR157 (Fire Extinguisher Training), as they apply to HAZMAT Responses.

The course is targeted for teams, employees or employers engaged in response to federal, state or municipally required hazardous waste or spill cleanup activities; emergency responses and post-emergency operations for releases or substantial threats of release of hazardous substances; and operations involving hazardous waste storage, disposal and treatment. The course is not intended to meet the 40-hour training requirement specified by OSHA for site specific hazardous waste workers, the 8-hour training requirements for site supervisors or refresher training. Time, however, may be credited to those programs.

Certification is awarded to individuals who successfully complete

This course meets the 40 hour training requirements promulgated by the Occupational Safety and Health Administration (29CFR1910.120) and referenced by the United States Environmental Protection Agency (EPA) for hazardous waste workers. Additionally, training requirements are substantially completed for industries attempting compliance with 29CFR1910.134 (Respiratory Protection), the 29CFR1910.146 (Permit Required Confined Spaces Entry Procedures), and 29CFR1910.156 (Fire Extinguishers) as they apply to the Hazardous Waste Work Environment.

The course is targeted for employees or employers engaged in federal, state or municipally required hazardous waste or spill cleanup activities; emergency responses and post-emergency operations for releases or substantial threats of release of hazardous substances; and operations involving hazardous waste storage, disposal and treatment.

Certification is awarded to individuals who successfully complete attendance, testing and field drill requirements.

First Aide and CPR certification is included in this class.

Quantitative Fit Testing (Porta-count fit check) is included in this c

This course meets the 24-hour initial training requirements promulgated for certification and licensure under the Pennsylvania Department of Labor and Industry accreditation program described by the U.S. EPA at 40CFR745 for individuals who perform lead based paint inspections in target housing and child occupied facilities. Also included are U.S. Department of Labor Occupational Safety and Health (OSHA) training requirements as specified in the Lead in Construction Standard 29CFR1926.62. Training requirements are completed for compliance with 29CFR1910.134 (Respiratory Protection), 29CFR1910.132 (Personal Protection Equipment) and 29CFR1910.157 (Fire Extinguishers) as they apply to the lead hazard abatement industry. Certification is awarded to individuals who successfully attend sessions, testing and field drill requirements.

This course meets the 8-hour training requirements promulgated for certification and licensure under the Pennsylvania Department of Labor and Industry accreditation program described by the U.S. EPA at 40CFR745 for individuals who prepare project design specification to address remediation of lead based paint hazards in target housing and child occupied facilities. Also included are U.S. Department of Labor Occupational Safety and Health (OSHA) training requirements as specified in the Lead in Construction Standard 29CFR1926.62. Certification is awarded to individuals who successfully attend sessions, testing and field drill requirements.

This course meets the 40-hour initial training requirements promulgated for certification and licensure under the Pennsylvania Department of Labor and Industry accreditation program described by the U.S. EPA at 40CFR745 for individuals who perform lead based paint inspections or risk assessments in target housing and child occupied facilities. Also included are U.S. Department of Labor Occupational Safety and Health (OSHA) training requirements as specified in the Lead in Construction Standard 29CFR1926.62. Certification is awarded to individuals who successfully attend sessions, testing and field drill requirements.

This course meets the 32-hour initial training requirements promulgated for certification and licensure under the Pennsylvania Department of Labor and Industry accreditation program described by the U.S. EPA at 40CFR745 for individuals who abate lead based paint hazards in target housing and child occupied facilities. Also included are U.S. Department of Labor Occupational Safety and Health (OSHA) training requirements as specified in the Lead in Construction Standard 29CFR1926.62. Training requirements are completed for compliance with 29CFR1910.134 (Respiratory Protection), 29CFR1910.132 (Personal Protective Equipment) and 29CFR1910.157 (Fire Extinguishers) as they apply to the lead hazard abatement industry. Supervisory responsibilities are defined in this class for compliance with federal, state and local regulations.

Certification is awarded to individuals who successfully attend sessions, testing and field drill requirements.

This course meets the 16-hour initial training requirements promulgated for certification and licensure under the Pennsylvania Department of Labor and Industry accreditation program described by the U.S. EPA at 40CFR745 for individuals who abate lead based paint hazards in target housing and child occupied facilities. Also included are U.S. Department of Labor Occupational Safety and Health (OSHA) training requirements as specified in the Lead in Construction Standard 29CFR1926.62. Training requirements are completed for compliance with 29CFR1910.134 (Respiratory Protection), 29CFR1910.132 (Personal Protective Equipment) and 29CFR1910.157 (Fire Extinguishers) as they apply to the lead hazard abatement industry.

Certification is awarded to individuals who successfully attend sessions, testing and field drill requirements.

This course meets the 2 hour awareness training requirements promulgated by the Occupational Safety and Health Administration, (29CFR1926.62, 29CFR1910.1025) the United States Environmental Protection Agency, and state agencies for individuals who work around lead or persons that could be exposed to lead. Additionally, annual training requirements for compliance with 29CFR 1910.134 (Respiratory Protection) are met.

Certification is awarded to individuals who successfully complete attendance, testing and field drill requirements.

This 40-hour training session is designed to provide law enforcement personnel with the necessary knowledge and skills required for recognizing and reacting to hazardous materials and other ancillary dangers during raid and processing procedures associated with clandestine laboratories. This course meets the regulatory requirements relative to The Occupational Safety and Health Administration (OSHA) Hazardous Waste Operations and Emergency Response in 29CFR Part 1910.120 and 40 CFR Part 311.

JET is an innovative approach to helping move TANF recipients off of welfare & pilot sites and ongoing implementation workgroup meetings to develop and deliver an integrated training strategy. CSW also convened implementation strategy meetings of the DHS DLEG leadership and local pilot management in order to ensure that evaluation findings are continuously informing the change process.

CSW facilitates multiple meetings for staff to determine their underlying needs, assumptions and data source. Research different models

<p>Facilitation of discussion on critical fiduciary management concepts and principles, including: the roles & responsibilities of board & staff</p> <p>Governance concepts & principles</p> <p>Board education</p> <p>Policy & decision-making</p> <p>Pension finance</p> <p>Risk Management of governance "best Practices"</p>
<p>Emergency moving of injured patients, wounds/bleeding</p> <p>Traumatic Shock, Musculoskeletal injuries, Burns, Eye injuries, Drowning, Allergic emergencies, Asthma, Fainting, Diabetic emergencies, Drug overdose, Poisoning, Seizures, Temperature related problems and Dental injuries</p>
<p>Cardiopulmonary Resuscitation</p> <p>Automated External Defibrillation</p> <p>Stroke and Angina</p>
<p>This program is designed to provide U.S. Marines being deployed to Forward Operating Bases with the skill set to serve as the Antiterrorism Officer. Participants learn how to conduct vulnerability, criticality, and risk assessments for Forward Operating USMC Bases. Because many of the key concepts related to risk and vulnerability assessment apply to emergency management overall, this course is readily adaptable to civilian public- and private-sector organizations.</p>
<p>This program identifies all-hazards response and recovery strategies for catastrophic incidents, with a particular focus on managing public and private resources during a disaster.</p>

This course is designed to teach first responders at the Operations Level the most current protocols and industry-standard procedures for how to properly put on, work in, and dispose of chemical protective clothing while responding to an emergency involving potentially hazardous materials and chemicals. By using CPC, first responders will be able to more rapidly assess the emergency scene, thereby supporting effective victim rescue and decontamination of victims exposed to contaminated areas or materials.

This 5-day training is designed to provide personnel with the knowledge and skills to effectively establish and activate an EOC in the event of a major disaster or all-hazards emergency. During the course participants gain an understanding of the importance of working with the local community to implement an effective coordinated response to a large-scale emergency. Before taking this EOC training, participants are required to have completed four Incident Command System (ICS) course prerequisites and a review of the selected base standard operating procedures. The course covers such topics as EOC Activation, Information Flow, Roles and Responsibilities of the EOC Staff, Required Documentation, Resource Management, Continuity of Operations, mobile command vehicles and their use. The course includes an exercise to identify best practices to follow when working with the community.

This course emphasizes the importance of COOP. The course is designed to provide participants with the basic rudiments of COOP planning, both as a component of a multi-component emergency plan. The course also can be offered as a "Train-the-Trainer" curriculum.

This course is a compilation of two FEMA programs: ICS-100—Introduction to the Incident Command System and ICS-700: National Incident Management System (NIMS): An Introduction. This program focuses on introducing the ICS and NIMS to USMC personnel, as a requirement for compliance with the National Response Plan (NRP).

This course provides awareness-level training to all categories of Amtrak rail employees concerning the security issues involving terrorism attacks to the passenger rail system. The concepts presented in this program are easily adaptable to various transportation modes, and are pertinent to employee training regarding increased awareness of potential terrorist threats or emergencies. This course provides awareness-level training to all

This course provides awareness-level training to all categories of Amtrak rail employees concerning the security issues involving terrorism attacks to the passenger rail system. The concepts presented in this program are easily adaptable to various transportation modes, and are pertinent to employee training regarding increased awareness of potential terrorist threats or emergencies.

This course is designed to provide security and emergency managers with standardized procedures to follow in planning for a high-profile, multi-jurisdictional event, such as the Olympic Games or National Presidential Convention. These National Special Security Events (NSSEs) require intensive and extremely advanced planning and preparation. This training provides the basic structure to prepare for such an event.

This course is designed to provide Federal, State, tribal, and local jurisdictions the knowledge and understanding of the HSEEP system to establish and maintain emergency preparedness exercises that are built on HSEEP methodology and that adhere to HSEEP guidelines to ensure compliance with U.S. Department of Homeland Security (DHS) grant requirements.

<p>a) Communicating effectively with boss and co-workers (and inmates within a correctional setting)</p> <p>b) Develop effective listening skills</p> <p>c) Develop verbal & non-verbal skills</p> <p>d) Develop appropriate responding skills & asking questions to de-escalate situations.</p> <p>This program is designed to teach participants how to manage others effectively and de-escalate potential trouble situations through the use of both verbal and non-verbal interpersonal communication skills. The techniques presented in this program go beyond any traditional interpersonal skills training.</p> <p>*Though this program is specifically designed for correctional agencies these skills can be used in any office, business, or agency with great success.</p>
<p>Process for evaluating the use and/or impact of a variety of material which transits a particular jurisdiction or geographic location.</p>
<p>Process for assessing the consequences of undesirable events for a given jurisdiction, geographic location, organization, or physical asset.</p>
<p>Administrative plan for government stakeholders addressing the continuation of essential government services in an emergency. Provides for the continued health, safety, and welfare of the public.</p>
<p>Administrative plan for government stakeholders (i.e. DOH) addressing the continuation of essential government services in an emergency. Provides for the continued health, safety, and welfare of the public.</p>

Administrative plan for government organization sub-components addressing the continuation of critical functions in an emergency.
Administrative plan for government organization sub-components (i.e. DOH Directorates and Deputates) addressing the continuation of critical functions in an emergency
Education session which follows the outline provided by the Emergency Management Institute for IS-546 and IS-547.
Education session which follows the outline provided by the Emergency Management Institute for IS-546 and IS-547.
Operational plan for Emergency Responders as directed in the National Response Plan (NRP) and the National Incident Management System (NIMS).
Administrative plan which utilizes scientific processes and quantitative methodologies for identifying, prioritizing, and assessing Critical Infrastructure and Key Resources for a geographic region.

Administrative and operational plan for institutions of higher education stakeholders to protect students, staff, and faculty as well as physical assets from the effects of natural and man-made disasters.
Operational plan for organizing, training, and equipping volunteers for disaster response.
Operational plan for organizing, training, and equipping volunteers for disaster response. Addresses basic first aid and medical care and treatment such as, CPR and Automatic External Defibrillator (AED) training.
Education session for volunteer personnel in basic emergency response procedures to qualify individuals to assist in emergency situations.
Education session for volunteer personnel in basic emergency response procedures to qualify individuals to assist in emergency situations.
Process for developing and applying for financial support provided by the Federal government and Commonwealth of Pennsylvania.

<p>Process for developing and applying for financial support provided by the Federal government and Commonwealth of Pennsylvania.</p>
<p>Process for identifying a wide variety of public health related hazards such as H5N1 (Avian Influenza), West Nile Virus, Hepatitis, and biological and chemical agents such as ricin, botulism, sarin, VX, and others.</p>
<p>Administrative plan required for jurisdictions to obtain Robert T. Stafford disaster relief (post emergency) and Disaster Mitigation Act of 2000 (pre-emergency) mitigation funding.</p>
<p>Administrative plan required for jurisdictions to obtain Robert T. Stafford disaster relief (post emergency) and Disaster Mitigation Act of 2000 (pre-emergency) mitigation funding. Significant portion dedicated to public health emergencies.</p>
<p>Provided training follows standardized outline from the U.S. Department of Homeland Security (DHS). Delivery methods are:</p> <ul style="list-style-type: none">- Seminar;- Orientation Session;- Workshop and;- Table Top Exercise.
<p>Provided training follows standardized outline from the U.S. Department of Homeland Security (DHS). Delivery methods are:</p> <ul style="list-style-type: none">- Seminar;- Orientation Session;- Workshop and;- Table Top Exercise.

Provided training follows standardized outline from the U.S. Department of Homeland Security (DHS). Delivery methods are:

- Drill;
- Functional Exercise and;
- Full-Scale Exercise.

Provided training follows standardized outline from the U.S. Department of Homeland Security (DHS). Delivery methods are:

- Drill;
- Functional Exercise and;
- Full-Scale Exercise.

Process for developing, promulgating, and implementing legally supportive administrative documents for jurisdictional cooperation in emergency situations; process requires significant interaction with numerous elected and appointed officials.

Operational plan for Emergency Responders as directed in the National Response Plan (NRP) and the National Incident Management System (NIMS).

Education session for training personnel in NIMS compliance (requirement from the Federal Government) and for training personnel in the use of the ICS, a standardized framework for administration in emergency situations (requirement from the Federal Government).

Education session for training personnel and health professionals in NIMS compliance (requirement from the Federal Government) and for training personnel in the use of the ICS, a standardized framework for administration in emergency situations (requirement from the Federal Government).

<p>Operational plan for the implementation of countermeasures designed to prevent, detect, deter, defend or mitigate potential threats to a physical asset.</p>
<p>Operational and/or administrative plan for Department(s) of Health, Health Industry stakeholders, and Emergency Medical Services providers. Planning includes compliance with the National Response Plan (NRP) and National Incident Management System (NIMS).</p>
<p>Operational plan for Emergency Responders as directed in the National Response Plan (NRP) and the National Incident Management System (NIMS).</p>
<p>Operational and/or administrative plan that addresses large scale public health emergencies. This is a broad scope collaborative effort involving the participation of a vast amount of stakeholders from various disciplines in the health and emergency services professions.</p>
<p>Process for determining the likelihood and probability of undesirable events for a given jurisdiction, geographic location, organization, or physical asset.</p>
<p>Process for determining the likelihood and probability of undesirable events for a given jurisdiction, geographic location, organization, or physical asset.</p>

Operational plan for jurisdiction or physical asset stakeholders to effectively plan and prepare for large scale public events which occur infrequently or are uncharacteristic in scope.

Operational plan for jurisdiction or physical asset stakeholders to effectively plan and prepare for large scale public events which occur infrequently or are uncharacteristic in scope. Significant portion dedicated to public health practices and procedures to be implemented during special events.

Operational plan for Emergency Responders as directed in the National Response Plan (NRP) and the National Incident Management System (NIMS).

Macro-level comprehensive planning initiatives for the improvement of services provided, functional performance, or operational processes for a wide range of public and private clients.

Macro-level comprehensive planning initiatives for the improvement of services provided, functional performance, or operational processes for a wide range of public and private clients.

Process for identifying threats, defining threats, and assessing threats based on existence, capability, history, intent, targeting, and security environment.

Individual and collective instruction for the implementation of established techniques, processes, procedures, and plans.

Individual and collective instruction for the implementation of established techniques, processes, procedures, and plans.

Operational and/or administrative plan which identifies hazards, assesses risk, and applies mitigation measures for transportation infrastructure or physical assets.

Process for assessing a jurisdiction, geographic location, organization, or physical asset's vulnerability to a range of potential hazards and threats.

Process for assessing a jurisdiction, geographic location, organization, or physical asset's vulnerability to a range of potential hazards and threats.

In this workshop, participants explore a systematic six-step process to identify, analyze, and solve problems. They learn when and how to employ divergent and convergent thinking strategies. Participants develop their capacity to approach workplace problems creatively, addressing underlying causes rather than surface symptoms. The workshop is designed to enhance critical thinking capabilities with group process tools, including Pareto diagrams, fishbone analysis, and consensus-accelerating techniques.

Explore simple and straightforward ways to provide relevant feedback to your work colleagues. Determine what to say, how to say it, and how to frame feedback as a positive and productive communication tool. Try out effective means of planning for feedback, anticipating its effect on the receiver of the feedback and working toward cooperative solutions in difficult circumstances. Also, learn the most appropriate ways to receive feedback yourself—and model the means of linking feedback with follow-up action.

Explore the role of leadership in your management and supervisory responsibilities. Learn how to look forward, anticipating the needs of your work unit, while dealing with the complexities of today's workplace. Discover your preferred "leadership style," and examine the situations in which it works well, and those that call for greater flexibility in your leadership approach. Adapt your style to changing circumstances, and the varied needs of those in your organization. Complete a leadership inventory of leader traits, and develop a plan of development for yourself as a leader in the future.

This course addresses the essential skills of the mid-level manager, including effective communications, delegation, strategy development, change management, and "managing up." The workshop employs extensive class participation and participants' own experiences to develop practical applications for the skills and knowledge gained in the classroom. Participants will assess themselves on their own effectiveness in setting expectations, fostering collaboration, and building team work among their team members.

This workshop leads participants through assessments of their work environment, their personal assets, and their critical tasks. When examining their environment, participants will review the formal organizational structure as well as the impact of informal relationships and responsibilities. They will identify the realities of dealing with multiple priorities. Each participant completes a time management personality profile that identifies strengths and opportunities for improvement. Workshop activities guide participants to the identification of their critical tasks and creating a plan to achieve them.

The most effective managers and supervisors recognize people's individual talents and make the most of those talents. While skills, knowledge and hard work are essential to success, talent stands as the key determiner of excellence. Leaders who realize what kinds of talents work best for different assignments—and encourage their talented team members to use these talents, have the most productive teams. This workshop defines talent in three basic categories and explores how leaders can identify and employ these talents on the job

Front-line managers are important in attracting and developing talented and committed employees. Often, front-line managers have been promoted from positions where they were highly skillful and responsible employees. They find they can no longer rely on their skills and abilities as "doers," and that they must shift their focus to getting work done through others. This supervisory course addresses three major areas: self-management, management of employees, and management of the work setting. The self-management section includes work organization and prioritization, delegation, and developing collaborative relationships. The management of employees section includes effective communication, setting expectations and providing resources, giving and receiving reinforcing and redirecting feedback, engaging and inspiring employees, and coaching and developing. The management of the work setting includes decision making, collaborative problem solving, conflict resolution, and meetings management.

This course explores the role of ethics in leadership. Participants will examine the differences between legal and ethical considerations, with heavy emphasis on the development of integrity in management. Participants will also consider the individual, organizational, and societal dimensions of ethical behavior, determining the most important considerations for a balanced ethical position. Through a series of hypothetical and actual cases, participants will isolate the sources of dilemmas and recommend appropriate courses of action.

This workshop is designed to help the participant who faces the challenge of having more items on a “to-do list” than there are hours in a day. Today’s fast-paced work environment often requires people to multi-task daily, often juggling work from a variety of sources—bosses, colleagues, emails, partners, and employees. The increase in obligations is often accompanied by a decrease in productivity as people switch from task to task, often struggling to complete everything on time and with a high-quality result. This workshop examines individual work habits, sources of responsibilities, and the setting of limits in order to eliminate procrastination and get a jump on the to-do list before it becomes overwhelming.

This course provides instruction in grammar, usage, outlining, and style. The grammar section emphasizes the elements of business writing that produce concise, straightforward letters, memos, and reports. These elements include subject-predicate and pronoun-antecedent agreement, parallel construction, and the proper handling of mood and tense. The usage section treats commonly misused words with class exercises to help participants master the distinctions between frequently confused terms. In the outlining section, participants will explore a variety of methods for organizing paragraph and document content. The instruction on style helps participants write in a manner that is both natural for them and appropriate for the reader. Throughout the workshop, emphasis is placed on active participation—from writing sentences to competing in usage contests—that promotes rapid learning and application of the principles of the course. The use of rock music to highlight improper grammar makes this writing course a hit with participants.

Examine the communication process model and investigate the environmental, organizational, and psychological factors that influence communications. Assess the mode of communication (auditory, visual, kinesthetic) that is most natural to you. Learn ways to adapt to others' primary modes of communication. Define your preferred "social style," and learn how to meet others halfway for improved communications.

This workshop teaches participants how to design and deliver compelling presentations. Participants explore the essential principles of creating effective presentations and put them into practice during the workshop as they design and develop their presentations. Through hands-on activities, participants learn how to convey ideas in a way that moves others. They discover their natural strengths and how to bring information to life. They learn how to engage their audience through building rapport, various questioning techniques, and built in interactive activities. Participants learn the “tricks of the trade” about dress, speech, posture, room set-up, and audiovisual support materials. Facilitators provide individualized coaching after participants practice delivering their presentations. Not only do participants develop and deliver more professional presentations, they have fun doing it.

Learn the importance of effective conflict management on performance and productivity. Describe the typical cycle of interpersonal conflict. Identify your individual preferences and typical responses to conflict resolution. Describe the objectives and outcomes of successful negotiation. Develop counteracting strategies to avoid games during negotiation. Apply principled problem solving strategies on the job. Discuss how to assess relationship and power before negotiating.

Identify the ways in which difficult people establish control over situations and bend communications to their advantage. Learn the telltale characteristics of the difficult person through informed observation. Establish strategies for action based on four primary "types" of difficult people, especially when their behaviors affect your work performance.

When interacting with others, everyone uses their natural style, and all styles contribute to successful outcomes. Differences in style add value to the work of groups while simultaneously serving as potential sources of misunderstanding and conflict. This workshop integrates a DiSC work style assessment that participants complete online prior to the session. During the session, participants each receive their results in an individual report. They learn about style tendencies, needs, preferred environments, and strategies for improving effectiveness. Dynamic activities engage participants in identifying areas of compatibility, recognizing sources of potential conflict, and learning how to flex more effectively to others' styles. Participants also analyze a DiSC group report about their team to develop strategies that capitalize on all style strengths and for more effectively resolving conflicts.

This course provides guidelines for writing documents, letters, emails, and memos about subjects in a straightforward, easy-to-understand manner with the audience in mind. Participants learn how to identify their writing purpose, analyze their audience, and select the form that best suits their purpose and audience. During the workshop, participants practice creating dynamic sentences using verbs to express action and eliminating ambiguous, abstract sentence construction. They learn how to effectively convey their message by the way they structure their documents, and to develop paragraphs that support their main points. The workshop teaches participants how to create visual appeal through the effective use of graphics. The final section of the workshop addresses the importance of editing and proofreading to a final polished work.

Discover and practice applying a wide variety of tools and techniques to enhance group effectiveness. Use creative thinking to stimulate innovative problem solving. Accelerate consensus with voting and weighting techniques. Develop criteria to use in making informed, thought-out decisions. Refine ideas and build commitment to action through participation. Practice interventions for unruly behavior and difficult participants. Explore the advantages of a team approach and learn ways to leverage group activities for a successful outcome.

Develop skills required to deliver compelling and professional presentations. Our approach builds on each person's natural talents, incorporating proven techniques for establishing rapport, presenting technical information, and responding to the needs of the audience. Participants will gain skills and confidence through repeated practice and positive reinforcement throughout the training.

Discover the role of listening in the communication process. Identify barriers and obstacles of listening, both internal and external. Participants will learn how to enhance other's listening, the profile of a good listener and techniques for listening under stressful situations.

<p>Design productive meetings from the start. Determine the best ways to organize and sequence a meeting agenda. Establish procedures that encourage meaningful interaction and produce clear decisions. Structure meeting minutes to reflect action-oriented meeting results. Use a variety of simple "rules" for timing, ground rules, and appropriate participation in organizational meetings.</p>
<p>Explore memory techniques to recall names, facts, events, and other vital information easily and accurately. Rediscover an ancient Greek system to organize and remember presentations and speeches. Meet new associates and recall their names and other key data. Adapt powerful mnemonic techniques to a variety of on-the-job applications that confront today's busy worker on a daily basis.</p>
<p>Participants will be able to identify the benefits of the mentoring process for themselves, their protégés and their organizations. This includes the key characteristics of an effective mentor, and the major roles fulfilled by the mentor in the relationship with the protégé. Participants will also learn how to establish effective communications with their protégés, as well as action plans consistent with the organization's mission and values.</p>
<p>Most people have a natural negotiating style, whether they are aware of it or not. This workshop begins with an assessment of participants' normal approach to negotiation and builds on the positive elements already in place. For more intensive negotiations, participants will explore techniques used by professional negotiators to develop creative solutions that address the interests of all parties to the negotiation. Learn how to find the underlying motivations of people involved in negotiation, and how to set up objective measures of follow-through once an agreement is reached.</p>
<p>Participants in this workshop learn how succeed when doing public speaking. They learn the importance of developing rapport using verbal and nonverbal skills. They identify their natural style and learn how develop presentations that build upon their strengths. Workshop content includes how to develop audience-focused presentations and how to make connections. There are many activities that develop communication skills, including how to ask and respond to questions. Finally, participants learn how to best use tools, such as podiums, microphones, audiovisuals, and PowerPoint to be professional public speakers.</p>

Learn the key principles and practices for applied relationship building. Apply the practice of relationship building from inside the organization to a broader base of contacts the small work group, other agency work units, external organizations, stakeholders even customers. Assess patterns and habits of organizational relationships, their impacts, and how to build constructive relationships that improve personal and organizational performance. Integrate relationship-building principles into existing management systems and processes.

This workshop is designed to strengthen team work through communications, feedback, and cooperation. Participants examine their styles of interaction, noting natural strengths and areas for improvement. Participants learn to build adaptability into their approach to interpersonal relations, learning how to meet people halfway, or more, in order to promote positive outcomes. The workshop helps teams to establish practices that foster acceptance and use a “benefit of the doubt” approach in order to build a foundation of trust. Participants strengthen rapport-building skills through practice and observation of what works best in varying circumstances. This workshop also provides participants with many opportunities to learn and practice strategies for problem solving and decision making.

This course provides guidelines for writing documents, letters, emails, and memos about technical subjects in a straightforward, easy-to-understand manner with the audience in mind. Participants learn how to identify their writing purpose, analyze their audience, and select the form that best suits their purpose and audience. During the workshop, participants practice creating dynamic sentences using verbs to express action and eliminating ambiguous, abstract sentence construction. They learn how to effectively convey their message by the way they structure their documents, and to develop paragraphs that support their main points. The workshop teaches participants how to create visual appeal through the effective use of graphics. The final section of the workshop addresses the importance of editing and proofreading to a final polished work.

This course provides customized instruction and practice in the key skills required for successful training delivery. Participants discover their natural strengths and how to bring information to life. They learn how to engage their audience through building rapport, various questioning techniques, and built in interactive activities. Participants learn the “tricks of the trade” about dress, speech, posture, room set-up, and audiovisual support materials. The facilitator provides individualized coaching after participants practice delivering their presentation. These skills are useful in the delivery of many different training topics.

This workshop provides practical guidelines for creating professional, effective email messages and other business documents. From its treatment of style and format to advanced features of email software, the emphasis is on creating clear and accurate communication. Tips for handling email attachments and organizing content with the intended reader in mind is explored. Participants learn the latest in "email etiquette," and develop a tone that effectively conveys their intended message.

Explore the sources of change in today's world and your organization. Consider the effects of change on your professional responsibilities, as well as on your physical and mental well-being. Develop ways to handle change by adapting an appropriate attitude and through positive efforts to remain flexible in the change process.

Perform professionally in the rapid-fire world of telephone communications. Learn how to satisfy callers while maintaining your own productivity. Practice techniques for handling inquisitive, tenacious, confused, and hostile callers. Explore the best practices for transferring calls, referring calls to outside organizations, and maintaining the confidence and respect of callers in stressful situations.

This workshop helps participants identify their customers, external and internal, and their needs and expectations. Participants examine the customer service practices of exceptionally successful organizations. They learn about the "moments of truth" and identify examples of shining and dull customer service for their organization. Seven professional customer service skills are introduced and practiced in interactive exercises. Participants are introduced to a customer service toolbox and learn how to use active listening and effective questioning techniques to meet and exceed customer expectations. The workshop also covers effective telephone techniques and the use of positive language. Participants learn strategies for handling angry customers in a way that diffuses anger so that problems can be resolved. Participants leave the workshop with a positive customer service attitude that enables them to advance from front-line customer service excellence to a complete customer service culture.

DCG conducts focus groups to establish important organizational baselines of employee perception, customer satisfaction, and client stakeholder perspective.

A successful Information Technology solution depends not only on infrastructure, applications, and connectivity—but also on the human interactions through which IT services are delivered. Modern organizations depend upon IT infrastructure, applications, and connectivity. It also depends on how well IT issues are identified and resolved. This customer service workshop explores the importance of customer satisfaction in an information technology context. Participants learn how to recognize customer requirements, methods for managing customer expectations, and how to produce successful “moments of truth.” The course also addresses best practices, key skills, and strategies for dealing with challenging situations.

Learn the basics of how to collect data from a sample that represents a target population including simple random sampling, stratified sampling, and cluster sampling. Calculate the right sample size and use a random number table to ensure that the sample is representative. Learn the statistical methods to describe both score and frequency data and how to test the significance of the data including confidence intervals and testing hypotheses about differences among groups.

Establish a survey approach that transforms data into meaningful information for decision-making and strategy development. Learn to design effective survey instruments, boost return rates, and capture critical employee, stakeholder, and customer concerns.

This workshop is designed to teach participants how to develop and implement an organizational quality initiative. Participants will learn how to set the direction for the initiative and develop a quality vision. They will learn how to identify their customers and gather data through surveys, interviews and focus groups. The workshop covers how to conduct an organizational assessment of operations, the operating environment, and quality processes. Participants will learn how to set strategic quality priorities that meet customer needs and other analysis outcomes. Finally, participants will learn how to assess organizational readiness for quality improvement initiatives, plan to optimize resources, and develop the means for measuring results. This workshop provides training on the tools necessary for successful quality improvement initiatives.

This course approaches performance measurement from these four critical perspectives: 1) Employee Management: to account for work performance. 2) Process Measurement: to produce desired results. 3) Strategy Management: to align results with strategic objectives. 4) Stakeholder Management: to engage those closely connected with the organization. Building on a work-process model of their organizations' operations, participants will learn how to set up measures of results for immediate, intermediate, and long-term outcomes. Building on this "results continuum," they will follow a six-step guide to developing measurable goals within their organizations' primary functional areas. This process will be applied to both production and support activities.

Learn to improve work processes by critically examining the sequences of tasks they comprise. Use a straightforward method to diagram and diagnose process steps to eliminate waste, reduce cycle time, and avoid unnecessary costs. Apply six methods of analysis to streamline processes for greater efficiency.

This is a project management course specifically tailored for state government agencies. The course covers all phases of project management and emphasizes the principles, tools, and techniques for preparing and managing detailed and flexible work plans for projects. Through lecture, project analyses, case studies, and group activities, this 2-day course will provide the participant with a practical foundation to effectively and efficiently manage concurrent projects in a dynamic environment. The primary goal of this course is to enable the project manager to take appropriate action by determining the exact status of a project—in work completed and costs expended—at any point in time.

This facilitated session approaches strategic planning both as a series of coordinated steps to realizing an organization's goals, and as an interpersonal process of involvement and decision-making by a well-informed group. Beginning with the rationale for the strategic planning process, the session includes essential elements of all strategic plans from "planning to plan" through completing the documentation of a plan. By looking inside the organization at strengths and weaknesses, and outside at opportunities and threats, participants establish a context for effective goal planning and implementation. After the session, decisions and action plans are reported back and serve as a roadmap for the future.

This workshop approaches strategic planning both as a series of coordinated steps to realizing an organization's goals, and as an interpersonal process of involvement and decision-making by a well-informed group. Beginning with the rationale for the strategic planning process, the course includes essential elements of all strategic plans from "planning to plan" through completing the documentation of a plan. By looking inside the organization at strengths and weaknesses, and outside at opportunities and threats, participants will learn how to establish a context for effective planning. They will also adopt a framework for planning for use in their agencies.

Explore a systematic six-step process to identify, analyze, and solve problems. Develop the capacity to approach workplace problems creatively, addressing underlying causes rather than surface symptoms. Enhance your critical thinking capabilities with group process tools, including Pareto diagrams, fishbone analysis, and consensus-accelerating techniques. Apply principles of creative thinking to resolve work issues and answer organizational challenges. Discover how to break the barriers of shortsighted and inhibited thinking. Use the techniques of analogy, model building, and learning from mistakes.

In this workshop, participants learn how to identify the ways in which difficult people establish control over situations and bend communications to their advantage. Participants identify the telltale characteristics of the difficult person through informed observation. They establish strategies for action based on four primary "types" of difficult people to address behaviors that negatively affect work performance.

This workshop is designed to be an interactive and enlightening workshop on an important topic. Participants individually assess their knowledge about sexual harassment. They also work in small groups to review case studies to decide if the situation could be considered harassment or not, and why. They review anti-discrimination laws and discuss working definitions that are summaries of the laws. Working in small groups, participants define what workplace behaviors could constitute a hostile work environment. They examine roles and responsibilities, starting with a personal behavior checklist, and then moving into a review of employee and management responsibilities.

Learn the key principles and practices for applied relationship building. Apply the practice of relationship building from inside the organization to a broader base of contacts the small work group, other agency work units, external organizations, stakeholders even customers. Assess patterns and habits of organizational relationships, their impacts, and how to build constructive relationships that improve personal and organizational performance. Integrate relationship-building principles into existing management systems and processes.

This workshop addresses stress in the workplace and beyond, allowing participants to identify the sources of stress in their lives, and to identify the stressors that can lead to poor performance and health problems. The course presents a wide range of practices for dealing with stress, allowing participants to develop personal action plans for stress management in their lives. Each participant will develop a profile of the causes of stress and the means of addressing these causes effectively for the long term.

Break through the barrier of information overload and mental paralysis. This interactive session gives full attention to the questions: What form does learning show up in my professional life? What keeps me from learning? What gets in my way? What do I do so that I can take full advantage of learning opportunities? Targeted at addressing the self-talk, assessments, and judgments, work culture, limiting habits, that can either open or close communication opportunities with others and for ourselves. As a group we explore and gain new approaches to learning and how to open the door for wider growth experiences.

Communicating on un-common ground

What you say and how you say it matters. Workplaces are a melting pot of ideas, beliefs, and cultures. Additionally, our workforce crosses over up to four generations that create challenges never before experienced in our history. In a time where technology has made the smaller, it has also stripped us of common courtesy, social (communication) etiquette and respect. Assessments and judgments grow where there is lack of understanding, patience and respect. This program offers basic insight to generational differences, tools to overcome interpersonal issues, bridge the gap of cultural differences, and create common ground to communicate and work successfully.

Never feel like you get enough done? Feel unaccomplished? Never have enough time for you? Feel like life is endless firefighting? Now more than ever the unending demands to your "time" lead to stress, fatigue and little-to-no time for you. The art of juggling life/work and multitasking becomes an exhausting way of life. I invite you to take a fresh look at "time management".

Refocus Your Creativity: Getting Past Creativity/Mental Blocks
Whether you are a writer, artist, manager, planner—most jobs involve some level of creativity. Even if you use creativity to keep what you do interesting. Learn to unlock creativity and give yourself permission to play in a new realm of movement to break mental blocks or to simply get a fresh new perspective. Become a new explorer and observer of yourself and discover the richness in the new and unexplored territory where creativity lives in you. Untapped treasures wait!

Participants learn the art of decision-making by practicing sword forms that are the steps in choice; from "open to the possibilities" through "accept the consequences". By breaking down the process you gain a greater understanding of where you get stuck or what parts of the process you completely ignore. The revelation is an overall awareness of why we end up with the results we do, why others respond the way they do, and why decisions come easily or why you struggle. Personally revealing.

Speak Up! Clear and Confident Public Speaking
“Speak Up!” will increase your self-confidence, self-awareness, and give you a better command of how to effectively communicate for success of face-to-face interactions or delivering to a group. Whether your presenting ideas in a board room or addressing a group from a podium, this fun class offers the opportunity to comfortably explore and introduce some key tools to improve your professional public communications skills addressing the visual, verbal, and vocal aspects of speaking.

The 90% Factor: Non-verbal Awareness
90% of communication is non-verbal. This interactive session, explores the power of non-verbal connection by introducing how to change your energy (demeanor) to meet the needs of the situation or interaction. Each of the four main archetypes comes with a unique and intrinsic energy. When used effectively you create a wider range of conscience choices that creates positive and successful interactions with others. Join in the fun as you discover your natural social energy benefits and limitations. Learn how to adapt your energy by gaining practices to calm anxiousness, awaken your social butterfly, soften the demanding warrior and ground the windy conversationalists. Develop people skills that draws others to willing support your business.

There is a myth that unless you are moving you aren't growing. What's upbeat about being in plateau? Everything! A critical and yet misunderstood time, the “plateau” will show up in weight loss programs, career climbing, evolving relationships, building a business or organization, pursuing academics, working on a project, writing—literally the plateau can show up in anything we pursue. Together we discover the misunderstood gifts of hanging out in the plateau stage.

Trust in Uncertainty: Moving groups through change
Uncertainty and fear are two of many emotions that workers experience while preparing for or moving through organizational and process change. In this session, TRUST is explored through a variety of breakout sessions creating learning opportunities, self-development and working together. Communication and actions that can build trust, as well as destroy trust, are explored. Also introduce discussion around creating environments that build trust.

What you say and how you say it matters. Do you find you are not understood? Do you find others don't "get" your point? Do you find that you say "yes" when you really mean "No!"? Do you withhold what you really mean or simply "tune out" in the presence of those you don't trust? This session is directed to address key areas of business speech to equip you with winning tools for effective conversations, communication delivery, building trust, being understood, and building solid business relationships. Designed as a full day session, participants will explore the verbal and non-verbal anatomy of requests, promises, offers, complaints, and assessments that can either open or close communication opportunities. Packed with planned breakout learning group exercises, the facilitator creates an environment and opportunity for deep learning that will increase self-awareness, self-confidence, self-respect and invite you into a group dialogue with a focus on clarity and open exchange to get desired results.

The action of "asking" is the predominant action of any given day. You are either making requests, or receiving requests. An effective request considers both sides and illustrates the key elements and winning tools for delivering an effective request to get positive results and build trust in the workplace.

<p>Open the channels to learn and there you will find a person who can change. In this program, participants explore attitudes, emotions, beliefs and actions that inhibit learning to happen. Once identified, the participants work in small groups to explore ways to become more open to learning and embrace the necessary attitudes to work through change.</p>
<p>Covers behavior-based structured interviewing as the best method to secure predictive validity and low adverse impact; capture context factors in performance of job and rank applicants in job-related fashion.</p>
<p>Covers each important but ambiguous term used in the ADA (Titles I & V) including reasonable accommodation, direct threat, essential function, major life activity and "current" illegal use of a controlled</p>
<p>Representatives of the same or multiple agencies practice response and management of a simulated emergency event</p>
<p>Representatives of the same or multiple agencies work through a specific aspect of their plan or event management</p>

Introductory / awareness level WMD training - with "hands on" component
Introductory / awareness level WMD training - with "hands on" component
FEMA Course- Introduction to Incident Command
FEMA Course- Incident Command System Level 200 Training
FEMA Course- Introduction to National Incident Management System Command
A hybrid training program to provide a briefing regarding pandemic impact on an organization and community. Then a tabletop type interactive exercise program to explore mitigation, preparation, response and recovery for a pandemic

<p>A hybrid training program to provide a briefing regarding pandemic impact on an organization and community. Then a tabletop type interactive exercise program to explore mitigation, preparation, response and recovery for a pandemic</p>
<p>A hybrid training program to provide a briefing regarding pandemic impact on an organization and community. Then a tabletop type interactive exercise program to explore mitigation, preparation, response and recovery for a pandemic</p>
<p>A hybrid training program to provide a briefing regarding pandemic impact on an organization and community. Then a tabletop type interactive exercise program to explore mitigation, preparation, response and recovery for a pandemic</p>
<p>An introduction to personal and professional preparedness based on their personal and professional roles and responsibilities and how to develop an all hazards plan to emergency preparedness</p>
<p>An innovative approach to emergency preparedness training and exercise programs. Integrates simulation and functional exercise technology with just in time training and educational materials while the participant reacts to the event presented. This interactive exercise program allows participants explore mitigation, preparation, response and recovery for a wide variety of possible emergencies.</p>
<p>An innovative approach to emergency preparedness training and exercise programs. Integrates simulation and functional exercise technology with just in time training and educational materials while the participant reacts to the event presented. This interactive exercise program allows participants explore mitigation, preparation, response and recovery for a wide variety of possible emergencies.</p>

Representatives of the same or multiple agencies gather to work through a scenario based event

This course provides practical, in-depth guidance on carrying out the vital responsibilities of contract administration and handling the challenges and problems that arise during the life of a contract. Participants will learn how to use a proactive team approach to administer contracts of all types and sizes successfully. The course introduces and clarifies contract administration principles, policies, responsibilities, and proven best practices. Participants will also learn the importance of documentation and which specific types of records and files must be maintained. The course is highly interactive, using discussion, exercises, and case studies to teach effective approaches to analyzing contract terms and conditions, assuring quality, managing changes, resolving disputes, and remedying inadequate performance.

Designed to enhance your skills, career, and organization, Advanced Contract Administration presents sophisticated, hands-on instruction for government and contractor personnel. Blending theory, everyday application, and proven practices, the course focused on the most complex aspects of contract administration, including planning, changes, cost monitoring, price adjustments, accounting, past performance, subcontracting, defective pricing, suspension, and debarment. The emphasis is on large, traditionally difficult, multi-task contracts, and on the options and responsibilities that government and industry administrators have at each key phase. Participants learn new ways of assessing, managing, and solving complex administration challenges and issues. Through extensive case studies, exercises, and real-world examples, participants will receive the advanced management tools necessary for handling difficult administration situations successfully and for reinforcing and building on their management competencies. In addition, participants receive a

In-depth knowledge is the key to success in the government's best-value source selection process. With in-depth knowledge, the acquisition team can plan and execute streamlined, innovative source selections that result in timely selection of high-quality contractors. With in-depth knowledge, suppliers can design customer-focused, fully compliant proposals that clearly articulate their technical and cost solutions. This course provides the in-depth knowledge and practical skills needed to develop world-class requests for proposals (RFPs), execute highly efficient source selection evaluations, and build winning proposals. Participants already familiar with the basics of source selection will progress to a deeper level of understanding and skills mastery. The course is built around an integrated set of practical exercises, relevant Government Accountability Office (GAO) case studies, agency best practices, and the latest in government source selection directions and trends. Participants will gain an increased understanding of and experience with the critical challenges, common pitfalls, and numerous opportunities f

This course provides an in-depth awareness of the process leading from business strategy formulation to portfolio development from the PM perspective. Participants will learn how to analyze their projects and conduct strategic project management. Additionally, Project Managers will learn how to link their projects to corporate strategy, and manage expectations of stakeholders and project heavyweights.

Applied Earned Value Management emphasizes the processes related to the performance measurement baseline (PMB), the integrated baseline review (IBR), and the American National Standards Institute/Electronic Industries Alliance Standard 748 (ANSI/EIA-748) for EVM systems. Participants will gain hands-on knowledge of EVM metrics, including estimates at completion (EAC), as well as, an overview of the EVM process from project development to execution. Participants will learn to use tools that manage data associated with EVM as they apply to federal acquisition management in the cost contract environment. They also will learn EVM skills through hands-on exercises that will take them from EVM project baseline formation, through the challenges of ongoing assessments and reassessments of cost, schedule, and performance, to the project changes. They will end the course with an understanding of project surveillance. Participants will benefit from relevant discussions with their peers and an experienced EVM instructor. This approach allows them to practice new skills and ask questions as they assimilate a return to the workplace.

Taught by an experienced team of practicing contract attorneys, this course guides you through the Uniform Commercial Code (UCC), the essentials of contract law, techniques in the use of alternative dispute resolution (ADR), and key antitrust laws. You will gain the knowledge to manage relationships with suppliers in a manner that protects the rights of your organization.

This course enables organizations to make the best use of the potential of Object-Oriented (OO) technology by using it early in the project life cycle, during the Business Analysis phases. Working on a real-world case study, participants gain practical experience in all of the techniques and tools required to fill the BA role on OO projects, including all the Unified Modeling Language (UML) diagrams the BA needs to know and when to use them. This is one of the few courses to present this in-depth material in a format keenly focused on the needs of the non-programming BA who often finds himself or herself confronted with OO technology due to its strong presence in e-commerce, client-server, and .NET applications, and its proven benefit in decreasing project turnaround time.

Business process analysis and redesign, also called business process innovation, can tremendously improve an organization's productivity, profitability, responsiveness, and customer satisfaction. In pacesetting organizations, fast, efficient processes have become a primary vehicle to leverage intellectual capital. Participants will learn practical techniques for redesigning critical processes in corporations, government agencies, and nonprofit organizations in this valuable course. They will receive answers to fundamental questions about process innovation: what it is, what benefits it affords, and why it necessitates rethinking an organization's use of information technology and management control mechanisms. Participants will leave the course prepared to begin business process analysis and redesign with realistic expectations and sound strategies that provide a foundation for success.

This course will teach you how to apply a powerful behavioral coaching and mentoring model and a set of integrated tools that will improve the quality, efficiency, and effectiveness of your coaching with lasting results—whether with direct reports, peers, or those in more senior positions. Through practical exercises, group discussions, and case studies, you will determine what work can be assigned and to whom based on current performance levels and workload. You'll also learn how to delegate work with improved clarity and efficiency in order to establish a strong foundation for success.

Personnel newly assigned to the contracting specialty will obtain a broad, comprehensive understanding of the environment in which they will serve. Participants will develop professional skills for making business decisions and advising other acquisition team members toward success in meeting customers' needs. Before beginning their study of technical knowledge and contracting procedures, participants will primarily learn about the different Department of Defense mission areas with the types of business alternatives that may be selected for each. Knowledge management and information systems, as well as recent acquisition initiatives, will be introduced. Participation in small group simulation exercises will prepare participants to provide contracting support within the overarching business relationships of government and industry and the political roles and relationships required.

CON 120 is a capstone federal contract applications course, built upon a hypothetical federal procurement that is applicable to both government and industry purchasing. This highly interactive course uses an integrated case study approach to engage participants in the entire acquisition process from meeting with the customer to completing the contract closeout process, and closes with a detailed case study for placement of orders against Federal Supply Schedule IDIQ contracts. Participants will learn and apply leadership, problem-solving, and negotiation skills while also using the knowledge and skills gained from their experience and prior classes. A complex series of coordinated exercises guide participants through every phase of the acquisition process, giving them the opportunity to discuss and decide how to resolve issues relating to everything from market research/product description and source selection and award to contract administration and closeout. This course is intended for participants that have completed CON 100: Shaping Smart Business Arrangements, Federal Contracting Bas

Advanced Business Solutions in Contracting (CON 353) capitalizes on the knowledge and skills you have gained from previous acquisition training courses, as well as your own experience, to help you reach the next level in your career by gaining key knowledge and skills in critical thinking, problem solving, and successfully researching, writing and presenting business cases to management. Through realistic scenario-based learning, you will work in teams to practice developing sound business solutions as a valued strategic and expert business advisor. Student course work is designed to contribute solutions to senior leadership and local supervisors and to provide resources for the Contracting career field via the course community of practice. This course is recommended for contracting personnel who work, or are expecting to work, in positions requiring unlimited contracting officer warrants or a Level III Defense Workforce Improvement Act (DAWIA) certification.

This course prepares participants for the complexities of construction contracting, whether they are contractors, owners, government agency representatives, or otherwise involved. In five information-packed days, participants will gain an understanding of the entire contracting process, so they will be able to deal effectively with all parties involved. They will build a solid grounding in understanding the laws and requirements that govern the award of public contracts, including bid protests. Because contract changes are probable, if not inevitable, and disputes are always possible, this course covers rights and responsibilities and offers remedies for these matters. Participants will learn how the specific language of the contract invokes consequences that can have a tremendous impact—consequences they must be aware of before they commit to the contract terms

Contract closeout is the most unheralded phase of the procurement process, yet when performed efficiently and effectively it can protect the government's interests and free up significant dollars for current year program priorities. This practical two-day course strikes an optimal balance between presenting the regulatory basis for the contract closeout process and taking participants beyond theory to a real-life perspective of the challenges of actually doing closeout. Interjected liberally throughout the course are valuable proven tricks of the trade to help participants overcome the many pitfalls and delays inherent in the current practice of closing out complex contracts. Participants learn by doing through a variety of participatory case studies and exercises, which bring the real world of contract closeout to the classroom. Participants will return to the office armed with a thorough, up-to-date knowledge of current rules and practices of the closeout job, confident in their ability to apply the practical expertise they developed in this interactive

This two-day course prepares government and contract personnel to deal effectively with the complex issues that arise when a contract is terminated or a claim is submitted. In addition to addressing the many procedural rules that could mean the difference between success and failure, this course merges the discussion of terminations and contract disputes so participants can gain a better appreciation of the many ways in which these two processes are interrelated.

This course covers all phases of contracting, from requirements development to closeout. Students receive guidance on ensuring that contractors/subcontractors perform as required under the contract. They also learn the principles of U.S. and international contract law. Lectures are combined with case studies, exercises, and negotiation role-playing to maximize the learning experience. The course culminates with a realistic exercise in which students apply the contracting skills they have learned.

This course offers the student a comprehensive, practical approach to establishing and evaluating prices for government contracts. Students will receive thoroughly up-to-date coverage of the Federal Acquisition Streamlining Act of 1994 and the Clinger-Cohen Act on key pricing issues. Plus, students will learn about updates to the Truth in Negotiations Act and the Federal Acquisition Regulation cost principles and about the unique challenges they face when pricing commercial items.

Having your purchasing system meet government requirements may be vital to your continued success as a contractor. At the very least, withheld approval can mean lost contract opportunities, increased administrative burdens, and the prospect of more frequent CPSR reviews long after efficiencies are addressed. Whether you're part of a large company striving to maintain your purchasing system approval or an emerging company approaching the threshold for review, this course contains guidance that is key to your operations. The course fully analyzes a CPSR—its requirements, procedures, rights, and obligations. The CPSR process will be considered from a legal/policy viewpoint, as well as from a daily, on-the-job compliance perspective. In addition, the course will be conducted using the actual training guide utilized by the government for its auditors. Fully up-to-date, the course includes discussions of the latest developments affecting contractor compliance with purchasing system requirements.

Cost estimating is a fundamental yet challenging task for contract and project managers. Receive in-depth instruction on cost estimating principles, practices, and procedures in this intensive course. Learn straightforward, step-by-step processes for developing accurate and realistic project cost estimates that withstand the scrutiny of customers and management and form a baseline for tight financial control. You will also learn how to incorporate risk and uncertainty in your estimates, provide range estimates, and manage the cost estimating process throughout the project life cycle. The exercises give you an opportunity to practice both time-tested estimating techniques and the most recent innovative approaches. You will be sure you have accounted for all the hidden costs that plague the project environment, including administrative, indirect, and bid-and-proposal costs. You will benefit from the Lessons Learned section, cataloged by dozens of managers in the field. And you will receive seasoned advice on avoiding pitfalls, mistakes, and inaccuracies that can spell the difference between failure and suc

The contracting officer's technical representative (COTR) plays an essential role in the planning, awarding, and management of the information technology (IT) contract. Their technical expertise and project management skills are critical in designing performance-based service acquisitions that respond to risk, motivate excellent contractor performance, and ensure organizational goal and objectives are met. In this course, students will learn the essential techniques for being an effective COTR on IT contracts. The course addresses the COTR's role throughout the IT contract lifecycle – from defining initial requirements to effective post-award performance management. It will help students understand the importance of early IT risk assessment and how risk mitigation and control influences the entire IT contracting process. Through classroom exercises and case study analysis, students will receive an assortment of practical IT COTR management tools and techniques that can be immediately applied back on the job.

This special program provides comprehensive training on managing contract planning, award, and performance duties facing COTRs. The course emphasizes the COTR's unique perspective on the contracting process, providing attendees with guidance on the successful performance of the 18 essential COTR duties identified by the Federal Acquisition Institute. In addition, the course provides COTRs with the skills necessary for anticipating, identifying, and solving contract problems. The COTR training program provides COTRs with everything that they need to become business leaders, helping to build mutually beneficial relationships with contractors and to ensure that the contracts that they manage provide exactly those products and services the government needs.

This course addresses the five types of critical thinking needed in business environments: Strategic, tactical, analytical, innovative, and implicative. It also teaches a five-step process for responding to business problems/opportunities: Identify and analyze problems/opportunities, analyze the environment, explore potential responses, select the optimal response, and implement the optimal response. The course includes exercises and case studies, so participants can practice using the different thinking approaches to achieve maximum results. Participants will have the opportunity to apply core concepts to a specific problem or opportunity from their own business environment.

This course will give students an in-depth understanding of the design-build process. They will learn why design-build is the fastest growing construction delivery method and about its advantages and potential pitfalls. They also will be able to identify and analyze the roles and responsibilities for everyone involved. Students will understand and perform worked examples in all the essential elements, including the request for qualifications (RFQs) and request for proposals (RFPs). They will learn how to select the best value design-builder using federal, state, and private-sector methods. Students will benefit from lessons learned in previous design-build contracts and put these lessons to practical use in worked examples.

The success of members of an integrated procurement team depends on having an understanding of the contractor's performance against a baseline. This course introduces the fundamental concepts of earned value management (EVM). A solid understanding of EVM concepts is critical and can provide an advantage to all procurement team members, whether one is a contracting officer, contract administrator, COTR, program manager, or project manager. This course provides an overview of the EVM process, from project development to execution. It defines the language associated with EVM as it applies to federal acquisition management and dealing with OMB in the budget process. The course emphasizes the processes related to the performance management baseline (PMB), the integrated baseline review (IBR), and the American National Standards Institute (ANSI) for EVM systems. It also discusses evaluation and computing basic EVM metrics and EVM metrics-based estimates at completion (EAC). Participants in this course receive valuable EVM skills through hands-on exercises and a multipart case study that starts with EVM project baseline formati

This course sets the stage for maximizing the performance of technical professionals by incorporating different business perspectives into their experience. Participants will learn to leverage variables related to the business environment, business thinking, business interactions, and business outcomes. They will have the opportunity to practice analyzing business situations and applying their new skills to common business issues. They will also become familiar with best practices in business etiquette, communications, and financial management.

Concepts taught in this course enable participants to anticipate as well as answer the questions associated with the creation of a project management office (PMO), from benefits to barriers, alignment with strategic business objectives, and developing a framework for successful implementation. In a highly interactive classroom environment, participants assess their stage of PMO development, review the full complement of potential PMO functions, consider options and select a PMO structure, and discuss experiences and concerns with fellow project managers in context with industry practices. Participants use the information to determine the appropriate PMO organization and functions needed to achieve their PMO goals and objectives. Through the use of structured worksheets, participants begin to apply the information learned by developing a preliminary PMO implementation plan. This plan—a framework for further PMO development—is taken back to participant organizations and used as the basis for furthering the establishment of the PMO

The FAR Part 15 rewrite created significant changes in source selection, including procedures and policies regarding pricing, unsolicited proposals, best value decisions, past performance evaluations, communication with offerors, and more. The foundation of contracting by negotiation was altered, creating major changes in how the industry competes for contracts and how the government selects contractors. This special course is an excellent opportunity for you to learn about the final changes to FAR Part 15. You will learn how FAR Part 15 affects the daily responsibilities of government and industry procurement professionals, as well as the roles, opportunities, and procedures it creates. Every key component of the rules and policies of FAR Part 15 is analyzed, including—

- Policies on allowable discussions between the government and offerors before, during, and after the receipt of proposals
- The significant changes in competitive range determinations
- Simplifications made to the Truth in Negotiations Act
- Changes made in the way contractors submit proposals
- The added emphasis on cost-realism analysis and oral presenta

Under the current administration and Congress, financial pressures are mounting and will continue to do so in the future. For those who handle federal funds, finding ways to do more with less is essential. The subtle rules on the availability of appropriations can block an otherwise reasonable management plan. These rules are difficult to understand and not well known or publicized. Fortunately there are clear precedents that one can follow to avoid reaching an impasse—and avoid incurring personal financial liability for failure to comply. This course takes participants through every facet of the budgeting and spending processes. Participants will receive a thorough analysis of all funding activities, as seen through the eyes of the contracting, certifying, and disbursing officers. Participants also take part in sessions that explore controlling decisions by the Government Accountability Office.

Federal Contracting Basics is an intensive, 5-day introduction to government contracting; giving students the information they need to understand procurement from start to finish—from contract formation to contract completion. Students will analyze key issues fully and receive a clear understanding of their practical application to everyday job responsibilities. Students will learn how federal contracting really works, how to find solutions to common problems, how to understand the content of key contract documents, and how the FAR works. In addition, students will receive a free copy of the FAR for future reference. All of this will be accomplished through dynamic lectures, case studies, and interactive exercises

Each year, the GSA and the DVA purchase approximately \$6 billion worth of commercial off-the-shelf (COTS) products and services under schedule contracts. These purchases are made at established prices through negotiated, indefinite delivery/indefinite-quantity contracts with suppliers. To engage in this vast market, participants must understand the GSA and DVA schedules process and establish their company as a preapproved supplier. This two-day course shows participants how. Participants will receive a comprehensive overview of the GSA and DVA programs, including their purpose and their statutory and regulatory bases. Participants will learn how contractors are evaluated and selected, and how the contracts are administered.

This course covers how to effectively use standard financial tools to assess financial status and to make sound business decisions. Participants will also explore using budgeting and estimating methods and tools. Specifically, they will address topics, such as creating a budget, negotiating for funding, managing and reporting variance, and making decisions based on a budget. Practical exercises will allow participants to familiarize themselves with standard financial documents and to calculate common values. Participants will review and discuss commonly used financial metrics to not only understand the numbers, but to explore the not-so-obvious financial impacts of typical operating decisions and actions. This course also examines global business trends that are affecting the business environment and how to consider them when developing effective business strategies.

The course focuses on the government contract audit process and, for comparative purposes, discusses financial statement audits. The course should be of interest to individuals with accounting, auditing, or contract administration responsibilities under government contracts or grants. Although some emphasis is accorded to audits conducted by the Defense Contract Audit Agency (DCAA), agency inspector general (IG) and GAO "Yellow Book" audits are also covered. Typically, the course briefly reviews cost allowability and cost allocability requirements, as well as the Cost Accounting Standards. The materials detail preaudit procedures, and then delve into audit practices to include audit sampling techniques and audit testing. The process by which audit reports are prepared and finalized is reviewed in detail. Special topics also covered include claims, terminations, defective pricing under the Truth in Negotiations Act (TINA), and fraud referrals. Audits of noncommercial entities under OMB Circular No. A-133 (such as nonprofit organizations, colleges and universities, and hospitals) are also covered. In addi

This course focuses on the basic legal principles involved in government contracts by focusing on federal contracts. You'll get expert analyses of the fundamental principles of the common law rules, statutes, regulations, and policy pronouncements as interpreted by the decisions of the federal courts and boards of contract appeals that form the foundations of government contract law. These areas changed significantly during the last several years, and more changes are on the horizon. You'll obtain a practical knowledge of the law and an understanding of how it is applied on a daily basis, as well as find out about recent changes, new developments, and anticipated trends. Class discussions of significant government contract cases, a key feature of the course, provide excellent examples of the many rules, statutes, regulations, and court and administrative board decisions that you must consider when preparing government contracts. You'll also learn how government contracts differ from standard contracts. Not only must government contracts specify the rights and remedies of the

This course provides participants with solid, clear guidance on accounting for, recovering, and monitoring costs at each step of contract performance, from bidding to closeout. Participants will obtain an in-depth understanding of the Federal Acquisition Regulations (FAR) (particularly Part 31), the Truth in Negotiations Act (TINA), and treatment of unallowable costs. Participants will also learn about the auditing standards, how to deal with auditors, and how to handle claims and profit determinations, as well as many other requirements. Participants will be updated on special and emerging issues, including new TINA and FAR requirements; rules applicable to nonprofit associations, universities, hospitals, and state and local governments; the growing use of activity-based costing; cost accounting issues in privatization projects and commercial item acquisitions; and the impact of procurement reform and streamlining. This course provides the practical foundation necessary to handle the inevitable cost problems that arise when dealing with government contracts as well as expert analysis

Today, federal agencies can choose from a wide range of established contracts when purchasing commercial items, including supplies and services. There are indefinite delivery/indefinite quantity (IDIQ) contracts that are used by single agencies, and multiple-awarded schedule (MAS) contracts awarded by the General Services Administration (GSA) that are open for any agency and some federal contractors to use. Among the most popular yet controversial innovations to date are the multiagency IDIQ contracts known as government-wide agency contracts (GWACs). You will analyze the ways GWACs are awarded and used and discuss issues such as source selection, ordering procedures, pricing, and contract administration. The course also provides a summary of the rules applicable to MAS contracts and the new simplified acquisition rules for open-market purchases up to \$5 million.

This course teaches techniques for creating high-impact communication with coworkers, clients, and stakeholders. Through practical exercises and group discussions, participants determine their own communication styles and then learn how to identify the communication styles of their audiences and how to adapt messages accordingly. This course provides hands-on practice in crafting persuasive messages, facilitating dialogue, and making powerful presentations. Participants will walk away from the course firmly grounded in key communication techniques and with the additional tools necessary to apply these techniques to their work environments.

This course focuses on:

- Introducing the role of the business analyst (BA) as it relates to the analysis and documentation of requirements
- Familiarizing students with the core knowledge and skills required to analyze and document user requirements
- Identifying how user requirements are defined and managed throughout the life of the project

Incentive contracts can be used to motivate government contractors to control costs and strive for outstanding technical or schedule performance. At their best, incentive contracts provide the foundation on which to build win-win outcomes for buyer and seller. Proper selection of contract vehicle and structuring of related incentives minimizes common problems such as cost overruns, schedule delays, and failure to achieve expected results. At their worst, incentive contracts can spell disaster for both buyer and seller when selected inappropriately, structured poorly, or administered ineffectively. The focus of this course is to provide buyers and sellers with a comprehensive understanding of the decisions made when using incentive contracts and the likely consequences associated with those decisions. The course also shows how best to optimize performance, minimize costs, and motivate delivery.

This highly practical, information-packed course explains how participants can anticipate and address the key issues and conflicts that arise when entering into and managing contractual relationships with foreign firms and governments. Participants will gain a firm understanding of the provisions that govern international contractual relationships and how they differ from provisions governing domestic contracts. This comprehensive course addresses corruption and other legal considerations, the ins and outs of commercial arrangements, and the implications of international treaties and world events. It also gives participants a solid foundation for drafting, interpreting, negotiating, and modifying contractual agreements. Project managers who are new to the international marketplace, as well as those with experience in foreign government and commercial contracting, can learn to profit from overseas trade opportunities while avoiding the pitfalls that face those who are uninformed.

This course provides an overview of the business analysis functions and a look into the business analyst role. It focuses on business analysis function as it exists within business today and illustrates a general "best practice" approach to performing business analysis. This knowledge is essential for any business analyst supporting any business area, given the impact of information technology (IT) in today's business environment. In addition, this course introduces the specialized skill areas and explains each area and its purpose. The course is oriented toward IT, but has applicability in many other areas. In short, it provides proactive, broad introductory-level coverage of the knowledge and skills essential to BA today and in the future.

This course will give students the necessary skills to use construct effective test strategies and test plans to achieve the desired quality. The BA will learn the reasons for and value in planning and conducting the various reviews, inspections, and testing techniques available for black box and glass box (white box) testing. This course focuses on approaches used in IT from the BA viewpoint. However, the foundations of these techniques are applicable to other disciplines.

- With the enormous expenditures of money, time, and effort that are now going into the management and ongoing modernization of the government's information and telecommunication resources, this special course is a must for government and industry Information Technology (IT) professionals.
- In this course, you'll learn the essential techniques for successfully researching, planning, evaluating, and awarding IT acquisitions. Discover the most effective and efficient means for developing IT requirements and structuring solicitations that meet organizational objectives and ensure results. Learn the importance of IT risk management and of structuring a highly effective solicitation that helps you control risk, streamline the acquisition process, reduce procurement cycle times, and find the best value solutions for your technical and business requirements.
- This course will help you obtain a clear understanding of the IT acquisition process. Through classroom exercises and case study analyses, you will learn a variety of practical IT acquisition tools and techniques that can be immediately applied back on the

This course addresses IT risk management (identifying, quantifying, responding to, and controlling) in the context of the IT project life cycle. The course teaches qualitative and quantitative techniques and tools for assessing the impact of risk. Interactive exercises and case studies allow participants to apply risk management theory, concepts, and principles to real world situations in the information technology environment.

Leading Complex Projects provides a systematic approach to assess project complexity and deploy the best approaches and techniques to achieve success. The course does not provide a detailed blueprint based on the PMBOK® Guide; instead it offers some general principles based on chaos theory. The course includes ESI's unique Complexity Indicator™ Tool and Complex Project Model™ to increase effectiveness in managing complexity. The Complexity Indicator™ is used as an assessment tool to determine the actual level of project complexity as the first step in developing a project management plan. The Complex Project Model™ provides valuable insight into the variables that create the complexity of a particular project. The heart of the course is a progressive case study that provides hands-on experience in determining the true level of project complexity and managing it from a new perspective.

Becoming an effective leader and high performing project team member takes a specific set of skills. Research has shown that there are 5 core skills/practices needed to be an exemplary leader and that these skills can be learned. They are: 1) challenging the process, 2) enabling others to act, 3) encouraging the heart, 4) modeling the way, and 5) inspiring a shared vision. Complementing the leadership practices are eight dimensions of teamwork, all of which also can be developed through skill practice. These include: 1) standards of excellence, 2) clear, elevating goals, 3) results driven structure, 4) competent team members, 5) unified commitment, 6) principled leadership, 7) collaborative climate, and 8) external support and recognition. Through a hands-on, case-study driven simulation, this course provides participants with an opportunity to learn and practice the 5 dimensions of exemplary leaders and 8 dimensions of high performing teams while at the same time trying to get the job of managing the project accomplished. This skill practice in the classroom enables participants to begin to inte

To effectively lead teams of project managers, senior managers must know the processes, techniques and lexicon of project management. The successful leader of project managers must be skilled at managing project portfolios, allocating resources, reviewing projects and communicating appropriately. This course addresses those issues and helps the leader of project managers know the "right questions to ask." Participants learn the soft and hard skills and approaches that lead to managerial success in the "management by projects" environment. They also get expert perspectives and review best practices on issues critical to those who manage project managers.

The technique of logical data and process modeling digs into the organization to be able to present a complete picture of the vital requirements of the business and the project. This course offers a complete education on the techniques used to effectively analyze any business function or business area and to create logical data and process models. This course also covers business rules, policies, and procedures and how they can be modeled without being limited by current technology or organizational structures.

How do you prepare yourself to deliver the most effective presentation possible? We'll take you through each of the steps necessary to make your most effective presentation. You will learn how to plan your presentation and determining the basics, introducing group exercises, developing a theme for your presentation and determining the flow from beginning to end. You will learn essentials for delivering an effective presentation, including tips for dealing with presentation anxiety, choosing a style most appropriate for your presentation and dealing with difficulties you may encounter during your presentation. You will also learn some techniques for handling the question-and-answer period in the best possible way. The course is designed to provide you with the fundamentals necessary to deliver an effective presentation and have the most optimum outcome. Whether you are new to delivering presentations or have some basic experience but feel you need to improve your abilities, you will gain invaluable presentations skills.

On the surface, cost-reimbursement contracting offers the government and contractors a direct route to success. Most often used when the cost of a particular procurement is too uncertain for a fixed-price contract, the process seems simple enough: contractors are reimbursed for allowable and properly allocated costs; the government is limited in its obligation to reimbursement costs over a certain limit; and, both sides follow specific procedures at every stage. Beneath the surface, however, are uncertainties and the potential for significant problems, particularly in contract formation and administration. How, for instance, do government representatives show that a cost-reimbursement contract is indeed the most advantageous, lowest-cost route to take for a particular project? What type of cost-reimbursement contract is best for the circumstances? How will proposal evaluation and source selection occur if costs are uncertain? What monitoring is necessary to ensure that costs are reasonable, controlled, and based on efficient practices? This course answers these questions, and more. The course is a

Global project managers face unique challenges that domestic project managers do not. These challenges may include barriers due to cultural and language differences, wars and riots, fluctuations in a country's interest and exchange rates, inadequacies in infrastructure, inadequate intellectual property laws, and so on. Managing Global Projects explores these unique challenges and discusses how and why it is more difficult to manage projects in a global environment than in a domestic one. Lectures, exercises, and case studies are used to describe and discuss factors affecting:

- The initiation of global projects, including risk considerations, financing, and legal issues
- Overall global project plan development, as well as global scope management planning, global schedule management planning, global cost management planning, and so on
- Overall global project implementation, including political, social, economic, natural, infrastructural, cultural, legal, industry-specific, firm-specific, and team-specific challenges
- Global project control, including global project scope verification

This course presents project management concepts, tools, and techniques needed to meet the unique challenges of information technology (IT)

projects. It covers each phase of the IT project life cycle—Concept, Requirements, Planning, Design, Construction, Delivery, and Closeout—discussing the activities performed in each phase, as well as the role and responsibilities of the project manager and team. Designed for IT professionals who are new to the project management field, this course extends traditional project management concepts and principles into the IT arena, with the foundation of a project plan, including the project requirements document, work breakdown structure, schedule, and other resources. It covers all the PMBOK® Guide processes of a typical project as well as additional information related specifically to initiating, planning, executing, controlling, and closing IT projects. The course is designed to be highly interactive and includes several exercises and case studies to give participants an opportunity to practice the concepts and techniques being taught.

The Managing Outsourcing Contracts course presents attendees with tools and techniques to manage the extensive and complicated contracts that are characteristic of the outsourcing environment. This course focuses on long-term, multimillion-dollar contracts, and is applicable to any outsourcing environment, although special attention is paid to I/T outsourcing contracts. The class focuses on the post-signing management of existing outsourcing contracts, managing service levels, handling issues and discerning between issues and disputes, and proposing changes to the outsourcing agreement. The class includes numerous interactive exercises and role-playing to reinforce the principles discussed in the class material, as well as providing the opportunity to “practice” applying the techniques while working on case studies taken from “real life” outsourcing scenarios. In addition, the class provides opportunities for attendees to present their own outsourcing contract management challenges for discussion in the class and review by instructors who are experienced in managing outsourcing cont

The objective of Managing Performance-Based Service Awards is to outline the next steps following the award of a performance-based service acquisition (PBSA). It is designed to equip government contracting managers with the knowledge needed to maximize the benefits of performance-based service acquisitions. Participants learn to measure and document contractor performance, and reach successful contract completion by applying the appropriate incentives. The course case studies and exercises are derived from real-life, performance-based contract management scenarios that take participants beyond a mere review of the regulatory and process aspects of obtaining effective contractor performance. By completing these practical, interactive exercises, participants have an opportunity to observe the key activities following the award of a PBSA and apply that knowledge to their day-to-day contracting environment. Participants will leave the course with a thorough, updated knowledge of PBSA tools, and be equipped to use these tools to successfully monitor and assess performance, receive and accept services, and close contracts.

This is an introductory project management course, providing a foundation for the six other courses in the core project management curriculum. It describes the roles and responsibilities of project managers across the project life cycle, defines and develops the foundation of a project plan, including the projects requirements document, work breakdown structure, cost, schedule, and other resources. This course covers briefly each of the PMBOK® Guide processes and knowledge areas. Through case studies and hands-on exercises, participants learn to use basic project management tools that can be applied immediately to their jobs.

The Federal Acquisition Streamlining Act (FASA) and the Federal Acquisition Reform Act (FARA) dramatically changed the way federal agencies contract for commercial items. Using a practical business approach, participants will learn the basic policy and procedural changes that resulted from the implementation of FARA and FASA. Federal contracting officials who take this course will understand the ramifications of FARA and FASA and how to issue a solicitation for commercial items and award the contract, basing decisions on appropriate considerations presented in the course. Additionally, the course focuses on important contract administration concepts—emanating from unique commercial contracting clauses and practices—that are very different from business-as-usual government practices. Industry officials will be in a better position to protect their companies' interests by understanding the companies' rights as outlined in the new standard contract clauses. Additionally, by understanding the process better, one can more effectively participate in it. This course provides the bas

This course covers all phases of negotiation within the project environment, from practical requirements development to closeout. Participants receive essential dynamics, processes, and techniques associated with internal and external negotiation situations faced by project managers. This highly interactive course combines case study segments, exercises, negotiation roleplaying, and negotiation videotaping and video review/discussion and diagnosis to maximize the learning experience. The course provides participants with the opportunity to experience one-on-one and team negotiations. Participants will receive coaching and feedback from the instructor and other participants. By the end of the course, students will have explored the dynamics of both the competitive and collaborative models of negotiation and will have a key grasp of negotiation issues most often experienced in the project cycle context. It also includes the implementation of a formal action plan for maximizing the learning and insights gained within the class as well for long-term use so students can continue to apply and further develop their

A vital skill needed in procurement is the ability to negotiate effectively. Almost every level of contracting involves negotiations, in a wide range of settings and over small and large issues. This course provides students with a solid battery of strategies, tactics, and skills that are effective in contract formation and contract administration negotiations. Every key phase of the negotiation process, from start to finish, is covered in this dynamic course. This course also recognizes that how a person negotiates depends greatly on personality and individual style. In-class exercises will provide students with insights into their negotiation style and personal techniques. Then, to enable students to learn by doing, they'll perform a series of increasingly challenging negotiations. These videotaped sessions will give them immediate feedback on negotiation style and skills and invaluable experience in putting theory into practice. The new skills gained from this course can be immediately applied to other contracting situations where formal and informal negotiations of all dimensions take place.

This course presents the fundamental principles in telecommunications networks with an emphasis on incorporating voice and data capabilities in information systems design and network security. Participants learn how telecommunications technologies are evolving and how communications systems function and integrate with existing architecture. Standards that apply to voice and data networks and constraints that influence the design and implementation of telecommunications projects are reviewed, including information on network security. Participants also receive the background they need to identify and respond to risks, constraints, resourcing, scheduling, and financial aspects of telecommunications projects. An integrated case study allows participants to practice the new concepts in the classroom setting.

Just as a chain is only as strong as its weakest link, a contract can be only as strong and successful as its administration. In this highly practical course, participants will address all aspects of effective contract administration, from initial award to final closeout. Special emphasis will be given to successful administration of contracts: problem avoidance, day-to-day operating practices, performance monitoring systems, payment, contract modifications, working relationships, and early detection and correction of nonperformance. Participants will learn proven practices for getting contracts off to a solid start, keeping them on track, and handling every problem that arises. To obtain maximum benefit from the course, participants should have a basic knowledge of the procurement process. For those pursuing a master's certificate in government contracting, this is the final required core course, and it concisely integrates all the concepts and techniques presented in the other four core courses.

This is a concentrated two-day course that covers all of the most important aspects of the federal contracting process. The course is intended for those who are new to federal contracting and want to gain an understanding of the basic concepts. It is also intended for noncontracting personnel who are indirectly or occasionally involved in contracting and want to better understand this complex subject. This group includes: senior agency personnel, financial managers, technical and quality assurance personnel, evaluators, attorneys, logisticians, and private sector personnel seeking to do business with the federal government. The course effectively combines informative lectures from outstanding instructors with numerous practical examples, and exercises to reinforce the most important aspects of the material. In addition to the course manual, participants will receive the most recent edition of the Federal Acquisition Regulation (FAR), which will be used throughout the course to familiarize them with this critically important reference.

This course helps participants make sense of the myriad statutes and regulations that provide the legal framework for the government's procurement of intellectual property. Participants will explore the procurement policies and practices of the various government agencies, particularly the U.S. Department of Defense, in acquiring rights to patents and technical data, procuring supplies or services covered by patents and copyrights (or described by proprietary data), and licensing government-owned patents. Participants will also learn about the regulatory coverage on intellectual property protection for computer software. Litigation issues involving patents and proprietary data, as well as techniques for administrative settlement of these matters, are also addressed. Course participants will receive free copies of the second edition of all three volumes of the series *Intellectual Property in Government Contracts* by course instructors Ralph C. Nash, Jr., and Leonard Rawicz. These three books—*Intellectual Property Rights*; *Technical Data Rights*; and *Computer Software, Informati*

This course demonstrates how to lay a solid foundation for any contract by establishing a sound performance-based approach from the start.

You'll learn the critical steps to take in procurement planning and request for proposals preparation to implement the performance-based approach. Emphasizing preparation of a performance-based work statement, the course focuses on use of draft solicitations; team development of the work breakdown structure and task identifications; conversion of cost-plus requirements to fixed-price; use of incentives, deductions, and penalties in connection with performance goals; and application of specific cost and performance measurement techniques, quality assurance surveillance plans, and quality-related evaluation factors. You'll learn to incorporate proven best practices in performance-based contracting, and you'll tackle issues regarding contract creation, award, and administration in a hands-on environment emphasizing real-life, in-the-workplace skills. If you are responsible for obtaining, pricing, or administering contracts, this course will help you achieve results.

Beyond academic credentials, certification by the Project Management Institute (PMI®) as a project management professional (PMP®) demonstrates that the recipient has mastered essential project management skills and knowledge. To earn PMI's PMP® credential, applicants must demonstrate the required long-term commitment to project management professionalism and pass a rigorous 200-question exam covering the five management processes, the nine knowledge areas in PMI's A Guide to the Project Management Body of Knowledge (PMBOK 3rd Edition), and the special domain of professional responsibility. This well-proven and successful course will improve participants' chances of passing the grueling PMP® certification exam on the first try. Participants find out exactly what they need to know and how to prepare themselves to successfully tackle any question on the exam.

Improve your chances of passing the grueling PMP certification exam on the first try with this well-proven and successful course. You'll find out exactly what you need to know and how to prepare yourself to successfully tackle any question on the exam. You'll become familiar with the makeup and format of the exam itself, thanks to ESI's exclusive PMP Exam: Practice Test and Study Guide, featuring hundreds of multiple-choice questions and fully referenced answers. Plus, you'll get a chance to explore the rationale behind each answer with your instructor, a certified PMP. In addition to ESI's PMP Exam: Practice Test and Study Guide, you'll take home an extensive collection of exam-preparation study materials, including PMI's A Guide to the PMBOK and ESI's popular and unique PMP Challenge!—480 questions on spiral-bound, fully tabbed flashcards. Learn from the project management experts at ESI how to make the most of your limited study time.

Using comprehensive and real-life case studies, experienced project, business and technical managers will learn how to succeed as a program manager by focusing on what makes them successful. Numerous studies provide valuable information on what makes program managers successful and these are used and referenced in this course. To be sure, success is not based on technical competence; rather, it is business savvy, leadership and communication skills that separate the winners from the losers. This course provides a set of practical tools and techniques designed to get you up to speed quickly on these issues, thus negating the need for theory-based lecture and time-wasting and elementary "exercises." This is "real-life" information, directly from the trenches and facilitated by instructors who have "been there, done that."

Project Leadership, Management, and Communications will provide participants with the tools necessary to enhance and build on their leadership skills. Participants will assess their own leadership competencies and focus on areas for improvement. Participants will develop leadership plans to prioritize needs in developing their leadership abilities upon completing the course and returning to the workplace. This course addresses critical issues that arise in creating a vision, aligning people to that vision, and energizing people to achieve the vision. Participants will learn about the relationship of leadership to management, how to deal with motivational differences in individuals, interpersonal communication, managing conflict, managing change, and ethical issues in leadership.

Reflecting the latest practices in the project management field, and presented from the perspective of contracting professionals, this course offers concise instruction on project management. Step-by-step, this course covers the entire project life cycle—from selection and initiation, through planning, implementation, and control, to termination and closeout. Highlighted are the latest insights taken from the Project Management Institute's A Guide to the Project Management Body of Knowledge, incorporating information critical to successful projects. Through case studies, exercises, and an array of practical experiences, you will learn lessons you can relate directly to your procurement activities immediately upon completing the course.

This is the capstone course for the project management core curriculum—reinforcing and synthesizing the spectrum of project management principles. Students hone their project management skills by working in teams to complete an extensive, realistic, week-long project case study. As the case study progresses through the life cycle, each team member has the opportunity to serve as the project manager—defining objectives, performing tasks, and producing deliverables critical to the project's success.

This course gives intensive instruction in project management fundamentals across the entire project life cycle. It provides proven strategies and practical tools for planning, executing, and controlling a variety of projects. It also offers detailed and sophisticated instruction in the critical areas of scheduling key events, controlling costs, and managing risks. (Covers Managing Projects, Risk, and Scheduling and Cost Control.) Participants will improve their ability to define the scope of a product development project and manage within that definition. They will learn how to identify and sequence tasks, estimate durations of tasks, schedule events and activities, plan for delays, control variances, manage costs, and utilize resources. Participants will also learn qualitative and quantitative techniques for identifying, analyzing, and mitigating risk, as well as the best ways and times to apply these techniques to the project environment. Individual and small-group learning exercises will help develop these skills. Participants will be introduced to key theories, concepts, and practices, then put this knowledge to work in the cl

This newly revised course applies quality principles to project management itself, not just to the products and services resulting from projects. The course is practical rather than didactic—providing participants with skills that they can immediately apply to their work environment. With a strong emphasis on exercises, participants apply quality strategies and tools to real-world scenarios.

The course demonstrates a proven process with accompanying tools for assessing a project that is in trouble, determining if a recovery is possible, planning and conducting the assessment, developing a recovery plan, and performing the steps to complete recovery. The emphasis is on proven techniques that can be applied rapidly in most situations. Also included are tips on identifying classic project mistakes, and how to avoid them. Course is a must for project managers who must take immediate action with speed, accuracy, sensitivity, and skill.

This course goes far beyond Requirements gathering and deals with Requirements Management. This highly practical, information-packed course takes experienced project managers beyond the basics of all aspects of requirements. Participants learn up-to-date practices for requirements management including a recommended requirements management process that discusses use of tools and techniques for specific types of projects. Participants will also identify evaluation techniques to verify requirements so that costly downtime does not occur. Participants will use a challenging integrated case study to begin development of their new skills.

This course deconstructs the sourcing relationship into six major stages and describes how risk management can be applied to each stage to ensure contract success. Led by experienced sourcing professionals, the course guides participants through the risk management process during each stage. The course also takes an in-depth look at the unique risks of global sourcing endeavors and presents proven strategies for addressing such risks. Participants will learn to apply risk management methodology to real-life sourcing scenarios. This course is highly interactive and includes several exercises and discussion topics to give participants an opportunity to practice the concepts and techniques being taught. This course is appropriate for a broad spectrum of sourcing professionals. Because the course covers all types of sourcing relationships—from purchasing to business process outsourcing—the concepts and methods taught can be applied to all sourcing situations. For that reason, this course may be used to determine how well a company is performing sourcing as a whole, how well specific parts of the cor

This course addresses risk management (identifying, quantifying, responding to, and controlling) in the context of the project life cycle. The course teaches qualitative and quantitative techniques and tools for assessing the impact of risk. Interactive exercises and case studies allow students to apply risk management theory, concepts, and principles to real-world situations.

This course provides students with the theory, techniques, and tools for scheduling and controlling project activities. Students learn a sound, logical framework for estimating, forecasting, budgeting, monitoring, controlling, analyzing, and reporting costs and interpreting the meaning of earned-value data. A realistic case study throughout the course gives students hands-on practice.

This course provides in-depth, up-to-the-minute coverage on the full range of small-purchase policies and procedures, including the revised Federal Acquisition Regulation (FAR) language. In addition to explaining the many changes that have occurred in the simplified acquisition area, the course also emphasizes the well-established rules that have not changed with FASA, such as compliance with FAR Part 8, required source of supply, the regulatory prohibition against splitting orders, and contract reporting.

This course explains how testing throughout the development process can be used to uncover bugs, ensure performance, enhance quality, and lower costs. Participants are trained to look at testing as a process and from a project management perspective. Concepts and methods for unit, integration, system, usability, beta, acceptance, object oriented, and automated testing are reviewed. A series of exercises allows participants to demonstrate several of the concepts in the classroom environment.

One of the most critical steps facing agencies and contractors in government contracting is source selection—the process agencies follow to choose among competing proposals. In response to demands for improvements in the quality of supplies and services, federal agencies are increasingly using best-value criteria to award contracts. Although the process gives agencies great latitude, the procedures are demanding of agency personnel and competing offerors. In addition, the rules give little guidance on how best to select evaluation factors and evaluate proposals. Through lectures and comprehensive case studies, this hands-on course will provide students with a number of major benefits, including a solid understanding of what the rules mean and skill training on the principles and processes of sound business decision analysis and decision making. In addition to being of enormous value to government personnel, this course offers industry professionals a wealth of insights into the source selection process and the tools to use those insights to develop effective, winning proposals.

This course provides a comprehensive overview of the laws, government policies, and regulations that apply to subcontracts and subcontract management. With all of the changes that have occurred in procurement, this course is a must for keeping subcontracting activities efficient, profitable, and in compliance with government requirements. Created for subcontractors, prime contractors, and government representatives, the course covers every key issue of subcontracting today—flow-downs, pricing, disputes, payments, terminations—and also details the subcontracting provisions contained in the Federal Acquisition Regulation. Cases and real-world examples are used to illustrate the application of laws, regulations, and management principles and to provide practical solutions to problems frequently encountered by subcontractors and prime contractors

This course identifies and explores the complex project management and technical issues involved in integrating custom software, hardware solutions, telecommunications networks, commercial off-the-shelf software (COTS), business procedures and services, and support facilities. Through an integrated case study, participants learn what it takes to be the project manager on a variety of systems integration (SI) projects.

This course introduces a framework and process for implementing and managing organizational change, from identifying the changes, through planning, and into implementation. This course is designed to provide participants with opportunities to apply their knowledge and skills and to try out new techniques in a realistic case study addressing organizational change. Participants will have the opportunity to apply core concepts to a specific problem or opportunity from their own business environment.

Task order contracts provide government agencies with flexible arrangements for acquiring a variety of services from commercial organizations. Types of task order contracts include fixed-price, indefinite-delivery, cost-reimbursement, time-and-materials and labor-hour, or a combination of these forms. The contracts may require the completion of a clearly defined task, delivery of a level of effort, or both. This two-day course focuses on the key issues in the formation and administration of task order contracts. It also addresses central controversies, such as competitive practices and pricing and accounting for uncompensated overtime by professional employees. Task Order Contracting will help both government and industry personnel understand task order arrangements and avoid problems that can arise when they are used.

Since its inception in 1970, the Cost Accounting Standards Board (CASB) has instituted 19 standards aimed at creating uniformity and consistency among contractors' accounting systems. These Cost Accounting Standards (CAS) comprise an extremely complex area of government contract accounting that has resulted in a very confusing procurement process. This course presents structure and analysis to help participants understand the process—whether the participant is a seasoned expert or one with little or no exposure to CAS. Participants will learn how to cope with difficult issues, avoid compliance disputes, and prevent adverse financial consequences. Participants also receive detailed explanations of the present standards, as well as the latest revisions and developments. Participants receive expert analysis on handling audits—from both the government and the contractor's points of view. Two premier practitioners and teachers in this area lead the course—one a lawyer and one an accountant—so both sides to every question can be seen. Participants receive extensive

This course will take you beyond the calculations you've already learned. You'll review key project documents to gain an understanding of their relationship to effective project evaluation and control using EVM. You'll explore the challenges and approaches involved in establishing a baseline and obtaining accurate, timely, and useful information to measure project performance with EVM. You will benefit from relevant discussions with your peers and an experienced instructor. This approach allows you to practice new skills and ask questions as you assimilate a broad array of practical experience that can be immediately applied upon your return to the workplace. Working through an integrated case study designed to simulate real-world issues, problems, and decisions, you'll gain insight and experience in determining a realistic assessment of where your project actually stands. You'll leave with the knowledge and enthusiasm—plus a customized action plan—to enlist others in harnessing the power of EVM.

This course frames the process of discovering use cases, beginning with finding the actors, the scope, and the various relationships between them. It provides access to the resourceful nature of the use case by focusing on users' needs and how the system will help satisfy those needs, at the same time providing traceability from requirements to specifications to the product.

In this course, participants are introduced to the ESI Collaborative Sourcing Model, a unique tool that helps determine the most appropriate vendor relationship to address various needs. Participants will learn how to influence the contracting process to establish more effective, long-term, win-win relationships with capable, compatible "partners." They also explore activities that are essential to effective vendor selection, such as articulating the right requirement, building the right relationship, finding the right partner, structuring the right contract, establishing the right performance oversight, and maintaining the right attitude between the parties. This course examines the pros and cons of three alternative contractual relationships (arm's-length, collaborative, and alliance) and emphasizes the first three phases of the ESI Collaborative Sourcing Model: strategy and planning, search and select, and negotiations and contracts. A case study and appropriate exercises are used throughout the course to apply the lessons learned to real-world scenarios.

The technique of workflow modeling digs further into the requirements to support the business and the organization as it currently exists (the AS-IS model). From there, changes may be made to move forward to the design of the solution to support those needs (the TO-BE model). This course offers a complete education on the techniques used to effectively model the workflow of any business function or business area.

Writing Statements of Work: The Heart of Any Contract is a 3-day standard course. It is based primarily on ESI's existing Preparing Performance-Based Statements of Work and Contract Management Principles and Practices. However, it also includes some content from Vendor Selection: A Collaborative Approach, Operating Practices in Contract Administration, and Project Requirements Management. Course content incorporates elements from all these courses. An overlap comparison paper is attached to this profile for easy reference. However, the presentation and format for some content areas are further modified from these courses. In addition, this course includes new material that has not appeared previously in any other format. It is important to note that this course offers participants a practical foundation for best practices and interactive exercise formats designed for a variety of public sector personnel involved in writing SOWs and to date has been well received with its audiences. The skills learned in this practical course can be applied immediately by anyone involved in consistently writing, awarding, administering, or overseeing implementation of quality SOWs.

In today's business world, hiring the wrong person or failing to hire the right person can be an expensive error. Every businessperson either has hired or soon will hire someone. Unfortunately, many professionals will spend time and energy interviewing without any training. This Exec|Comm program gives managers and executives a step-by-step process they can use to ensure successful hiring decisions.

When a business crisis occurs, organizations must deal with two crises: the crisis itself and the public's perception of the crisis. This Exec|Comm seminar prepares your executives to control and communicate your message during a crisis to the media and to your key targeted audiences.

Today's most effective managers know how to build a better work environment, inspire their teams and develop their employees' skills. Leadership: Motivating and Delegating prepares executives to successfully manage others, offer guidance and create stronger working relationships.

Managing the Media prepares professionals for any high-pressure question and answer encounter. The seminar focuses specifically on media interviews.

Whatever you write in business, your challenge remains constant. With every document you write, you must quickly organize your thoughts and communicate clearly and concisely. This program helps participants meet this challenge as they work on their own documents.

Communicating for Better Results prepares individuals to communicate more effectively in their one-to-one problem-solving, conflict-resolution and performance feedback meetings.

Exec|Comm's Community Dialoging seminar prepares business professionals to communicate more effectively in roundtable and one-on-one meetings with citizen groups, neighboring community members, environmentalists, and government representatives. The seminar focuses on collaborative problem solving, question and answer encounters, and confrontational dialogues.

Successful sales professionals are effective business partners with their customers and clients. Exec|Comm's Consultative Selling Skills seminar prepares professionals, managers and executives to become more effective sales consultants who help their customers solve key business challenges.

Every client interaction is an opportunity to gain the client's faith or lose the business. Successful client service professionals understand the importance of putting the client first and customizing every meeting to address their client's needs. Exec|Comm's Dynamic Client Meetings seminar prepares client service team members to plan and participate in meetings that will strengthen client relationships.

Meetings are an integral part of daily business activities. Productive meetings are well planned, results-oriented and rare. Unproductive meetings are too long, vague in purpose or direction, poorly controlled and, frustratingly, part of everyone's daily or weekly business routine. Exec|Comm's seminar shows participants how to conduct and participate in successful meetings.

Presentation skills are essential for successful executives and managers. Exec|Comm's Executive Presentation Skills seminar prepares speakers to project: confidence, poise, conviction, and clear thinking in various presentation settings from formal stand-up to less formal sit-down situations.

Facilitators need extensive skills to be effective agents of change in an organization. Exec|Comm works with staff trainers to increase their overall professionalism and instructor effectiveness.

Young professional often need help putting their best foot forward. Exec|Comm's From Book Bag to Briefcase seminar will help your young professionals project confidence, poise, conviction, clarity of thought and preparedness in a variety of business settings.

Are your meetings "remotely" successful? In today's demanding marketplace, meetings may be held via telephone, videoconference or webcast. Successful meetings depend on the skills your leaders and attendees bring to these electronic conferences. Exec|Comm's Meetings in a Wired World seminar will prepare your professionals to communicate with ease in any electronic setting.

Negotiating is part of every day life. In business, negotiating is often competitive and demands skills that create positive results. Exec|Comm's Negotiation Skills program introduces business managers to strategies and tactics that build confidence and lead to successful negotiations.

Great speeches can move an audience to action or bring them to tears. A well-written speech compels the audience to listen, is clear enough for them to understand and is clever enough to ensure they remember. Poorly written speeches are forgotten. Whether you write speeches for yourself or for others, Exec|Comm's Say it Write seminar can prepare you to write speeches that are fresh, creative and remembered long after the occasion is over.

Today's most effective managers know how to retain, train and develop their employees on an on-going basis. High turnover, poor performance and employee conflicts all negatively impact an organization's bottom line. Exec|Comm's Strategic Coaching & Counseling seminar prepares managers to successfully resolve performance issues.

Building successful teams is an important goal for every organization. Too often, business people concentrate on their individual needs and goals and miss the opportunities of collaboration. Exec|Comm's seminar shows participants the value of strong teamwork and the skills they need to achieve it.

The course will provide an overview of the term "commitment based security" and look at the elements of applying the concepts. The course will address the workplace environment as a healthy place while addressing elements such as, bullying, sexual harassment, negative issues and more.

The course will provide information on the use of drugs in the Workplace Management, the types of drugs used, the signs and symptoms of abuse and agency policy/security issues that must be addressed.

The course will provide information on coping with difficult behaviors, stress management techniques as they relate to working with difficult co-workers or consumers.

The faster I go the behinder I get : Prioritization and Effective Organization Skills Too often with multi-tasking the more we try to accomplish the more it has to be redone. The rush to finish is not the answer to effective worker or manager. The participants in this course will chart how they spend their time and identify the repeated or incomplete tasks. This highly interactive course will provide exercises that assist the participants prioritize and organize their personal and work lives. This course is designed for all levels of staff and management. It is a 4-hour program.

Constructive Criticism is not another term for Verbal Bashing: Providing Effective Constructive Feedback. This highly interactive workshop provides the participants with the opportunity to role-play actual situations from their own work experiences. They will share the role of actor, observer, and coach learning how to deliver their feedback in a professional, constructive manner. This workshop is designed for all levels of staff and management. It is a 4-hour program.

Stop Wasting your Time and Let's Go: Time Management Agenda creation and the how to stick to it! This course shows how to identify and focus on the activities and tasks that give the participant the greatest returns on their time offering tips to stay on course in a positive manner and effective scheduling techniques. This interactive course is designed for all levels of staff and management. It is a 4-hour program.

Introvert -Extrovert; who am I and what does it all mean? Basis Interpersonal Communication Concepts This course uses the Myers Briggs Type Indicator (MBTI) to point out and interpret the differences in how individuals take in information and act upon the information. Participants will: 1] understand their preferences and will be able to manage themselves better 2] understand others so that they can communicate better with them 3] understand different leadership styles 4] understand how others go about problem solving. This course is meant for all levels of staff and management. It is an 8-hour course with pre-testing and evaluation before the classroom program. This course is designed for all levels of staff and management. It is a 8-hour program.

Planning for Success and Getting it Right: Creating Business Plans. This highly interactive course shows the groundwork necessary to compose a positive business plan. Participants will learn the steps to develop an initial business strategic plan. The steps include budgeting, understanding the market niche, the customer field, examining their organization's strategic objective, their goals and action plans, and how it relates to their business plan. This course is intended for managers and supervisory levels. It is a 6-hour program.

Coaching: It's not just for Sports. The intention of this course is to not only teach the skills, but allow the participant to build confidence in those skills so that they may transfer what they learn back to the workplace. This course provides to the participants the essential skills needed to be a successful coach. It helps to look at an overview of the course, showing how to bring out the best in people in order to increase productivity and morale in the work place. In order to build greater coaching abilities the course will focus on such issues as: 1]improving communication skills 2]positive reinforcement 3] managing and guiding the performance of others 4] solving motivational problems 5]identifying and mitigating blocks to effective coaching. It is a highly interactive course with exercises and roleplaying. This course is designed for managers, supervisors and those with a natural leadership ability. This is a 12-hour program.

Excuse the interruption, but I am speaking to YOU!
Communicating Assertively This course explains the skills to offer information in a professional, clear, concise manner. Participants will involve themselves in exercises to enhance their communication skills. Understanding the need to speak on what is known to be fact and not what may be or is perceived to be. The course is designed for all levels of staff and management. It is a 4-hour program.

READ MY LIPS ! If I'm not speaking jibberish why can't you understand me? Communicating Effectively with Boss and Co-Workers This highly interactive course uses an overview of the Myers Briggs Type Indicator (MBTI) to point out and interpret the differences in how individuals take in information and act upon that information. Participants will learn to: 1]understand their own preferences to receiving information and will be able to manage themselves better 2] understand others so that they can communicate better with them 3] understand the different leadership styles. This course is meant for all levels of staff and management. It is an 6-hour course.

Why is it so difficult for my staff to understand my directives and plans? Communicating Effectively with Your Staff and Workers
Could it be that you have another view of the business than your staff? Speaking from one perspective is often lost on those who do not fully understand that perspective. They may not understand that the actions are driven by the bottom -line; the cost or the savings are just some vague notion to them. This very interactive course is designed to help the supervisory and management levels to put together messages, presentations and meeting agendas that effectively communicate with their staff. With an overview of the needs the of different personality types the participant will learn how to present their information to address the listening needs of their staff and coworkers. This is a 6 hour course designed for all management levels.

Whose on First What's on Second: the Communication Process.
Abbott and Costello knew the mixed signals people send in conversation, it was the source of their most famous comic routine. In this highly interactive course the participants will learn what is needed to transmit and receive the correct picture of what is being said. This course has been designed to present the needs of different personalities, to teach the participants how to format communication so that the audience or co-worker may understand what is being said or asked of them. The course will investigate the practical, reality based personality; the abstract, creative based personality, the logical, structured based personality; the spontaneous, relationship building based personality and how each communicates their ideas. This is a very interactive course with roleplaying and pantomime type exercises. It is designed for all levels of staff and management. It is a 6-hour program.

The meeting that bests all others: Conducting Effective Meetings
This course focuses on the preparation and leadership skills of the successful group leader. The participants will learn leadership and group management skills: how to establish an agenda, set up and manage a meeting. They will work through the elements of group management, 1] following the meeting's agenda 2] controlling the flow of the meeting 3] how to deal with the heckler or the ones who wish to monopolize the discussion, 4] handling those who tend to interrupt or speak over the quiet members 5] controlling conflict within the group. They will learn the value of creating a conducive room environment, and develop a checklist to insure that all tools and equipment needed for their meeting are available and assessable. This course is designed for all levels of staff and management and is a 4 hour program.

Become the Houdini of Conflict and make it go away: Conflict Management. This is high energy course challenges all participants to handle an uncomfortable situation. After learning to identify and diagnose the levels of conflict they will learn how to approach each level accordingly. The course enhances skills in resolution tactics and is aimed at creating a win-win attitude to all involved. This course is meant for all levels of staff and management. It is an 6-hour program.

The Customer is always right and what's more, they're important to our success! : Customer Focus. The participants in this very interactive course learn what is involved in building a customer focused relationship. They will understand the value of meeting and exceeding the customers' expectation and how to insure the customer is satisfied. This course will assist in measuring successes and describe how to use that information to better their services. This course is designed for all levels of staff and management. It is an 6-hour program.

OH JOY it's another ray of sunshine! Dealing with Difficult People. Everyone wants to be heard but not everyone is willing to listen. This course is highly interactive; offering techniques to enhance the participants' listening skills, and showing them how to ask questions to put the problem into a position of actual facts and not perceptions. The participants will learn positive reactions to the difficult, angry, know-it-all client or co-workers. They will learn ways to assist the confused or indecisive client or co-worker. This course will give the participant tools to handle the person who challenges another's basic values, showing how to deal with them. Using workplace situations this highly interactive course with role-playing and exercise sessions will offer actual conditions to practice. this course is designed for all levels of staff and management. This is a 4-hour program.

"When did you tell me THAT?": Effective Listening. In this course the participants will learn how to focus their listening processes, provide feedback for confirmation and the use of effective communication techniques to show real listening. The course will enhance the listening skills of some and offer new, novel ideas on how to do what they thought they had been doing for a lifetime: Listening. This course is designed for all levels of staff and management. It is an 8-hour course.

Getting the most for your time: Effective meetings In this course the participants learn how to get the most out of meetings. They will learn how to establish a meeting agenda and how to keep the meeting on track. The participants will learn the tools of brainstorming, storyboarding, goal setting and action-plans. This is a hands-on learning period which gives the participant the confidence and skills to hold a productive meeting with focus and future action plans. This course is designed for all levels of staff and management. It is a 4-hour program.

Facilitation Skills is a very fast paced course, are you up to the challenge? Unlike a Trainer, the Facilitator is not a subject matter expert instead a Facilitator is someone who skilfully helps a group of people understand their common objectives and the plan needed to achieve them. The participants will learn the importance of establishing a learning environment that is inviting, supportive, and stimulating. The members will be introduced to good meeting practices: timekeeping, following an agreed-upon agenda, and keeping a clear record. S/he will learn the skill of intervening in the group discussions/actions in a way that will add to the group's creativity rather than diminish it. The participants will learn how to assist others to achieve consensus on any disagreements that may arise. The participants in this highly active course will learn tools to produce this environment as well as create more efficient, productive meeting results. They will be shown how to observe the unspoken messages, and how to tackle problems. This course is designed for all levels of staff and management. It is a 4-hour program.

CHANGE, CHANGE, CHANGE I'm sick of changes: Handling the Stress of Change Management. This highly interactive course helps the participants learn how to recognize and cope with the key drivers of change in today's world. The participants will learn the common mistakes that add to stress: 1] ways to cope with the increasing rate of changes, 2] understanding the change process, 3] develop strategies for maintaining energy, productivity and motivation 4] how to align themselves with the organization's business reason for change and 5] developing a survival plan to reduce the stress that one creates for themselves. This course is designed for all levels of staff and management. It is a 6-hour program.

Human Behavior and Development: Pavlov had his theory and I have mine. This Course investigates the development of attitudes and perceptions of different genders, cultures and ethnicity. What makes where or how you grew up a factor in how you understand what someone is trying to explain or say? Participants will learn to recognize their unspoken messages, and how to project a positive, professional demeanor. This course is designed for all levels of staff and management. It is a 4 hour program.

The Great Wizard of OZ is Nothingcompared to the Internal Consulting Skills you can perform. The participants of this highly interactive course will learn the skills of the sagacious observer, looking at their organization as an entire function. What are its parts and where does your division fit in? The skills of the internal consultant focuses on 1] communication, 2] the ability to read the levels of competence and commitment of their co-workers, 3] keeping an open mind about the attitudes and beliefs of those individuals the participants are meant to assist. In this course the members will learn guides to offering constructive, effective feedback, the value of open ended questions, and listening skills. This course is designed for all levels of staff and management. It is a 6-hour program.

Oral comprehension communication.

Success is 10% inspiration and 90% perspiration: Managing a Committee Does this sound like committees you've work on? It doesn't have to be the way your committee behaves. This highly interactive course focuses on organizing your committee members into an effective team with goals, assignments and timelines. They will learn the five phases of committee management and the tools to enhance the success of a committee project. This course is designed for all levels of staff and management. It is a 6-hour program.

The Mentor is secure, talented and giving. He/She wants to see others succeed and feels a quite pride when they do. He/She has no more time than anyone else he/she just cares. This program facilitates organizational success by using mentoring practices to maximize job performances. Participants will enhance their skills by focusing on: 1]effectively communicating observations 2]using and communicating positive reinforcement 3]managing and guiding the performance of others 4]clarifying quality as it relates to the goals and assignments 5]developing general mentoring guidelines 6] identifying and applying essential performance factors 7]solving problems of motivation 8] using listening skills and effective questioning skills 9]identifying common blocks to mentoring. This course is designed for management. It is a 12 hour program.

Yeah. It's your ball, but stay and play: Negotiating and Influencing. The goal of any leader is to gain followers. In this course the participants will learn the importance of observation, questioning, listening and recognizing emotions. The participants will use these skills to align themselves the group and position themselves in the lead/follow attitude using the methods for providing appropriate stimuli to others by using positioning ideas and solutions. This course is designed for all levels of staff and management. It is a 4-hour program

Who am I and how do others see me? Personality Styles in Communication You may have heard someone claim they are an extrovert but sensing also. What do they mean? Do they seem to communicate any better than you? The Myers Briggs Type Indicator explains the different personality types and how each indicator needs to receive information to process it to the highest level. Participants develop an understanding of the needs and requirements of the different personality traits to improve interpersonal and group communication. These skills can move you ahead in understanding it is not what you say but how you say it! This course is designed for a pre-course administering of the MBTI Tool before the first session. The first session will be a 4-hour review of the participants MBTI results. The course is limited to 25 participants. It is a 8-hour program

For those who don't wish to use the MBTI instrument this course provides an overview of theory and philosophy. This course will show the participants how to include the philosophy of the MBTI into presentations and how to structure your presentation to address the needs of the sensing and intuitive personalities. This course will help the participants create a presentation that insures all will receive the message they intend. This program is designed for all levels of staff and management. It is a 4-hour program.

Is visualizing the audience in their underwear an effective tool for you? Presentation skills require more than knowing the subject matter. This course is designed to teach the participants the value of preparation and "reading" the audience. This very interactive course focuses on the factor of the audience. The participant will learn the different stages of attention, when to depart from the written script to draw the audience back. They will practice the use of ice breakers, time management, eye contact, and voice range as tools of communication. The participants will learn the best tools to use in different conditions, is a flip chart enough or does the audience require handouts and a LCD presentation? This course is designed for all levels of staff and management. It is a 6-hour program with a 25 person limit per class.

ISO: A Product System Certification This course is an overview of the ISO 9001:2000 product system certification. It explains the certification's history and its role in today's businesses. The participants will learn the basic requirements of the standard, the need to create and track documentation, the purpose of the internal audit, the function of the internal auditor, and the questions that can be expected from the auditor. The participants will learn the structure of Corrective Action and Preventative Action reports. This is a 6 hour course for those without a knowledge of quality systems. This course is designed for all levels of staff and management.

Allocution is a \$.75 word but I'm not sure I can provide a \$.25 speech. This highly interactive course will instruct the participants in how to structure a speech; forming the three parts that make up an informative, worthwhile presentation. The participants will be instructed in vocal presence and modification. They will learn how to identify an audience and to structure their speech to meet their audience's requirements, staying focused on those requirements. Each will present a 3-minute speech in front of the course group. This is a 4-hour program with a limit of 25-members per program.

Follow written instructions Comprehension

Strategy is Key This course shows the participants the process that will assist staff and key decision makers to rapidly merge general ideas into a workable outline for their strategic plan. This course assists in aligning the organization's vision, mission and goals with their strategic plan. This highly interactive course will show participants how to formulate actionable plans to fulfill their strategic plan. Class members will learn to develop measurable actionable plans to monitor progress toward achieving the goals of their strategic plan. This course is designed for management level staff. This is a 6-hour program.

If two heads are better than one imagine what we can do with three or more!: Team Building. What makes some groups excel in their project tasks while others limp along? It is the skill of knowing what makes up the successful team. In this course the participants will learn how to put together a team with the right skills and subject matter experts. They will learn the tools/methods used to ensure productive team meetings so that tasks are achieved, allowing team member accountability. The participants will learn visioning and goal focus; and how to handle conflict in an affallible manner that doesn't tear the team apart. This course is designed for all levels of staff and management. It is a 6-hour program.

Who wants to be the Captain??? Everyone wants to be a strong, popular leader but how? This highly interactive course shows behind the scenes tips and strategy the better leaders are using to maximize their listening techniques to discover the thoughts and feelings of others. They will learn how to bridge the differences in values to produce an effective team. By creating a clear, concise action plan that empowers others to perform to their fullest, the leader brings motivation to the team and its tasks. This course is designed for staff leaders and management. It is a 4-hour program.

Becoming an Effective Trainer: Train the Trainer Skills This interactive course teaches the participants the importance of preparation to meetings and classroom. They will learn the attitude of an adult learner, classroom protocol, tools and aids used in teaching. They will be given tips on how to create an effective classroom climate, and prepare the room for a conducive session. The course is broken into four sessions, each 4 hours long. The first three sessions are interactive workshops on course presentation skills and group facilitation skills. The fourth session will involve the trainer's preparation and delivery of a presentation on the topic/material on which they have selected to train in front of the group. This is a two-day, 16-hour course limited to 25 participants This course is designed for all levels of staff and management.

Don't you look at me in that tone!! "You have 10-20 seconds to make a first impression, 60% of all human communication is non-verbal, body language; 30% is your tone, so that means 90% of what you're saying isn't coming out of your mouth". This course focuses on the communication skills both verbal and non-verbal. This is a very interactive course with charade type exercises and role-playing with situations that commonly occur in the workplace. this course is designed for all levels of staff and management. It is a 6-hour program.

He went on and on and on....: Verbal Communication Skills Have you ever sat through a sermon or speech delivered in a monotone? Then you know that HOW we say something is just as important as WHAT we say. The interaction of this course reinforces the speaking skills that we each carry and teaches the participants tips to a more effective speech pattern. Do you speak from notes alone? Do you speak too quickly? Is your voice expressive? The participants will review these and with the opportunity to network with others, discover what works best for them and then practice those newly learned skills. This highly interactive course is designed for all levels of staff and management. Enrollment is limited to 25 participants. This is a 6-hour program.

Writing reports.

This very active workshop begins by examining the practical, the abstract, the logical and the spontaneous personalities and how to format communication so that the audience or co-workers understand what is being said or asked of them. The workshop will examine how the organization develops their strategic objectives, goals, and action plans as they relate to service and customer satisfaction. Member will conduct strategy storyboarding to assist key decision makers identify rapidly emerging ideas and concepts into a workable outline for their strategic plan. This course is designed for all management levels and executive leaders. It is a 8-hour program.

The Customer and Market Focus This highly interactive workshop determines the requirements, needs, expectations, and preferences of customers and markets to insure the continuing value of their organization's service or product. This workshop will investigate new business opportunities for their organization, establish measures to determine the success of their customer satisfaction and market focus, and develop a program for a strong customer relationship. This course is designed for management and executive leaders. It is a 8-hour program.

It takes less time to do a thing right than to explain why you did it wrong: Customer Satisfaction Determination How do you determine the satisfaction or dissatisfaction of a customer? If he doesn't complain do you assume everything is okay? More customers are lost without a comment than those that complain. By making your customer a stakeholder in your strategic plan you open the door to communication and customer satisfaction. This very interactive course discusses the different ways to insure the satisfaction of the customer and the inclusion of his requirements into your planning. Exercises in this course encourages the member to think outside the box to produce novel and effective means to communicate with and for the customers. This course is designed for all levels of staff and management. It is a 4-hour program.

This course focuses on the preparation and skills of the successful leader. The participants will learn group management skills: how to establish an agenda, set up and manage a meeting. They will work through the elements of group management, 1] following the meeting's agenda 2] controlling the flow of the meeting 3] handling those who tend to interrupt or speak over others 4] controlling conflict within the group. They will learn the value of creating a conducive room environment, and develop a checklist to insure that all tools and equipment needed for their meeting are available and assessable. This course is designed for all levels of staff and management and is a 4 hour program.

IN line and ON track let's go! The focus group centers its attention on segmented purposes of a central issue, the focus group brings together diversified interests and individuals. Each group has its own agenda and need and each group feels their needs are the most critical. The participants of this highly interactive course will learn to facilitate discussions, prioritize issues, conduct decisions by consensus and involve themselves in communication exercises. This course is designed for all levels of staff and management. It is a 4-hour program.

Uncle Sam wants YOU! Leadership for Change. The participants will learn how to present ideas that will get others involved to adopt the change, and minimize the obstacles to the change through the identification and resolution of barriers. The members will learn and practice effective leadership skills including listening, decision-making, creativity and problem solving. This course is designed for the leaders of management and staff. It is a 6-hour program.

Excellence is what we strive for, and this program helps the leaders learn and practice effective leadership skills, including listening, decision-making, coaching, creativity and problem solving. The participants will learn how to minimize the obstacles to leadership through the identification and resolution of these blocks. They will be given the opportunity to review the business strategy of benchmarking companies. This course is designed for the leaders of management and executive leaders. It is a 6-hour program.

Leadership is raising a person's performance to a higher standard. This course is focused on the role of a leader as a teacher to his staff in the creation of a vision and the total understanding of the service culture their organization offers. This course involves identifying and knowing the requirements of the internal and external customers and how those needs relate back to the members and their jobs. The participants of this very interactive course will learn how to create a vision that covers the organization's goals and mission. They will then take that vision and create an action plan to implement that vision into their workplace and service performance. This course is designed for the staff leaders and management level. It is a 6-hour program.

M.E.A. the skills that keep on giving! This highly interactive course will keep the ball in the air. During this course the participants will develop an understanding of the different tools for measuring process improvement; identifying what and how to measure, learning to differentiate between relevant and non-relevant data, they will further learn the importance of knowing the value of what they are measuring. Does it relate to the success of the program? What does the information give back to the program? How does one determine the success of the new process? This course is designed for all levels of staff and management. It is a 4-hour program.

Hey whose the customer around here? As team members in this highly interactive workshop the participants will identify who the customer is, how they determine the customer's needs, and how they plan to give the customer what he wants. They will create a current work flow pattern and identify the service gaps. Working as a team they will utilize the team's individual talents and strengths to design an action plan that addresses all the customer's needs. This course is designed for all levels of staff and management. It is a 6-hour program.

Dang Look what I did and no one's around to see it! This course focuses on the results and satisfaction of personal performance. What makes one performance outshine another? Does preparation or a competitive challenge create a better environment for performance? The participants in this highly active course determine the principal factors that determine success for their organization. This course is designed for the management and executive leaders. It is a 4-hour program.

Some people change when they see the light, others when they feel the heat. This highly interactive course is designed to re-establish the "Customer First" focus. The participants will look at the current ways of dealing with their customers, identify the customers' needs and determine gaps in the service performance of their organization. The course members will create a correction action plan and the steps to implement it. This course is designed for all levels of staff and management. It is 6-hour program.

The value of me and my job! This highly interactive workshop addresses the need of supervisors and management to insure their staff are motivated, trained for their jobs, and feel empowered to perform beyond the expected. This workshop places a focus on the motivational factor of the employee while it searches the underlying factors of communication, empowerment, skill measures, and tracking of the employees' performance. This course is designed for management and supervisory levels. It is a 4-hour program.

Obstacles are those frightful things you see when you take your mind off your goals. This course shows the participants the six-step strategic storyboard process that will assist staff and key decision makers in rapidly merging general ideas into a workable outline for your strategic plan. This course assists in aligning the organization's vision, mission and goals into an integrated strategic plan that can be implemented at all levels. Measurement and evaluation will be conducted throughout the planning to aid in the transition of the new strategic plan.

Assessing and Planning: Tools for Sustaining a Service Culture
This interactive workshop is structured to provide leaders with an insight into the internal assessment process used by many organizations that focus on performance excellence. The internal assessment gathers large amounts of information about the organization, in this workshop the members will learn to analyze what it means, rate it on a scoring scale and use the information to develop a plan of action. This course is designed for management and executive level members. It is a 4-hour program.

The customer is always right but they can sure be a pistol! The participants in this very interactive course will learn techniques to keep the services provided alive and the smile in place even with the belligerent client. The course will offer its members techniques to deal with the various emotional types in a professional manner, without losing control of themselves or their values. Each will be involved in role-playing as actor and critic. This course is designed for all levels of staff and management. This is a 4-hour program.

This bench is for the winners not bench warmers: Benchmarking for Continuous Improvement. This interactive workshop is structured to provide leaders with an insight into how to determine what process they are seeking to benchmark and for what reasons. The astute realizes the benchmark process that can bring your department into a world class operational state may not be one found within your industry. This course explores world class organizations, their processes, and what they do to keep themselves and their processes in a world class. This course is designed for the management level and executive leaders. It is a 6-hour program.

Motivation is the thing that keeps us all involved. In this highly interactive course the participants learn methods for providing the appropriate stimuli to others. The participants will learn how to be effective in encouraging others, providing empowerment to their staff, and supporting them in helping them to map their career paths. This course is designed for managers and executive leaders. It is a 6-hour program.

A project doesn't run itself!: Development of Follow-up Implementation Plans. This highly interactive course outlines the steps to insure a project has identified the five basic steps of project management. By identifying the project's scope/boundaries, defining its resources, determining its tasks and milestones, establishing a budget and a work breakdown structure with estimated task times and schedule charting the project develops a strong structure and definition. The participants will learn the importance of communicating within the project team. By maintaining a flow of information that is meant to keep all team mates aware of changes in their plans, by insuring that the changes are implemented and the ramifications of the changes are dealt with on a timely basis the team can insure a smooth execution and completion of their project. This course is designed for all levels of staff and management. It is a 6-hour program.

To integrate an organization's Process Improvement with their Strategic plan there must exist a top management philosophy that seeks to integrate all organizational functions (marketing, finance, design, engineering, and production, customer service, etc.) to focus on meeting customer needs and organizational objectives. In order to focus on the suppliers, customers, and organizational needs teamwork and collaboration are essential. To integrated process improvements within the strategic plan requires the participants to identify and eliminate the flawed processes. The success of this program is that is seen as an ongoing process eradicating waste and defects from its operations. This course has been designed for the management level and executive leaders. It is a 6 hour program.

Internal Process Improvement: It's not for the weak or uninterested! The purpose of this course is to help the leaders learn how they can best assist their team members solicit the best members for the project onto their team, identify the project, its goals, and boundaries, insure the team understands the expected changes, and become a champion for the team's project. These leaders will learn to assist them in prioritizing the projects and steps, help the team determine resources specific to their project, maintain communication between the team and the rest of the organization and help to remove barriers insuring the project's changes are implemented and maintained. This course has been designed for the management level and executive leaders who have a stake in the process and have the authority to make a change. This is a 8-hour program.

The participants in this very active workshop will begin by examining how their organization develops their strategic objectives, goals, and action plans. They will integrate their leadership, strategic planning, customer and market focuses, data process management, and human resources into action plans for their strategic and business initiatives. The participants will run SWOT exercises and determine how to identify improvement initiatives and introduce them into their business plan. This workshop will review the criteria of performance excellence and show the alignment of the criteria to the successful operation of a business. This course is designed for management and executive leaders. It is an 8-hour program.

Howdy Partner! Partnering refers to the key individuals or organizations that are working in concert with your organization to achieve a common goal or to improve the organization's performance. In this highly interactive course the participants will learn how to identify their suppliers and rate the suppliers according to their needs and requirements. Questions such as: How do you communicate with your partners? How do you communicate your needs between each other ? will be asked to direct them into a mutual relationship that will enhance the supply chain management. This course has been designed for all levels of staff and management. It is a 6-hour program.

Ability to measure Correct Counts.

How is this measuring suppose to help me? This course is an introduction to statistical process control. The participants in this very interactive course will learn data collection, measurement, sampling techniques, process capabilities, control charts and variation. This measuring process is meant to identify and control the special cause of variation in a process. This course has been designed for those staff and management members who are involved in quality systems and processes. It is a 6-hour program.

How did THAT Happen? Monitoring Implementation and Outcomes. In this highly interactive class the participants are shown measurements and how they are used to determine if a project is on track and on schedule. What happens when your project jumps the tracks? The participants will learn to make mid-course changes to correct the error so that their goals may be met in a timely fashion. This course has been designed for all levels of staff and management. It is a 4 hour program.

ISO & Quality Programs

This course shows the participants the strategic storyboard process that will assist staff and key decision makers in rapidly merging general ideas into a workable outline for your strategic plan. This highly interactive course assists the participants to align the organization's vision, mission and goals into an integrated strategic plan that can be implemented at all levels. The tools of measurement and evaluation will be conducted throughout the planning exercise to aid in the transition of the new strategic plan. This course is designed for all management levels and executive leaders. It is a 6-hour program.

I've been working on the Change Gang ! This course is designed to help an organization develop guidelines for team roles, responsibilities and good communication while they identify, initiate and plan a change project. This course will guide the participants as they learn to understand their teammates, define and use consensus and establish rules of engagement/behavior. This is a high activity level program with exercises that allow the individuals to see how the situation is today and how they think it should look in the future. Root-cause analysis will be introduced as an integral step in project design and change. The participants will develop a plan for change which will include a new vision, the communication of that vision, understanding and communicating the need for a change, brainstorming, affinity diagramming, multi-voting, cause and effect, force field analysis, Gantt charts, how to establish a critical path and deployment charts. This is a 8 hour course designed for management level and executive personal.

Ability to work as part of a group/team. Recognize the needs of other employees and customers

You cannot shake hands with a clenched fist: Conflict Management/resolution.. This highly interactive course helps the participants learn how to identify and diagnose the levels of conflict and how to approach each level accordingly. The participant will learn to apply appropriate conflict resolution tactics to create positive, win-win working relationships with co-workers and customers. This program involves role-playing exercises, each member will be the actor and critic. This course is designed for all levels of staff and management. It is a 6-hour program.

Coping with Difficult Behavior. This course focuses on the challenge of working with the "problem" people. The participants will learn tips on how to resolve or interact with the worker who shows a disruptive tendency. This is an highly interactive, exercise filled course offering the participants a chance to role-play their responses to the degrading comment, the challenge to their values, those who insist on continued side conversations, the excessive talkers, and even the quiet, shy individual. The opportunity to see how others deal with the same situation provides invaluable lessons and helps empower the participant to use these skills back in the workplace. This course is designed for all levels of staff and management. It is a 4-hour program.

No man is an Island, entire of itself: Cultural Awareness A person who is not like you because of culture, education, experiences or any of a variety of reasons, may perceive that you treat them differently from people who are more like you. This person may come away from their encounter with suspicion or skepticism on almost everything you say or do and can lead to a negative frame of mind. Do you inadvertently create this emotion? This course examines the perception and the non verbal messages that you may be sending to others. This course is designed for all levels of staff and management. It is highly active workshop with exercises and role-playing. It is a 4-hour program.

He who angers you conquers you. Is the attitude really hostile or is it suspicion? How people perceive they are being treated often ignites negative attitudes. In this course the participants will learn how to identify the levels of emotion. The participants will examine themselves for any verbal or non-verbal message they may be sending and to use their listening and questioning skill to deal with the hostility. This program comes with role-playing and interactive exercises. The course is designed for all levels of staff and management. It is a 6-hour program.

Plays well with others: Effective Interpersonal Skills. Ever notice that some people are just a pleasure to be around? They laugh, they do their job, and they seem to care about how you are doing. Sometimes it just comes naturally but more often it is something they have watched others do and imitated them. In fact it may be their responses are a compilation of many people. This course takes a short cut and presents a guide to effective communication and recognizing the emotions of others to deliver the effect you admire. This is an interactive course with the opportunity to role-play. This course is designed for all levels of staff and management. It is a 4-hour program.

STRESS !! it's everywhere : Stress Management This highly interactive course helps the participants learn how to recognize and cope with the key driver of change in today's world. The participants will learn the common mistakes that add to stress, ways to cope with the increasing rate of changes, and develop a survival plan to reduce the stress that one creates for themselves. This course is designed for all levels of staff and management. It is a 6-hour program.

Welfare to Work: Workforce Development This highly interactive course introduces the lower skilled or under employed worker the skills expected of today's workers. The participants will learn to recognize waste through measures, understanding verbal and written instructions, clear communication, problem solving and teambuilding. This course is designed for the point of contact and the workforce member themselves.

Organizations all over the world are adopting corporate business practices as a way to control costs, be more accountable, and deliver better products and services to its customers. Effective Project Management is the key to success in implementing accountability measures such as a "Balanced Scorecard" because these initiatives can be a huge organizational change. In this class participants will learn the key project management concepts as developed by the Project Management Institute (PMI) and participate in their own "real world" project planning sessions by using PM tools like Work Breakdown Structures and Project Network Diagrams during class exercises.

This course aims for the development of awareness, knowledge, and skills that allow individuals (and organizations) to increase their abilities to work in a cross-cultural environment.

This training program explores the challenges that come about from diversity, issues that surface in a diverse workforce, and methods of handling conflict.

This training relates to the everyday diversity issues Hispanic face in the American culture, and it teaches how to respond and have a proactive role in their performance in cross-cultural organizations, etc.

This workshop looks at the changing face of today's workplace and the impact of Generation X on it.

This course will help you sharpen such skills as open-ended questioning, active listening, and reading body language. You'll gain practice in dealing with interviewees who are nervous, aggressive, overly talkative, evasive, or otherwise challenging.

This workshop provides insights into the role of the supervisor and his or her challenges in managing performance. The difficulty in delivering face-to-face performance feedback is daunting for most supervisors. This workshop provides insights and tools to enhance performance in this area.

This course will teach you how feedback works and how you can use it to enhance your performance and that of your employees.

<p>An introductory course in interpersonal communication. Emphasis will be on understanding and achieving communication goals in interpersonal relationships, including: effective listening, emotional expression, self presentation, self disclosure, initiating relationships, maintaining relationships, gaining compliance, and managing conflict.</p>
<p>Learn to develop productive employees and build effective teams. You review various coaching methods to motivate others, capitalize on their strengths and build trust that will foster growth. You learn how to give constructive feedback, maximize coaching opportunities and avoid common pitfalls.</p>
<p>Understand the principles of assertiveness and develop some techniques for influencing others more effectively. Topics include: rights and responsibilities, typical response styles, techniques to help staff manage their own anger and that of others, the effect of positive thinking the importance of both verbal and non-verbal communication, among others.</p>
<p>Learn to communicate effectively and get what you want. You will learn to express yourself in a way that will nurture the relationship and help you to have self-respect. Learn to communicate without judging, accusing, yelling, or ignoring the other person. You will learn to set boundaries for yourself, say no to unwanted requests, and be gentle in your approach.</p>
<p>Participants learn how to assess meeting dynamics, deal with written and hidden agendas, get meetings to start and end on time, and move the group toward action. Topics include: knowing when meetings are necessary, preparing for a meeting, running the meeting, and refining meeting tactics.</p>
<p>This course provides an introduction to basic theories and methods for managing conflict productivity, as well as minimizing destructive conflict in organizations. You learn how to develop practical skills aimed at adapting your own communication style to facilitate open discussion and problem solving.</p>

<p>Packed with customer service training, learning and workshop exercises that are designed to focus on building loyal relationships with customers and a better environment for employees.</p>
<p>Understanding people and being able to work with them, no matter what type of people they are, is one of the major keys to management and life success. Topics include personality styles, establishing rapport, body language, matching and mirroring techniques, and the skills necessary to feel totally connected with anyone you choose.</p>
<p>This course will teach participants how to act as facilitators who can draw out and process audience input for the purpose of moving a discussion forward. Participants will learn how to recognize group dynamics and motivations through dialogue, feedback and consensus building.</p>
<p>This workshop helps professionals who want to move beyond administrative and tactical duties and become valuable internal consultants in their organizations. Participants will learn how to be internal consultants who can help their organizations with organizational changes, performance coaching, conflict mediation and other value-added services.</p>
<p>This training shows you how to send and receive messages effectively, and the importance of active and reflective listening.</p>
<p>This workshop has been developed to critically examine meetings within organizations and to propose changes in the way we approach, participate and deliver results from meetings. This training module is designed to prepare individuals and trainers to easily introduce effective meetings in any organization.</p>

This workshop covers the practice of mentoring as a process to provide effective on-the-job support and guidance to foster personal and professional growth. Analyze the role of a mentor and practice how to build trust, clarify communication, and provide supportive feedback during collaborative planning, observation, and reflection activities.

This workshop is designed to encourage participants to recognize the value of negotiating as a means of gaining agreement and exercising influence and to take a structured approach in their negotiations and other meetings where they are seeking to gain the agreement of others.

This workshop provides insights into the proven complexities of human interaction, and the lessons learned from researchers using the DISC Assessment, Myers-Briggs, Thomas Kilmann Conflict Mode Instrument, FIRO-B, and other personality/communication instruments.

This workshop teaches participants how to organize their content and how to deliver that content in a clear, concise, convincing manner.

Develop the self-confidence and skills needed for effective public speaking. Learn the basic steps for preparation and delivery of successful short speeches. Improve your delivery skills through practicing speaking publicly and receive feedback in a supportive environment.

Through this workshop you gain the knowledge needed to formulate, execute and monitor strategic planning initiatives for your organization based on proven analytical techniques and models.

Learn the essentials for establishing healthy group dynamics and developing a strong team. Whether you are a team leader or a team member, this highly interactive course will give you the skills for effective team performance.

Workshop provides managers with proven techniques for effective personnel management. This training program provides healthy perspectives for managers at all levels, making it an ideal morale-boosting leadership development experience for mixed groups of front-line supervisors and senior staff members.

Master proven techniques for writing clear, concise technical documents by applying proven readability formulas and incorporating an easy six-step writing process. Learn how to conduct an audience analysis, eliminate common writing mistakes, organize your document and employ other methods to produce a reliable, readable technical document.

This train-the-trainer workshop will teach participants how to determine the needs of an audience, improve classroom charisma, handle hecklers, use activities effectively, and more.

The best ideas in the world can only be transformed into realities when they're shared and understood. This course will help you sharpen your communication skills. It will show you how to interpret other people's body language and tone, ensuring that you send out, giving tips and hints on your behavior and dress so that you always make a good impression.

Learn to communicate with clarity, brevity and impact. Develop a set of techniques to assemble thoughts and communicate them effectively. Improve your written communication skills, enabling you to get your point across clearly and concisely, and learn to structure ideas.

this course uses case studies to help you write more professional business letters, memos, reports and e-mails and to assess when writing is the best way to communicate. You'll be given tips on the do's and don'ts of writing at work, tailoring your writing to your audience and how to structure your written communication so that it gets the results you're looking for.

This course addresses systematic processes or models for strategic visioning and planning that work well in any organization. Course covers the critical planning necessary for successful implementation and deployment. The roles of leaders at all levels are covered. Prioritizing and allocating scarce resources and the criticality of designing and generating short-term wins are emphasized.

Learn how team members connect and bond. Your not-conscious knowledge of team and team leaders includes the fate of predecessors. Team coaching provides you with deep insights into unconscious conflicts, and provides solutions to remedy unhappy teams and excluded team members.

Covers all requirements of programs set up to protect employees from exposure.

Covers all important features of a successful safety committee and how to implement one.

Covers all aspects of safe work within confined spaces.

Covers all aspects of working safely with hazardous energy, including establishing lock out/tag out programs.

Covers important aspects in the development of a comprehensive emergency action plan for a site.

Cover general information about ergonomic type injuries in workplace, includes information on safe lifting.

Covers all aspects of working safely at heights greater than 4 feet.

Covers all requirements of PA worker and community Right to Know Act.

Covers requirements of 40-hour general site worker course.

Covers requirements of annual 8-hour refresher course.

Covers all requirements for first responder awareness under incident command system.

Covers all requirements for first responder operations under incident command system.

Covers all requirements for hazardous materials technician under incident command system.

Covers all aspects of OSHA requirements for noise.

Covers basic personal safety in a workplace.

Covers proper operation and safe work practices for operating powered industrial trucks (typically forklifts).

Covers all types of PPE, including respirators and the appropriate use of all PPE.

Deliver on certain prerequisites, including providing insight into leadership behavior and style, clarifying purpose, improving relationships, broadening perspective, developing new leadership skills, enhancing ability to overcome barriers to change, and to improve ability to learn.

Deliver on certain prerequisites, including providing insight into leadership behavior and style, clarifying purpose, improving relationships, broadening perspective, developing new leadership skills, enhancing ability to overcome barriers to change, and to improve ability to learn.

Introduction, Facilitated Workshops, Managing the Process, Managing Groups & Individuals, Paradigm-Preserving/Stretching and breaking techniques, Supporting the Process, and Review.

Introduction, Facilitated Workshops, Managing the Process, Managing Groups & Individuals, Paradigm-Preserving/Stretching and breaking techniques, Supporting the Process, and Review.

Introduction and Overview; Developing Key Presentation Skills; Building an Effective Presentation; Communicating the Main Points; Adding Interactivity to Your Presentations.

Introduction and Overview; Developing Key Presentation Skills; Building an Effective Presentation; Communicating the Main Points; Adding Interactivity to Your Presentations.

Build the right balance of people prepared to work together to establish precise objectives; assess ideas, make decisions, and work together to complete a project/goal and to maximize performance.

Build the right balance of people prepared to work together to establish precise objectives; assess ideas, make decisions, and work together to complete a project/goal and to maximize performance.

This comprehensive course covers all aspects of developing business plans. Thorough attention is given to sales revenue, production, research and development, marketing and distribution, and sales administration. Writing financial plans and implementing business plans is also addressed.

A soup to nuts course on all types of grant writing, this workshop will provide participants with identifying sources and types of funding, developing a funding plan, analyzing the grant application for appropriateness and laying out a grant work plan, identifying the component parts of the grant, writing the grant narrative, instruction on the financial requirements, such as various budgets and statements, and general do's and don'ts of grant writing.

This comprehensive course covers all aspects of developing strategic plans. Thorough attention is given to constructing clear mission and vision statements, SWOT analyses, determining stakeholders, assessing organizational needs, setting priorities and developing core goals and objectives, and developing a work plan.

A soup to nuts course on all types of writing, this workshop designed to familiarize the novice and intermediate level proposal writer with various aspects of proposal writing. Participants will learn to plan projects that meet agency goals and constituent needs and craft well-written, successful proposals.

This course is designed for board members or entire boards of organizations. This course practically challenges board members to work as leaders in the organization and prepares them for the process of assessing their organization's current level of functioning and planning for systemic change.

This workshop provides you with the rationale behind measuring your organization's outcomes and the tools needed to assess the extent to which the outcomes have been achieved. This workshop will help you: 1) Define Measurable Outcomes for Your Organization, 2) Determine the Tools You Will Need to Measure the Outcomes, and 3) Design a Strategy for Involving Your Organization in the Outcomes Measurement Process. Come prepared for active participation in the process and to leave with usable outcome measurements tailored to your organization that can be used to improve the quality and marketability of your services/programs.

this custom-designed workshop will teach participants to identify 17 patterns of difficult questions...and will provide advanced techniques for answering any questions with poise, authority and confidence.

Joan Detz will coach officials for speeches, presentation, community meetings and media interviews.

Participants will learn how to focus the message, understanding the audience, make statistics interesting, organize the material, avoid audio-visual pitfalls and improve delivery techniques.

A training course to meet the requirements of the United States Environmental Protection Agency (EPA) for employees that handle and manage hazardous waste, as well as sign the hazardous waste manifest.

<p>A training course to meet the requirements of OSHA for employees that may work on hazardous waste sites, transfer, storage and disposal facilities and/or on hazardous materials response teams.</p>
<p>A training course to meet the requirements of OSHA for authorized employees that perform lockout & tagout of energy in the workplace.</p>
<p>A training course to meet the requirements of the OSHA Laboratory Standard for employees that work in laboratories.</p>
<p>A training course to meet the requirements of the International Air Transportation Authority (IATA) for employees that ship hazardous materials (dangerous goods) by air and internationally (including FedEx & UPS). IATA requires hazmat employers to train hazmat employees in the following topics: General Awareness, Security, Function Specific, Safety & Drivers.</p>
<p>A training course to meet the requirements of the US Department of Transportation for employees that ship hazardous materials in the United States. The DOT requires hazmat employers to train hazmat employees in the following topics: General Awareness, Security, Function Specific, Safety & Drivers.</p>
<p>A training course to meet the requirements of OSHA for employees that might come in contact with asbestos-containing materials during the course of their work assignments. Learn how to prevent exposure.</p>

<p>A training course to meet the requirements of OSHA for employees that might come in contact with blood or other body fluids during the course of their work. Learn ways to protect themselves from potentially infectious diseases.</p>
<p>A training course to meet the requirements of OSHA for employees that enter, attend, or rescue entrants of confined spaces.</p>
<p>First Aid teaches what to do when emergency medical services are either delayed or unavailable for patients who's condition it not life threatening. CPR teaches you the steps & techniques for handling life threatening emergencies, including the use of an AED.</p>
<p>A training course to meet the requirements of OSHA for all employees that work around potentially hazardous materials.</p>
<p>A training course to meet the requirements of OSHA for employees that work in noisy environments.</p>
<p>A training program to meet the requirements of Homeland Security Presidential Directive HSPD-5 & the OSHA requirements in the HAZWOPER Standard for Emergency Responders.</p>

<p>A 10 Hour or 30 Hour training course intended to provide a variety of training on construction industry safety and health standards to entry level workers.</p>
<p>A 10 Hour or 30 Hour training course intended to provide a variety of training on general industry safety & health to entry level workers.</p>
<p>A training course to meet the requirements of OSHA for employees that may use a portable fire extinguisher in an emergency.</p>
<p>A training course to meet the requirements of OSHA for employees that use powered industrial trucks in the handling of materials in the workplace.</p>
<p>Blood borne Pathogens, CPR, First Aid, OSHA Regulations, Automated External Defibrillator (AED).</p>
<p>Managing specific conditions on the worksite.</p>

Automated external defibrillator, First Aid, OSHA Regulations, CPR.
Managing specific conditions on the worksite.
Basic elements from which an employer can construct a Violence Prevention and Response Program tailored to meet the specific needs of the company.
The purpose of this one-day workshop is to increase participants' understanding of the ways in which change impacts people in an organization. Participants will see how they can adapt their behaviors to manage change more effectively.
This four-hour workshop is designed to provide participants with the knowledge and skills required to conduct effective employment interviews. During the workshop, participants learn the four key steps of the interview process and how to avoid common mistakes that interviewers often make. The interactive workshop provides a variety of activities, role plays, and checklists to help participants apply new interviewing skills to their job.
This one-day workshop is designed to increase participants' understanding of ethics and the role ethics play in leadership decisions. Participants will see how both personal and organizational ethics impact employees, stakeholders, and the general public.

The purpose of this two-day workshop is to increase participants' ability to anticipate and manage organizational change. Designed for supervisors and managers, the course focuses on the forces driving change in the workplace and the skills required to lead others through the change process quickly and effectively.

This four-hour workshop is designed to increase participants' understanding of the performance appraisal process and improve the skills required to conduct employee performance appraisals. When implemented effectively, the performance appraisal process can support organizational objectives and satisfy employee needs for success.

The purpose of this four-hour workshop is to increase your understanding of workplace factors that impact employee motivation. You will learn to apply a variety of techniques that can be used to increase the intrinsic motivation of your employees and provide bottom line results to the organization.

This one-day workshop provides participants with a new perspective on leadership - the concept of servant leadership. Servant leadership places the needs and service of others over self-interest. Participants will learn about the 10 characteristics of servant leaders and how they make decisions that are in alignment with their values. Participants will complete a survey to determine their current level of servant leadership characteristics and develop an action plan for improvement.

This two-day workshop is designed to increase participants' ability to lead work teams. Participants will see how effective leaders are able to meet the needs of both group members and the organization. They also will discover how different leadership styles affect team performance and how to adapt styles for different stages of development. Activities and role plays provide opportunities to practice new skills.

The purpose of this four-hour workshop is to help people better manage their time to achieve both work and personal objectives. During the workshop, participants identify and learn to eliminate the ways in which they waste time. They also develop a personal schedule that incorporates a system for prioritizing and accomplishing tasks.

This one-day workshop is designed to increase participants' understanding of our diverse population and how it affects the workplace. The workshop includes information about the characteristics which make us different, as well as the effects of those differences on our language, business practices, and society in general.

This two-day workshop is designed to help people become more effective writers and to reduce the amount of time required to create written documents. Participants learn to analyze reader interests, prepare a written draft, and revise written communication for both content and style.

This one-day workshop is designed to improve the coaching skills of individuals in supervisory or management positions. During the workshop, participants learn a three-step coaching process that can be used to increase employee motivation, job satisfaction, and performance.

The purpose of this one-day workshop is to increase participants' knowledge of the grant writing process and the potential resources available for funding their non-profit organization. Participants also will learn about the importance of developing relationships with funding sources.

The purpose of this four-hour workshop is to increase participants' understanding of how to run an effective meeting. Participants will learn how to prepare a meeting agenda and will plan and conduct a practice meeting.

The purpose of this two, three, or four day workshop is to increase participants' understanding of emotional intelligence and its impact on workplace fulfillment and performance. Participants will have the opportunity to identify their current level of performance in major dimensions of EQ and participate in skill-building activities designed to improve specific EQ competencies.

The purpose of this two-day course is to provide participants with the knowledge and skills required to function as a facilitator. The course provides an understanding of the facilitator's role, the stages of group development, and the process by which people learn. It also includes practice in a number of facilitator techniques used to help groups achieve a variety of goals.

This two-day workshop is designed to provide participants with the knowledge and skills required to communicate effectively. The course provides an overview of the communication process, including speaking, listening, and nonverbal communication. It also includes strategies for managing challenging communication situations such as conflict, criticism, and feedback.

This one-day workshop is designed to provide participants with an understanding of personal style and the way it affects workplace behavior. By completing the MBTI (Myers-Briggs Type Indicator) assessment instrument, participants identify their preferences for gathering information, organizing resources, and making decisions. They also learn to adapt preferred behaviors to maximize personal and team performance.

The purpose of this two-day workshop is to increase participants' understanding of their personality preferences and the impact of preferences on organizational behaviors. By analyzing the results of their MBTI Step II Assessment, participants will see the unique aspects of their overall MBTI type.

This one-day workshop is designed to increase participants' understanding of the negotiation process and allow them to practice the skills required to conduct principled (win/win) negotiations.

The purpose of this two-day workshop is to improve participants' ability to develop and deliver effective presentations. During the workshop, participants will practice techniques for preparing and presenting messages in a manner that is interesting and well organized. They also learn to use computer software to prepare effective visual aids.

<p>This one-day workshop is designed to increase participants' ability to work in a team environment. They will learn about the task and relationship roles required to accomplish team goals, and will see how simple management tools can be used to monitor team performance.</p>
<p>This two-day workshop provides participants with an understanding of adult learning principles and an introduction to various instructional techniques. Through a series of demonstrations and practice activities, participants will learn to increase their effectiveness in delivering instruction that meets the needs of both learners and the organization.</p>
<p>This one-day workshop focuses on the three most important elements of effective problem solving: clarifying the problem, identifying the root cause of the problem, and verifying the problem solution. Participants are provided with models, tools, and techniques that enable them to address problem situations from a systems perspective.</p>
<p>The purpose of this four-hour workshop is to provide participants with skills for improving their customer relationships. Through interactive discussions and activities, participants will learn techniques that can be applied every day. Participants also will be able to manage "special" problems in a way that satisfies the customer and ensures an ongoing relationship with their organization.</p>
<p>This one-day workshop provides participants with an understanding of the strategic planning process - developing mission and vision statements, conducting internal and external scans, involving stakeholders in the planning process, identifying strategic issues, and developing business goals and objectives. It also explains the difference between strategic and operational planning, as well as the role of the manager in each process.</p>
<p>The purpose of this four-day workshop is to provide participants' with the tools required to facilitate the change to a team environment. Participants will learn about the stages of team development and techniques that can be used to improve team performance. At the end of the workshop, participants will be able to: state three "business case" reasons for teams; describe their location's team guidelines and boundaries; identify their personal style; apply a model of team development to improve team performance; apply effective communication skills; eliminate waste in their work area; use constructive confrontation to resolve team conflicts; and conduct effective team meetings.</p>

The purpose of this one-day workshop is to introduce conflict management systems, a whole-system approach that focuses on early identification and resolution of conflict. During the workshop, participants will learn techniques for evaluating current management methods and implementing an ideal conflict management system.

This one-day workshop is designed to provide participants with the knowledge and skills required to resolve interpersonal conflict effectively, using a variety of interest-based techniques. Participants also will learn how to adapt these techniques to meet the needs of different situations and personality styles.

The purpose of this course is to increase your ability to identify indicators of family/domestic violence and refer victims to appropriate local agencies for assistance. You will learn about different types of family/domestic violence, the impact of family/domestic violence on your customers, and the steps for addressing family/domestic violence effectively.

This one-day workshop provides participants with a variety of techniques that can be used to effectively manage the daily effects of personal stress. During the workshop, participants have an opportunity to assess the amount of stress in their lives and to practice both thought-focused and body-focused techniques for reducing that stress. They also learn how to recognize and respond to signs of "stress overload."

The purpose of this one-day course is to provide participants with information about home or work situations that may trigger violent employee behavior in the workplace. Participants will learn how to identify behaviors that may indicate violent tendencies, create a work environment that minimizes the likelihood of these tendencies, and respond to violent behaviors that may occur.

The single biggest danger in business and life, other than outright failure, is to be successful without being resolutely clear about why you are successful in the first place (Robert Burgelman, Stanford Business School). Managers and individual contributors often find that as they climb the corporate ladder, they receive less and less feedback. The PROFILOR 360-degree assessment and feedback process is designed to give participants feedback about the behavior, which their bosses, peers and subordinates observe in their everyday work. The purposes and uses of the profile are many. The primary purpose is to give participants feedback and insight into what they can do differently to increase their effectiveness. Participants will have a clearer understanding of how others see them and their strengths. They will also know where they are in relation to others who have taken the profiles. Finally, they will write a self-development plan and have the tools to make the changes they want.

It's only when we truly know and understand that we have a limited time on our earth--and that we have no way of knowing when our time is up--that we will begin to live each day to the fullest as if it was the only one we had (Elisabeth Kubler Ross). By the end of this workshop you will know: What "simplifying your life" means to you; What your priorities really are (using 7 key areas of life); What strategies you can implement to simplify your life.

No other type of interviewing can forecast future performance as accurately as competency-based interviewing. Learn how to develop interview questions that help you choose the best candidate for the job.

In today's workplace, there is a plethora of people from different cultures, religions, races and perspectives. Managers need to align the skills and talents of their workers effectively to maximize the organization's potential. It becomes a challenge when managers have to bridge potentially conflicting beliefs, customs and work styles. In this interactive and thought-provoking workshop, managers will: Discuss the impact of diversity in the workplace and Brainstorm solutions to real life diversity issues within your organization. **ONLINE DISCRIMINATION TRAINING IN ENGLISH & SPANISH:** Our discrimination prevention training assists with EEOC compliance. The online training enables your company to create an affirmative defense strategy for the reduction of corporate liability. This affordable solution is designed to be turn-key simple and complementary to your existing employee development program. It begins where your employee handbook ends.

Learn what a bunch of fishmongers did to transform their fish market into a thriving, World-Famous business where people come from all corners of the globe to watch them work and soak up the energy that they create every day. You won't believe how easily the lessons of FISH! will translate to your workplace--and your life! See how making work fun leads to bottom-line success; Increase retention by creating a workplace where employees thrive; Improve service by fostering an engaging environment; Learn the 4 principles of FISH!--Play, Make their day, Be there and Choose your attitude.

In this highly interactive program you will learn how successful leadership works. The workshop also provides hands-on development activities that you can use to improve your own leadership abilities and develop other leaders in your organization.

Nothing is permanent but change (Heroditus, 4th Century, BC). This comment could not be truer today. Profound changes are taking up our lives and the way we do business. And the pace of change is picking up. This program will help you not only survive, but to thrive on ongoing change. You will learn to: Identify the stages of change and transition, Recognize your emotional blocks to change, Understand the change process and Develop tools to move through the change process.

Most successful people say that a mentor changed thwir lives. It is hard to make it without a mentor and it takes too much time. Mentoring is a cost-effective way to devlop and keep talented employees. Yet, many mentoring programs and mentoring relationships fail. We have learned that one of the primary reasons that mentoring programs and relationships fail is that one of the primary reasons that mentoring programs and relationships fail is that the learning process is not tended and the focus on learning goals is not maintained. The Lindenberger Group has over 10 years of experience in establishing dynamic partnerships with organizations to create successful, long-lasting mentoring programs and is a two-time recipeient of The Athena Award for Excellence in Mentoring. Judith Lindenberger, Principal, has been called "the wizard of mentoring" by the CIO of a Fortune 500 company. Our mentoring services includ start-up conducting focus group discussions with key stakeholders, determining business objectives, advise about marketing the program to employees, matching mentoring paris, designing and c

How would you describe the quality and effectiveness of your organization's new employee orientation process? You have only one opportunity to make a first impression; what impression does your organization make on a new employee? If you want to make a good first impression, a new employee orientation needs to be a planned welcome that reaffirms your hiring decision and theirs.

This workshop is designed to provide guidance for people who wish to improve their organizational skills at home and at work. It is a comprehensive program that covers issues from time management to space management to clutter control to storage solutions. The workshop provides participants with insights into the causes of disorganization, the adverse effects of disorganization and provides direction for improving organizational skills.

One of the most powerful steps a leader can take--at any stage in his or her development--is to find a group of peers. Creating an enterprise can be a lonely task. If you are alone in creating your business (and having a partner or partners doesn't mean you're not alone), opportunities for learning and teaching are lost. With a peer coaching group, you can accelerate your growth and eventually give back your wisdom and experience to those coming after you. Peer coaching groups are gatherings of peers attracted to each other by a common set of experiences and capabilities. Normally the group has a maximum of 10 people. They have the opportunity to share knowledge and different perspectives as well as providing accountability and developing their own network. Peer coaching groups help managers to: Talk about issues you cannot address with your staff, Learn about successful practices and new resources, Network with other business leaders, Focus on key goals to achieve business objectives, Increase productivity while decreasing work time, Widen profit margins and Realize your dreams.

People generally assume that when hiring decisions go wrong, the fault lies with bad judgement during the interview process. But companies with successful hiring practices recognize that this is too simplistic an explanation. Hiring is a multi-step process, and whatever missteps occur early on in the process will invariably catch up to you. And no misstep can do more to torpedo the process than failing to take enough time at the start to form a clear understanding of your staffing needs. Learn how to: Get to the core of what you need, Write a job description, Choose the right questions to ask, Cast a wide net, Compare and contrast top candidates, Protect your company from legal liability, Check out references and Present and negotiate the offer.

<p>Learn how to set realistic performance objectives, analyze individual performance, involve employees in the appraisal process, give and receive feedback and handle difficult performance appraisals. You'll also learn how to motivate employees to improve their performance and productivity through improved two-way communication.</p>
<p>Yes, you can learn how to be assertive. The workshop covers: Assertiveness, Self-Assessment, How we communicate, Assertive, Aggressive and passive behavior, Body language signals, Assertiveness guidelines and Do's and don'ts.</p>
<p>Ever wonder what makes a presentation powerful? Memorable? Learn the skills that every presenter needs to develop. You will learn how to: Determine your objective, Know your audience, Prepare and organize your presentation, Develop self-confidence, Present ideas with conviction and poise and Enhance your natural style.</p>
<p>"Emotional intelligence" refers to the capacity for self-awareness and impulse control, persistence, goal and self-motivation, empathy and social deftness. These are the qualities that mark people who excel in real life; whose intimate relationships flourish, who are stars in the workplace. The good news is that emotional intelligence can be nurtured and strengthened in all of us. In this powerful workshop you will enhance your communication skills and emotional intelligence. Learn how to: Relate well to all kinds of people, up, down and sideways, inside and outside the organization, Build constructive and effective relationships, Actively listen, Be open and honest, Use diplomacy and tact and Address problems head-on.</p>
<p>Of all the issues that people tend to avoid, managing conflict ranks at the top of the list, along with public speaking and swimming with sharks. Confrontation is inevitable in each person's work life and home life. This workshop provides insight into the physical and emotional responses to conflict and provides effective methods of coping with these situations to resolve the conflict. Participants will also learn successful strategies for working through conflict situations.</p>

Too many meetings are genuine nightmares. They lack preparation, direction, and worst of all, results. You'll learn how to make your get-togethers shorter, more focused and more productive. Learn how to: Plan meetings in advance, Prepare a detailed agenda, Pre-notify attendees, Control the discussion and Summarize and record decisions.

It is your work in life that is the ultimate seduction (Pablo Picasso). Our career training program focuses on your immediate career needs. You will receive expert feedback about your strengths and determine the skills needed to embark upon a new career or business. Deliverables including an action plan to pursue a new career or business and an "elevator pitch" to interest others about your new career or business strategy. Job seekers learn how to build a resume and interview with skill and confidence.

Few management practices are more basic or more widespread than performance appraisals--the formal mechanism through which managers evaluate the job performance of their employees. Yet, as common as this practice may be, it is generally agreed that many companies--both large and small--experience difficulty in structuring and managing the process. Learn how to: Choose the best appraisal method, Introduce the program, Make sure it works, Handle difficulties, Develop disciplinary procedures, Empower employees and Use employee recognition programs.

Are your employees lacking in professional appearance? Do any of them appear "in the dark" about appropriate attire for their job and position? Has an employee's messy appearance held him or her back from a promotion or cost the company valuable business? In today's global economy, cutting edge organizations and executives understand that first impressions leave lasting suggestions that can positively or adversely affect business relationships. To avoid the latter, they adopt professional image training programs designed to bridge the gap between employee image and corporate culture, image and brand. Your employees will learn to: Manage perceptions impacting internal and external interactions with colleagues and clients, Project a higher level of visual power and authority, Heighten self-esteem, confidence and productivity, Expand the potential to attract and retain clients and Invite opportunities for professional growth and development.

Effective leaders think strategically. They analyze opportunities and problems from a broad perspective, anticipate and plan. They focus team energies on those key activities that will have a significant impact on the organization. The Lindenberger Group offers strategic planning retreats for teams, organizations and boards of trustees.

What comes to mind when you think about what makes someone a high potential? Competencies? Personal characteristics? Experiences? Identifying true high potential leaders requires a combination of these factors. The Lindenberger Group can help with developing and implementing a succession planning process within your business.

None of us are as smart as all of us (Japanese proverb). High performance work teams produce dramatic results in productivity, employee morale and customer satisfaction. Learn how to: Formulate a clear statement of purpose and ensure that the team mission is understood and embraced by all team members, Ensure that goals are realistic and accompanied by specific action plans that have their own measures of success, Spell out the roles and responsibilities of each member, Establish protocols for intervening when people are not living up to their responsibilities, Set aside time for learning, Establish ground rules for resolving differences and conflicts and Create reward mechanisms.

Are you one of those organized workers who always gets your projects in before they're due? Or do you put off getting the job done until the very last moment? Is your boss someone who readily lets you know how you're doing? Or does he or she leave you unsure of where you stand? The Myers-Briggs Type Indicator is an assessment instrument that makes it easy to recognize your own type and those of your coworkers. Knowing your own preferences and learning about other people's can help you understand what your strengths are, what kinds of work you might enjoy, and how people with different preferences can relate to one another and contribute to society.

This highly acclaimed, extremely interactive communication course identifies the key components of effective communication. Via exercises dealing with personal discovery and the key elements of communication participants unlock for themselves means of self expression that dramatically increase self-confidence, reduce stress and form the basis for dramatically improved relationships at home and at work.

Highly Interactive course, enables managers and supervisors to completely understand key components of creating successful easily understood business plans. Steps include identifying your customers, determining strategic objectives, swot analysis, budgeting, and most effective presentation skills.

Course focuses on the powerful transition from coach to leader. Participants will experience a series of highly interactive individual and group exercises that examine the impact of moving from occasional motivation to sustaining inspiration. The coach as a servant leader based on positive example and the use of frequent positive reinforcement is emphasized. Each participant will identify for themselves the key and enduring principles of coaching and leadership that are indispensable. Each participant will create their own personal coaching self-improvement plan which will identify key objectives and a discernable time schedule for obtaining results.

Develop the communication skills that causes people to seek you out and desire to receive your input. Forcing people to listen is never more effective than developing the skill that makes them want to hear what you have to say. Attention is paid to both verbal and nonverbal communication and the creation of an open influencable leadership style that makes you approachable.

Know your customers. Explores the value of preparing and probing before presenting. The participant is taken through a series of exercises that demonstrates the value and power of the principle, "Seek first to understand before being understood". The ability to present your thoughts and ideas in a way that is immediately well received is a fundamental learning objective.

Identify for all participants at all levels the key components of the successful communication process. Course focuses on the identification of the key enduring principles that are hallmark of the successful communication process. This highly interactive stimulating adult learning experience encourages self exploration and the process of bringing forth from within. Participants in many cases review material they have always known but comes to clearly see it for the first time.

<p>Learn to identify the key components of conflict within the work place and also understand the most effective strategies to eliminate or dramatically reduce conflict related problems before they occur. The course has a heavy emphasis on the reality of an ounce of prevention being much more valuable than many pounds of cure. Problem solving, relationship building, and effective communication styles are all considered.</p>
<p>Based on key components of effective communication the course enables participants to respond effectively. The ability to identify challenging situations and the behavior of difficult people is emphasized.</p>
<p>The single most validating method to recognize another person is to listen to them. Developing the ability to deeply and emphatically listen is emphasized. The course developed a deep appreciation of the components that make a good listener. Barriers to listening and their remedies are detailed.</p>
<p>Through a series of highly interactive exercises the course enables participants to develop a deep appreciation of the core principle that relate to human behavior. Relevant life adult experiences as well as the personal discovery process are key elements of this facilitation.</p>
<p>Mentoring is one of the most powerful tools in personal and organizational development. This course identifies key techniques that create the base for worthwhile change and success. Beneficial mentoring enables an organization to smoothly and quickly move forward while avoiding many of the stresses, problems and pitfalls.</p>
<p>Win Win, getting to yes, negotiate anything, etc. are all buzz words if there is no strong foundation in core principles and concepts. This extremely interactive enjoyable adult learning experience emphasizes results. A clear enumeration of do's, don'ts, and best practices is created.</p>

<p>We all communicate. We are all individuals. This course encourages participants to move past Meyers Briggs and other similar tests into the area of real accomplishments. Personal dignity respect for diversity and the identification of the enduring principles related to successful long term relationships are discussed.</p>
<p>Understand the compelling reasons in the evolution of certified production and quality systems (ISO). Basic program requirements, documentation, and system development are all outlined. The course draws on a personal knowledge of many of the successes and failures as well as their underlying reasons.</p>
<p>Participants will understand the planning process. The establishment of goals and the way to attain them. Leadership principles, swot analysis and formulation through participation are all emphasized.</p>
<p>Interactive, with an emphasis on participant involvement. The demonstrated seven elements of highly effective teams are explored.</p>
<p>Understand the impact and difference between the verbal and non verbal message we send and receive. Value is placed on emphasizing participants the need to lead by example.</p>
<p>The objective of this course is to familiarize the student with the principles of an AED. The course is designed to prepare the student to recognize the importance of the EMS system and the reason that AED is a very useful tool in the life of an accident victim.</p>

The objective of this course is to familiarize the participants with the principles personal protection. The course is designed to prepare the participants to recognize in an emergency, the need of personal protection equipment and the importance of following the plan that is in place.

The objective of this course is to familiarize the participants with the principles of CPR. The course is designed to prepare the participants to recognize in an emergency, the need of CPR when a person becomes unresponsive.

The objective of this course is to familiarize the health care provider with the principles of CPR. The course is designed to prepare the health care provider to recognize the importance of CPR when a person that is being cared for is or becomes unresponsive.

The objective of this course is to familiarize the participants with the principles of First Aid and CPR. The course is designed to prepare the participants to recognize an emergency, and to follow the "Assess, Alert, Attend" step plan for emergency care. This program will prepare participants to : 1) Assess the scene and the victim, 2) Alert Emergency Medical Services, and 3) Attend to the victim.

The objective of this course is to familiarize the participants with the principles of first aid. The course is designed to prepare the participants to recognize an emergency, and to follow the "Assess, Alert, Attend" step plan for emergency care. This program will prepare participants to : 1) Assess the scene and the victim, 2) Alert Emergency Medical Services, and 3) Attend to the victim.

The objective of this First Responder Course is to provide students with the core knowledge, skills and attitudes to function as a First Responder. The curriculum includes skills necessary for students to provide emergency medical care with limited amount of equipment. Approximately 40 hours in length, the course does not require clinical time by students prior to successful completion.

This workshop examines various culture aspects of the diverse organization

The objectives of this workshop is to give participants skills to offset difficult situations and dissolve barriers to excellent interpersonal relationships with both external customers and co-workers

Intensive Applied Leadership focused training

5 or 10 day intensive applied leadership focused training
This course teaches participants how to build support for change by effectively dealing with resistance to change. Participants will learn how to identify levels of resistance and develop strategies to build support for change.
This course teaches participants how to lead people and manage resources and work processes to meet Agency and customer needs. Participants will learn how to map work processes and coach people for peak performance.
1-day course. This course teaches participants how to build and maintain effective workplace teams. Participants will learn how to plan for, charter, develop, and sustain teams.
1-day course. Participants will learn how to use systems thinking to strategically plan and assess programs and lead people. This interactive course will enable participants to better focus resources on meeting long-term customer needs. The course uses the story of the sinking of the Titanic to illustrate useful lessons learned.
1-day course. This course provides managers and frontline people skills in identifying and meeting customer needs. This interactive course will enable participants to become proficient in practices for planning changes and then measuring and analyzing results.

1-day course. This course provides supervisors a new set of leadership principles and management practices to enhance supervisory skills and proficiency. This interactive course will enable participants to gain proficiency in practices for successfully leading people and managing change.

Providing facilitation for agencies in need of gaining perspective in an objective, unbiased viewpoint.

Providing facilitation for clients in need of gaining perspective in an objective, unbiased viewpoint.

Provide programs or coaching to individuals or agencies in the legal and ethical treatment of customers (both internal and external).

Provide key state leaders with skills and competencies to become more effective and efficient leaders.

Providing Performance Management programs to front-line leaders on how to effectively manage and lead others.

Work with agencies' leaders and directors to engage them in an interactive process to set a direction for the future.

Use the Myers-Briggs Type Indicator (MBTI) to help associates and leaders improve their level of service by understanding and appreciating differences.

Create internal coaching networks in state agencies to enable employees to grow and develop additional business, leadership and technical skills.

Create a leadership development program for state employees. This executive development process would be based on individual agency needs and benchmarks.

Work with agencies' leaders and directors to engage them in an interactive process to set a direction for the future.

Project Time Management is about controlling the use of your most valuable, (and undervalued) resource--time. Its absence is characterized by last minute rushes to meet deadlines, meetings which are either double booked or achieve nothing, days which seem somehow to slip unproductively by, crises which occur unexpectedly. The demands, the problems and the payoffs for increased efficiency are all larger as your responsibility grows; you must learn to apply proper techniques or be bettered by those who do.

Project failure is often tied to poor estimation. If someone promises to do a 10-month job in six months, schedule slippages and cost overruns are hardwired into the project before any work has begun. This class offers tips on how to generate more accurate estimates for the purposes of project scheduling, budgeting, and allocating human and material resources. It also shows how you can establish processes to deal with the "politics" of estimation, enabling the project team to "just say no" to unrealistic and unachievable estimates. With better estimates, customer expectations can be managed more ef

This course is designed to provide a new perspective on how teams are formed, how they operate, how to effectively communicate within them and how to lead them. Teams have become essential components of project environments. Transforming a collection of technical experts or cross-functional employees into a team that lives up to its performance potential can be critical to a project's success. You will learn new tools for visualizing the interactive dynamics of team environments and for influencing those dynamics to create optimal conditions for collaborative teamwork. You will practice mapping and analyzing team interactions and be introduced to methods to improve team communication practices.

This course is designed to provide a new perspective on how teams are formed, how they operate, how to effectively communicate within them and how to lead them. Teams have become essential components of project environments. Transforming a collection of technical experts or cross-functional employees into a team that lives up to its performance potential can be critical to a project's success. You will learn new tools for visualizing the interactive dynamics of team environments and for influencing those dynamics to create optimal conditions for collaborative teamwork. You will practice mapping and analyzing team interactions and be introduced to methods to improve team communication practices.

When it comes to project management, it's all about attention to and control of the plan. By proactively controlling scope, schedule, cost and quality, students can gain improved results while minimizing unnecessary efforts. This course engages the student in applying effective change control processes in a dynamic hand-on project simulation by working in small teams of project professionals. Students will hone their knowledge and skills and increase their ability to apply effective control tools and techniques. The class includes an overview of the project initiation, planning and execution phases to provide the foundation upon which to build the advanced skills of control and reporting processes.

To successfully manage in today's dynamic environment requires following good project management practices. As important as adherence to methodologies is the fact that project management is more than just scheduling. Certainly the tools of project management are absolutely necessary for success, but they are not sufficient in and of themselves. In fact, more projects fail because the project manager lacks people skills than because of poor use of tools. This class focuses on the essential skills participants will need to manage the human side of projects effectively.

Although some individuals are naturally better at dealing with people than others, all of these skills can be learned. This course provides the vital methods of leading, motivating, and communicating with members of your project team to achieve critical project outcomes--skills that can be used in any discipline.

To successfully manage in today's dynamic environment requires following good project management practices. As important as adherence to methodologies is the fact that project management is more than just scheduling. Certainly the tools of project management are absolutely necessary for success, but they are not sufficient in and of themselves. In fact, more projects fail because the project manager lacks people skills than because of poor use of tools. This class focuses on the essential skills participants will need to manage the human side of projects effectively.

Although some individuals are naturally better at dealing with people than others, all of these skills can be learned. This course provides the vital methods of leading, motivating, and communicating with members of your project team to achieve critical project outcomes--skills that can be used in any discipline.

The Project Management Foundation Workshop is designed to help participants learn project management, planning, scheduling, communications, and resourcing techniques necessary to be an effective project leader. Emphasis is placed on how to organize a project, track performance throughout project execution and make adjustments to keep the project in line with the stated goals. Assignments are incorporated into the course to allow the participant to be in organization their own projects. MS Project is utilized for exercises during the course to improve skills in using this software tool. This provides an ongoing direct benefit to participants following the workshop.

When it comes to project management, it's all about attention to and control of the plan. By proactively controlling scope, schedule, cost and quality, students can gain improved results while minimizing unnecessary efforts. This course engages the student in applying effective change control processes in a dynamic hand-on project simulation by working in small teams of project professionals. Students will hone their knowledge and skills and increase their ability to apply effective control tools and techniques. The class includes an overview of the project initiation, planning and execution phases to provide the foundation upon which to build the advanced skills of control and reporting processes.

Delivering project requirements that meet customer expectations is a cornerstone of successful project management. This course will focus on those activities necessary to establish, monitor, report on and expand student's knowledge of project quality standards. Using a case study, the students will proactively learn to incorporate quality management activities in the upfront project planning and initiation activities to set the standards for formalized monitoring and downstream reporting functions.

When it comes to project management, it's all about attention to and control of the plan. By proactively controlling scope, schedule, cost and quality, students can gain improved results while minimizing unnecessary efforts. This course engages the student in applying effective change control processes in a dynamic, hands-on project simulation by working in small teams of project professionals. Students will hone their knowledge and skills and increase their ability to apply effective control tools and techniques. The class includes an overview of project initiation, planning and execution phases to provide the foundation upon which to build the advanced skills of control and reporting processes.

Differences in age, sex, education, values, culture, race and national origin are but a few of the factors that make managing the workforce more dynamic than ever before. The caring leader understands that each person must be considered as unique and is entitled to be treated with dignity. Dealing with an ever-changing workforce will require bold and enlightened leadership.

Shareholders, competitors, financial analysts, suppliers, regulatory agencies, managers, and employees all place pressure on organizational decision-making. These decisions are then held to the very bright light of scrutiny. As a result, beyond simple compliance with minimal standards. Action should be based on sound ethical principles and rooted organizational values.

For most managers and supervisors, in a union environment, managing the labor agreement on a day-to-day basis is a very important activity. A fundamental article of most (if not all) bargaining agreements is the grievance process. Grievances are time consuming and costly. Grievances, if not properly handled, can lead to arbitration, which can and often has far reaching consequences for a firm.

<p>Organizational effectiveness and improved productivity rely on many factors. One of the factors that have the greatest impact on organizational success is employee performance. Management of performance and achieving the highest of expectations is indeed a unique characteristic of a good manager and an effective leader.</p>
<p>Time is not adaptable. So time management is really about self-management. Managing time appropriately means adapting ourselves to its passage in a more satisfying manner, and this Time Management workshop is full of techniques and effective time management strategies designed to help participants achieve that goal.</p>
<p>This course reviews the major employment laws that impact supervisors on a daily basis.</p>
<p>Team building begins when members recognize organizational problems and opportunities. An effective team can recognize barriers to its own effectiveness and design and take actions to remove them. In Building Effective Teams, members can diagnose how they work together and plan changes to improve their effectiveness.</p>
<p>Developing others can be the most relevant and rewarding of all of the supervisory tasks. Building a strong team of capable and contributing individuals impacts employee morale as well as organizational performance. The key function of supervision is to take the available talent and maximize it for goal attainment. Employees who are successful are more productive. If employees believe that they have the ability and are capable of the effort required then no outside forces will keep them from performing at a very high level.</p>
<p>A key managerial responsibility is to control a wide range of conflict within any organization. Conflict can be constructive, causing new learning; or it can be destructive, causing considerable harm. This workshop will help participants gain a better understanding of conflict in their organization.</p>

Can effective leaders motivate people to higher levels of performance? Or can they only influence the environment, which allows a person's own motive forces to take over? It is a question that involves understanding the needs of others as well as recognizing that one approach will not have a universal impact.

Interpersonal communications is the transmission and reception of thoughts, facts, values, attitudes and feelings through a variety of media to produce a response. Every aspect of organizational (and personal) life is impacted by how well a person is able to communicate. Effective communication or that lack of them has remarkable impact on organizational performance, organizational success and the quality of the work environment.

The purpose of the workshop is to identify, develop and practice the skills that will enable managers to deal more comfortably and effectively with the myriad of challenges that they face on a day-to-day basis.

Workshop participants will explore key areas for successfully innovating under the gun. They will discover the critical success factors for realizing a high return from innovative teams. Using the latest learning tools available today, we help workshop participants clarify his/her individual strengths that define optimal team roles. Although just the beginning, this step alone will help the team minimize the energy expended on maintaining its internal equilibrium and maximize the energy devoted to accomplishing its task. Remember, any group can manage to hold onto an idea...for a while. Our mission is helping your organization to design Innovative Teams by understanding each team member's "individual approach" to innovation. Identifying the team "part" at which each member excels establishes a solid foundation of planned moves that transform ideas into reality when under the gun.

What leadership style would you like to pursue? In this dynamic workshop, we will review a leader's responsibilities together with the role and behavioral styles necessary to meet the goals and objectives of the organization.

This workshop will cover the negotiation process across a number of business disciplines, and is not limited to a review of the practices used in dealing with labor agreements. Although the skills discussed are transferable to labor/management bargaining situations as well. Essentially the course will provide concrete negotiation skills and the opportunity to apply those skills, with the benefit of observation and feedback. Together, we will explore the art of negotiations across a variety of business disciplines.

If you can't measure it, you can't manage it! Many of today's most effective managers understand the need to stay focused on measuring progress on a regular basis. The balanced scorecard provides to means to manage intellectual assets, align organizational goals with strategy, and implement strategy in a manner that provides meaningful quantifiable data that tracks progress.

Leadership takes many forms. In today's rapid changing environment, does leadership really matter? What are the types of leadership; and, which one is best suited for an organization? Can effective leadership make an average organization extraordinary? Can ineffective leadership take a very good organization and have it become ineffectual? These are but a few of the questions that organizations must come to grips with in selecting its leaders.

In today's more competitive environment, those organizations that are adaptive, flexible, and agile organizations are those that have a unique advantage in the market arena. Organizational change can be difficult and it does take time. However, it can be successful with far reaching results if it is properly planned and implemented.

Max Dupree in his book entitled, Leadership is an Art, states "momentum comes from having a clear vision of what the organization ought to be, from a well-thought-out strategy to achieve the vision, and from carefully conceived and communicated directions and plans that let everyone participate and be accountable in achieving those plans." The role of leadership in achieving "momentum" is essential.

An effective leader is one who makes maximum use of the resources entrusted to him or her to achieve the organization's goals, solve the organization's problems, and minimize conflicts. In doing so, effective leaders understand that their role is a stewardship accountability. They must understand how the resources of money, people, time, machinery, materials and process must be coordinated in order to make best use of them. Doing so is the difference between mediocre companies and those that achieve greatness.

Being able to effectively lead and manage a workforce is an important skill today. This class will enable supervisors to more effectively lead and manage their workforce.

As the saying goes, "if you don't know where you are going, you will probably end up somewhere else." Obviously in today's ever-changing world, the need to know where you are going and why, how you get there and the means to measure your progress along the way are key elements for an organization's success.

MountainTop Technologies can provide the necessary training and support to assist firms through the ISO certification process. Specific training is designed to meet the needs of the firm.

MountainTop Technologies, Inc. is a provider of programs aimed at fostering and advancing "lean" principles for manufacturing and service related industries. MountainTop can provide a wide range of services including on-site consulting as well as other topics.

Productivity, efficiency and effectiveness are management operational terms that we use every day in our organizational work life. But what do they really mean? How can we influence them to ensure a high quality of work life while at the same time maximizing organizational performance.

The class provides a framework for examining contract administration by focusing on essential elements of the discipline. It also provides the participant with a focused look at key considerations related to important contract terms and conditions that must be enforced during contract administration. The intent is for the student to develop a strong understanding of the complexities of contract administration and recognize the importance of planning, monitoring, and proactive insight into and oversight of contract performance. This class provides a comprehensive overview of the contract administration method, preparing a relevant plan, participating in the process, evaluating the success of the contract and evaluation procedures will be addressed.

This course is uniquely designed to prepare procurement professionals to use the RFP process to its maximum potential. The class agenda will identify the process, offer a key understanding of the elements of the proposal and ascertain ways in which the document can be used to its full capability. Pitfalls and success stories will make the class relevant and applicable when planning to incorporate this type of solicitation into the government process.

The work of public procurement is no longer a clerical function performed independently by various people throughout different agencies or departments within a government entity. This class provides an overview of the ever-changing profession by identifying fundamental concepts that will affect procurement in the public sector. This course is intended for individuals interested in an overview and overture into public procurement functions and to provide an understanding of the basic elements that underlie all areas of public procurement. Any government employee who has delegated authority to government should take advantage of this class. Discussion and content is relevant for those outside the profession, who are impacted by the public procurement environment.

Designed to be an educational exploration of the Legal Aspects of Public Procurement, this course will provide a foundation of the principles and general concepts of the law as it applies to public procurement. Course content will address issues such as the UCC, the Model Procurement Code, Sale of Goods Act and the legal implications surrounding solicitations, contracting and post award issues. Attention will be given to the ethical issues facing the profession relevant to the law. Taught by a procurement professional, not an attorney, this course will focus on actual procurement situations with relevant procurement implications.

This course will cover strategic planning within an organization and the importance of its relationship to procurement planning. Planning models will be discussed as will public sector budgeting. Developing key partnerships within the organization in requirements determination will be explored as this will lead to the development of proper specifications. Pricing strategies employed in the public sector such as cost analysis and life cycle costing will also be covered.

In an effort to help an individual prepare for the CPPB exam, this course provides a review that incorporates key information contained in the NIGP curriculum and the CPPB Review Guide as well as an explanation of the exam format, test taking tips, pretest samples, and a review of specific topics that have historically been problematic for candidates.

In an effort to help an individual prepare for the written portion of the CPPO exam, this course provides a review that incorporates key information contained in the NIGP curriculum and the CPPB and CPPO Review Guides, as well as an explanation of the exam format, test taking tips, pretest samples, and a review of specific topics that have historically been problematic for candidates.

This course provides the participant with a comprehensive overview of the sourcing process within the public sector. Essential elements, including pre-sourcing planning, needs assessment, specifications and scope of work, deliverables, procurement strategies, value analysis and internal control processes are explored. Determining the appropriate sourcing method, preparing the relevant sourcing invitation document, managing the acquisition process, evaluating response submissions, and contract awards will also be explored. In addition, trends and technology developments and their effect on processes will be discussed.

<p>Employee performance is an ongoing issue for every employer. No matter what evaluation form you use it must be utilized within a meaningful review process. Completing a form, in and of itself, does not provide effective performance review. This workshop does not focus on completing any particular form but presents a PROCESS from both the manager/supervisor and employee perspectives. An effective process requires participation from multiple layers within the organization.</p>
<p>Change is inevitable; there's no escape. It is a journey from the known to the unknown. This workshop is designed to help one better understand this journey by looking at the levels on which change occurs and examining the dynamics that unfold in a change situation. Participants will be shown how to use such information to understand their reactions to change and to explore strategies for making the change journey more rewarding.</p>
<p>We lead busy lives and the opportunities for stress to become a part of our life are abundant. This workshop helps one learn how to identify the stress producers encountered every day and provides a philosophy to guide our efforts in managing that stress. Participants will be exposed to, and practice, various stress management/reduction techniques.</p>
<p>Identify, reporting and preventing child neglect. Recognize signs of child neglect in children and parents to determine how and when to make a referral to child welfare. Understand General Protective Services and agency procedures; develop prevention and intervention strategies.</p>
<p>Prepare mandated reporters to understand the importance of their reactions to a disclosure of child abuse. Assist them in responding with awareness to avoid tainting the child's memory and hindering legal proceedings. Reviews obligations of reporting and the do's and don'ts on responding to child disclosures.</p>
<p>Course will prepare professionals to train the RRCA curriculum within their place of employment. Local instructors must have a minimum of the six hour intro RRCA course. Covers legal definition of child abuse, including that of a child, a perpetrator and the categories and indicators of abuse. An overview of the reporting obligations, how to make a report, the liability for failing to report and guidelines for working more effectively with local child welfare agencies. Key points of the CPSL are also outlined.</p>

Covers legal definition of child abuse, including legal definitions of a child, a perpetrator and the categories and indicators of abuse. An overview of the reporting obligations, how to make a report and guidelines for working more effectively with local child welfare agencies. Key points of the Child Protective Services Law are also outlined.

The course teaches the core communication skills in the context of performance management. The course also highlights the communication skills that are most effective based on the three coaching styles.

The course will define the three coaching styles, provide guidelines on how to identify one's preferred style, and share tips for determining which style to use.

The course provides the context for interviewing as one step and tool in the entire selection process. The session will focus on learning and practicing interviewing techniques that increase the likelihood of selecting the candidate who is the best fit for the position based on competency models. Competencies are the skills, knowledge, abilities, traits and motives that determine successful performance.

The course provides a basic understanding of the performance management process - planning, managing and appraising performance. Appraisal or assessment is the final stage in the performance management cycle. Participants will appreciate why it is important to focus on planning and setting performance expectations so that there are ways to measure performance at the end of the performance period. Valuable tips and techniques will be shared and opportunities to apply the knowledge and practice the skills will be provided in this experiential session.

The course provides a focus on teaching the skills needed to effectively implement the second phase of the performance management cycle which is managing performance. The core skill of giving feedback will be learned.

The course will discuss the what, why and how of strategic planning. Strategic planning will be explained in the context of organizational performance and individual employee performance.

Addresses not only best-practice techniques for driving more effective meetings, but explores the importance of open, nonthreatening communications as key to establishing and perpetuating regular meetings, reporting, and metrics in the quest for continuous improvement.

This is an overview on developing and presenting training--specifically on an enterprise-wide basis--that can be reused or repurposed by other personnel within an organization, long after the initial content developers have concluded their work on the project.

Based on close collaboration with client stakeholders, this course can be customized to present baseline knowledge (and measure user competency) on a highly detailed level--for example, using day- or week-in-the-life procedure packs based on real-world, step-by-step job requirements--relating to core business processes and operational procedures.

This customized course addresses both functional process and technology-based aspects of collaboration and integration among key suppliers/partners, to ensure optimal efficiency and compliance relative to performance-based metrics. Additionally, course assessments can affirm, supply and provide amplification of opportunities for validation of processes and optimization.

How does your PMO work with your organization's executives to build an effective project and portfolio management culture? What are the roles and responsibilities needed for PMO success? How do you ensure that your portfolio of projects is aligned with your organizational strategies? How do you best report PMO performance for optimal decision-making by senior management? In this half day workshop, you will be introduced to the concepts that will provide you the know-how to strategically govern your PMO for superior organizational performance. The PMO has a two-way nature, integrating the organizations project and portfolio management environment with the overall business environment. PMO governance is those set of processes and practices that enable that integration leading to project and organizational success.

This 3-½ day course is designed for anyone preparing to sit for the Project Management Institute's Certified Associate in Project Management (CAPM®) exam. This course will allow participants to meet the qualification of 23 hours of classroom instruction to sit for the exam as well as learn where to focus their attention to make the best use of study time. The CAPM Exam Review will cover each of the nine knowledge areas as well as the five process groups covered in the PMBOK® Guide 3rd Edition. Through lectures and practical exercises as well as access to computerized practice questions that will simulate the CAPM exam, participants will focus on key concepts, terms, and principles necessary for successfully passing the exam. In addition, participants will become familiar with the format and makeup of the exam.

This course is designed for experienced project managers who want to take their skills to the next level. Managing large, complex and multiple IT projects strains the project manager in many ways. Weaknesses in your project management skills can quickly bring a complex project to its knees. Learn from instructors who have experienced firsthand the challenge (and rewards!) of complex project management and how to successfully implement large/multiple projects. The course is highly interactive with challenging IT-based case studies, and lectures filled with real life work scenarios. Participants will team together to apply techniques learned from the lectures. Instructors for this course have over 10 years of project management experience in multiple industries.

Very few projects today are initiated without some form of contractual authorization. In today's project environment, project managers must be fully aware of how the contents of the customer's contract will influence their decision-making. This three-day course covers the foundations of sound contract management principles from the project manager's perspective. The course focuses on establishing a high level of awareness on the part of the project manager in the area of contract development, administration, and closeout. Participants use exercises and simulations to explore the concepts of contract legality, contents, and contract negotiations.

Project management, for many people, is the "accidental profession." Becoming adept at project management however is far from accidental. The skillful project manager has learned from repeated experiences to predict project issues and prevent them before they even occur, or before they adversely impact their organization.

This course focuses on how to design a "responsive" project, aggressively managing the triple constraints, and communicate with peers, team members, and senior leadership in a manner that meets their needs. In addition, we'll discuss how to effectively challenge the thought processes of key stakeholders and how to use precious time effectively. This class is designed to expand the "insight" of intermediate to experienced project managers to allow them to be more effective

PM College can customize our PM content to suit your Agencies given learning needs. In addition we can adapt our learning to incorporate specific Agency PM and/or IT Methodologies. Our modular content allows for a cost effective custom development process.

In the late 1970s and early 1980s companies like General Foods, Volvo, and a few others made headlines when they formed teams to accomplish projects. Today it is considered a standard way of doing business. In order to achieve successful team projects it is critical that everyone from senior management to the customer to the team member understands what it will take to achieve success. Is a team really necessary? What are the roles and responsibilities of each stakeholder? How should team members be selected and managed? What happens when conflict arises? Is it possible to have a team performance evaluation?

Technology projects share a common thread. That thread is the relationship between effective requirements management processes and project success. Project managers need to develop a disciplined approach coupled with effective tools and techniques in order to enhance their development efforts. This three-day course walks participants through the entire life cycle of requirements management. Designed for project managers with some experience, participants will gain an understanding of the strategies, skills, and tools that lend themselves to effectively managing technology requirements. Through the use of a sophisticated case study and individual exercises, participants will gain practical experience leading to higher levels of customer satisfaction and a more efficient requirements management process.

The triple constraint of project management-time, cost, and technical performance-is the focus of this intensive, three-day course. Using complex case studies, hands-on exercises and problem analysis, participants will prepare the most important elements of the IT project plan-the project work breakdown structure, Gantt chart and critical path network, bottom-up project budget, and resource responsibility matrix-and simulate briefing the plan to management and the customer in establishing the baseline. Participants will be exposed to several estimating and scheduling approaches. During the controlling component, participants will learn how to apply best practices in schedule management, cost management, and earned value analysis. A comprehensive tool kit of templates, checklists, and process guidelines is included in the course materials

Risk management has become increasingly more visible and essential as an integrated component of an effective project management plan. In the IT world, the challenges of risk management are heightened because of the dynamic nature of technology projects. This three-day course focuses on developing a project-wide perspective of managing technology project risks whether they are software, hardware, or product development projects. Participants will gain an understanding of the importance of preparing for an effective risk assessment and how that sets up a sound risk management plan. The course covers the risk management process from identifying, qualifying, and quantifying, to exploring risk response development and control. Through the use of lectures, exercises, a sophisticated case study, and classroom discussion, participants will gain both practical knowledge that can be applied to current projects and basic knowledge that will aid in preparation for the PMP® certification examination.

Influencing and motivating others without formal organizational authority is one of the project manager's biggest leadership challenges. Leadership in a Project Environment provides project managers with the initial step in a life-long process of developing leadership competency. This three-day course focuses on identifying the necessary "soft" competencies required of successful project managers. Participants use self-assessment instruments to identify their preferences for communication, motivation, conflict management, and decision making. From this information, participants can develop a personal leadership development program. The use of simulations and exercises enables participants to recognize how their preferences influence those around them.

How should you track the performance of your project portfolio? What does senior management need to know for effective decision-making, and what's the best way to present that information to them? What can you do to make sure you recognize troubled projects before they become failed projects? How can you insure that you are optimizing your use of human resources? In this half day workshop, you will be introduced to the concepts that will provide you the know-how to strategically manage a balanced portfolio of projects for superior organizational performance. In managing and controlling your project portfolio, decisions involve a re-verification of your projects' critical success factors — including resource availability and the continued validity of the business case — with the business sponsors. In addition, shifting business, technology, and market conditions can rearrange project priorities. Those decisions also require a re-alignment of the project portfolio, which may or may not affect other projects in the portfolio. In this workshop you'll learn the project portfolio man

Systems and process integration projects are becoming the norm rather than the exception. Integration projects, however, are the most difficult and laden with traps to snag the unwary project manager. Participants will learn tips and processes that come from years of experience that will prepare them to avoid the failures that plague integration projects. Techniques taught in the course are reinforced with thorough "real-life" case studies and a hands-on exercise that is weaved throughout the whole course.

Technology projects come in a variety of forms, from product development, to software development, and integration management. Along with the need to use a specific development approach, there is also the need to apply the discipline of project management. This three-day course is intended to provide a broad overview of the concepts and practices used to effectively manage technology projects in today's fast-paced IT environment. It covers the basic concepts of the five project management processes, and integrates them with the prototypical development life cycle. Participants will gain an understanding of how the project management processes are used during the phases of a project to produce a plan that will deliver an IT project on time, within budget, and within scope. Through the use of case studies, practical exercises, class discussions, and lectures, participants will have the opportunity to directly apply these best practices

In this interactive workshop participants will learn how to develop a scorecard to track on-going project management performance as well as the business impact of project management to their organization. Participants will learn the basics in setting up a measurement program designed to help improve project management performance as well as justify the organization's continued investment in project management. This one-day workshop offers a comprehensive introduction to measurement. Participants will learn how to assess what's performing well and what needs improvement to build a business case for project management improvement initiatives. Become proactive in implementing measurement strategies aimed at improving your organization's project management performance.

Change management is not just a communication or awareness plan. Change management is a comprehensive effort to lead your organization through transformation. Most importantly, the transformation effort must be actively led and managed. In this one-day workshop, you'll be introduced to concepts and techniques to help you effectively prepare your organization for the successful acceptance of cultural change that comes with major project implementations. This workshop will highlight the key barriers to implementing effective project management change in your organization and solutions for overcoming those barriers. You'll learn how to assess your organization's readiness to accept change, including how change is understood and whether management is positioned to led the transition. You'll also learn how to develop an effective change management action plan that includes creating a vision of the future as well as a path for transitioning to that future.

In today's project environment, project managers are challenged to meet the demands of both the customer and their own organization in delivering projects on time, within budget and within scope. To help the project manager succeed in achieving their objectives, it is essential that all members of his/her team become aware of and use sound project management practices. This course is designed to provide project team members with the rudimentary knowledge and skills that will enable them to support the planning, implementation, and monitoring requirements of the project manager. It is intended to give team members an appreciation of the types and quantity of data that project managers require in order to keep a project within the confines of the triple constraints.

This course is for anyone preparing to sit for the PMI® Project Management Professional (PMP®) exam. PMP Exam Review will cover each of the nine knowledge areas, plus the Professional Responsibility process area, and the five process groups covered in the PMBOK® Guide 3rd Edition. Through lectures, practice exams, and practical exercises, participants will focus on key concepts, terms, and principles necessary for successfully passing the PMP exam. In addition, participants will become familiar with the format and makeup of the exam.

Communication management is one of the essential functions that can dramatically affect the outcome of a project. Project managers must create and effectively use a communication plan that performs two principle functions: collect the right data and disseminate appropriate information in a timely manner. To do this effectively, project teams are under an obligation to identify the appropriate audiences, develop appropriate communication media, establish a communication schedule, and manage the flow of information in and out of the project team. This two-day course focuses on the tools and techniques that project teams can use to build an effective communication plan. Participants will have the opportunity to experience how to conduct an effective stakeholder assessment, identify audiences of the project, design and implement a communication strategy, and prepare more effective project reports for their stakeholders.

The triple constraints of project management – scope, time, and cost – are the focus of this intensive, three-day course. Mastering the art of planning is a key to controlling these constraints. Using facilitated discussion, complex case studies, hands-on exercises, and problem analysis, this course emphasizes the key elements of the project plan – the project work breakdown structure (WBS), project cost estimates and budgets, project schedules, and resource assignment tools. Participants will learn valuable techniques to set plan expectations with key stakeholders, kick off the execution work, monitor and track project performance (using Earned Value Management practices), and close out the project. At the end of the course, participants will simulate briefing the plan to management and the customer to practice building a credible plan that establishes an accurate project baseline.

PM College can easily custom design and deliver 2 hour web casts on any number of Project Management Topics or tasks. This format can be used by Agency PM teams to address a current project issue or roadblock. Contact us with your issues and we can design a workshop or series of workshops to help your teams toward the path of success.

The foundation of what every project manager needs to know in order to successfully manage projects is presented in this three-day course. PM Essentials covers the basic concepts of the five fundamental project management processes, defining requirements, schedules, risk management, and change control. Participants gain an understanding of how the project management processes are used during each phase of a project to build a better, more effective project plan. Through the use of short case studies, practical exercises, class discussions, and lectures, participants have the opportunity to apply these best practices in a non-threatening classroom environment.

There's a noticeable trend among top organizations – they are moving toward a project-oriented approach to managing their businesses. This one day course is designed specifically for senior-level managers and executives that want to understand and appreciate the value project management can bring in helping to execute business strategies. Participants will obtain a more comprehensive perspective of the art of managing projects, the advantages and demands of implementing a project management culture, and the benefits of advancing organizational project management maturity. In addition, participants will see a demonstration of how best practices in project management can add consistency to the process of delivering quality products and solutions to customers on time, within budget, and ahead of the competition.

In today's project environment, project managers are challenged to meet the demands of both the customer and their own organization in delivering projects on time, within budget and within scope. This responsibility can't rest with the project manager alone. In order to achieve these objectives, all members of the project team must become aware of and use sound project management practices. This two-day course provides project team members with the basic knowledge and skills that will enable them to support the planning, implementation, and monitoring requirements of the project manager. It is intended to give team members an appreciation of the types and quantity of data that project managers require in order to keep a project within the confines of the triple constraints

PM Practicum is the capstone course for completion of the Master's Certificate in Project Management from PM College and The Heinz School of Carnegie Mellon University. This four-day course takes participants on a journey through the entire life cycle of a project using the initiating, planning, executing, controlling, and closeout phases of project management. Participants are given a sophisticated case study, which requires them to employ the knowledge gained from the previous courses within the certificate program. The case will take participants through the team-building process, analysis and development of project tools and documents, implementation of their plans, and closeout of the project. Participants will experience the thrill and frustration of meeting deliverables with tight timelines, dealing with group development issues, managing conflict, and meeting customer expectations. Participants are strongly encouraged to complete all of the previous required Master's certificate courses prior to enrolling in this course.

Setting the right direction for a project from the start is crucial to accomplish its desired outcomes successfully. This workshop is designed for project managers that need to get a jumpstart on a current project. It focuses on the Project Charter and creating an initial scope statement to allow participants to actually complete some of the initial planning for their project by the end of the workshop.

The consequences of failed projects can be grim. Lost business, lost jobs, and lost opportunity. To put it in perspective, consider this: In just a 12-month period, organizations that average closing \$65 million worth of projects will see \$30 million of those projects at risk of failing, according to findings from the Center for Business Practices. That means that nearly half of an organization's projects are at risk at any given time, no matter the size of the organization. With so much at stake, early detection and action is key to avoiding the substantial losses associated with troubled projects and project failures. In this one-day workshop you will be introduced to a comprehensive review and recovery process that helps you identify troubled projects and take corrective action early in the project lifecycle to avoid costly losses and failure. You'll learn how to identify true root causes of troubled projects through a formal assessment to focus recovery efforts in the right areas. You'll also learn how to develop a recovery plan that identifies the critical objectives that must be satisfied to complete the project.

Risk management has become increasingly more visible as an integrated component of an effective project management plan. In this three-day course, participants learn to identify, analyze, prioritize and mitigate project risks. The course also explores risk response control. Based on experiential learning, participants practice risk management techniques by applying them to problems raised in a sophisticated case study. Through the use of lectures, exercises, a case study, and classroom discussion, participants gain both practical knowledge that can be applied to current projects and basic knowledge that will aid in preparation for the PMP® certification examination.

This course is designed for experienced project managers who are responsible for recovering out of control projects. Learn techniques to recover existing projects and to understand the early warning indicators that a project is heading in the wrong direction. Participants will team together to apply techniques learned from the lectures.

The student will review communication in the workplace, using problem solving techniques, participating in groups, following and giving directions, communication with supervisors, presenting your point of view, and communicating to solve interpersonal conflict.

The participant will learn what it takes to set the environment for facilitating groups, develop an outline, focusing on an objective, utilizing the brainstorming tool, group chemistry identification, contingency planning, developing the objective, process and tools listing plan and what controls to use in the session to maintain group focus.

Total quality environment: Emphasis on applying the scientific method of problem solving using such examples as role playing and exercises to make meaningful quality improvements.

<p>This course will provide understanding of basic project management tools and techniques to ensure a successful project. The course will provide instruction in the following areas: project management leadership skills; specific project planning tools; project strategies for different types of organizational structures, and how to effectively measure project success.</p>
<p>The student will review application of skills to analyze audiences and construct written correspondence using technical terminology and format. The student will review technical writing, preparing reports, instructions, memos and other communication for business and industry as they relate to established criteria by various governing and licensing boards.</p>
<p>The attendee will develop an awareness of signs and symptoms of customers who call for services develop a competency in identifying specific issues for crisis in mental health and substance abuse - identify signs and symptoms of substance abuse and mental health problems - review ways to de-escalate crisis situations - identify customer needs.</p>
<p>This workshop will provide the participants methods and create ideas on how to coach employees for personal and organizational success. The key area is to provide the right learning environment for employee development, which is integral to the success of the organization in order to maintain competitive advantage in today's fast paced work environment.</p>
<p>Review of the benefits and dangers of conflict in each area of the ones life to include intra personal, interpersonal and vocational interaction. Emphasis will be on the communication and negotiation skills necessary for successful conflict resolution.</p>
<p>This course will help the participant understand the importance of effective communication in the work setting and how to develop strong verbal and written skills.</p>

This presentation will explore the various trends currently in use in the drug sub-culture. The concept of addiction as a disease will be discussed as well as its causes and long term effects. Participants will explore their own feelings relative to drug and alcohol use and addiction.

The attendee will develop insights to help kids mature and become responsible for their feelings, thoughts, and actions. They will learn how to get their clients to develop trust, drop unhealthy defenses and overcome isolation. They will also learn how to resolve conflicts and to interact caringly and productively.

Participants will explore their own feelings relative to drug and alcohol use and addiction. The attendee will study the physical, cognitive, emotional and social development throughout the life cycle. Developmental tasks pertaining to stage development, from infancy through late adulthood.

The student will learn to intervene with the chemical dependent client to halt the progress of the disease and move that person towards treatment and recovery.

The attendee will develop and understanding of the common etiology of criminality and substance-related disorders. Emphasis will be placed on the types of personality diagnosis of the criminal offender, primarily the cluster B personality types and their relationship with substance-related disorders and vice-versa. An overview of the effectiveness of addiction counseling for the treatment of criminality and substance-related disorders will also be discussed.

This course will examine developmental aspects of addictive behavior both from the perspective of the individual's upbringing and when the chemical abuse started. Its impact on case formulation and ultimately on the counseling approach will be discussed and evaluated.

This course is designed to help counselors focus on how they handle minor factors that actually make the difference between success and failure in a therapy relationship. Individuals completing this course should be able to identify basic issues requiring counselor awareness and have a solid behavioral method to deal with each.

This course explains why alcoholism is a primary disease, discusses its progression, and points out the need for early intervention and treatment applications.

The student will review the family systems theory - develop and understanding of specific issues and systems relating to co-dependency and addiction - review effective therapeutic intervention techniques - analyze family Genograms, Family rules and roles and appraise and review the Affected Family Member Syndrome.

This workshop will provide participants with a working knowledge of cognitive psychology while demonstrating the effectiveness of combining this approach with traditional drug and alcohol treatment. The participants will learn the use of cognitive restructuring in applicable reality based skills and tools to aid both the clinician and client in the treatment process.

This program will help the participants learn how to identify Borderline Personality Organization from Borderline Personality Disorders. Reviewing historical overviews, definitions and framework; substance abuse; mental illness; treatment of co-occurring disorders.

The attendee will develop an understanding of co-dependence directly with accepted psychiatric/psychological concepts and language. They will review diagnostic criteria and review ways of treating co-dependence.

<p>The student will develop of an understanding between</p>
<p>Upon completion of this program the attendee will review the definition and considerations of a mental disorder and bio-psycho-social considerations - review the Diagnostic & Statistical Manual of Mental Disorders, its advantages and the risk of diagnosis and classification. The attendee will also review risk assessment, multi-axial assessment and Axis I Disorders most commonly co-occurring with Substance Disorders and Axis II Disorders.</p>
<p>The attendee will discuss the overview of dual disorders - describe dual disorder recovery counseling - be able to discuss the application of DDRC to individual and group treatments and identify the impact of dual disorders on family and ways to help the family.</p>
<p>The program will identify the impact of dual disorders on the family and children - identify family issues in recovery from the addicted or dual disordered member's perspective - identify ways in which the family can support the addicted or dual disordered member - describe clinical strategies for helping families and children.</p>
<p>Describe the major components of DDRC - identify the phases of treatment for DDRC - describe clinical interventions that can be used in individual DDRC sessions - describe a format for conducting structured DDRC groups that can be used in inpatient, partial hospital, intensive outpatient, or outpatient programs.</p>
<p>The attendee will review the evaluation and treatment process of ACOAs. They will review the theoretical framework for understanding ACOA characteristics and problems and discuss specific guidelines for initial interview and clinical evaluations.</p>

<p>This course will identify barriers to developing group programming for clients with addiction or dual disorders - review types and formats of group treatments for addiction or dual disorders - identify goals of group treatment and strategies to resolve problems with the group process - identify clinical interventions of the group process - review experiential strategies or "action techniques" that can be integrated into group sessions to facilitate participant self-disclosure and involvement in groups.</p>
<p>This workshop will define adherence and identify ways in which adherence problems show in clinical practice - identify factors affecting efforts of poor adherence on patient, family and caregiver - describe counseling strategies for improving adherence.</p>
<p>Discussion will center on counselor and client differences in goals when it comes to the treatment of chemical dependency. The struggle to find agreement while in treatment is so consuming that when it comes time for discharge aftercare plans. The program will show participants how the use of long-term goals can facilitate the achievement of short-term goals to obtain treatment goals.</p>
<p>The attendee will be introduced to a short introduction about how methadone started - historical and current perspectives of methadone maintenance therapy - review basic pharmacology of methadone - uses as either a pain medication or in MMT - implications of MMT with regard to theories of narcotic addiction - understanding opiate receptors pharmacotherapeutics and endorphins.</p>
<p>This program will examine the controversy over the dangers of Methamphetamines. The course will explore the negative consequences of illegal methamphetamine use including psychosis, addiction, and increased levels of street crime and violence. Physiological effects and stages of methamphetamine use will be discussed - various approaches to treatment, including prevention, recognition, Cognitive-Behavioral, Contingency Management and the Matrix Model are reviewed.</p>
<p>This program will address the effective approach to helping clients overcome the ambivalence that keeps them from making necessary changes. This program challenges many of the preconceptions about how substance abuse counseling must proceed, and substitutes the full engagement of the client as partner in treatment.</p>

The objectives of this course is to recommend criteria for client assessment and placement - recommend a list of acceptable assessment and placement instruments for statewide use - recommend standards and guidelines that could be used in monitoring drug and alcohol managed care plans - recommend draft review criteria and procedures that could be used in analyzing, reviewing and recommending the use of additional placement and assessment instruments.

The class is designed to present the major issues experienced by a parent in addiction. The impact that this has on children will also be presented. Strategies for maximizing strong, recovery-based parenting skills will be demonstrated and practiced.

Upon the completion of this program the attendee will be able to explain the medical model of the most common mental disorders and state how that model relates to modern psychotropic medication therapy in persons who also have substance abuse and or dependence diagnoses - describe the major clinical differentiation between dual-diagnosis situations and single-diagnosis presentations - discuss some of the latest approaches deploying the use of medications in dual-diagnosis situations.

Discussion will center on the features and public health impact of pain and addiction - become familiar with key factors that should be considered when controlled substances are dispensed - become aware of barriers to optional pain management, particularly with regard to addictions - discuss misconceptions surrounding pain management, particularly with regard to addictions.

The student will be able to explain the medical model of most common mental disorders and state how that model relates to modern psychotropic medication therapy - describe the major categories/symptoms associated with common anxiety disorders, psychosis and mood disorders - discuss the latest approaches deploying the use of psychotropic medications.

This program will introduce the counselor who work with families and children to different activities that the entire family can do together to heal from the effects of addiction. This workshop will also help the professional identify the Attention Deficit Disorder and Attention Deficit Hyperactive Disorder children and introduces the parents to skills to help manage their disruptive children.

The course will identify rates of relapse among individuals with substance use and psychiatric disorders based on findings from outcome studies - define lapse and relapse (substance use disorders) and relapse and recurrence (psychiatric disorders) - identify factors contributing to relapse and recurrence - identify the impact of relapse and recurrence on clients and families - describe models of relapse prevention that can be adapted to various clinical settings.

The course looks at the signs, triggers of relapse and ways to identify danger signs and how to help the client identify self-destructive thoughts and avoid them and maintain sobriety.

Upon the conclusion of this program, the attending participants will be able to define and understand the relevance of drug metabolism, absorption, route of administration, excretion, set & settings, and dosage. A basic primer on pharmacokinetics, the disease concept of alcoholism & THIQ theories, stages of drug alcohol use vs. disease progression, and home detoxification will also be introduced.

The attendee will develop a better understanding of parenting tasks - look at how early parental deprivation and neglect affect one's ability to attach and parent - discuss issues related to recovering woman and the economic hardships, educational deficits, dependency on someone to make her acceptable - in the recovering man, the issues of inadequate parenting skills, lack of role models or a healthy relationship with his parents may be a cause for concern will be reviewed.

This course is designed to help the counselors identify/familiarize themselves with various screening instruments used in alcoholism treatment among the elderly. Discussion regarding age-specific treatment issues, distinguishing the differences between delirium and dementia and other major treatment concerns dealing with the elderly will be the focus of this course.

The attendee will develop an awareness of signs and symptoms of customers who call for services, develop a competency in identifying specific issues for crisis in mental health and substance abuse and mental health problems - review ways to de-escalate crisis situations - identify customer needs.

<p>This presentation, based on the National health Standards for CDC, will inform the professional and the consumer of signs, symptoms and risk factors for HIV and Hepatitis C.</p>
<p>Upon completion of the program the attendee will be able to describe anti-social behaviors - be able to identify the anti-social behaviors of the drug and alcohol clients - and review treatment strategies for the anti-social D&A client.</p>
<p>The participant will review the features, dangers, and public health impact of heroin use/addiction - become familiar with key social/behavioral factors that should be considered with regard to heroin abuse/addiction - become aware of barriers to treatment management, particularly with to addictions.</p>
<p>Develop greater understanding and awareness of what issues arise in a divorcing family - understand the differences between the parenting role and the love partner role - learn ways to assist divorced and dissolved couples in establishing a blended family while maintaining sobriety.</p>
<p>The participant will be able to identify at least three models of treatment from NIAA studies - identify at least three models of treatment from NIDA studies - describe the major components of the Individual Drug Counseling model - describe the major components of the Group Drug Counseling model - describe at least ten clinical interventions that can be used as part of IDC and/or GDC.</p>
<p>Upon the completion of this program the attendees will be able to identify the relationships between chronic mental illness and substance use disorders - identify the prevalence of substance use disorders among clients with major mental disorders - identify common clinical problems and challenges of clients with chronic mental illness and substance use disorders - describe recovery skills that the clinician can teach dual disordered clients - describe Pharmacotherapeutic strategies for chronic mental illness combined with substance use disorders.</p>

The attendee will be able to identify the prevalence of substance use disorders among clients with antisocial and borderline personalities - identify the relationships between personality and substance use disorders - describe common problems among substance abusers with borderline or antisocial personality disorders - describe clinical strategies in the treatment of these dual disorders.

The training will introduce the basic elements and techniques of Motivational Interviewing to participants so that they will have a working definition of it. These elements and techniques include, how change occurs, active listening, how to recognize and identify resistance and change talk, providing feedback and clarifying goals.

The participants will be able to understand assessment and level of care determination of the adolescent client - identify and understand the eleven stages of the life span and life stages - identify and stand what's new in the second edition-revised PPC-2R ASAM manual and identify and understand expansion of the levels of care to include several sublevels, reflecting gradations of intensity along the continuum of care.

The participants will be able to understand assessment and level of care determination of the adult client - identify and understand the eleven stages of the life span and life stages - identify and stand what's new in the second edition-revised PPC-2R ASAM manual and identify and understand expansion of the levels of care to include several sublevels, reflecting gradations of intensity along the continuum of care.

This workshop will provide participants with enhanced skills for providing gender competed drug and alcohol services to diverse client population. The participant will learn to integrate effective counseling techniques and critical gender issues.

The course will review the epidemic, history of the disease - the virus and the impact on the immune system, modes of transmission, risk factors and relative level of risk. Discussion will also center on the disease - prevention - HIV antibody - the confidentiality of HIV - Related Information Act (Act 148).

The attendee will review the Suicide Status Form and the Organ of CAMS - early identification of suicide risk - CAMS risk assessment: the collaborate use of the suicide status form - review of the Suicide Status Form and the origin of CAMS - treatment planning - outpatient treatment plan - assessment/treatment plan updates - suicide outcomes.

The course goals are set to review the clinical features of post-traumatic Stress Disorders - review cognitive and behavioral features of PTSD - discuss treatment methods and protocols - developing a case formulation and treatment plan - considerations and approaches to interventions and review of situational exposure and relapse prevention.

problem solving techniques, participating in groups, following and giving directions, communication with supervisors, presenting your point of view, and communicating to solve interpersonal conflict.

This program is to provide the participant information and tools to develop their organization's strategic planning process.

The student will explore the potential for violence in relationships - identify skills for managing anger in potential violent situations - develop alternative strategies for dealing with angry feelings - identify stressful conflict situations.

This course focuses on correcting problem behavior in the workplace. The participant will gain insight into preventing the need for corrective action, investigating allegations, and skills required to solve employee behavior problems.

The attendee will analyze time use patterns - distinguish A priorities from B and C task - Learn and begin to practice the important time management skills - identify difficult spots on the job - use positive problems solving to explore solutions.

Participants will learn to recognize warning signs and will learn prevention techniques. Investigating techniques, a sample policy and what to do in the event a violent incident occurs in the workplace are included in this session.

This course provides an overview of all the forms of harassment, including sexual harassment, in the workplace. Information is presented to assist participants in identifying and dealing with harassment.

Utilizing proven strategies to build an organizational structure for delivering comprehensive prevention services in the community

Training staff for Single County Authorities and Prevention providers in developing agency goals and objectives that are measurable and can be evaluated through the Performance Based Prevention Web-based System

Educating Single County Authorities and Prevention Providers in correctly documenting service and population codes pertaining for services rendered

<p>An Elementary course for new staff coming into field of drug and alcohol prevention</p>
<p>A training that utilizes specific research-based strategies and practices that have proven to reduce substance abuse among targeted populations.</p>
<p>The training offers Single County Authorities and Prevention Providers an understanding of Evidence-based program fidelity and guidelines for adaptation</p>
<p>The training provides strategies to determine audience needs and how to accurately develop targeted messages, materials and evaluation tools that focus on the role of effectively communication substance abuse prevention within the community</p>
<p>A Comprehensive 3-day training applying all sectors of prevention research, planning and program practices that have the greatest impact in reducing substance abuse among targeted populations</p>
<p>Planting and executing effective strategies to sustain coalitions beyond federal and state initial seed funding streams</p>

Training of Single County Authorities and Prevention Providers in using the WEB-based Performance based System for entering and evaluating prevention program data.
This course outlines & applies the 5 steps in the Strategic Prevention Framework as recommended and expected by SAMHSA
Teaches HIV counselors the basics of HIV antibody testing and how to prepare clients for testing and results
Teaches HIV counselors the basics of HIV antibody testing and how to prepare clients for testing and results
Explore the challenging issues faced by both the client dying from HIV disease and the counselor supporting them through this process of grief and loss
Mandatory testing, needle exchange, HIV and Law

History of female drug abuse, HIV connection, social concerns
Increase providers ability to supports clients/patients in making behavioral changes to reduce their risk of acquiring or transmitting HIV
Explore the link between HIV disease and substance abuse, epidemiology and prevention opportunities
HIV/AIDS Epidemiology, Basic Facts, Current Trends and Testing
HIV/AIDS Epidemiology. Basic Facts, Current Trends, with a specific emphases on African Americans
The connections (similarities & differences) between epidemiology, transmission. Treatment, diagnosis and symptoms.

Epidemiology, Transmission, Treatment, Diagnosis, Symptoms
Sexual Functioning, STDS, Sexual History Taking, Resources and Referral
Explore sexual orientation, common definitions, the coming out process and the impact of HIV/AIDS on the LGBT community
Addresses the counselor's knowledge, attitudes and skills that will support effective treatment planning for substance abuse clients with HIV disease.
Explore the spectrum of risk reduction options and the counseling skill needed to be effective in engaging clients to reduce risk behavior.
Epidemiology, Transmission, Diagnosis, Symptoms, Treatment

Epidemiology, Transmission, Diagnosis, Symptoms, Treatment
Addictive process, treatment options, types of drugs, effect, policy and education.
Define and explore the role of Harm Reduction in HIV prevention and substance abuse
5-day training for trainer in Response Crisis Intervention Model with 2 days of mentoring.
Review of the Response Model. Learn a new lesson plan to augment and build upon existing crisis prevention program on-site.
This course helps participants appreciate the constant known as change. Participants assess their readiness for change and learn how to overcome any challenges or obstacles they may have regarding change so that they can help others recover, rebound, and excel.

This course uses a step-by-step proven formula to show participants how to write specific, measurable, achievable, realistic and timely goals along with effective action plans. Course is highly interactive.

This course teaches strategies to reduce the number of time wasting interruptions in any given day as well as tips to minimize the time spent dealing with interruptions. Another time saving linchpin of time management is effective delegation. Delegation is often confused with work assignments. This course teaches participants the true meaning of delegation and how to delegate effectively. Participants learn the 4 steps to effective delegation to free their time to focus on what is most important to them and their organization while empowering others. Course is highly interactive.

This course is designed to help supervisors (and anyone responsible for performance evaluations) motivate their staff to perform to the best of their abilities. Participants learn essential skills and techniques to improve workplace performance using a 6-step performance management system that is positive, performance-based and ongoing.

This course is designed to help ineffective managers of time become more effective and to help already effective time managers increase their skill set. This workshop helps participants turn their ordinary calendar into a powerful planning tool by guiding them through the 4 steps of effective time management. Participants learn practical strategies for planning, organizing, prioritizing, and scheduling activities to achieve their goals. They learn how to gain more control over their time, tasks, and priorities and how to balance the demands on their time while accomplishing what they truly value. Course is highly interactive.

This course is designed to help participants improve their communication skills to build stronger and successful cross-functional organizational relationships. Participants learn about the communication cycle and how to convey their thoughts clearly and effectively so they can be understood. Participants learn strategies for building listening effectiveness to enhance their overall communication accuracy. This highly interactive course offers tools and strategies for delivering and receiving constructive feedback, sending effective messages (both verbal and written), uncovering nonverbal messages, using the environment to enhance a message, and managing conflict.

Difficult people are everywhere. Some are aggressive and confrontational. Some are explosive and complaining. Some are know-it-alls. This workshop helps participants learn strategies and techniques to deal effectively with difficult people on and off the job. Participants learn how to use and then practice a practical conflict resolution formula. Course is highly interactive.

This program is designed to help participants, regardless of position, to make effective presentations. Participants learn what they need to know before they stand up and deliver their message. They learn how to structure a presentation correctly to capture the attention of their audience from the opening to the conclusion (and everything in between). Participants understand how to overcome any fears they may have and how to use "body talk" to enhance their message. Participants practice making presentations. Course is highly interactive.

This course is designed to teach participants how to become "meeting masters" regardless of their position. Productive meetings are critical to any organization. Both conveners and contributors need to know what it takes to make each meeting as productive as possible. From pre-planning preparations, to meeting agenda, to overcoming personality challenges, this interactive workshop gives the step-by-step tools needed to ensure all meetings are time efficient, results-focused, and effective.

This course is designed to help leadership and designees answer the questions: Where are we now? Where do we want to be in the future? And how can we get there? Participants are provided an overview of the strategic planning process and learn how to design and conduct a strategic planning meeting. Emphasis is placed on the 3 phases of strategic planning and the typical activities and processes that should occur during each phase to have a successful initiative.

<p>This course is designed to help participants gain the knowledge and skills needed to build a champion team. Participants examine the 4 stages of team development and learn the importance of sharing a common focus and vision in order to be successful. During the sessions participants evaluate their skill set, identify their strengths and areas that can be improved, and establish action plans to achieve goals. Course is highly interactive.</p>
<p>This program is designed to help men and women bridge the communication gap between the sexes by building an awareness and understanding of gender communication differences. Participants learn how men and women are culturally trained to communicate differently and how to recognize the differences play out in the workplace. Course is highly interactive.</p>
<p>This course is designed to give participants, regardless of position and title, step-by-step customer service strategies that will build both internal and external positive customer relations. Whether a participant is new to the workforce or an old pro they will benefit from the hands on practical ideas, skills, and techniques this workshop has to offer. Course is highly interactive.</p>
<p>A series of six (6) trainings for communities addressing substance abuse. Utilizing the CTC community mobilization process.</p>
<p>Basic prevention strategies systems, and theory.</p>
<p>CAPT approved. Basic training for those practicing as Prevention Specialists.</p>

<p>Attendees will learn about ethical dilemmas in business and develop a decision making process.</p>
<p>Attendees will learn how to understand the impact of cultural differences in the workplace.</p>
<p>Students will become familiar with information management, managing incoming and outgoing information, time management, organizing time, coordinating time with others, team time management.</p>
<p>Students will learn the practical skills they need to be an effective leader in their organization.</p>
<p>Students will examine guidelines and strategies for making effective hiring decisions. This can reduce or even eliminate significant turnover and allow your company to focus instead on achieving production goals.</p>

<ul style="list-style-type: none">A. Job DescriptionsB. Advertising the jobC. Hiring processD. Probationary periodE. Performance appraisalsF. Formal disciplineG. Termination
<ul style="list-style-type: none">A. Receiving program fundsB. Program contactC. AuditingD. Fiscal reportingE. Special rules for particular budget expendituresF. Programmatic reporting requirementsG. General grant requirementsH. Grant continuationI. Closeout proceduresJ. Fiscal rulesK. Eligibility records
<ul style="list-style-type: none">A. Preparing to write grantsB. To write grant or not to write a grantC. Grant writing stepsD. The search for grantsE. Cooperation in grant writingF. Visiting a representative of the funding sourceG. Sections of a grant application
<ul style="list-style-type: none">A. Types of coalition projectsB. ProblemsC. Solutions to coalition building problems
<ul style="list-style-type: none">A. Forming the planning committeeB. Deciding who should write the planC. Elements of the planD. After adopting the plan
<ul style="list-style-type: none">A. General supervisory dutiesB. Dealing with difficult employeesC. Assigning and completing projectsD. The "team" model of supervision

Course systems process for successfully submitting a grant application. All the key components are concern with emphasis on the grant writing team and Philadelphia Foundation.

Course systems process for successfully submitting a grant application. All the key components are concern with emphasis on the grant writing team and Philadelphia Foundation.

Teaches the importance of maintaining fidelity to the original intent of the author and how to effectively introduce adaptation when and where needed.

Teaches the importance of maintaining fidelity to the original intent of the author and how to effectively introduce adaptation when and where needed.

Explains evidence that such bias exists, how it affects behavior and gives techniques for dealing with the problem.

Covers harassment law as well as common sources of harassing behavior with practical techniques for addressing same.

Covers essentials of EEO law for supervisors: Sources of bias, responsibilities of supervisors, how to receive a complaint or aid in accommodation of an employee because of religion or ADA.

Exercise services included a full range of exercises for implementation of NIMS, ICS and Regional Concepts of Operations: workshops, tabletop exercises, functional exercises, drills and full scale exercises.

Introduction to Incident Command System

National Incident Management System (NIMS) - What Do I Do?

Developing an Incident Command System (NIMS ICS)

Integrating the National Incident Management System into Local ICS

Law Enforcement Incident Command System (LEICS)

Hospital Emergency Incident Command System (HEICS)

NIMS and ICS - Where Do We Go From Here?

Integrating National Incident Management System (NIMS) and Incident Command Management (ICS) into Corporate and Facilities Emergency Response Plans
National Incident Management System and Incident Command (NIMS/ICS) for Facility Fire Marshals and Fire Wardens
National Incident Management System (NIMS) and Incident Command (NIMS/ICS) for Corporate, Business, and Industrial Facilities
NIMS Incident Command System (NIMS ICS) - Emergency Operations Center
NIMS Incident Command System (NIMS ICS) - Public Works

Basic Incident Command System

Intermediate Incident Command System

Advanced Incident Command System

Incident Command System Summary for Executives

NIMS Multi-Agency Coordination System - Concepts and Principles

NIMS Public Information System - Concepts and Principles

NS 405 - NIMS Preparedness - Concepts and Principles

NIMS Resource Management - Concepts and Principles

NIMS Communications and Information Management - Concepts and Principles

National Incident Management System (NIMS), An Introduction

National Response Plan (NRP), An Introduction

Exercises and training to ensure that Commonwealth Agencies, community partnerships and affiliated organization personnel are well trained in emergency preparedness and to anticipate and address current and future health and safety issues and events. Challenges such as medical emergencies, SARS, TB, pandemic influenza, and other infectious/contagious conditions would be addressed. Examples of training events and exercises include Strategic National Stockpile Points-of-Distribution exercises, Community-Based Preventative Measures Pandemic Planning Tabletop Exercises, Hospital Surge Capacity Full Scale Exercises, Medical Response System Multi-Jurisdictional Functional Exercises.

Customer Focus

Customer Focus

Internal Consulting Skills / Team Leadership

Managerial Communication Process
Human Behavior and Development and Interpersonal Communication Concepts
Prioritization and Effective Organization Skills.
Team Building
Communication Process / Dealing with Difficult People
Supervisory Skills Development

Stress Management

A foundation course for working in the substance abuse treatment field. Course provides information needed to comply with the applicable federal and state laws and regulations pertaining to the confidentiality of treatment records.

This is a basic course in understanding the fundamentals of addiction. The curriculum includes and overview of models used to understand addiction with a focus on the disease model; an overview of commonly abused drugs; how to assess for substance abuse and dependence; DSM diagnosis of substance abuse and dependence; an overview of levels of care in PA and brief introduction to the PCPC; and how families are impacted by substance abuse/dependence.

A course designed to introduce and teach the use of the ASAM for adolescents.

This 5 day course assists participants in understanding and implementing the skills necessary to function as a clinical supervisor in a licensed substance abuse treatment program. The training explores the scope of the clinical supervisor's responsibilities, the need to directly observe supervisee performance, methods to establish development plans for staff, and specific skills in supervising groups and individual therapy. The course is based on David Powell's Blended Model of supervision.

An introductory course for both new preventionists and those interested in learning more about prevention systems and science.

This 1 day course will provide school and community leaders with an up-to-date understanding of the Commonwealth's Student Assistance Program model and its effective implementation to assist at-risk students in our schools.

A course to introduce or review SAMHSA's Strategic Prevention Framework (SPF) and its five steps, with specific attention to the five concepts that drive the SPF process.

This program has several modules and can be sequenced to accommodate multiple days of training. Our 5 day program is composed of 2-2 1/2 day sessions with time between each session for application and development. State-based video case studies are used to develop leadership competencies in communication, work unit planning, employee development, teamwork change management, building commitment and motivation in a state work setting and in building individual development plans. Our on-line Leadership Practices survey provides feedback to each emerging leader on the following areas: Vision, Enrollment, Alignment, Empowerment, Motivation and Leader Behaviors. Separate modules can be purchased.

These assessment instruments are optional additions to various courses, as noted in the course outlines. Each of the surveys can be used both to provide individual feedback to each course participant and, if desired, the results of all participants can be aggregated to provide an organizational assessment. Participants receive a packet of survey instruments to distribute in advance of the program to, depending on the survey, their direct reports, colleagues, project team members and/or customers. Survey respondents complete the instrument anonymously, recording the program participant's name but not their own. Each participant receives a composite report of the responses at the program, along with guidance in interpretation and action planning.

The success of today's organization depends on unleashing and maximizing the talents of its workforce. This unique program explores ways managers can improve commitment and build empowerment in government work units. Participants identify practices that promote employee commitment and involvement and analyze factors that influence an employee's willingness and ability to take initiative. Tools to improve teamwork and customer service are applied to every day situations.

This program is designed specifically to assist managers in the public sector to build and lead effective teams in ways that tap the real power of teamwork. Using an actual public sector case study, and interactive video, participants follow a manager through the ups and downs of building and leading a team. Application exercises throughout the case study provide an opportunity to assess and analyze what it will take to build and lead an effective team in their own world. When coupled with Working in Teams, these programs help an organization transition from a traditional, hierarchical culture to a team-based culture.

This program is designed for those who are meeting the challenges of working across organizational boundaries and are faced with the need to influence others toward a particular outcome without having the power that came from traditional, positional authority. Through an interactive video case study, participants follow a Task Force comprised of individuals from different functions in an organization as they struggle to achieve a common goal.

This program focuses on models and tools for discussing performance and development opportunities that produces "win-win" agreements between manager and employee. It features a public sector case study on interactive video. Application exercises provide immediate transfer of learning on principles of how to get the most talent and commitment from your employees. When coupled with Career Planning and Management for non-supervisory employees, this is a powerful tool for organizational development.

This program enables non-supervisory employees to direct their own development in ways that maximize a) their value to their agency and b) their satisfaction from their job and career. This program prepares employees to communicate with their managers about their performance, talents and development interests. Coupled with Developing People for managers, this program is a powerful organization development tool.

This program examines personal communication styles and focuses on critical skills of listening, providing feedback, communicating in team settings, and the use of questioning as an intervention. Participants engage in an interactive video (government agencies) case study analysis and examine interpersonal and situational factors that create obstacles to effective communication. Depending on the length of the program and the audience, additional time is spent on topics such as organizational communication systems, the manager's communication responsibility, and non-verbal messages.

This program helps participants identify their customers and their unique requirements; it highlights the importance of the supplier relationship in the customer service chain and it provides tools and techniques in how to manage customer interactions. Participants examine the critical factors in their own work units that contribute to or inhibit customer service and identify and assess current issues and levels of customer satisfaction. Internal teamwork is improved and barriers to providing good service are identified and plans are made to smooth the service processes. This program also prepares participants to handle difficult day-to-day interactions with customers.

This program helps participants learn to approach conflict situations constructively, resolve them effectively and develop collaborative relationships. Program methodology includes situation response video using a public sector case study. This program can be used in conjunction with Managing Conflict as an effective organizational development intervention.

This program enables executives to understand the differences between leadership and management and the need to balance both roles in their organization. They will analyze the impact of their organization's leadership practices on their employees' performance and progress toward the desired future state and plan steps to increase their effectiveness in leading and managing their organization. This program utilizes a video-based public sector case study to assist participants in assessing and analyzing the leadership issues and practices needed in their own organizations. Participants also receive confidential feedback on their own leadership practices from results of the Leadership Practices Survey disseminated before the program.

A critical success factor for executives leading their organizations through change is to develop and communicate their vision of their desired future state. In this program, executives assess their agency's current state against success factors for each stage of change; they assess the alignment between their views of the change and those above, around and below them; choose commitment; and use decision styles that assure both quality results and acceptance of their decisions.

This program helps managers assess their preparedness to carry out their role as change agent; Learn how individuals and organizations change;; Choose strategies and methods that increase alignment and commitment to the agency's desired future state; and Learn techniques for preventing and overcoming resistance to change. In addition to learning the skills of successful change agents, participants develop individual action plans to increase their agency's readiness for change and maintain momentum. This program is a companion to Managing Organizational Renewal for executives, and utilizes a public sector video case study to assist participants in analyzing the conditions of successful change.

This program provides opportunities for participants to diagnose their own needs around conflict management and develop specific skills in conflict resolution and problem solving. Using a public sector specific video case study, participants explore the skills and support needed to manage conflict effectively and create the conditions of constructive conflict, while preventing the damage that can be done by destructive conflict. This can be an effective organizational development intervention when coupled with Handling Conflict for non-supervisory employees.

These Two courses are designed to enable mentors and protégés understand their respective roles and develop skills to ensure success in their relationship.

Front-line employees, who are often the targets of change efforts, are expected to adjust quickly, implement change and accept new roles and responsibilities. In order for this to happen, they must be able to commit to and be aligned with the proposed organizational change. This program is designed to assist individuals to better understand the changes underway and to learn the dynamics of organizational and individual change so they can make choices that better align their individual talents and skills with the desired future state of their organization.

This course is designed to enable participants to examine key dimensions of effective teams. Through the use of an actual public sector case study and situation response video, participants follow a team as they progress through the normal stages of team development. As participants assess the effectiveness of the team in the case study, they also participate in exercises that allow them to apply what they are learning to their own situation. This program is a companion to the Building Effective Teams Course.

This course is taught in modules of 120 or 150 minutes. This course helps participants set the stage for productivity within their office/work environment by providing a framework to successful desktop management and the introduction of workflow principles. This foundation for success provides for instruction on effective filtering strategies for incoming information, and various document management strategies to speed the access and retrieval of important information within their workspace, keeping employees productive and effective.

This course is taught in modules from 90 to 180 minutes. This course focuses on changing habits for the handling of incoming items, prioritizing, rationally using time, project management, and how brain and personality attributes affect one's ability to get and stay organized. We teach participants simple, powerful, practical techniques to improve in each of these areas. These concepts and techniques help people change their habits, and effect positive change in their work and in their lives.

This course is taught in modules from 120 of 180 minutes. This course helps participants understand importance of prioritization of tasks, and Identify activities that are "Time Wasters" in the workplace. Participants work in break-out groups to map activities and their importance and sense of urgency, learn how to create proactive time maps that allow for planning, preparation and prevention for greater effectiveness in their work environment.

Recognizing the change in the cultural/economic landscape in today's workplace and developing a vision of diversity

Managing Change, Incorporating Flexibility in Prioritizing, and Adapting to Constant Shifts in Priority
Taking charge of available time for effective completion of the most important tasks
Change Management as a Practice and a Process -- What to Do and How to Follow-Through Effectively
Implementing Techniques Incorporating Skills Learned in Part I
Developing interview questions to identify top-quality candidates for open employment positions
Hiring the "Best-Fit" Candidate by Addressing Job Requirements and Necessary Qualities for Success Objectively

<p>Practical ways to organize time and deal with the stress of work and family responsibilities.</p>
<p>Providing outstanding customer service in the face of situations that call forth our most primitive reactions.</p>
<p>Establishing a Win-Win Framework for Dealing with Conflict & Gaining New Ideas and Deeper Relationships.</p>
<p>Communicating Successfully without Sacrificing Self-Esteem.</p>
<p>Assuring consistent customer satisfaction through communication skills that triumph in the face of conflicting priorities, difficult situations and personalities.</p>
<p>Understanding the behavior of others through self-understanding leads to gaining perspective and improved job performance.</p>

Expanding awareness of all levels of communication.
Recognizing networks as support systems and springboards for the employee, the organization and the network.
Skills that create and sustain good relationships at work with both co-workers and supervisors.
Learning to identify problems from different angles and improving the problem-solving process.
Strengthening the foundation of an organization's management or work team through building skills, increasing awareness of internal and external client needs, and developing achievable goals.
Identify the sources of conflicts in the workplace, which ones are important, and how to handle them.

Understanding Behavior Expected in the Workplace.
Professional level CPR.
Adult/Child CPR/AED, 2-year certification. Video instruction. Skill verification.
Adult/Child CPR/AED/First Aid, 2-year certification. Instructor evaluations. Quizzes.
Adult/Child CPR/First Aid AED for workplace emergency response.
2 year certification. Video Instruction. Instructor evaluation. Quizzes.

1 hour program to lessen the risk of disease transfer during emergency care.
Analyzing your cultural programming.
Understanding culture and its impact on the job. Examining the dimensions of diversity.
Recognizing your biases and assumptions.
Performance evaluation in a diverse organization and guidelines for any culture.

Ten ways to provide constructive feedback without loss of face.

Coaching skills. Cross-cultural coaching for top performance.

Communicating your expectations: Letting staff know what you want.

Ways to boost meeting productivity.

Four Dimensions critical to effective meetings.

Skills for running productive meetings.

Working together as a team.

What it takes: Becoming an effective mentor.

Communication: What's your style?

Building multicultural work teams. Identify the behaviors you expect and value.

It's more than language.

To demonstrate the combined power of Responsibility, Empowerment, and Accountability in achieving successful project results and increased professional growth.
Course Length: 4-8 hours

Help your organization create responsible, ethical leaders who help their organizations move through change and create positive work environments.
Course Length: 4-8 hours

As a manager or supervisor, you help create a workplace atmosphere that encourages employees to deliver their best work.
Course Length: 4-8 hours

Components & indicators checklist in Section 8 of UPMC manual; County where to help documents; Review of SAP Performance reports for a county: what does it tell us?

Protection of Pupil Rights Amendment; Family Education Rights & Privacy Act

<p>Role and Function of SAP in the educational process. SAP as one program in a continuum of services offered in a comprehensive safe & drug free schools plan</p>
<p>Classroom and experiential learning combine to provide a forum to enhance leadership skills.</p>
<p>Enhance the ability of the team to value and respect one another. Learn to maximize individual strengths and value differences to enhance understanding and decrease judgment and criticism.</p>
<p>Professional facilitators guide participants through fun and meaningful activities which are carefully selected and sequenced so that your goals are accomplished.</p>
<p>Seek answers to clues, solve riddles and accomplish various challenges while learning what it means to work together as a team with a common goal.</p>
<p>Workshops can be combined or tailored to meet client preferences.</p>

<p>Specific services include team building exercises, communication exercises, issue identification and problem solution, preparation of a partnering charter and preparation of session results.</p>
<p>The facilitator's purpose is to create an atmosphere in which trust, open communication and ensuring each stakeholder's success can take hold and grow. To achieve this, background information about the project, potential conflicts, objectives and goals, likely problem areas and specific expectations are identified and addressed.</p>
<p>Workshops can be combined or tailored to meet client preferences.</p>
<p>Learn how to use techniques of behavioral influence to impact team interaction in a constructive and positive way by learning the rules that allow you to handle conflict, reduce its effects on productivity and resolve differences in this highly interactive course. Participants will apply their new knowledge in a BizSimz™ business simulation that is relevant to their workplace.</p>
<p>Difficult people can be problems for a number of different reasons. This course will help participants understand the importance of context, developmental level and motivational styles to the interaction with the exceptionally difficult person and provide experiential learning in defusing anger and reaching a mutually acceptable outcome.</p>
<p>Successful communication is based on effective interaction with others, whether for work, management or interpersonal relations. The approach is based on understanding the two fundamental drivers that motivate every person and the issues and perceptions that threaten effective communication. After learning about them, participants will understand how to apply these principles to improve interaction with others on the team. This highly interactive course includes a BizSimz™ business simulation that focuses on internal customer service to improve the quality of communication within the agency.</p>

Human Resource and Training professionals are often tasked with large scale projects involving culture change in an organization or business unit. This course will cover the strategic and communication planning process from Vision through execution through evaluating outcomes and presenting them to senior management.

Learn how to negotiation situations of all kinds, participants will learn to maintain self-control and direct the course of an interaction. Business simulation games will be use to focus on team to team negotiation, using Role strengths to effectively enhance team cohesiveness.

This course will help trainers develop and improve their current skill level in creating lesson plans that produce their desired results while also building a culture of teamwork, inclusion and acceptance. Participants will understand the purposes and components of an effective lesson plan, apply Gagne's Nine Events to lesson plan development, analyze learning strategies according to Bloom's Taxonomy and create and execute a model lesson plan that accomplishes all its goals.

An introduction to the concepts of customer service design, including understanding the mission and tenets of the organization; skills, challenges and opportunities; promoting shared organizational values and job satisfaction. This highly interactive course includes an introduction and practice in the use of The Foursquare, an easy to apply customer management tool, utilizing an experiential exercise designed specifically for governmental agencies.

This course will start with the fundamentals of measurement and go on to take an in-depth look at each step in the strategic process of measuring customer satisfaction including the modified repertory grid approach, scale construction, focus group technology and interpretation of results.

This highly interactive course is aimed at management personnel who are supporting the creation of a customer-focused culture, no matter what their scope of responsibility. We will focus on training, coaching and mentoring staff in the participants' environments in the service of the Vision of a Customer-Focused Culture.

<p>This highly interactive course is aimed at management personnel who are leading the charge to create a customer-focused culture, no matter what their scope of responsibility. We will focus on benchmarking customer service skills, practical management action plans keyed to measurable outcomes. definition of Key Performance Indicators, interpretation and presentation of results in the service of the Vision of a Customer-Focused Culture.</p>
<p>Strategic Prevention Framework Training (SPF) - SAMHSA's Strategic Prevention Framework (SPF) and is a five steps model designed to enable States and communities to build the infrastructure necessary for effective and sustainable prevention. This training will also provide participants the opportunity to discuss the framework and compare it to other prevention models. there will also be an opportunity to discuss ramification for prevention planning in Pennsylvania.</p>
<p>Understand cultural differences while managing conflict resulting from differences. Discover differences are opportunities vs. challenges.</p>
<p>Get control of your workday with Effective Time Management</p>
<p>Choose appropriate words, emotional tone, strengthen communication effectiveness</p>



This program is intended for Experienced supervisors who have attended the "Building Positive Work Relationships and Communicating Effectively" and are ready to apply the concepts of Disc® to motivating, delegating, rewarding, and recognizing employees.

Participants will recognize the fundamental skills necessary to manage the performance of their employees, identify their strengths and areas for improvement in the coaching process, and plan and practice real-world performance discussion scenarios.

This course is intended for new supervisors who are now faced with the task of managing the performance of others, which requires coaching skills. It is appropriate for experienced supervisors who have never had the opportunity to formally learn how to coach others.

Every project has a budget involved. This course will cover the processes of cost management and resource plans. Participants will learn how to estimate and budget cost, cost control and earned value analysis.

Negative feedback is much more than a nasty comment made during a performance appraisal or a degrading remark about someone's behavior. It is a valuable tool that is essential for achieving positive results in business. This micro lesson will teach you how to use negative feedback to achieve positive results. You will be show a process you can use for giving negative feedback, what characteristics effective negative feedback should have, how to build your skills in giving feedback, and what to do after talking to someone about a problem. Negative feedback is a necessary part of work life. By reading this guide, you should be able to avoid making mistakes when it comes time to give feedback to an employee.

The globalization of business and the demographic trends of many nations of the world are creating workforces that are increasingly culturally diverse. It is estimated that in the next decade more than 40 percent of all net additions to the workforce in the United States will be ethnic minorities, including many immigrants from Latin American countries. The projected changes in organizational demographics, combined with employers' concerns about motivating and obtaining satisfactory levels of performance from a diverse group of employees, has created an urgency to raise awareness of differing cultures in order to foster cultural sensitivity towards this significant segment of the labor force, to improve cross-cultural communication, and to understand basic supervision techniques for culturally diverse employees.

This micro lesson is designed to give you information and insights into the key concerns and tools for making decisions. You will learn how to determine your objective, specify your criteria, and identify your options—all steps you will need to take before actually making your decision. You will also learn about brainstorming and how to involve others in the decision-making process, as well as what must be done to implement a decision. Learning how to effectively make decisions should help you as you take on more responsibilities and face difficult and complex situations.

This micro lesson is designed to give you information and insights into the key concerns and tools for making decisions. You will learn how to determine your objective, specify your criteria, and identify your options—all steps you will need to take before actually making your decision. You will also learn about brainstorming and how to involve others in the decision-making process, as well as what must be done to implement a decision. Learning how to effectively make decisions should help you as you take on more responsibilities and face difficult and complex situations.

This micro lesson is an overview of ideas for developing employee skills and competencies. You will learn about different types of development, when the best times to offer development are, how to make training effective, and the uses of coaching, among other things. Organizational leaders must be committed to employee development if they are to meet today's performance expectations and prepare for tomorrow's uncertainties. This guide should help you realize greater benefit from your investment in your employees.

This micro lesson is an overview of ideas for developing employee skills and competencies. You will learn about different types of development, when the best times to offer development are, how to make training effective, and the uses of coaching, among other things. Organizational leaders must be committed to employee development if they are to meet today's performance expectations and prepare for tomorrow's uncertainties. This guide should help you realize greater benefit from your investment in your employees.

The intention of Diversity Resource Guide is to provide you with resources that you can review and share with others for a better understanding of the legalities and national standards impacting diversity in the workplace.

Many businesses and government agencies anticipate increasing vacancies in key leadership positions in the near future. How are they preparing for vacancies, issues of retention, and building a skilled workforce ready and willing to build their organizations of the future? May key leaders are faced with the need to coordinate the start-up of a comprehensive succession management system; however, they after wonder where to start and what to do. This one-day workshop will introduce a detailed approach to guide the start-up and encourage participants to discuss among themselves how to reinvent success issues so that they work.

This course covers budget and cost management of a project. Participants learn how to manage meetings, time spent and priorities. The course will also cover risk management and the leadership skills needed to run a successful project

This course is designed for new and existing managers to build positive working relationships with subordinates and bosses. Participants will learn their style of behavior in the work environment & the implications of this style as it relates to communication. This course will also enhance understanding & knowledge of conflict and to develop skills in diagnosing & resolving conflict, increase general effectiveness of communication with special emphasis placed on active listening, review sources & uses of power esp. as power relates to influencing others and understanding the art of negotiating.

Leadership is strongly needed in project management. Leadership Skills discusses the relationships between management and leadership. Participants will learn leadership styles, implication and situations. The course will also teach team-readiness analysis and empowerment.

This program is intended for experienced supervisors who need to enhance their skills by recognizing that different situations require different leadership styles. In addition to completing a self-assessment to determine their preferred leadership styles, participants will learn to determine the readiness level of employees and how to adjust their leadership styles according to that situation.

In today's business world, organizations and individuals need to be in tiptop shape. They must be flexible and ready, willing, and able to turn on a dime if the market requires it. For many companies, lean isn't an answer, it is THE ANSWER! Nothing and no one is guaranteed success—thriving in the business world is a constant and continuous struggle. However, not becoming lean is a surefire way of failing. This micro lesson covers the basic principles and elements of lean organizations. This lesson offers some practical tools and tips for getting your organization focused on lean regardless of the business you are in.

We live in a time of momentous change. This can be seen in technology, in the marketplace, in societal values, and in the structure, mission and processes of our work organizations. Change is an inevitable part of the work environment, so it is important for leaders to know how to manage change efforts. This micro lesson is designed to help you with this process. You will learn to portray change as an opportunity rather than a problem, to involve others in the planning and implementation of change, and to overcome resistance to change, among other things. Anyone who has to lead a change effort will benefit from this guide.

Participants will learn how to plan a project meeting with team members to include agendas for the staff, customers, and other stakeholders. Participants will also learn how to manage priorities in relationship to time, productivity tools, and delegation.

This micro lesson is designed as a guide for people assuming their first organizational leadership position. You will learn to set directions and goals, establish credibility as a leader, actively listen to your employees, create a climate conducive to teamwork, and take a balanced view of leadership that considers the people you are leading as well as the tasks you would like to accomplish. Leadership is more than just planning and executing projects. By reading this guide, you will learn how to energize your followers and be a person they are enthusiastic about following.

This micro lesson outlines the impact of employee retention on today's organizations. You will learn about the costs of employee turnover and see how you can focus your energy in a proactive manner to help you keep your talented employees. Retaining good employees who have a future in your organization requires more than wishful thinking. For you to remain competitive, it has to be a reality. You need proactive, creative, and integrated strategies for keeping your workers, as well as an open-mindedness about challenging past practices. Reading this micro lesson will give you some guidelines for how you can accomplish this.

This micro lesson outlines the impact of employee retention on today's organizations. You will learn about the costs of employee turnover and see how you can focus your energy in a proactive manner to help you keep your talented employees. Retaining good employees who have a future in your organization requires more than wishful thinking. For you to remain competitive, it has to be a reality. You need proactive, creative, and integrated strategies for keeping your workers, as well as an open-mindedness about challenging past practices. Reading this lesson will give you some guidelines for how you can accomplish this.

The ultimate test of leadership can be summed up in this question: Are people better of when they leave your company than they were when they got there? How would you answer this question? How would the people you lead answer it? This intensive two day program introduces the concept of "servant leadership," a theory popularized by Robert Greenleaf. It focuses on the idea of "turning the pyramid upside down," or leading by serving others.

This 4 course, 16 module, 56 hour program covers essentials of supervision including; meeting supervisory responsibilities, effectively communicating, building work relationships, leading others, setting the stage for excellent performance, clarifying expectations and observing performance, coaching and providing feedback, dealing with challenging performance situations, managing time and priorities, solving problems, resolving conflicts, supervising projects, interviewing and selecting employees, developing employee skills, developing a team and building a positive work climate.

This course is intended for supervisors who completed the "Basics of Performance Management" module and are ready to learn the specific skills necessary to plan and practice a real-world coaching session.

The Functional Manager program is a 12 module, 48 hour program designed for functional managers which includes; overview of the functional management roles and responsibilities, foundations of contemporary leadership practices, strategic business management, employee performance, management and feedback, advanced interpersonal skills, effective communication and presentations, solving problems and making decisions, project management, customer driven management, building a culture for success, leading organizational change and hands on project application.

This guide provides practical tips and approaches for helping you to successfully manage your time and priorities. No one gets more than 24 hours in a day, so it is important that you use this resource effectively. In this lesson, you will learn how to set goals, determine your priorities, overcome interruptions and distractions, and avoid procrastination. We will also discuss delegation and how to efficiently run a meeting, and you will learn about the concept of biorhythms. Learning to use time effectively will help distinguish you from others in business and allow you to get the most out of every day.

This guide provides practical tips and approaches for helping you to successfully manage your time and priorities. No one gets more than 24 hours in a day, so it is important that you use this resource effectively. In this lesson, you will learn how to set goals, determine your priorities, overcome interruptions and distractions, and avoid procrastination. We will also discuss delegation and how to efficiently run a meeting, and you will learn about the concept of biorhythms. Learning to use time effectively will help distinguish you from others in business and allow you to get the most out of every day.

This micro lesson is designed to help enhance respectful communication in your organization. In the workplace, treating others with respect is crucial to individual, group, and organizational success. When it happens, organizations can flourish. By reading this guide, you will learn how to seek mutual understanding, use inclusive rather than exclusive language, be polite and courteous, and maintain composure and professionalism in difficult interactions. Failure to communicate respectfully can cause productivity declines, higher work-related stress levels, and increased employee turnover. This lesson should help you avoid the problems associated with disrespect in the workplace.

Improve listening skills, overcome bad listening habits, improve body language, understand different styles.

Learn to take risks to become a strong, cohesive team.

Explores similarities and differences of individuals that make up the team.

Learn to push past comfort zones. Challenges more difficult and hard-earned.

Participants will discover how well they use the key four coping skills in different environments and then create plans for increasing coping skills and decreasing personal stress. They will compare how their use of these resources in one environment compares to the use of the same resource in another situation. The coping resources that will be assessed and discussed in this session are : closeness, flexibility, communication and problem solving.

A powerful course in communication and interpersonal problem solving with nearly universal appeal. It builds individual and group effectiveness by concentrating on the powerful effects created by our underlying (and often ignored) attitudes about ourselves and the world around us. In a non-threatening environment, AiA Classic probes these attitudes and examines their far-reaching effects. It presents alternate attitudes and skills that will help overcome barriers to performance...increase productivity...help make personal satisfaction deeper and more lasting.

Within the workplace, organizations have a responsibility to make the changes necessary to enhance working relationships, demonstrate a commitment to valuing diversity, and foster inclusion of all people. At the same time, organizations are made up of people and the organization cannot change unless the people within it become aware and make appropriate changes. For this reason, much of this workshop is intended to help participants with their own personal journey to self-awareness.

Have you ever worked on a team where everyone is doing what they enjoy and making the very best use of their talents? A team where people just seem to "get" each other, projects make real progress and everyone is glad to be on the team? The goal of this program is to help you create this kind of engaged, high-functioning team through use of the Team Talents Profile and learning a communication hand off process that honors the preferred roles team members play on teams.

Supports supervisors in coaching conversations to build job skills that are needed on the team

More than likely, we've all had to work with people who were quite different than us. Sometimes it's frustrating. But have you ever worked on a team where people have learned to deal with their differences? Where conflict and miscommunication are reduced, meetings have a purpose, and time is managed efficiently? The goal of this program is to reconcile the inherent differences of team members to help you create an engaged, collaborative team.

Sometimes supervisors must negotiate or influence people whom they do not supervise to do certain things. This course helps them to use influence in an effective and proactive way to create desired results.

Let's say you are in a team meeting and a disagreement begins. What do you do? If you are like most of us the conflict distresses you and you attempt to eliminate it. However, current research on the dynamics of teamwork suggest that if handled properly conflict can enhance team performance. Conflict can be a powerful team tool when clear goals and mission have been established and have been embraced by individual team members. This program is best used as a follow-up to a program utilizing the DiSC Classic Profile. (e.g. team building, customer service, management skills, etc.)

<p>Communicating assignments in a way that motivates team members and inspires commitment on the team</p>
<p>Communicating the big picture and involving employees in setting team and personal goals to motivate and increase commitment on the team.</p>
<p>Supporting Supervisors in having successful conversations about discipline issues in such a way to involve employees and motivate them to make needed changes.</p>
<p>Provides the tools necessary to develop clear, concise messages. Can help even experienced managers improve messages by making them clear, well organized and aimed at the needs and interests of the listener. Managers improve relations with their team members and increase productivity.</p>
<p>A focus on the core interpersonal skills that support every aspect of leading people.</p>

This program gives managers a safe, fun way to understand the strengths and challenges that they bring to the table through use of the DiSC Model of Behavior. They gain a greater appreciation for the impact that their behavior has on others, and they discover how others may respond to their style. The goal of this program is to learn how to leverage their management strengths, enabling both managers and their employees to be more effective.

Hiring is a team activity in this innovating hiring program. Every aspect of the hire is planned and directed by the team so on boarding begins in the interview process itself.

Supports supervisors in having difficult conversations and communicating effectively about work habit issues. Left unaddressed, poor work habits can lead to team members assuming that the behavior is acceptable and become a critical management issue. Discussing such concerns as absenteeism, language issues, and dress and grooming habits can be a difficult but necessary part of leading a team..

Have you ever noticed how good it feels when someone really listens to you? When we're listened to, our feelings and needs are taken into account, we're more relaxed and open, and we feel we can achieve our objectives. The goal of this program is to help participants get these kinds of results when communicating with others through use of the Personal Listening Profile.

Team Leaders are critical to the development of a service culture. Not only do they need the skills to look at the organization strategically and plan for its success, they need to ensure that they are growing their market share while keeping current customers happy. Leading Empowered Teams for Service Quality is a two-day strategic management program that offers the knowledge, understanding, and skills to create a service culture and prepares the management team to support and sustain that culture. A train-the-trainer option is available or the Team Approach can guide your management team through this training.

<p>This program teaches project management from a team building perspective. It focuses on the interpersonal skills managers must use to win and maintain the commitment, enthusiasm and support of the project team. Additionally, it provides structure, process, and tools necessary to master the art and science of project management. The program identifies the critical phases every successful project must go through, and examines each phase through the lens of the questions that must be answered to assure project control and progress. It enables managers to identify and work with the key variables that impact how projects are defined, planned and implemented.</p>
<p>Manager or coach? The key skills for anyone in a supervisory position in are "people skills". This session identifies the predominant behavioral style of the participant, teaches how to "read" the styles of team members, and how to develop relationship strategies that build trust and rapport as well as enhance the role of "coach"</p>
<p>Helping Supervisors address complaints on their team in a proactive and positive way to increase involvement and avoid allowing issues to mushroom into greater concerns</p>
<ol style="list-style-type: none">1. Understand what motivation is and is not, and know how leaders can influence it2. Assess their own Motivation Index to become more aware of strengths and gaps in their approach to motivation3. Develop a plan of action to implement when they return to the workplace
<p>Helps Supervisors recognize the need to communicate feedback routinely in such a way that involves the team member in solution and motivates them to improve.</p>

Managing conversations between team members in conflict is the focus of this session. Supervisors draw upon their interpersonal communication skills to move employees through conflict so the team does not experience all the negative consequences of conflict that goes unchecked.

The impact of leaders interpersonal skills on retention rates is well documented. To remain competitive today, you have to hire truly talented people and then you have to keep them. Turnover is not only costly in terms of replacement expense; it impacts productivity and it is demoralizing to other team members when they see team members leaving the organization. This program teaches the skills that help team leaders rate the attrition risk of each team member, surface individual team members' retention needs and develop a Retention Action Plan designed to increase retention for the entire team.

Developing, motivating and inspiring team members takes involvement in the problem solving process. Solving Workplace Problems doesn't focus only on addressing problems that occur, it also addresses how to look at current practices to design them to be more efficient and effective. SWP presents a five-step methodology to identify and solve critical workplace problems. No leader will be fully capable without understanding this methodology.

Teaches Supervisors how to communicate important changes in a way that rally support and acceptance on the team

Teamwork is critical in today's organization. Therefore, team members need to pause from time to time and evaluate the way they work with each other and then take specific action to build on strengths and develop areas of weakness. Our Team Check-Up assessment measures 35 critical team behaviors. The resulting report is then processed by the team in a series of "town meetings" where they develop action plans to increase their team's effectiveness.

Telephone communication means understanding and being understood - getting the most from telephone conversations. Anyone in your company who may pick up the telephone in the course of the business day needs to know how to handle incoming calls in a very friendly fashion. The objective is to be both business-like and warm, efficient and courteous.

fast-paced simulation engaging teams in a journey to mine gold in the American Southwest. The purpose is to provide a powerful team building experience that builds team collaboration. Teams have 20 days of 2 minutes each to manage their journey to the mine and back to Last Chance Gulch and can choose from 3 paths with unknown risks, planning for weather and resource use. The goal of the teams is simple: to have fun, return to Apache Junction, and mine as much gold as they can to maximize their Return on Investment. The role of the Expedition Leader is to help the teams be successful and the key is to work together and have fun.

When people are under stress due to poor management of time, they tend to not communicate real well. This tool can be used by teams so they can communicate their time challenges and support each other more effectively on the team. If you could reduce your staff's wasted time by just five minutes every hour, your office productivity would jump 8.3 percent. Your organization could accomplish more work with the same number of employees - or do the same amount of work with a significantly leaner staff.

The masters of time management have learned that working smart is better than just working hard. The trick is to learn, and to apply, the techniques of these time masters. This activity-oriented session uses a unique tool to personalize and reinforce the learning - the Time Mastery Profile. With this instrument participants will quickly gain insight into their strengths and opportunities for improvement in 12 critical skill areas.

This training educates the workforce about conduct required by the employer's antiharassment policy and by applicable law. An important part of preventing harassment in any organization is educating the entire workforce on the subject of harassment, strategies to prevent harassment and appropriate responses should it occur. The training supports the employer's diversity initiatives, its efforts to create and maintain a diverse workforce, by promoting greater understanding of differences in the workplace and a culture of respect and inclusion. It encourages everyone to avoid conduct that needlessly offends anyone because of their race, national origin, sex, sexual orientation, religion, age or disability, among other protected classifications. Energy spent recruiting diverse candidates is wasted unless, after being hired, these same employees find an inclusive work environment and those companies that learn environment and those companies that learn to harness the diversity of the workforce will reap large returns.

A one-hour training on pandemic influenza preparedness to provide up-to-date information and education to community groups, businesses and agencies.

Going into meetings with a boss or coworkers requires think-ahead preparation. Organizing thoughts and points to make and hedging for a Plan B or Plan C saves a lot of time and doubt. Short course covers: writing down main issues before important discussions; organizing and prioritizing those issues before important discussions; leave blame and fault finding outside the door; taking active accountability for as much as possible, regardless of sides of an issue; setting agenda and desired outcome; and asking for input.

Course is designed to help managers coach direct reports, and use best practices in identifying strengths and weaknesses. Strengths offer potential for advancement or other areas to explore, where weaknesses are opportunities for improvement. Improvement either involves learning skills they may not have, that have been assumed. Essentially, "Coaching for the Best" covers: how to identify problems; how to identify strengths; how skills can vary not only by job requirements, recognition and reward for good performance; encouragement, recognition and reward for good performance; and recognizing skill levels and either providing tools and skills necessary for the job or reassigning an employee as appropriate to skill level.

<p>Such a workshop aims to strengthen communication skills and provides tools so employees can contribute to best practices and growth for the individual, department and organization.</p>
<p>Focusing of training is on using allotted time well with well organized agenda (handout); strong facilitation skills to control "dominators," arguers, off-the-point drifters, and discussion that strays from the main point; and finishing with next steps and deadlines.</p>
<p>A template is applied for enhancing listening skills which provides a set of guidelines for an employee seeking to sharpen such skills. Exercises are employed for this purpose to stretch and test those skills.</p>
<p>Increasingly, employees either don't communicate, ramble, over-communicate and/or frequently make assumptions about reliability of 1 form of communication (relying too much on e-mail for instance). All of these mistakes apply to phone-voicemail, e-mail, hardcopy documents and even face-to-face in meetings.</p>
<p>The most common problem areas for presenters, from the novice to experienced (and overly confident) speaker tend to be in the areas of: fear and lack of confidence in value of material; lack of compelling anecdotal evidence (the "stories" that make every point come alive); inability to "think through" materials in the eyes, ears and minds of the probably audience not the author I presenter; not sticking to compelling essentials - overloading presentation with endless facts, not recognizing that grown-ups can read, that finite details should remain in handouts for later review; and overall reliance on PowerPoint, which will tire a weary audience.</p>

Use of video feedback and stepped-through trial presentations, reinforces not only strong points, but unnoticed detractors. The most common mistake in public speaking is not making eye contact and speaking assertively.

Workshop focuses on finding strength, consistency, openness, firmness, fair recognition of different opinions and skills, coaching and conflict management. Teams are inevitably going to be made up of the 80-20 rule...where 80% of the work gets done by 20% of the team. This workshop teaches and coaches through group exercises, to lead, assign, delegate, evaluate, look at the big picture, make uncomfortable decisions, strive to maximize all talent present and manage fairly.

Course material is only as good as the trainer / facilitator. Encouraging thorough familiarity with material, as well as freedom to exercise some personal style and to be natural yields the best results for a potential trainer. Some of the finest trainers stray from the materials and don't necessarily go "by the book," but their ratings are consistently high in evaluations, because participants had a meaningful learning experience, leaving with tangible new professional skills. Whether a trainer goes by the book or jumps around, and even strays to lots of live examples, the compelling way in which that trainer presents, will affect how well learning happens.

Workshop stresses several areas: construction of a compelling executive summary; using language in every aspect of proposal, from language the client always uses (same terminology) NOT responder's terminology, relating every aspect of response back to client's stated needs (not perceived or assumed "need language" on the part of responder; grammar and punctuation; format requested by bidder to be followed; readability, organization, clear headings and logical progression of thought; and use of attachments.

Communication is done increasingly through e-mail. There is a bad trend of over-dependency upon e-mail, with no follow-up by phone for deadlines and critical issues, sometimes with bad consequences. But where e-mail is used, and it is a vital necessity to the business world. This workshop, depending upon the level of skill in the class, encourages learners to number on, that they read, proof ad spell check an e-mail before simply hitting "send". Participants will be required to write lots of e-mail exercises with a given "scenario" instruction. People will pair off to evaluate e-mails, and regroup to discuss chosen e-mails on an overhead for all to see.

The Commonwealth has customers...lots of them. This workshop steps through every aspect of the "customer focused culture." Businesses who fail at good customer-facing service, have lost all sense of purpose. Participants will work as a class, but also in groups learning about the utmost criticality of embracing personal accountability for leading a customer focused culture; requirement for training and coaching all employees having customer contact in solid, superior customer service skills; and monitoring progress and satisfaction through call monitoring, retraining, mentoring, customer sat surveys and setting rewards for and recognizing superior service.

There are a number of tools recommended for customer service, and a workshop with leaders / managers to review reselected tools and options for their use is designed to fit the department, budget, and particular needs. Interactive training with role play; templates for communication process; scripts for talking to customers, constituents, vendors, etc.; internet access with the customer / vendor, constituent; Constituent monitoring tools (electronic manual); measurements and rewards for excellent performance.

Time Management and Workspace Organization.

Life Management and Goal Setting.

Time Management.

Effective Management of Paperwork, Projects, Time.

How to get ahead of the competition.

Train-The-Trainer work readiness program.

Outclass the competition.

Looking and sounding smart - for young leaders.

Work readiness program.

Safety issue for women and men who travel.

Tools and techniques to minimize stress

Teach the standards and expectations of continuous improvement.

Discuss procedures and identify processes that need improvement.

Training to implement quality procedures and be prepared to answer an auditor's questions.

Discuss gaps between strategic plan and operating procedures.

Review existing procedures and recommend improvements.

Identify key suppliers and work together to ensure a quality product or service is received.
Discuss measuring techniques and identify gaps.
Teach implementation strategies for quality improvement.
Discuss planning on how to reach quality goals.
Defining and documenting work processes. Learning to apply tools necessary to accomplish objectives. Apply tools necessary to solving problems and improve process. Use team approach.

Team building and problem solving.

This course will examine the pertinent Federal and State laws, statutes and regulations that are pertinent when providing services to drug and alcohol clients.

This course is designed to demonstrate the importance of understanding a client's worldview in order to provide culturally relevant and effective treatment.

This course is designed to demonstrate the why and how of ethics. To "Do No Harm" will be examined along with its meaning and why this is important to all fields and professions as well as to the clients themselves. Boundary dilemmas will be examined as well as ethical decision making and what to do to ensure this that this is done.

This course is intended for administrators in a treatment setting which includes substance abuse treatment, prevention and/or referral. It emphasizes why and how HIV disease education and risk reduction planning can and should be included in these settings.

This course explores adolescents and their developmental abilities and how these abilities relate to their specific treatment needs for substance abuse.

This course provides the specific about the HIV Disease continuum from its origin to its present epidemiology, routes of transmission, disease definition and progression and how to initiate and sustain risk reduction planning.

This course examines the various types of tests for the presence of the HIV antibody, what it can and can't indicate and explains how to help clients make the decision to test or not to test.

This course is designed to help participants understand wife battering, child neglect, abuse of the elderly, as well as child abuse and other forms of violence. The relationship of domestic violence to HIV will be explored along with a focus on historical, social, psychological and legal aspects.

This course will deal with dying and death especially as a result of AIDS. Participants will be taught how to help those dying of AIDS and their families to deal with the final stages of this disease and finish unfinished business.

Families present many challenges, especially in coping with the issues presented by a family member with HIV/AIDS. This training deals with helping the helper to help these families.

This course is intended to assist those in the field of substance abuse treatment to apply ethics in their treatment practices and especially in dealing with the difficult area of treating those with HIV/Aids and their significant others.

This course presents the special needs of women and the unique risks and issues faced by women in HIV prevention and treatment.

This three day course is intended for those who will be doing person centered HIV risk reduction and HIV pre and post test counseling.

This course will explore the interaction of HIV and Hepatitis C and the special treatments available for those who are co-infected.

This course will look at the HIV Substance Abuse connection.

This training explores HIV/AIDS and its co-factors STDs and Hepatitis and how these overlapping disease epidemics are often found in substance abusing populations

This course explores HIV/AIDS and its connections to STD and TB. It explores overlapping diseases and the effect of these diseases on one another.

<p>This course explores the origin, epidemiology, transmission, pathogenesis, opportunistic infections, treatments, psychosocial issues surrounding this disease.</p>
<p>This course explores the HIV/AIDS epidemic and its connection with substance abuse. The global impact, means of transmission, opportunistic infections and diagnosis and treatment will be examined to help those working with at-risk groups to develop and use risk reduction plans.</p>
<p>This course explores human sexuality in our society and its connection to alcohol and other drug abuse.</p>
<p>This course explores treatment issues for sexual minority clients, what is know and dispels several myths about sexuality and sexual preference.</p>
<p>This course explores Methadone Treatment as a modality. What methadone does and how it does it and why methadone when used properly is an effective modality for the treatment of opioid dependence will be explained.</p>
<p>This course will examine, will explore the modality of Methadone treatment. Methadone has often been overlooked as an efficacious treatment modality due to the myths that have developed around this modality. This course explores and debunks many of these myths.</p>

This course assists in the assessment and placement of patients in the most appropriate level and type of care.

This course explores the behaviors engaged in that put people, especially substance abusers, at risk for transmission and disease development of HIV/AIDS. It is demonstrated how to help clients understand and accept the risk these behaviors place them in and how to help them develop a risk reduction plan.

This course will look at the HIV/AIDS Substance Abuse connection

This course explores the recent increase of TB cases here and globally. It also explores STDs, the increase of prevalence of some of these diseases and the relationship of both of these to the HIV/AIDS epidemic.

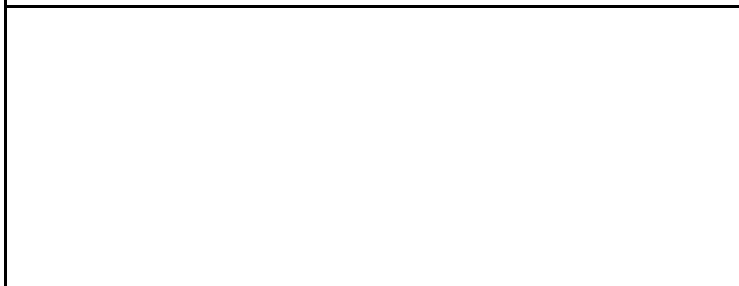
This course explores the recent increase of TB, STD, and Hepatitis cases here and globally. The transmission patterns, co-factor, signs, symptoms, testing, prevention and treatment will be presented.

This course explores the diseases other than HIV which have been linked with the substance abusing community. It explores epidemiology, means of transmission, signs and symptoms as well as treat any damage done by the disease process.

<p>This course explores HIV/AIDS and its connections to STD and TB. It explores overlapping diseases and the effect of these diseases on one another.</p>
<p>This course explores working with the substance abusing client who is living with HIV Disease. It explores balancing the substance abuse recovery needs of the client with the HIV treatment, stress and family issues with which these clients live.</p>
<p>This training focuses on providing HIV/AIDS risk reduction for minority populations, especially African American and Hispanic/Latino populations.</p>
<p>this course explores how the various pertinent laws, regulation and statutes are utilized in protecting the rights of patients to confidentiality in substance abuse treatment settings.</p>
<p>This course provides familiarity with the PCPC and demonstrates how it is used in practice to place publicly funded clients effectively</p>
<p>This course clarifies the area that must be examined in order to identify whether the applicant for drug and alcohol needs they may have that needs immediate attention, such as physical and mental health needs</p>

<p>This course explores effective treatment through the effective planning of treatment. Explore is how to work with clients to create objective and measurable goals which are achievable</p>
<p>This course explores the increased abuse and dependence on opiates. The actions of opiates in the brain and effecticacious treatment for this abuse will be covered</p>
<p>This training will provide understanding and skills related to science-based prevention programs with an emphasis on the dynamics of fidelity and adaptations.</p>
<p>This course outlines & applies the 5 steps in the Strategic Prevention Framework as recommended and expected by SAMHSA</p>
<p>Managers observe sometimes confusing and or troublesome employee behaviors on a daily basis. The program offers workplace support & solid suggestions for dealing with employees exhibiting symptoms of depression, anxiety, techno-stress, addiction & potentially violent behavior. Dealing with potential problems early on contributes to their successful resolution.</p>
<p>Time may be our most valuable resource, but it is often is given away thoughtlessly, unconsciously or reactively. This seminar focus on the development of a conscious appreciation of time as a precious asset. Participants are introduced to decision-making & time allocation techniques.</p>

This is diversity program that encourages the use of communication to build bridges & reduce barriers when dealing with others in the workplace. It gives participants an opportunity to discover valuable information about themselves & their interactions using the Johari Window model to explore their public, hidden, blind and unknown sides. Group members can expect to participate actively in this experientially based session.



All of us have to deal with difficult behaviors. This program identifies those difficult behaviors we commonly face in both our personal & work lives. Participants will receive specific guidelines about interacting & coping with these behaviors in everyday life.

Communication is a given. It is also the heart & soul of our professional & personal interactions. Depending upon our skill level, the manner in which we communicate can open doors to productive relationships, a good working climate & collaborative opportunities or slam these same doors shut. This training program will give participants a chance to apply skills that are critical to good communication, as well as those that may create barriers.

The increase in violence in our society is spilling over into the workplace; many employees are worried about their personal safety. What actions should they take if they are threatened, abused or harassed? This program will give participants tools for recognizing potentially threatening situations and ways in which they can make themselves safer in the workplace. Client information and Recommendations: This program is most effective then a representative from the Human Resource Department attends and participates in the discussion. HR can address questions about your organization's specific policies and procedures.

Laid-off employees, disgruntled customers and other seeking revenge may resort to violence - threatening, injuring and killing co-workers, supervisors and bystanders. Any business in any industry is vulnerable. In this program, participants are given the actual tools needed to put together an action plan for workplace violence prevention. The roles of workplace assessment and response teams, as well as specific techniques for preventing the escalation of violence, are examined.

This full-day, results-oriented program is designed to enhance the leadership toolboxes of both new leaders as well as those seasoned in leadership roles. The nature of what it means to truly be an effective business leader is changing rapidly as globalization, demographics of our workforce and a new set of expectations around work take hold and gain traction. A new leadership model is emerging that requires us all to develop and master a new set of leadership aptitudes and attitudes. Using dialogue teaching, small group interactions, case studies and role plays, this learning experience will allow learners to be better prepared for the opportunities that lie ahead for leaders at all levels in organizations.

This full-day, results-oriented learning program is aimed at enhancing learners' ability to be an effective member of an organizational team; to understand the nature of teaming and the roles and responsibilities of a productive member. This program will also offer assistance in leading a team and moving an existing team from average to peak performance. The program will rely on both dialogue teaching as well as substantial "team" or group activities to effectively practice skill deployment. This program will benefit new team members as well as more seasoned individuals.

This full-day, interactive learning experience offers learners the opportunity to develop and/or enhance their communication skill set in order to become a more effective communicator. Communicating effectively is one of the most vital ingredients to an organization's success! This course is intended to enhance an individual's ability to be an effective team member; to more effectively and more easily lead people and initiatives; to improve the organization's performance and to attract, keep and cultivate top talent. Learners engage in materials through a fun, interactive dialogue teaching approach that is complimented by relevant learning exercises and illustrations from everyday work life.

This full-day interactive learning program is aimed at leaders at all levels who have a fundamental appreciation and mastery of the basic coaching tools, either through successful completion of the "Basic Coaching Clinic" or a similar program. This program combines dialogue teaching with small group learning, role play, case analysis to deliver dynamic, laser focused learning. This program is a must for those leaders who have successfully deployed coaching skills and want take their experience to the next level. Also, it is ideal for those who want to assist their team members in developing coaching skills as well. Finally, this would be a value added program for any leader actively engaged in a mentoring program, formal or informal.

Business coaching is truly about exploring new possibilities and thinking in radically different ways. Often it calls on us to abandon old patterns of thinking, believing and acting. This full-day, dynamic, results-oriented course challenges the learner in exactly that way. In addition to providing an overview of business coaching, including a definition of coaching (what it is and what it is not), its history, ROI and profiles of its successful use in major corporations across the country, this course introduces the art and science of coaching and allows learners to begin to develop the core competencies of business coaching. In the process, learners will discover specific ways to use coaching to elevate their own personal mastery level and harness their own power. They will become more intentional about managing things and coaching people. Learners will become skilled in both "coaching up" as well as how to avoid "tunnel thinking." Finally, learners will engage in "unlearning" as well by recognizing and shifting limiting beliefs that hold them and their organizations back from having even more positive outcomes.

Coaching Skills is an interactive workshop designed to provide managers, supervisors and trainers with the techniques and skills needed to train employees in skills needed on the job. Effective coaching and feedback techniques are introduced and practiced during the workshop.

An interactive workshop which focuses on communication skills and how to enhance communication in today's diverse business environment. The course looks at an individual's personal perception and how that perception affects the business environment. The course focuses on building business relationships through understanding and acceptance.

Conflict Resolution is an interactive workshop that focuses on effective communication and methods to avoid or reduce conflict in the workplace. However, it introduces participants to an effective win-win method to apply when conflict does occur. And, finally, the course introduces basic mediation techniques that can be applied when two parties cannot resolve a conflict.

Effective Meetings is an interactive workshop designed to increase the effectiveness of meetings. The course focuses on the roles of the leader / facilitator and the participants, how their personal communication styles affect and are affected by others, and provides guidance in scheduling, meeting rooms and meeting conduct.

Facilitation Skills is an interactive workshop focusing on effective training techniques for adult learners. The course introduces presentation and facilitation skills, incorporating the individual's personal communication style. It also provides feedback on increasing effectiveness of the individual's communication, and provides tips on appropriate application techniques.

Negotiating Skills is an interactive workshop which focuses on key skills in successful negotiating, including preparation, listening, understanding the other person(s), and persuasion. The course focuses on personal work styles and how they affect negotiations, and helps the individual determine the role of negotiating in his or her job.

Strategic Planning is an interactive workshop which focuses on the ability to think strategically, and how to develop a strategic plan for the organization or department.

Teambuilding is a highly interactive workshop designed for team members and team leaders to gain skills needed to enhance the effectiveness and productivity of their team. The workshop is always customized based on the requirements of the department or team, and focuses on aligning the team vision and purpose with the overall goals of the organization, building a team culture and effectively participating within a team. Some workshops are based on collaboration, or competitive cooperation, dependent on the needs of the group. Communication, trust and accountability are emphasized.

The Train-the-Trainer Skills workshop is an interactive workshop designed to provide supervisor, managers and other personnel with the basic skills needed to facilitate training programs in their area of expertise. The training course focuses on effective techniques for adult learners. The course can be customized for training of a specific course or as needed to meet the needs of your organization.

Benchmarking is an interactive workshop that provides participants with the tools needed to conduct a benchmarking study. Class exercises focus on information gathering tools. The identification of best practices and their application to continuous improvement projects are emphasized.

Business Process Improvement is a highly informative workshop designed to provide participants with the tools needed to successfully implement business process improvement (BPI) projects. It emphasizes BPI in the larger framework of strategic planning and alignment with organizational vision and goals. Participants will work through a case study carrying it through all phases of the project.

The Foundations of IT Service Management, based on the IT Infrastructure Library, is an interactive multi-day workshop, in which the participants will learn the 11 modules of the current version of ITIL, what's coming in version 3.0 (2007) and how IT governance will affect the organization in coming months. Certification exam is given on the third day of the workshop.

Process Improvement in IT - Implementation of ITSM is a jam-packed and highly informative workshop designed to provide participants with the tools needed to successfully implement projects aimed at improving ITSM processes. Participants will work through the same case study from the beginning to the end of a project during the workshop.

1 Day. Identify why and how we communicate and interact with others the ways we do. Learn new ways to interact more effectively and productively with co-workers, peers and friends.

<p>1 Day. Learn what it means to be an "internal consultant" and how that role can propel you into special projects, troubleshooting and cohesion efforts.</p>
<p>1 Day. Learn the challenges and opportunities coaching provides. It's much more than supervising!</p>
<p>1 Day. Learn to communicate more assertively and professionally with bosses, co-workers, friends and family.</p>
<p>1 Day. Learn how facilitators differ from supervisors or managers. Develop your own facilitation skills, style, and plan to enhance your team's success.</p>
<p>1 Day. Review over 40 of the most common grammar goofs and punctuation mistakes. Enhance your image and professionalism through proper grammar and punctuation.</p>

1 Day. Learn to develop the critical communication skills needed to become an effective team or agency leader.

1 Day. Discover ways to lead teams more effectively. Develop excitement instead of fear and resistance. Develop and communicate plans to guide your teams through difficult situations and watch them follow with excitement.

1 Day. Explore and practice proven ways to enhance your meeting planning, meeting management, team accountability, and meeting follow-up skills so you and your team move forward instead of spinning your wheels in meetings.

1 Day. Learn the unique ways we each prefer to give and receive information, and how these preferences shape our working relationships.

1 Day. Review the basics of grammar and punctuation. Learn to edit and proofread your work, as well as the writing of others to enhance understanding, while maintaining each writer's distinctive style.

<p>1 Day. Identify and practice various techniques to understand team members better, enhance team communication, increase team trust, and enhance team productivity.</p>
<p>1 Day. Learn to "take-your-reader-by-the-hand" and guide him or her through the most difficult of terminology and procedures by writing with clarity, logic and personality.</p>
<p>2 Days. Learn to write with clarity, focus and accuracy the first time! Review common grammar and punctuation mistakes, then get to the point, eliminate wordiness, and get it written!</p>
<p>3 Days. Learn to develop presentations that impact your audience and leave them wanting more! Identify how to give a successful briefing and how to be an effective meeting contributor!</p>
<p>1 Day. Learn to see service from the customer's perspective and develop simple, but effective steps to provide the level of service customers deserve.</p>

1 Day. Executives and human resources staff will discover what it takes to establish a culture focused on serving, satisfying and even exceeding customer expectations. It starts at the top and it includes everyone in the organization!

1 Day. Identify how and why servicing customers is so difficult for many government organizations. Then learn how to change these difficult situations into positive interactions for staff and customers!

1 Day to 5 Days. Develop your leadership role in serving customers by guiding organizational change, improving processes, and enhancing internal and external communication so employees throughout the agency focus on the customer.

1 Day. Learn to plan for organizational growth in a simple, focused manner. No more struggling with trying to manage a cumbersome plan!

1 Day. Human resources managers and staff will learn to develop comprehensive, coordinated agency training and succession plans.

1 Day. Discover individual performance enhancers and inhibitors teams may have and learn to work with each for enhanced team performance and collaboration.

1 Day. Identify time, material and money wasting steps in your current work habits. Discover ways to improve efficiencies by streamlining and re-engineering activities and processes.

1 Day. Senior managers and human resources managers will learn to develop coordinated, solid leadership development and agency succession plans that align with the agency's strategic plan.

1 Day to 5 Days. Develop your focus as a leader. Develop strategic & succession plans, develop staff, initiate change, and ignite problem solving skills agency-wide.

1 Day. Discover ways to initiate, lead, implement and sustain organizational changes effectively. Develop excitement instead of fear or resistance.

1 Day to 5 Days. Learn to develop a focused vision, revise tires missions and values, and develop targeted goals to spur greater employee interest, involvement and performance.

1 Day. Identify individual resistance to change and discover ways to move through changes more quickly and effectively.

4 Hours to 1 Day. Discover the leading types, causes and cures to incivility in the workplace.

1 Day. Learn to communicate clearly, assertively, professionally and effectively with your boss and co-workers to maximize individual and team productivity.

1 Day. Identify typical conflict management styles, discover your own default reactions to conflict, and identify new ways to become more effective in addressing conflict with others.

1 Day. Discover simple, effective ways to stop difficult people from continuing their (or possibly your own) poor behavior.

4 Hours to 1 Day. Evaluate the most common forms of harassment and identify specific actions anyone can take to prevent it, eliminate it and end it.

Courses, Long Term Projects, Seminars & Workshops are taught in the following areas:

- Assertiveness
- Basic Principles of Systems Thinking
- Change Management
- Coaching / Mentoring
- Collaboration & Networking Skills
- Communication Skills
- Communicating with the Public
- Conflict Management ~ Handling Conflict Appropriately
- Dealing with Difficult People
- Decision Making
- Emotional Maturity
- Facilitation & Group Process Skills
- Interpersonal Skill Development
- Interpersonal Skills with Work Groups & Teams
- Leadership Development
- Listening Skills
- Negotiation
- Performance Accountability
- Personality Styles & Communication Styles
- Scenario & Strategic Planning
- Teambuilding
- Utilizing Team Decision Making Skills

Course Skills and/or Course Competencies

At the end of the module, participants will be able to:

- Describe the role of a manager in developing others.
- Explain how developing others can benefit those being developed, the manager, and the overall organization.
- Recognize the challenges faced in developing others.
- Identify opportunities to develop the skills and capabilities of others.
- Demonstrate a set of key actions for developing others.
- Demonstrate a variety of listening and asking techniques that will help others feel confident in their own decisions.
- Conduct focused development conversations that result in professional development and growth.

At the end of the module, participants will be able to:

- Describe the impact of giving recognition for individual and organizational success.
- Demonstrate a set of key actions for giving recognition.
- Determine the type of recognition that is best suited for each recipient of recognition.
- Deliver recognition to sustain and encourage top performance.

At the end of the module, participants will be able to:

- Rate and rank work responsibilities based on their organizational contributions
- With their manager's guidance, use the Key Actions to identify key work priorities
- Plan for successful meetings with their managers to identify work priorities.
- Describe opportunities for goal setting.
- Translate high-priority responsibilities into intended outcomes using verifiable terms
- Successfully use the Key Actions to help themselves set verifiable goals
- Recognize opportunities to use these processes as part of their continuing communication with others about priorities and goals

At the end of the module, participants will be able to:

- Explain why the ability to manage competing priorities is an important skill in today's workplace.
- Review their individual priorities as the basis for communicating clearly with others about what must be done to meet important goals.
- Handle interruptions and requests for help in ways that build or maintain good working relationships.
- Clarify expectations for tasks they need to perform.
- Analyze their own needs and work with others to identify ways to handle competing priorities.
- Decide when to delegate or hand off tasks and how to do this effectively.

At the end of the module, participants will be able to:

Define and describe constructive feedback.

- Identify opportunities to provide constructive feedback in their work environment.
- Recognize the challenges and benefits of providing constructive feedback.
- Evaluate their current level of effectiveness at providing constructive feedback.
- Demonstrate a set of key actions for providing constructive feedback to others.
- Conduct constructive feedback conversations with others that result in improved performance.

At the end of the module, participants will be able to:

Describe how current business issues are affecting their organization and its ability to attain results.

- Discuss five critical leadership qualities that contribute to both organizational and personal success.
- Discuss six principles that help leaders develop effective working relationships.
- Evaluate the regularity with which they apply The Basic Principles in their daily behaviors.
- Explain how applying The Basic Principles can help leaders develop The Qualities of Genuine Leadership.
- Use The Basic Principles to address organizational problems and develop The Qualities of Genuine Leadership.

At the end of the module, participants will be able to:

Identify the impact of emotions on their own productivity.

- Be more aware of factors that cause their emotions to intensify, so they can manage them more effectively.
- Choose and apply techniques to address their own strong emotions, so they focus on getting work done.
- Know when it is useful and appropriate to take positive action to help others manage their emotions.
- Respond to the strong emotions of others in a constructive and objective way.

At the end of the module, participants will be able to:

- plan a focused meeting
- start a meeting by reviewing the purpose, desired outcome(s), ground rules and agenda
- use facilitation techniques to encourage a wide range of views on discussion topics
- explain the difference between meeting process and meeting content
- keep the discussion on track while managing an appropriate meeting pace
- assign action items and make follow-up plans to conclude a meeting
- explain how to evaluate a meeting
- describe how they plan to use their new skills in future meetings

Your organization will benefit from the improved knowledge sharing, decision making and action planning that well-managed meetings generate.

At the end of the module, participants will be able to:

- Recognize the barriers to effective conversations.
- Open a customer conversation in a way that gain customer confidence and cooperation.
- Demonstrate techniques for effectively learning what customers need.
- Present information that has a positive focus and helps customers make decisions.
- Close a customer conversation in a way that maintains customer confidence.
- Demonstrate how to guide a customer conversation from beginning to end.

Your employees will:

develop critical skills that make them more effective in virtually every role and function they perform

- improve their ability to elicit maximum cooperation from others
- enjoy a positive, open environment where people feel free to express ideas and opinions
- experience a reduction in the occurrence of deadlocked, counterproductive disagreements among team members
- reduce stress and improve job satisfaction

Your organization will:

- improve quality, productivity and profit
- foster an innovative spirit where ideas are freely shared, explored and implemented
- encourage teamwork and reduce dissension
- reduce turnover among exceptional performers
- improve communication across departmental lines
- reduce the interpersonal problems and challenges that accompany organizational changes
- unlock a wealth of new ideas and spark healthy initiative

At the end of the module, participants will be able to:

Make better decisions about how and when they spend their listening time.

- Improve the quality of the information they receive by demonstrating curiosity and an open mind.
- Enhance the accuracy of what they hear by managing internal and external distractions more effectively.
- Improve performance by listening to negative feedback nondefensively.
- Save time by managing the flow of off-track conversations.

At the end of the workshop, participants will be able to:

- Recognize how to achieve problem-solving results through a blended approach to process and people.
- Use the five-step Results Process to solve problems with their team.
- Describe how demonstrating The Basic Principles can create a problem-solving culture.
- Use tools that incorporate four types of problem-solving thinking.
- Begin the problem-solving process by quantifying the gap that exists between the current state and the desired state.
- Identify and verify probable causes of problems.
- Generate a variety of innovative solutions to choose from.
- Develop effective decision-making guidelines.
- Demonstrate the steps for gaining group consensus on a solution.
- Describe the techniques for supporting implementation success.

Your salespeople will:

Improve their sales performance by refining their ability in a critical selling skill

- Experience more confidence in handling challenging negotiations
- Feel a greater sense of control during negotiating sessions
- Experience stronger salesperson/customer relationships by ensuring that the customer—not just the organization—benefits

enjoy: Your customers will
• Negotiating with salespeople interested in reaching a mutually beneficial agreement, not just a sale

- Reaching agreements that are compatible with their organizations' needs and goals
- Staying up-to-date on all the details and commitments of new agreements and the

Your salespeople:

ability to move the sales cycle forward

- increase their
- strengthen ties with customers by responding more effectively and creatively to their organizational and personal needs
- enhance their professionalism and self-esteem

Your customers:

- develop a thorough understanding of how your products and services meet their needs
- make buying decisions based on fact rather than on high-pressure sales tactics
- create lasting relationships with salespeople who understand their business needs

Your organization:

increased revenues by giving your sales force the skills they need to advance— and close—a sale

- realizes
- develops sales force confidence and performance by offering salespeople a systematic way to target and address customer needs
- enjoys an improved image in the eyes of customers

Your salespeople will: ● Gain
the skills critical to developing solid business relationships while improving sales performance.

- Increase their long-term effectiveness by becoming knowledgeable business consultants.
- Acquire critical skills efficiently through learner-focused activities.
- Gain a reliable method for continually evaluating and improving skill development.

Your customers will profit from: ●
Lasting relationships with salespeople who understand their business reality.

- Products that address their specific organizational and personal needs.
- Buying decisions that are based on fact, not on high-pressure sales tactics.

Your organization will experience: ● Increased
success in winning new business and building customer loyalty.

- Decreased costs by helping salespeople better judge account potential and use time more efficiently.

Your salespeople will: ● Gain the skills
critical to developing solid business relationships while improving sales performance.

- Increase their long-term effectiveness by becoming knowledgeable business consultants. ● Acquire critical skills efficiently through learner-focused activities.
- Gain a reliable method for continually evaluating and improving skill development.

Your customers will profit from: ● Lasting
relationships with salespeople who understand their business reality.

- Products that address their specific organizational and personal needs.
- Buying decisions that are based on fact, not on high-pressure sales tactics.

Your organization will experience: ● Increased
success in winning new business and building customer loyalty.

- Decreased costs by helping salespeople better judge account potential and use time
- A common language for your sales team, resulting in improved communication and t

At the end of this module, participants will be able to: ● Work toward reducing
the impact that conflict has on productivity and work relationships.

- Get a clear picture of the causes behind a conflict.
- Prepare to address conflict with a resolution mindset.
- Talk through a conflict situation objectively and nondefensively.
- Develop first steps and trial solutions to begin to resolve a conflict.
- Follow through to keep momentum headed toward a solution.

At the end of the module, participants will be able to:

- Identify behaviors that can fragment a team and negatively impact productivity.
- Demonstrate a set of key actions for resolving conflict within a team.
- Successfully manage unproductive reactions when dealing with team issues.
- Determine when leader-led or team member-led resolutions are most appropriate.
- Describe how to support team members who choose to address conflict themselves.

At the end of the module, participants will be able to:

- Organize their thoughts with a focus on addressing the needs of their listeners and achieving their objectives.
- Encourage desired action by delivering their message clearly and concisely.
- Handle resistance by responding to listeners' ideas, opinions, and concerns.
- Ensure that their ideas are acted on by developing concrete follow-up plans.
- Share ideas for workplace improvements and innovations geared toward better business results.

Both new and semi-experienced trainers improve the speed and quality of learning with material from any source and become more effective in every aspect of their jobs as they learn to:

- assume the trainer role effectively and appropriately
- create a stimulating, motivating learning environment
- get participants' attention and sustain their interest
- lead high-quality group discussions
- use appropriate methods for asking and answering questions

The AchieveGlobal Trainer Certification Process helps training candidates acquire the skills that enable them to deliver effective training to their organizations. By the end of the certification process, candidates will be able to:

- Demonstrate new and effective facilitation skills, behaviors, and techniques
- Give and receive constructive feedback
- Facilitate a skills practice
- Link training to specific organizational issues
- Identify the materials necessary to prepare and deliver training

At the end of the module, participants will be able to:

- Identify the impact of emotions on their own productivity.
- Be more aware of factors that cause their emotions to intensify, so they can manage them more effectively.
- Choose and apply techniques to address their own strong emotions, so they focus on getting work done.
- Know when it is useful and appropriate to take positive action to help others manage their emotions.
- Respond to the strong emotions of others in a constructive and objective way.

At the end of the module, participants will be able to:

- Recognize the roles team pride and purpose play in accelerating team productivity.
- Identify actions that build pride within individuals and groups.
- Demonstrate a set of key actions for building a sense of purpose within a team.
- Communicate team goals compellingly to inspire commitment.

At the end of the module, participants will be able to:

- Explain why meeting customers' human needs is essential to their success as service providers.
- Apply three skills that demonstrate your interest in and concern for customers:
 - Listen attentively.
 - Project a willingness to help.
 - Convey respect.
- Use four caring responses that communicate the customer's value to your organization.
- Acknowledge the customer and his or her situation.
- Appreciate something about working with the customer.
- Affirm something the customer has said or done.
- Assure the customer of good service.

At the end of the module, participants will be able to:

- Identify when a discussion to clarify performance expectations is necessary.
- Respond effectively to questions and concerns people have about work priorities and goals.
- Demonstrate a set of key actions for clarifying performance expectations.
- Use the key actions to conduct a productive discussion about expectations.
- Clarify performance expectations in a way that increases employee motivation and commitment.

At the end of the module, participants will be able to:

- Prepare for a focused and collaborative performance review meeting.
- Help their employees prepare for the performance review meeting.
- Give their perspective of the person's performance by focusing on core points.
- Overcome major performance disconnects with the employee.
- Demonstrate a set of key actions for conducting performance reviews.
- Increase employee motivation, learning, productivity, and ensure collaboration throughout the year.

At the end of the module, participants will be able to:

- Recognize why leaders delay correcting poor performance.
- Describe the consequences of delaying action to correct poor performance.
- Identify performance situations that warrant corrective action.
- Explain the benefits of collecting background information prior to a discussion about poor performance.
- Demonstrate a set of key actions for correcting performance problems.
- Conduct focused conversations about poor performance that result in action toward improvement.

At the end of the module, participants will be able to:

- Define dazzling service.
- Explain how dazzling service contributes to customer loyalty.
- Recognize opportunities for deliver dazzling service in challenging and routine interactions.
- Generate a variety of options for delivering dazzling service to their customers.
- Select dazzling actions that are appropriate and meaningful to individual customers.
- Offer dazzling actions in a way that builds rapport and creates positive defining moments that are memorable.

At the end of the module, participants will be able to:

- Assess their delegation challenges and skills to understand their delegation style.
- Evaluate what work they must do versus what can or should be completed through others to delegate appropriate tasks.
- Plan tasks to delegate and align the tasks with the appropriate staff.
- Conduct a delegation conversation that results in the employee understanding the task, how it fits into the big picture, and expectations.
- List follow-up actions they can take to ensure delegation success.

At the end of the module, participants will be able to:

- Describe the role of a manager in developing others.
- Explain how developing others can benefit those being developed, the manager, and the overall organization.
- Recognize the challenges faced in developing others.
- Identify opportunities to develop the skills and capabilities of others.
- Demonstrate a set of key actions for developing others.
- Demonstrate a variety of listening and asking techniques that will help others feel confident in their own decisions.

At the end of the module, participants will be able to:

- Describe the role of the service coach in developing others.
- Explain how developing others can benefit the customer, the service provider, the organization, and the service coach.
- Recognize the challenges faced in developing others.
- Identify opportunities to develop the service skills and capabilities of service providers.
- Demonstrate a set of key actions for developing others.
- Demonstrate a variety of listening and asking techniques that will help other feel confident in their own decisions.
- Conduct focused conversations with service providers that result in action toward improved service.

At the end of the module, participants will be able to:

- Develop team agility through day-to-day behaviors and actions.
- Identify when to apply strategies and tools to enhance agility and improve results.
- Select and use agility tools to:
 - Focus team effort and energy.

- Help team members quickly gain new skills and

knowledge.

- Help the team stay current on information needed to produce results.

At the end of the module, participants will be able to:

for clues to uncover additional customer needs and determine if the organization has products or services to meet those needs.

- Listen
- Transition the conversation to learn more about additional needs.
- Reply with information that helps customers make decisions, linking features and benefits to customer needs.
- Resolve concerns that surface when a customer doubts, misunderstands, or doesn't like something about the advice or recommendation.

At the end of the module, participants will be able to:

- Define and describe constructive feedback.
- Identify opportunities to give constructive feedback on service issues.
- Recognize the challenges and benefits of giving constructive feedback.
- Evaluate their current level of effectiveness at giving constructive feedback.
- Demonstrate a set of key actions for giving constructive feedback to others.
- Demonstrate techniques for handling challenging responses during a feedback conversation.
- Conduct constructive feedback conversations with service providers that result in action toward improved service.

At the end of the module, participants will be able to:

- Describe the impact of giving recognition for individual and organizational success.
- Demonstrate a set of key actions for giving recognition.
- Determine the type of recognition that is best suited for each recipient of recognition.
- Deliver recognition to sustain and encourage top performance.

At the end of the module, participants will be able to:

- Recognize the barriers to effective conversations.
- Open a customer conversation in a way that gain customer confidence and cooperation.
- Demonstrate techniques for effectively learning what customers need.
- Present information that has a positive focus and helps customers make decisions.
- Close a customer conversation in a way that maintains customer confidence.
- Demonstrate how to guide a customer conversation from beginning to end.

At the end of the module, participants will be able to:

- Explain why it is important for organizations to heal relationships with customers who are frustrated or angry.
- Describe four guidelines for effectively restoring customer trust and confidence.
- Manage their reactions to emotional statements from customers.
- Use defusing techniques with customers who are angry or upset.
- Take appropriate actions to address and resolve customers' concerns satisfactorily.
- Demonstrate commitment to the customer relationship and encourage customers to remain loyal.

At the end of the module, participants will be able to:

- Rate and rank work responsibilities based on their organizational contributions
- With their manager's guidance, use the Key Actions to identify key work priorities
- Plan for successful meetings with their managers to identify work priorities.
- Describe opportunities for goal setting.
- Translate high-priority responsibilities into intended outcomes using verifiable terms
- Successfully use the Key Actions to help themselves set verifiable goals
- Recognize opportunities to use these processes as part of their continuing communication with others about priorities and goals

At the end of the workshop, participants will be able to:

- Create a service commitment that serves as the framework for all service actions, decisions, and standards.
- Map the customers' experience in a typical transaction and redesign that transaction to align it with the service commitment.
- Gather and analyze customer feedback that reflects the changing needs of customers.
- Develop service standards that build consistency in areas that matter to customers, including situations where mistakes can happen.
- Create a service culture in which all members of your department or business unit understand their role in the service commitment, care about the result, and possess the skills and abilities to deliver it.

At the end of the module, participants will be able to:

- Make better decisions about how and when they spend their listening time.
- Improve the quality of the information they receive by demonstrating curiosity and an open mind.
- Enhance the accuracy of what they hear by managing internal and external distractions more effectively.
- Improve performance by listening to negative feedback nondefensively.
- Save time by managing the flow of off-track conversations.

At the end of the module, participants will be able to:

- Explain why the ability to manage competing priorities is an important skill in today's workplace.
- Review their individual priorities as the basis for communicating clearly with others about what must be done to meet important goals.
- Handle interruptions and requests for help in ways that build or maintain good working relationships.
- Clarify expectations for tasks they need to perform.
- Analyze their own needs and work with others to identify ways to handle competing priorities.
- Decide when to delegate or hand off tasks and how to do this effectively.

At the end of the module, participants will be able to:

- Identify resources that require negotiated solutions.
- Identify day-to-day strategies for building and nurturing strong networks.
- Distinguish between another person's position and his or her underlying interests.
- Demonstrate a set of key actions for negotiating resources on behalf of their teams.

At the end of the module, participants will be able to:

- Describe the challenges of the changes they are experiencing in their work.
- Describe common responses to change.
- Examine and learn from their behavior during changes they faced in the past.
- Assess and understand the reasons for change.
- Work effectively with others who resist change.
- Take positive action to make change successful, both individually and with others.

At the end of the module, participants will be able to:

- Describe the role of the performance leader.
- Explain how an individual's work supports the organization's goals.
- Demonstrate a set of key actions for planning for performance discussions.
- Create measurable, objective goals using specific criteria.
- Recognize the challenges individuals might have in achieving their goals and develop strategies to overcome these challenges.

At the end of the module, participants will be able to:

- Describe how current business issues are affecting their organization and its ability to attain results.
- Discuss five critical leadership qualities that contribute to both organizational and personal success.
- Discuss six principles that help leaders develop effective working relationships.
- Evaluate the regularity with which they apply The Basic Principles in their daily behaviors.
- Use The Basic Principles to address organizational problems and develop The Qualities of Genuine Leadership.
- Explain how applying The Basic Principles can help leaders develop The Qualities of Genuine Leadership

At the end of the workshop, participants will be able to:

- Recognize how to achieve problem-solving results through a blended approach to process and people.
- Use the five-step Results Process to solve problems with their team.
- Describe how demonstrating The Basic Principles can create a problem-solving culture.
- Use tools that incorporate four types of problem-solving thinking.
- Begin the problem-solving process by quantifying the gap that exists between the current state and the desired state.
- Identify and verify probable causes of problems.
- Generate a variety of innovative solutions to choose from.
- Develop effective decision-making guidelines.
- Demonstrate the steps for gaining group consensus on a solution.
- Describe the techniques for supporting implementation success.

At the end of the module, participants will be able to:
and describe constructive feedback.

- Define and describe constructive feedback.
- Identify opportunities to provide constructive feedback in their work environment.
- Recognize the challenges and benefits of providing constructive feedback.
- Evaluate their current level of effectiveness at providing constructive feedback.
- Demonstrate a set of key actions for providing constructive feedback to others.
- Conduct constructive feedback conversations with others that result in improved performance.

At the end of the module, participants will be able to:
what stellar service is and the challenges of delivering it.

- Describe what stellar service is and the challenges of delivering it.
- Discuss the benefits of customer loyalty to the service coach, the organization, and customers.
- Explain the importance of the service provider's role in building customer loyalty.
- Find and take advantage of key defining moments in customer interactions.
- Identify and discuss the three dimensions of service.
- Describe the four key qualities that customers expect from stellar service.
- Use the four key qualities to evaluate and improve the service that is delivered.
- Communicate and reinforce expectations for stellar service with others.

At the end of the module, participants will be able to:

- Describe what stellar service is and the challenges of delivering it.
- Discuss the benefits of customer loyalty to the service provider, the organization, and customers.
- Explain the importance of the service provider's role in building customer loyalty.
- Identify key defining moments in customer interactions.
- Identify and discuss the three dimensions of service.
- Describe the four key qualities that customers expect from stellar service.
- Use the four key qualities to evaluate and improve the service they deliver.

At the end of the module, participants will be able to:

- Describe the impact of recognizing others for individual and organizational success.
- Demonstrate a set of key actions for recognizing others.
- Identify the service behaviors that should be reinforced.
- Determine the type of recognition that is best suited for each recognition recipient.
- Deliver recognition to service providers and others in the organization who contribute to stellar service.

At the end of this module, participants will be able to: • Work toward reducing the impact that conflict has on productivity and work relationships.

- Get a clear picture of the causes behind a conflict.
- Prepare to address conflict with a resolution mindset.
- Talk through a conflict situation objectively and nondefensively.
- Develop first steps and trial solutions to begin to resolve a conflict.
- Follow through to keep momentum headed toward a solution.

At the end of the module, participants will be able to:

Identify behaviors that can fragment a team and negatively impact productivity. •

- Demonstrate a set of key actions for resolving conflict within a team.
- Successfully manage unproductive reactions when dealing with team issues.
- Determine when leader-led or team member-led resolutions are most appropriate.
- Describe how to support team members who choose to address conflict themselves.

At the end of the module, participants will be able to:

- Explain the dangers of judging a customer based on assumptions about a group to which the customer may belong.
- Describe the benefits of improving service to customers who have unique needs related to physical ability, language, technology, or service expectations.
- Recognize cues that point to unique customer needs.
- Recover smoothly and quickly when a well-intentioned service action has a negative effect on a customer.
- Ask respectful questions to clarify unique customer needs.
- Generate options for meeting unique customer needs.
- Take appropriate action to meet unique customer needs.

At the end of the module, participants will be able to: •

Organize their thoughts with a focus on addressing the needs of their listeners and achieving their objectives.

- Encourage desired action by delivering their message clearly and concisely.
- Handle resistance by responding to listeners' ideas, opinions, and concerns.
- Ensure that their ideas are acted on by developing concrete follow-up plans.
- Share ideas for workplace improvements and innovations geared toward better business results.

At the end of the module, participants will be able to:

- Recognize the importance of seamless service.
- Describe their role in delivering seamless service, and commit to doing so.
- Apply six best practices for delivering seamless service.
- Demonstrate a five-step process for discussing service coordination issues with others.
- Take action to increase teamwork and coordination with those who help them serve customers.

At the end of the module, participants will be able to:

- Manage their transition to a supervisory role.
- Outline actions required to build credibility.
- Identify strategies to tap into the commitment of others.
- Create a clear connection between departmental and organizational goals to increase work group commitment.
- Plan for a conversation to build a constructive relationship with their own managers and gain managerial support.

At the end of the module, participants will be able to:

- Describe how current business issues are affecting their organization and its ability to attain results.
- Discuss five critical leadership qualities that contribute to both organizational and personal success.
- Discuss six principles that help leaders develop effective working relationships.
- Evaluate the regularity with which they apply The Basic Principles in their daily behaviors.
- Explain how applying The Basic Principles can help leaders develop The Qualities of Genuine Leadership.
- Use The Basic Principles to address organizational problems and develop The Qualities of Genuine Leadership.

AchieveGlobal's Executive Consultants guide executives and employees through the wide range of issues facing today's organizations. Their expertise and competencies include:

- Strategy clarification
- Assessment, design, and implementation of service quality
- Process management
- Sales performance
- Leadership
- Change management initiatives

At the end of the two-day program, participants will be able to:

- Seek out, clarify, and confirm ideas and information.
- Describe organizational issues and strategy in a compelling way.
- Recognize the challenges and benefits of giving feedback.
- Focus individual action on issues through feedback.
- Explore useful ideas for turning strategies into action.
- Lobby for the support and resources needed to address key organizational issues.

At the end of the workshop, participants will be able to:

- Create a service commitment that serves as the framework for all service actions, decisions, and standards.
- Map the customers' experience in a typical transaction and redesign that transaction to align it with the service commitment.
- Gather and analyze customer feedback that reflects the changing needs of customers.
- Develop service standards that build consistency in areas that matter to customers, including situations where mistakes can happen.
- Create a service culture in which all members of your department or business unit understand their role in the service commitment, care about the result, and possess the skills and abilities to deliver it.

Maximizing Training Results involves two planning sessions, with ongoing consulting assistance. The first session is conducted with senior management to:

- attach training objectives to

strategic objectives

- agree on and commit to management's role in training success
- agree on supportive action to be taken before, during and after the training
- agree on how training impact will be evaluated
- develop a high-level initial training plan
- charter a team to create and implement a tactical plan
- dedicate appropriate resources to support the training effort
- agree on a solid, effective plan to communicate with the organization about the training

The second session is conducted with the team chartered by senior management to tactically implement the training. Outcomes for this session are to:

- create a class schedule

- plan facilitator selection

At the end of the module, participants will be able to:

- Identify the impact of emotions on their own

productivity.

- Be more aware of factors that cause their emotions to intensify, so they can manage them more effectively.
- Choose and apply techniques to address their own strong emotions, so they focus on getting work done.
- Know when it is useful and appropriate to take positive action to help others manage their emotions.
- Respond to the strong emotions of others in a constructive and objective way.

At the end of the module, participants will be able to:

- Recognize the roles team pride and purpose play in accelerating team productivity.
- Identify actions that build pride within individuals and groups.
- Demonstrate a set of key actions for building a sense of purpose within a team.
- Communicate team goals compellingly to inspire commitment.

At the end of the module, participants will be able to:

- Identify when a discussion to clarify performance expectations is necessary.
- Respond effectively to questions and concerns people have about work priorities and goals.
- Demonstrate a set of key actions for clarifying performance expectations.
- Use the key actions to conduct a productive discussion about expectations.
- Clarify performance expectations in a way that increases employee motivation and commitment.

At the end of the module, participants will be able to:

- Prepare for a focused and collaborative performance review meeting.
- Help their employees prepare for the performance review meeting.
- Give their perspective of the person's performance by focusing on core points.
- Overcome major performance disconnects with the employee.
- Demonstrate a set of key actions for conducting performance reviews.
- Increase employee motivation, learning, productivity, and ensure collaboration throughout the year.

At the end of the module, participants will be able to:

- Recognize why leaders delay correcting poor performance.
- Describe the consequences of delaying action to correct poor performance.
- Identify performance situations that warrant corrective action.
- Explain the benefits of collecting background information prior to a discussion about poor performance.
- Demonstrate a set of key actions for correcting performance problems.
- Conduct focused conversations about poor performance that result in action toward improvement.

At the end of the module, participants will be able to:

- list their hot buttons
- state the two keys to effectively defusing emotionally charged situations
- describe several methods for cooling down a situation
- use a variety of responses to cool down an emotionally charged situation with another person

At the end of the module, participants will be able to:

- Assess their delegation challenges and skills to understand their delegation style.
- Evaluate what work they must do versus what can or should be completed through others to delegate appropriate tasks.
- Plan tasks to delegate and align the tasks with the appropriate staff.
- Conduct a delegation conversation that results in the employee understanding the task, how it fits into the big picture, and expectations.
- List follow-up actions they can take to ensure delegation success.

At the end of the module, participants will be able to:

- Develop team agility through day-to-day behaviors and actions.
- Identify when to apply strategies and tools to enhance agility and improve results.
- Select and use agility tools to:
 - o Focus team effort and energy.
 - o Help team members quickly gain new skills and knowledge.
 - o Help the team stay current on information needed to produce results.

At the end of the module, participants will be able to:

- describe the importance of actively seeking the information necessary for job success
- state the kind of information they need
- encourage the other person with positive body language and facial expressions
- explore the topic by asking a mix of open and closed questions
- paraphrase what they hear to verify understanding
- use the SEEK steps in a practice situation
- identify a situation at work or outside work where they can use the SEEK steps to obtain information

At the end of the module, participants will be able to:

- explain that people who work for the same organization are all part of one large team that needs to work together to be successful
- describe the ripple effect one person's behavior can have on an organization
- describe the ideal team player
- use four TEAM guidelines to increase teamwork among a group of people
- list obstacles to good teamwork
- identify ways to overcome obstacles to good teamwork

At the end of the module, participants will be able to:

- Make better decisions about how and when they spend their listening time.
- Improve the quality of the information they receive by demonstrating curiosity and an open mind.
- Enhance the accuracy of what they hear by managing internal and external distractions more effectively.
- Improve performance by listening to negative feedback nondefensively.
- Save time by managing the flow of off-track conversations.

At the end of the module, participants will be able to:

- identify the types of emergencies and temptations that might interfere with getting to work
- use a creative problem-solving tool—mind mapping—to develop a plan for dealing with emergencies
- use the four-step PLAN process to effectively communicate an emergency plan to an employer
- describe and use several techniques for handling temptations they find difficult to resist

At the end of the module, participants will be able to:

- Identify resources that require negotiated solutions.
- Identify day-to-day strategies for building and nurturing strong networks.
- Distinguish between another person's position and his or her underlying interests.
- Demonstrate a set of key actions for negotiating resources on behalf of their teams.

At the end of the module, participants will be able to:

- Describe the role of the performance leader.
- Explain how an individual's work supports the organization's goals.
- Demonstrate a set of key actions for planning for performance discussions.
- Create measurable, objective goals using specific criteria.
- Recognize the challenges individuals might have in achieving their goals and develop strategies to overcome these challenges.

At the end of the module, participants will be able to:

- give several reasons why people resist change
- explain the change dilemma—people naturally resist change, but organizations need people who are flexible
- use a wide variety of behaviors—FLEX Steps—to respond positively to change

At the end of the module, participants will be able to:

- Describe how current business issues are affecting their organization and its ability to attain results.
- Discuss five critical leadership qualities that contribute to both organizational and personal success.
- Discuss six principles that help leaders develop effective working relationships.
- Evaluate the regularity with which they apply The Basic Principles in their daily behaviors.
- Use The Basic Principles to address organizational problems and develop The Qualities of Genuine Leadership.
- Explain how applying The Basic Principles can help leaders develop The Qualities of Genuine Leadership

At the end of the workshop, participants will be able to:

- Recognize how to achieve problem-solving results through a blended approach to process and people.
- Use the five-step Results Process to solve problems with their team.
- Describe how demonstrating The Basic Principles can create a problem-solving culture.
- Use tools that incorporate four types of problem-solving thinking.
- Begin the problem-solving process by quantifying the gap that exists between the current state and the desired state.
- Identify and verify probable causes of problems.
- Generate a variety of innovative solutions to choose from.
- Develop effective decision-making guidelines.
- Demonstrate the steps for gaining group consensus on a solution.
- Describe the techniques for supporting implementation success.

At the end of this module, participants will be able to:

- Work toward reducing the impact that conflict has on productivity and work relationships.
- Get a clear picture of the causes behind a conflict.
- Prepare to address conflict with a resolution mindset.
- Talk through a conflict situation objectively and nondefensively.
- Develop first steps and trial solutions to begin to resolve a conflict.
- Follow through to keep momentum headed toward a solution.

At the end of the module, participants will be able to:

- Identify behaviors that can fragment a team and negatively impact productivity.
- Demonstrate a set of key actions for resolving conflict within a team.
- Successfully manage unproductive reactions when dealing with team issues.
- Determine when leader-led or team member-led resolutions are most appropriate.
- Describe how to support team members who choose to address conflict themselves.

At the end of the module, participants will be able to:

- Organize their thoughts with a focus on addressing the needs of their listeners and achieving their objectives.
- Encourage desired action by delivering their message clearly and concisely.
- Handle resistance by responding to listeners' ideas, opinions, and concerns.
- Ensure that their ideas are acted on by developing concrete follow-up plans.
- Share ideas for workplace improvements and innovations geared toward better business results.

At the end of the module, participants will be able to:

- use a four-step process—TALK—to prepare and deliver a message with confidence
- explain the importance of speaking with the listener's point of view in mind
- describe and use several techniques to help a speaker organize his or her thoughts in preparation for delivering a message
- describe and use several techniques to deliver a message confidently

At the end of the module, participants will be able to:

- Manage their transition to a supervisory role.
- Outline actions required to build credibility.
- Identify strategies to tap into the commitment of others.
- Create a clear connection between departmental and organizational goals to increase work group commitment.
- Plan for a conversation to build a constructive relationship with their own managers and gain managerial support.

At the end of the module, participants will be able to:

- describe behaviors that prevent people from being successful at work
- identify behaviors that help people succeed at work
- identify two keys to success—how you present yourself and how you interact with others
- use The Basic Principles to improve their interactions with others

The participants will examine and understand the "Getting to Outcomes Model" for planning, implementation and evaluation. Explore examples of how communities can use the "Getting to Outcomes Model" and describe the use of "Getting to Outcomes Model" in his or her own work.

The participant will be able to describe the foundation of a code of professional ethics. Explain the purpose and importance of ethical standards. Describe the unique dynamics of the counselor/client relationship. Understand the rules for confidentiality, list actions that prevent counselor misconduct and explain the importance of counselor wellness.

The participant will learn to produce concise text through inductive and deductive reasoning, write formats and formulas for various writing requirements, organize memos and letters, create reader friendly documents, choose the correct pattern of development and produce professional e-mail. They will also feel more confident in their skills and use a process that makes writing easier and faster.

The participant will understand the communication process, learn active listening and responding skill, see things from other points of view and understand how others may see your body language.

The participant will understand the components of a basic grant proposal, identify and locate the major types of funders, how to develop a competitive grant application. The participants will learn how to prepare their organization for grant competition, complete an asset survey, determine needs, create goals and objectives and evaluation plans in the five-day class. The participant will leave with the tools needed to research, develop and submit a grant as well as a "boiler plate draft" to use for their first grant.

The participant will understand the components of a basic grant proposal, identify and locate the major types of funders, how to develop a competitive grant application. The participants will learn how to prepare their organization for grant competition, complete an asset survey, determine needs, create goals and objectives and evaluation plans in the five-day class. The participant will leave with the tools needed to research, develop and submit grant as well as a "boiler plate draft" to use for their first grant

The participants will leave with the "one thing no fail formula" to becoming and being touted as a great manager or leader.

Participants will leave with the understanding that culture is the roadway to building careers, customers and profits, that hiring plus performance plus firing equals the right people and the right. Team member. They will also understand that problems with culture equal problems with team building, turnover costs and customer service.

The participant will learn to create a good impression, organize content and order for maximum impact, use body language to become powerful, think spontaneously, use humor effectively and create visual aids with impact.

The participant will explain the importance of a positive attitude in delivering good customer service, identify barriers to providing high quality service, apply techniques for dealing with angry or upset people, effectively deal with dialects and accents on the phone and demonstrate proper way to greet, transfer and hold calls.

The participant will learn to identify the benefits of great customer service, Recognize barriers to the delivery of outstanding customer service , Recognize and adapt to specific customer behavior styles, Demonstrate how to measure customer satisfaction levels and take corrective action if needed , Learn techniques for dealing with angry or upset customers and Develop a personal action plan to improve customer service skills

The participant will learn to identify typical level of conflict, Understand and identify different behavioral styles, Apply techniques for dealing with difficult people, and Deliver constructive feedback, and Develop an action plan to improve their relationships with others.

The participant will explain the importance of a positive attitude in delivering good customer service, identify barriers to providing high quality service, apply techniques for dealing with angry or upset people, effectively deal with dialects and accents on the phone and demonstrate proper way to greet, transfer and hold calls.

The participant will learn to discuss the compelling data for underage drinking, compare and contract individual level and population level interventions, recognize positive and negative roles of the media, describe the SAMHSA 5-step” Strategic Prevention Framework process, provide effective school-based programs to reduce underage drinking and cite examples of risk and protective factors. The will also be able to cite examples of positive youth involvement with coalitions, share outreach strategies to the community and key stakeholders, examine the role of decision makers and policy/laws and relate all the components of a crisis plan.

The participant will compare and contracts individual outcomes and population-level outcomes, explain the SAMHSA “5-step” Strategic Prevention Framework planning process, define media literacy, explain and give examples of media advocacy and provide statistics at the national, state and local level for underage drinking, list good leadership traits. And characteristics, present examples of “best practices”, list three examples of community mobilizations projects, explore avenues to engage the community in drug prevention efforts and cite resources for additional information to prevent/reduce drug, alcohol and tobacco use.

The participant will be able to distinguish between "environmental" and "individual" approaches to prevention,

The participants will examine and understand the "Getting to Outcomes Model" for planning, implementation and evaluation. Explore examples of how communities can use the "Getting to Outcomes Model" and describe the use of "Getting to Outcomes Model" in his or her own work.

The participant will be able to define technical capacities, human capacities and financial capacities, Explain how building capacities with a program or process affect sustainability, Describe the role of stakeholders in helping to sustain prevention efforts, Define the role of communication and communicating outcomes in the process of sustainability, Investigate resources that provide financial sustainability, Link process and outcome evaluation of programs and practices to sustainability and Explain the connection between sustainability and a strategic planning process

Describe how infections occur, identify how blood borne pathogens are spread, identify tasks that have a potential for exposure to infectious materials, recognize the importance of hand washing and personal hygiene in reducing the risk of disease transmission, recognize the importance of personal protective equipment and understand the types of equipment available for use, identify engineering and work practice controls, identify biohazard signs and labels, describe the emergency procedures for exposure incidents involving potentially infectious materials.

Adult CPR, Conscious Choking, Unconscious Choking, Rescue Breathing, Calling 911, use of Automated External Defibrillator (AED)

Child CPR, Conscious Choking, Unconscious Choking, Rescue Breathing, Calling 911, use of Automated External Defibrillator (AED).

Adult CPR, Child CPR, Infant CPR, Automated External Defibrillator (AED), Rescue Mask, Bag-Valve Mask Respirations, Conscious Choking, Unconscious Choking, and Rescue Breathing.

Infant CPR, Conscious Choking, Unconscious Choking, Rescue Breathing, Calling 911.

Identify guidelines to follow to ensure the personal safety of the first responder and the safety of others at an emergency scene. Explain what happens in the body if one or more body systems fail. Identify ways in which diseases are transmitted and describe body substance isolation techniques to prevent disease transmission. Describe when to move a victim in an emergency and methods for doing so. Explain and demonstrate how to assess a victim's condition. Recognize breathing emergencies and provide proper care for them. Identify breathing devices and demonstrate how to use them. recognize the signs of a possible heart attack, and describe how to care for someone who is experiencing persistent chest pain. Recognize the signs of cardiac arrest, and demonstrate how to provide CPR. Recognize bleeding and demonstrate how to control it. Recognize the signs and symptoms of shock (hypoperfusion), and describe how to minimize its effects. Recognize the signs and symptoms of various soft tissue and musculoskeletal injuries, and demonstrate how to care for them. Recognize the signs and symptoms

How to call 9-1-1, how to move a person from a dangerous scene, check an unconscious person, identify the signals of shock, identify the signs and symptoms of sudden illness, including stroke, diabetic emergency, poisoning and allergic reactions, and describe how to care for them, identify the signs and symptoms of heat- and cold-related emergencies and describe how to care for them, demonstrate how to control bleeding, demonstrate how to care for a muscle, bone or joint injury.

Increase reading rate; Improve retention; Heighten concentration; Develop study skills.

LEARNING OBJECTIVES

- * Develop a model for managing change effectively within your team
- * Identify key legal issues that all supervisors need to understand when managing people
- * Identify key competencies for supervisors and create action plans to improve skills
- * Identify best practices for decision making
- * Identify the importance of mentoring employees for peak performance
- * Develop skills to provide feedback to employees
- * Identify how competencies change as you move from the supervisory level all the way to senior leader
- * Identify strategies for helping you manage your manager's expectations

LEARNING OBJECTIVES

- * Understand keys to improving success in hiring
- * Identify how to energize, leverage, and motivate your employees by understanding their styles and how best to adapt your style
- * Define supervisory styles and the typical types of supervisors
- * Assess your own supervisory style through an inventory tool
- * Relate your own supervisory style to setting objectives, employee communication, and managing performance in your organization
- * Develop a personal development improvement plan to enhance your supervisory performance
- * Learn the six common patterns of employee "bad habits" and how to help those employees succeed

LEARNING OBJECTIVES

- * Understand the terminology and structure of a typical budget
- * Understand the advantages of various budgeting approaches
- * Define typical components of the budget process - return-on-investment (ROI) analysis, revenue projections, fixed costs, variable costs, and capital expenditures
- * Understand the features of typical budgeting software



LEARNING OBJECTIVES

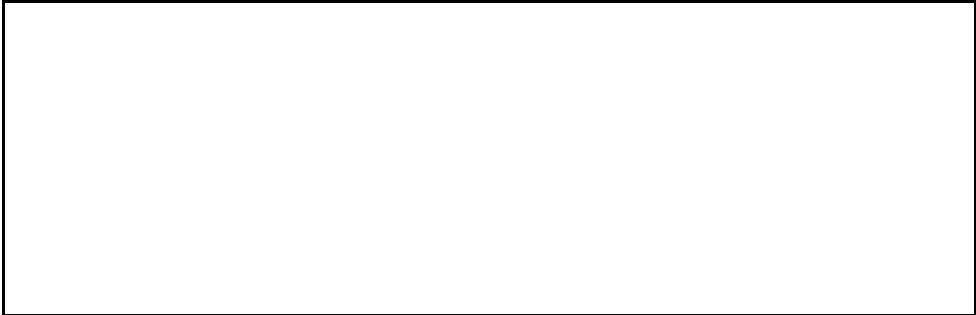
- * Learn 'best practice' in developing a competitive marketing plan
- * Understand where strategic planning ends and marketing planning begins
- * Learn zero-based marketing budgeting - from service line revenue forecasts to building marketing budgets
- * Develop a model for implementing and managing your organization's marketing programs

LEARNING OBJECTIVES

- * Understand best practices in management succession, manpower planning, and leadership development
- * Develop a simple framework for management succession for your own job and the jobs of your direct reports
- * Develop a simple framework for leadership development incorporating style inventories, coaching, mentoring, and cross-functional exposure
- * Conduct a leadership return on investment (ROI) analysis on replacement, retention, and development for a key position reporting to you

LEARNING OBJECTIVES

- * Define the meaning of quality customer service
- * Learn how to identify external and internal customers
- * Discuss competencies needed to deliver exceptional customer service
- * Determine how to work through and diffuse customer complaints
- * Understand how to facilitate a cooperative and congenial work environment
- * Develop techniques to help cope with stress related to customer service work



LEARNING OBJECTIVES

- * Identify characteristics of an "employer of choice" and how HR can get you there
- * Identify HR competencies for your organization
- * Learn how your organization stacks up - understand HR benchmarks in the field
- * Determine what skill sets belong in your HR department - now and for the future
- * Develop an understanding about the relationship between executive team competencies and succession planning

LEARNING OBJECTIVES

- * Identify the range of leadership styles
- * Assess your own leadership style
- * Relate your own leadership style to strengths (and areas for growth) in managing change in your organization
- * Identify how to energize, leverage, and motivate your employees for peak performance

LEARNING OBJECTIVES

- * Understand the trends in the behavioral health field that contribute to declining margins and organizational profitability
- * Explore revenue maximization options for a better understanding of whether they will provide a return for your organization
- * Identify how to develop contract management strategies based on service line and contract profitability analysis
- * Review the issue of revenue diversification and the range of alternates for increasing the range of revenue options

--

--

--

LEARNING OBJECTIVES

- * Learn the difference between ROI models (simple ROI, net present value ROI, etc.)
- * Understand quantitative/qualitative decision points in technology/capital projects
- * Understand the difference between qualitative and quantitative components of ROI analysis - and how to use them effectively in analysis
- * Learn how to calculate return-on-investment (ROI)

LEARNING OBJECTIVES

- * Develop an understanding of target costing tools & their use in the planning process.
- * Identify issues in determining and tracking unit cost - the key to successful target costing.
- * Learn how to use value engineering to reduce costs and maintain service levels and quality

This course addresses the following skill areas:

The Changing Managerial Role
Motivation: The Problem and the Solution
Organizational Development
The Manager as a Leader
Authority and Power
Managerial Types
Criteria for Personal Goal Setting
Different Types of Goals
The Value of Goal Setting
Confidence Inhibitors
Overcoming Fear
Work Environment and Motivation
Using Motivation at Work
A Basic Understanding of T / A
T / A and Management
Decision Making
Participative Decisions
Management Communications
Communication Guidelines
Active Listening
Time Management
Developing Subordinates through Goal Setting
Dealing with Negative Behavior
Creating a Problem-Solving Environment
Managing through Goal Setting
Criteria for Selling Organizational Goals
Department Goals

This course addresses the following skill areas:

You Possess the Ability to Lead
Preparation for Leadership
A Product of the Past
Formal Leadership
Goal Setting for Success
Building Success Attitudes and Habits
Developing Your Personal Goals Program
Turning Solutions into Action
Understanding and Affirming Yourself
Managing Your Time
Personal Development / Attitude Development
Communications and Human Relations
Decision Making and Problem Solving
Why People Resist Change
Roadblocks to Success
Self Motivation and the Courage to Act
Creative Power through Visualization
Creative Power through Visualization
Active Listening

This course addresses the following skill areas:

What Does the Customer Really Want
What Does Customer Service Really Mean
Your Role in the Organization's Success
Understanding Human Behavior
The Power of Goal Setting
Art of Satisfying Customers
Being a Team Player
Cultivating Customer Loyalty
Effective Communications
The Art of Listening
Handling Complaints
Mastering Difficult Situations
Developing a Positive Organizational Image
Estimating Your Quality of Service
Becoming an Excellent Service Provider

This course addresses the following skill areas:

The Changing Managerial Role
Motivation: The Problem and the Solution
Organizational Development
The Manager as a Leader
Authority and Power
Managerial Types
Criteria for Personal Goal Setting
Different Types of Goals
The Value of Goal Setting
Confidence Inhibitors
Overcoming Fear
Work Environment and Motivation
Using Motivation at Work
A Basic Understanding of T / A
T / A and Management
Decision Making
Participative Decisions
Management Communications
Communication Guidelines
Active Listening
Time Management
Developing Subordinates through Goal Setting
Dealing with Negative Behavior
Creating a Problem-Solving Environment
Managing through Goal Setting
Criteria for Selling Organizational Goals
Department Goals

This course addresses the following skill areas:

You Possess the Ability to Lead
Preparation for Leadership
A Product of the Past
Formal Leadership
Goal Setting for Success
Building Success Attitudes and Habits
Developing Your Personal Goals Program
Turning Solutions into Action
Understanding and Affirming Yourself
Managing Your Time
Personal Development / Attitude Development
Communications and Human Relations
Decision Making and Problem Solving
Why People Resist Change
Roadblocks to Success
Self Motivation and the Courage to Act
Creative Power through Visualization
Creative Power through Visualization
Active Listening

This course addresses the following skill areas:

Valueship

Creating a Compelling Vision

Communicating the Vision

Leading During Times of Change

Alignment

Creating Balance

Leadership Responsibility

The Leadership Roles

Collaborating for Results

Obstacles to successful Collaboration

Creating Winning Teams

Team Competency and Leadership

Understanding What Motivates People

Developing Peak Performers

Developing Trust

This course addresses the following skill areas:

The Supervisor as a Manager

The Supervisor as a Leader

The Role & Function of a Supervisor

What Makes a Supervisor Succeed

Personal Goal Setting

Organizational Goal Setting for Improved Productivity

Guidelines for Setting Goals

Types of Goals

The Interdependence of Goal Affirmations

Confidence: The Critical Ingredient

Fear: Its Uses and Abuses

Authority and Power

Types of Supervisors

Managing and Controlling Your Use of Time

Motivating Improved Performance

Creating an Environment for Growth

The Art of Listening

The fine Art of Sending and Giving Orders

Dealing with Grievances

Taking Corrective Action

The Disciplinary Interview

Techniques for Better Training

Delegation

The Principles of Decision Making

Problem Solving

This course addresses the following skill areas:

Evaluating Current Behavior
Creating a Strong Foundation
Getting Organized
Importance of Meaning
Values
Visualization
Staying SMART
Investing Your Time
Stress Management
Overcoming Procrastination
Planning and Priorities
When to Plan
To Do List
Planning for Interruptions
Telephone - Friend or Foe
Attitudes
Learn to Say No
Developing Time-Conscious Attitudes
What will Work for You

This course addresses the following skill areas:

Valueship
Creating a Compelling Vision
Communicating the Vision
Leading During Times of Change
Alignment
Creating Balance
Leadership Responsibility
The Leadership Roles
Collaborating for Results
Obstacles to Successful Collaboration
Creating Winning Teams
Team Competency and Leadership
Understanding What Motivates People
Developing Peak Performers
Developing Trust

This course addresses the following skill areas:

Elements of the Strategic Plan
The External Assessment
Internal Appraisal
The Business Plan
Examples of Vision and Mission Statements
Critical Goals Categories
Critical Success Factors
Business Planning Goals
Financial Budgeting
Marketing Communications
Sales Support
The Sales Plan
The Review Process

This course addresses the following skill areas:

Building a Successful Plan
Your Roles
How to Get the Most From This Process
Building a Business Plan
Benefits of Planning
Your Vision, Your Dreams
Creating a Vision Statement
Values
Ensuring Your Success
The Success Formula
Developing Success Attitudes
Affirmations
Becoming a World-Class Competitor
The External Assessment
Customer Segments
Competitive Analysis
Trend Analysis
Internal Appraisal
Organizational Structure
Resources
Strengths and Limitations
Developing a Base Strategy
Selecting a Base Strategy
Business Planning
Developing a Mission Statement
Excellence Everytime
Shortening Your Learning Curve
Critical Goals Categories
Personal Goals
Business Planning Goals
The Market Plan

This course addresses the following skill areas:

The Supervisor as a Manager
The Supervisor as a Leader
The Role & Function of a Supervisor
What Makes a Supervisor Succeed
Personal Goal Setting
Organizational Goal Setting for Improved Productivity
Guidelines for Setting Goals
Types of Goals
The Interdependence of Goal Affirmations
Confidence: The Critical Ingredient
Fear: Its Uses and Abuses
Authority and Power
Types of Supervisors
Managing and Controlling Your Use of Time
Motivating Improved Performance
Creating an Environment for Growth
The Art of Listening
The fine Art of Sending and Giving Orders
Dealing with Grievances
Taking Corrective Action
The Disciplinary Interview
Techniques for Better Training
Delegation
The Principles of Decision Making
Problem Solving

This course addresses the following skill areas:

You Possess the Ability to Lead
Preparation for Leadership
A Product of the Past
Formal Leadership
Goal Setting for Success
Building Success Attitudes and Habits
Developing Your Personal Goals Program
Turning Solutions into Action
Understanding and Affirming Yourself
Managing Your Time
Personal Development / Attitude Development
Communications and Human Relations
Decision Making and Problem Solving
Why People Resist Change
Roadblocks to Success
Self Motivation and the Courage to Act
Creative Power through Visualization
Creative Power through Visualization
Active Listening

This course addresses the following skill areas:

Valueship

Creating a Compelling Vision

Communicating the Vision

Leading During Times of Change

Alignment

Creating Balance

Leadership Responsibility

The Leadership Roles

Collaborating for Results

Obstacles to Successful Collaboration

Creating Winning Teams

Team Competency and Leadership

Understanding What Motivates People

Developing Peak Performers

Developing Trust

Quality Engineering Skills per American Society for Quality competency.

Quality Engineering Skills per American Society for Quality competency.

Quality Engineering Skills per American Society for Quality competency.

Quality Engineering Skills per American Society for Quality competency.

Quality Engineering Skills per American Society for Quality competency.

Quality Engineering Skills per American Society for Quality competency.

Quality Engineering Skills per American Society for Quality competency.

Quality Engineering Skills per American Society for Quality competency.

Quality Engineering Skills per American Society for Quality competency.

Quality Engineering Skills per American Society for Quality competency.

Quality Engineering Skills per American Society for Quality competency.

Quality Engineering Skills per American Society for Quality competency.

Quality Engineering Skills per American Society for Quality competency.

Quality Engineering Skills per American Society for Quality competency.

Quality Engineering Skills per American Society for Quality competency.

Quality Engineering Skills per American Society for Quality competency.

Learn about assessment research origins and the latest CCL research. Discover the most effective ways to use assessment tools, and understand how they can fit into an organization's leadership development approach. Learn to read, analyze and interpret feedback reports for others. Learn how to assist others in development planning. Improve your own feedback skills by facilitating, observing and participating in feedback exercises with fellow workshop participants. Increase your knowledge of best practices through discussions with CCL staff and peers. Have the opportunity to complete pre-program work to enhance your learning experience. Completing Benchmarks prior to attending the workshop allows you to explore the tool using your own results in addition to sample data. Receive comprehensive facilitator's manuals and other publications including "FYI For Your Improvement" to assist you in working with individuals who are completing CCL assessments and are working on development planning.

Learn the essentials of coaching by using CCL's unique framework, along with new coaching skills that can be put to immediate use. Participate in a combination of small group interaction and videotaped practice sessions. Coaches work closely with small groups throughout the program - and a high instructor-to-participant ratio (1:4) -- provides a focused and feedback-rich learning environment. Build a results-driven development plan using a powerful peer coaching process that is overseen by experienced CCL faculty. Learn more about yourself and others. You will understand the importance of managing the coaching relationship - as well as how your personal preferences affect coaching outcomes. And you will increase your understanding of others' personalities and learning styles to enable you to better coach them. Learn how to adapt your coaching style to individual styles and circumstances. Participate in a follow-up coaching session, conducted by telephone 30 to 45 days after the program, to reinforce and extend classroom learning.

Develop a systemic approach that links leadership development with key business strategies and goals. Learn to implement success factors in executive development through our model of assessment, challenge and support. Identify competencies that will aid the organization in meeting its business needs. Benchmark best practices from organizations CCL has worked with or studied. Develop an actionable plan mapping out what needs to be developed, who needs to be developed, and how development will be implemented and evaluated.

Increase your individual strategic leadership effectiveness in three key areas: thinking strategically, acting decisively and influencing the commitment of others to long-term strategic objectives. Recognize how effective teams in your organization use strategic thinking, acting and influencing - and use that knowledge to improve the way those teams move the organization forward. Understand the learning processes necessary for strategic organizations and how to improve these processes within your own organization. Receive extensive assessment and feedback, which includes a confidential one-on-one session with a CCL executive coach, focused on your individual, team, and organizational challenges. Develop an achievable set of goals for the future along with a plan to achieve them.

Learn what your current leadership strengths are, what your needs are and how they affect the functioning of your group. Learn how to improve work performance by understanding how people interact with each other. Increase your understanding of how to best influence others - and create strategies for managing conflict. Establish a network with others in the program that are at the same stage in their careers. Receive a 90-minute one-to-one feedback session with a certified CCL coach to help set clear goals for future development.

Gain insight into your strengths and development needs, by using extensive CCL research into the behaviors of highly effective team leaders. Identify the components of building and launching a team, and understand how to best facilitate team learning. Learn how to use diagnostic tools to assess teams in real time and how to identify root causes of performance problems. Develop as a team leader by using our exclusive assessment tools, along with team-building exercises and team coaching methods. Develop awareness of how to coach a team. Get practice in developing and leading a high-performance team by participating in an outdoor orienteering simulation. Learn when and how to close a team

Assessment of the impact of the senior leader's style/behavior on others. Benchmarking of the senior leader against peers. Comprehensive, objective feedback from others – peers in the program, direct reports (via 360-degree feedback instruments), executive coaches – something senior leaders often do not experience. Networking with other people at the same leadership level. Focus on both the immediate and far-reaching impact of the senior leader on organizational culture. Assess and develop public communication skills by participating in a simulated television interview session that focuses on public image and the senior leader's ability to clearly communicate the vision for their organization. Assess and examine an individual's own fitness level, and explore the relationship between fitness and executive leadership. Focus on the whole person, including a reaffirmation of a sense of self and purpose.

Gain the self-awareness and confidence needed to take on new leadership responsibilities. A session on the art of leadership will challenge you to develop your emotional intelligence by drawing a connection between the performing arts and the science of leadership. Improve skills by identifying and managing strengths and development needs through constructive feedback from peers and a confidential, one-to-one session with a certified CCL executive coach. Learn more about leadership behaviors and the impact they have on others. Sharpen your leader selection and influencing skills by taking part in an interactive executive selection simulation. Learn about strategic partnering, teamwork and coping with workplace challenges by revitalizing creativity. You will take part in an outdoor exercise to develop your problem-solving and strategic partnering skills. Stimulate personal and career growth through self-directed development. Develop a plan of action, including a set of achievable goals through individual guidance in planning and goal setting. Network with other human resource professionals.

Give and receive feedback more effectively. Lead change in your organization. Build and maintain productive relationships. Develop others to be their best. Manage yourself. Leverage differences in other people. Set clear, achievable goals (in a 3-hour, confidential one-to-one review of your data with a certified CCL feedback coach).

Develop the ability to recognize opportunities and avoid pitfalls, balance tactical concerns with strategic possibilities and become better at making decisions. Gain a more complete view of yourself, including strengths and developmental needs, within the context of your organization. Set specific goals that will help you more successfully navigate complex leadership situations. Gain self-awareness on how to best adapt to complex organizational challenges and the effect they have on productivity. Learn to take on new roles, communicate more effectively at all levels and receive constructive feedback. Receive direct, applicable insight of the complexities involved in managing a global enterprise.

Assess your skills as they relate to your workplace and the complex challenge you are facing, and identify organizational factors that contribute to those challenges. Gain strategies for managing in an ambiguous work environment that often requires risk taking - and understand the advantages of collaborative leadership. Develop and apply innovative responses to complex organizational challenges by working with a coach throughout the process on your own complex challenge while developing skills for future challenges. Improve your personal readiness to adapt to changes in the business environment — and increase your effectiveness as the link between strategy and implementation. Gauge longer-term development needs by taking part in a post-process competency assessment. Receive a take-home toolkit to help address future challenges within your organization.

Benefit from CCL research on African-American leadership issues. Strengthen your leadership style and effectiveness by taking part in several 360-degree assessments, a carefully structured peer feedback session and a one-to-one session with a certified CCL feedback coach. Develop priorities, particularly as they relate to personal and professional development. Identify potential career derailment hazards. Enhance the ability to give and receive constructive feedback and develop innovative management techniques. Better understand the impact of racial, cultural and spiritual differences in the workplace and learn new ways of productively leveraging the opportunities those differences bring. Develop understanding and key skills around mentorship. Establish a set of realistic, measurable goals and a plan of action to meet them.

Develop the leadership skill of giving and receiving constructive feedback. Learn how to lead with authenticity, clarifying your personal values and how they fit within the organizational culture. Make new choices for investment of personal energy based on an examination of tradeoffs and rewards. Learn how to overcome the biases and discomforts associated with exercising political know-how, as well as strategies for using your power and influence more effectively within your organization. Learn from carefully structured peer feedback sessions, which provide behavioral data to compare with data from assessments. Take part in a videotaped session, which will help you better understand your influencing skills. Participate in a half-day outdoor exercise, which allows you to practice the new behaviors you have learned. Participate in a one-to-one session with a certified CCL feedback coach, which will help you understand and apply the assessment data and what you've learned during the week.

- History and Regulations Effecting Asbestos
- Potential health effects related to asbestos exposure
- Quiz

Annual refresher training is required (2 Hours)

- Background information on asbestos
- Potential health effects related to asbestos exposure
- Functions/qualifications and role of inspectors
- Pre-inspection planning
- Inspecting for friable and non-friable asbestos
- Bulk sampling/documentation of asbestos
- Inspector respiratory and personal protective equipment
- Recordkeeping and writing the inspection report
- Regulatory review
- Renovation versus demolition inspection
- Review of sample results
- Review of the National Emission Standard for Hazardous Air Pollutants asbestos notification
- Evaluation/interpretation of survey results
- Hazard Assessment
- Legal Implications
- Evaluation and Selection of Control Options
- Roles of other professionals
- Developing O & M plans
- Recordkeeping for management planners
- Course review
- Exam

Qualification for the Inspector/Management Planner Refresher includes initial certification as an inspector (24-Hour) and management planner (16-Hour).

Individuals are encouraged to utilize their own respiratory protection equipment and

- Background information concerning asbestos
- Potential health effects related to asbestos exposure
- Functions/qualifications and roles of inspectors
- Pre-inspection planning
- Inspecting for friable and non-friable asbestos
- Bulk sampling/documentation and writing the inspection report
- Respiratory and personal protective equipment used by inspectors including annual respirator training and fit testing required by OSHA/EPA under the respiratory protection standard
- Reviewing sample results
- Regulatory review including inspections performed to comply with the National Emission Standard for Hazardous Air Pollutants asbestos notification
- Course review and exam

Students are required to have successfully completed an initial or refresher inspector class within the previous two years to receive class certification.

(Revised 11/1/04)

Individuals are encouraged, although not required, to utilize their own respiratory protective equipment for fit testing and should note this equipment availability on applications for enrollment.

- Background information on asbestos
- Potential health effects related to asbestos exposure
- Functions/qualifications and role of inspectors
- Legal liabilities and defenses
- Understanding building systems
- Public, employee, building occupant relations
- Pre-inspection planning and review of previous inspection records
- Inspecting for friable and non-friable asbestos
- Bulk sampling/documentation of asbestos
- Inspector respiratory protection and personal protective equipment
- Recordkeeping and writing the inspection report
- Regulatory review
- Field trip (walk-through inspection)
- Course review
- Exam

Qualifications for inspectors include a high school diploma and/or Associates Degree in specified fields (e.g. environmental or physical sciences).

Individuals are encouraged to utilize their own respiratory protection equipment and should note this equipment availability on applications for enrollment.

Individuals participating in drills and fit testing shall be medically approved to wear respiratory protection equipment. Both classroom and field exercise (asbestos

- Background information on asbestos
- Potential health effects related to asbestos exposure
- Regulatory Review
- Overview of abatement construction projects
- Safety system design specifications
- Fiber aerodynamics and control
- Designing abatement solutions
- Preparation of abatement drawings
- Field trip
- Legal, liabilities and defenses
- Roles of other professionals
- .Budgeting/cost estimating
- Employee personal protective equipment
- Final clearance process
- OSHA classes of work and work prohibitions
- Insurance and bonding information
- Interpretation of Asbestos Standard
- Review of asbestos removal specifications
- Course review
- Exam

Qualifications for the Project Designer include high school diploma with employment as a registered architect, engineer or Certified Industrial Hygienist.

- Background information on asbestos
- Potential health effects related to asbestos exposure
- Regulatory Review
- Overview of abatement construction projects
- Safety system design specifications
- Fiber aerodynamics and control
- Designing abatement solutions
- Final clearance process
- OSHA classes of work and work prohibitions
- Insurance and bonding information
- Interpretation of Asbestos Standard
- Review of asbestos removal specifications
- Course review
- Exam

Qualifications for the Project Designer Refresher include initial certification as a Project Designer (24-Hour).

- Introduction and Course Objectives
- Identifying Asbestos
- Types, Uses and Applications (Physical Characteristics)
- Exposure Factors and Identification of Asbestos-Containing Materials
- Potential Health Effects/Related Diseases
 - o Asbestosis
 - o Lung cancer (smoking synergism)
 - o Mesothelioma
 - o Other cancers
- Medical Surveillance/Monitoring
- Respiratory Protection
 - o Guidelines for Use of Respiratory Protection
 - o Respirators Used for Asbestos Work
 - Air Purifying Respirators
 - Powered Air Purifying (PAPR)
 - Type "C" or Supplied Air
 - o E. Selection Criteria, Use, Maintenance and Inspection
 - o Fit testing
- Personal Protective Equipment
 - o Head protection
 - o Eye and face protection
 - o Hand protection
 - o Foot protection
 - o Body covering
- Safe Donning and Doffing
- Maintenance and Cleaning of Equipment
- Personal Hygiene
 - o Prohibited activities
- Sampling for Asbestos Containing Materials
 - o Bulk sampling
 - o Air Monitoring
- First Aid/CRP/BBP

- I. INTRODUCTION/REGISTRATION
- II. REVIEW, WITH POWERPOINT PRESENTATION
- III. RULES AND REGULATIONS
- IV. PREPARING THE WORK AREA AND PERSONAL HYGIENE
- V. RESPIRATORY PROTECTION - 29CFR1910.134
- VI. WORKSITE SAFETY
- VII. DECONTAMINATION
- VIII. OSHA CONSTRUCTION STANDARD
- IX. NESHAP NOTIFICATION FORM
- X. REVIEW, TESTING, REVIEW OF TESTING AND CLASS GRADUATION

<ul style="list-style-type: none"> • Introduction and Course Objectives • Identifying Asbestos • Types, Uses and Applications (physical characteristics) • Exposure Factors and Identification of Asbestos-Containing Materials • Potential Health Effects/Related Diseases <ul style="list-style-type: none"> o Asbestosis o Lung cancer (smoking synergism) o Mesothelioma o Other cancers • Medical Surveillance/Monitoring • Respiratory Protection <ul style="list-style-type: none"> o Guidelines for Use of Respiratory Protection o Respirators Used for Asbestos Work <ul style="list-style-type: none"> <input type="checkbox"/> Air Purifying Respirators <input type="checkbox"/> Powered Air Purifying (PAPR) <input type="checkbox"/> Type "C" or Supplied Air o Selection Criteria, Use, Maintenance and Inspection o Fit testing • Personal Protective Equipment <ul style="list-style-type: none"> o Head protection o Eye and face protection o Hand protection o Foot protection o Body covering • Safe Donning and Doffing • Maintenance and Cleaning of Equipment • Personal Hygiene <ul style="list-style-type: none"> o Prohibited activities • Sampling for Asbestos Containing Materials <ul style="list-style-type: none"> o Bulk sampling o Air Monitoring • First Aid/CRP/BBP
<ul style="list-style-type: none"> • Introduction and review of regulatory requirements • Recognizing and identifying hazardous and toxic materials, substances and wastes • Protecting the employee: <ol style="list-style-type: none"> 1. Personal protective equipment 2. Respiratory protection equipment (annual training element) – safe environment use and simulated environment use (including qualitative fit testing) 3. Donning/doffing: decon drill • Fire safety, protection and hands-on fire extinguisher practices • CPR/first aid refresher • Environmental monitoring equipment: practices and use • Bloodborne pathogens standard annual re-training requirement <p>The 8 hour annual refresher training program reviews the regulatory requirements, personal and environmental protection and safety protocol covered during the initial 24 or 40 hour off-site training course.</p> <p>The course is didactic and problem solving in nature. Actual use of respiratory protection equipment as required by 29CFR1910.134 and ANSI Z88.2 is accomplished to meet annual training requirements. Hands-on fire extinguisher training as required by 29CFR1910.157 is also provided. CPR/First Aid and Bloodborne Pathogens training is also provided. Individuals are encouraged to utilize their own respirators and should note this equipment.</p> <p>NOTE: Personal equipment will be inspected by school staff prior to use to insure OSHA compliance.</p>

- Introduction/Overview/Registration
 - History/Legislation/Definitions of HAZMATS
 - Hazardous Waste Operations and Emergency Response (HAZWOPER) Standard (Subpart E, P and Q)
 - Recognizing and identifying hazardous materials.
 - Toxicology
 - Personnel Protective Equipment (with practical)
 - Respiratory Protective Equipment (with practical)
 - Decontamination (with practical)
 - Pollution Prevention
 - HAZMAT Response (with practical)
 - Ropes and Knots
 - Health and Safety Plans
 - Classes of Hazardous Materials
 - Material Safety Data Sheets (MSDS)
 - Fire Extinguisher (with practical)
 - Field Drills (practical exercises to demonstrate competency)
- Individuals are encouraged to utilize their own respiratory protection equipment, and should note this equipment availability on applications for enrollment.
- Individuals participating in drills shall be medically approved to wear respiratory protection equipment. Both classroom and field simulations of equipment use in hazardous locations will be required of students. When using respirators, students

- Introduction/Overview/Registration.
 - History/Legislation/Definitions of HAZMATS
 - Hazardous Waste Operations and Emergency Response (HAZWOPER) Standard (Subpart E, P and Q)
 - Recognizing and identifying hazardous materials.
 - Toxicology
 - Personnel Protective Equipment (with practical)
 - Respiratory Protective Equipment (with practical)
 - Decontamination (with practical)
 - Pollution Prevention
 - HAZMAT Response (with practical)
 - Fall protection: Work at Heights
 - Permit Required Confined Space Entrant, Attendant and Supervisor
 - Ropes and Knots
 - Health and Safety Plans
 - Classes of Hazardous Materials (DOT)
 - Material Safety Data Sheets (MSDS)
 - Fire Extinguisher (with practical)
 - National Safety Council First Aid/CPR and Blood borne Pathogens
 - Field Drills (practical exercises to demonstrate competency)
- Individuals are encouraged to utilize their own respiratory protection equipment, and should note this equipment availability on applications for enrollment.
- Individuals participating in drills shall be medically approved to wear respiratory

- Roles and responsibilities of a project inspector.
- Background information on lead and its adverse health effects.
- Background information on Federal, State, and local regulations and guidance that pertains to lead-based paint and lead-based paint activities.
- Lead-based paint inspection methods, including selection of rooms and components for sampling or testing.
- Paint, dust, and soil sampling methodologies.
- Clearance standards and testing, including random sampling.
- Preparation of the final inspection report.
- Recordkeeping.

- Roles and responsibilities of a project designer.
 - Development and implementation of an occupant protection plan for large scale abatement projects.
 - Lead-based paint abatement and lead-based paint hazard reduction methods, including restricted practices for large-scale abatement projects.
 - Interior dust abatement/cleanup or lead hazard control and reduction methods for large-scale abatement projects.
 - Clearance standards for testing for large-scale abatement projects.
 - Integration of lead-based paint abatement methods with modernization and rehabilitation projects for large-scale abatement projects.
- Qualifications for the Project Designer includes the completion of U.S. EPA/PA DOLI approved lead supervisor class.

- Role and responsibility of an inspector.
- Background information on lead and its adverse health effects.
- Background information on Federal, State, and local regulations and guidance that pertains to lead-based paint activities.
- Lead-based paint inspection methods, including selection of rooms and components for sampling or testing.
- Personal and respiratory protective equipment.
- Paint, dust, and soil sampling methodologies.
- Clearance standards and testing, including random sampling.
- Preparation of the final inspection report.
- Recordkeeping.
- Role and responsibilities of a risk assessor.
- Collection of background information to perform a risk assessment.
- Sources of environmental lead contamination such as paint, surface dust and soil, water, air, packaging, and food.
- Visual inspection for the purposes of identifying potential sources of lead-based paint hazards.
- Lead hazard screen protocol.
- Sampling for other sources of lead exposure.
- Interpretation of lead-based paint and other lead sampling results, including all

- Role and responsibility of a supervisor.
- Background information on lead and its adverse health effects.
- Background information on Federal, State, and local regulations and guidance that pertain to lead-based paint abatement.
- Respiratory and personal protective equipment.
- Liability and insurance issues relating to lead-based paint abatement.
- Fire extinguishers.
- Risk assessment and inspection report interpretation.*
- Development and implementation of an occupant protection plan and abatement report.
- Lead-based paint hazard recognition and control.*
- Lead-based paint abatement and lead-based paint hazard reduction methods, including restricted practices.*
- Interior dust abatement/cleanup or lead-based paint hazard control and reduction methods.*
- Soil and exterior dust abatement or lead-based paint hazard control and reduction methods.*
- Clearance standards and testing.
- Cleanup and waste disposal.
- Recordkeeping.

- Roles and responsibilities of an abatement worker.
- Background information on lead and its adverse health effects.
- Federal, State and local regulations and guidance that pertains to lead-based paint abatement.
- Lead-based paint hazard recognition and control.
- Lead-based paint abatement and hazard reduction methods.
- Interior dust abatement methods/clean-up or hazard reduction techniques.
- Soil and exterior dust abatement and hazard reduction methods.
- Respiratory and personal protective equipment.
- Fire Extinguishers.

1. Introduction/Registration
2. Historical Use of Lead
3. Health Effects and Medical Monitoring Procedures for Individuals Exposed to Lead
4. Lead Exposure Control Regulations, Including:
 - U.S. Environmental Protection Agency (EPA)
 - U.S. Department of Housing and Urban Development (HUD)
 - U.S. Department of Labor (OSHA)
 - U.S. Department of Transportation (DOT)
 - Pennsylvania Department of Labor and Industry (L&I)
5. Lead Hazard Recognition and Control
6. Personal Protective Equipment
7. Respiratory Protective Equipment
8. Review/Exam/Critique

Students successfully completing this training including hands-on exercises and a written exam will have a full understanding of the following:

- Recognizing and identifying hazardous chemicals, specifically including methamphetamine precursors;
- Clandestine lab procedures in chemical protective equipment including self-contained breathing apparatus;
- Characterization techniques including the use of metering/monitoring equipment (combustible gas indicators, photo-ionization detectors, colorimetric methodologies, etc.);
- Sample collection and chain-of-custody procedures;
- Laboratory techniques, equipment, and materials used to manufacture methamphetamine;
- Recognizing “booby traps” and potential placement techniques; and
- Planning and implementing a methamphetamine laboratory raid.

Class curriculum development and instructors include PhDs in Public Health and Chemistry and individuals with more than 80 years of combined experience in hazardous materials, chemistry, explosives, and clandestine laboratory/law

--

--

--

After participating in Cortex's fiduciary Education Workshop to gain a better understanding of: Best practices in board education, fiduciary duties, risk management, industry best practices of governance & oversight, Governance improvement opportunities specific to the client.

Emergency Positioning, Bandaging & splinting

CPR Both Adult & Pediatric
AED Foreign Body Airway Obstruction

Outcomes: Upon completion of this course, students should possess the knowledge and skills to: (1) Manage Forward Operating Bases antiterrorism; (2) Advise their commanding officers on antiterrorism;(3) Administer Level I Antiterrorism Training; Competency: Upon completion of this course, students should demonstrate the ability to:(1) Identify and prioritize risk factors;(2) Prepare risk and vulnerability;(3) Develop consequence assessments ; The knowledge and skills set presented in this course are directly transferable to the non-military arena, and are extremely useful in developing plans to manage large-scale emergencies and potentially catastrophic events such as hurricanes, earthquakes, and pandemic influenza. His program is a perfect template to deliver to the general public.

Outcomes: Upon completion of this multi-part the student should: (1) Develop or revise their catastrophic logistics the student should: (1) Understand the basic tenets of catastrophic logistics planning (2) Recognize the importance of the role of volunteers in effective planning for a large-scale emergency (3) Understand how to utilize volunteers in planning for and responding to a catastrophe Competency: Students completing this course should have the ability to: (1) Develop or revise their catastrophic logistics plans and resources management appendices.

Outcomes: Upon completion of this course, students should have the knowledge and skills to:(1) Function effectively as a member of a CPC Team, providing rapid and safe removal of victims for decontamination by HazMat technicians Competency: Upon completion of this course, students should demonstrate the ability to:(1) Properly don, work in, and dispose of CPC used in responding to an emergency involving potentially dangerous, even life-threatening, contaminants. identifying potential vulnerabilities in current security protocols.

Outcomes: Upon completion of this course, students should: (1) Understand the key operational components of an EOC (2) Recognize the importance of a collaborative partnership with EOC within communities Competency: Students completing this course should be able to: (1) Be prepared to efficiently and effectively activate an EOC. (2) Work with neighboring civilian communities to mount a seamless management center to effectively respond to and mitigate the impact of a natural disaster such as Hurricane Katrina, HazMat release, or a domestic terrorist

Outcomes: At the end of this course, students should:(1) Have the knowledge and skills to develop/revise a COOP plan for their parent agency (2) Be able to establish a network/working relationship with other participants. Competency: Students completing this course should have the ability to:(1) Discuss and identify with other participants best practices in COOP planning (2) Teach the course "Preparing the States: Implementing Continuity of Planning" to other staff of their parent agency, as well as other partner agencies

This course is a compilation of two FEMA programs: ICS-100—Introduction to the Incident Command System and ICS-700: National Incident Management System (NIMS): An Introduction. This program focuses on introducing the ICS and NIMS to USMC personnel, as a requirement for compliance with the National Response Plan (NRP).

Outcomes: Upon completion of this course, students should: (1) Have a heightened awareness of the threat to the safety of Amtrak employees, passengers, and infrastructure posed by terrorist groups (2) Be familiar with Amtrak policies and procedures for reporting suspicious behaviors or packages to Amtrak security and law enforcement personnel Competency: Upon completion of this course, students should demonstrate the ability to: (1) Recognize suspicious packages or behaviors; (2) Identify possible improvised explosive devices (IEDs) or other weapons of mass destruction (WMD) (3) Follow prescribed procedures for reporting suspicious packages and/or behaviors; (4) Assist Amtrak law enforcement personnel in

Outcomes: Upon completion of this course, students should: (1) Have a heightened awareness of the threat to the safety of Amtrak employees, passengers, and infrastructure posed by terrorist groups for reporting suspicious behaviors or packages to Amtrak security and law enforcement personnel Competency: Upon completion of this course, students should demonstrate the ability to: (1) Recognize suspicious packages or behaviors (2) Identify possible improvised explosive devices (IEDs) or other weapons of mass destruction (WMD). (3) Follow prescribed procedures for reporting suspicious packages and/or behaviors (4) Assist Amtrak law enforcement personnel in identifying potential vulnerabilities in current security protocols.

Outcomes: At the end of this course, students should: (1) Understand the key components involved in managing and preparing an NSSE including: Function, Aviation, EOD/HAZMAT, Tactical (SWAT), In-Transit Security, Traffic Management, Dignitary/ VIP Protection, Fire EMS, Emergency Mgt., Public Works, Crowd Mgt., Execution, International Security, Accreditation, Public Affairs, Infrastructure Protection, Human Resources, Personnel Issues, Administration and Finance, Training and Exercises. (2) Be familiar with the role of the student's agency in planning and preparing for an NSSE.

Outcomes: At end of this course, participants should:(1) Be thoroughly familiar with HSEEP and the five-volume HSEEP documentation (2) Understand the key HSEEP components, specifically, using a "building block" approach of discussion-and operations-based standardized structure to build and assess the capacity of State, local, and tribal jurisdictions to prepare for and respond to an act of terrorism or natural disaster Competency: Upon completion of this course, students should be able to:(1) Demonstrate an understanding of HSEEP guidance (2) Refer users to selected sections in HSEEP documentation

- 1) Demonstrating change or growth in trainee skill level and to de-escalate situations.
- 2) Bolstering participants confidence by showing skills development.

Follows process, procedures, and guidelines established by FEMA, United States Coast Guard (USCG), U.S. Environmental Protection Agency (EPA), OSHA, PEMA, PennDOT, and numerous best practices of the Federal Transit Administration.

Follows processes and procedures outlined by the Federal Emergency Management Agency (FEMA).

Includes FEMA and PEMA directives for COG, and follows the Emergency Management Institutes IS-546 and IS-547 course outline.

Required for PA state DOH as per Governor's Executive Order 2006-1.

Includes FEMA, PEMA, Commonwealth Continuity of Government Office directives for COG, and follows the Emergency Management Institute's IS-546 and IS-547 course outline.

Includes FEMA and PEMA directives for COG, and follows the Emergency Management Institutes IS-546 and IS-547 course outline.

Includes FEMA, PEMA, and Commonwealth Continuity of Government Office directives for COG, and follows the Emergency Management Institute's IS-546 and IS-547 course outline

Multimedia Education Sessions.

Multimedia Education Sessions.

Includes Emergency Support Functions (ESF) and Incident Command System (ICS).

Complies with the National Infrastructure Protection Plan, National Strategy for the Physical Protection of Critical Infrastructure and Key Assets, National Cyberspace Strategy, and executive directives such as PDD-63 and HSPD-7.

Follows processes and procedures outlined by the Federal Emergency Management Agency (FEMA).

Follows processes and procedures outlined by the Federal Emergency Management Agency (FEMA).

Follows processes and procedures outlined by the Federal Emergency Management Agency (FEMA). Organizes resources, identifies hazards, and provides structural and non-structural mitigation measures to mitigate the effects of natural and man-made disasters.

Multimedia Education Sessions / Hands-on Education Sessions following FEMA/PEMA-based established curriculum.

Multimedia Education Sessions / Hands-on Education Sessions following FEMA/PEMA-based established curriculum.

Applications may be submitted to:
Federal Emergency Management Agency (FEMA)
U.S. Department of Homeland Security (DHS)
National Institute of Standards and Technology (NIST)
Pennsylvania Emergency Management Agency (PEMA)
PennDOT
other federal or state entities as determined necessary.

<p>Applications may be submitted to: Federal Emergency Management Agency (FEMA) U.S. Department of Homeland Security (DHS) U.S. Department of Health and Human Services Centers for Disease Control and Prevention (CDC) Pennsylvania Department of Health (DOH) Pennsylvania Emergency Management Agency (PEMA) other federal or state entities as determined necessary.</p>
<p>Research based, and forms the foundation for the Vulnerability Assessment and Risk Assessment.</p>
<p>Follows processes and procedures outlined by the Federal Emergency Management Agency (FEMA). Organizes resources, identifies hazards, and provides structural and non-structural mitigation measures to mitigate the effects of natural and man-made disasters. Requires extensive public participation and outreach.</p>
<p>Follows processes and procedures outlined by the Federal Emergency Management Agency (FEMA). Organizes resources, identifies hazards, and provides structural and non-structural mitigation measures to mitigate the effects of natural and man-made disasters. Requires extensive public participation and outreach.</p>
<p>Multimedia Education Sessions with varying levels of complexity depending on stakeholder requirements.</p>
<p>Multimedia Education Sessions with varying levels of complexity depending on stakeholder requirements.</p>

Hands-on Education Sessions with varying levels of complexity depending on stakeholder requirements.

Hands-on Education Sessions with varying levels of complexity depending on stakeholder requirements.

Includes public health related training, such as vaccination clinic exercises.

Includes Memorandum of Agreements (MOA), Memorandum of Understanding (MOU), and Multi-jurisdiction Mutual Aid (MA) agreements.

Includes Emergency Support Functions (ESF) and Incident Command System (ICS).

Multimedia Education Sessions.

Multimedia Education Sessions.

Follows processes and procedures outlined by the U.S. Department of Defense Anti-Terrorism/Force Protection Program.

Includes Emergency Support Functions (ESF), Hospital Emergency Incident Command System (HEICS), and Incident Command System (ICS).

Includes Emergency Support Functions (ESF) and Incident Command System (ICS).

Includes protocols for requesting, receiving, and distributing the SNS for an effected geographic region. This includes equipment and prophylaxis (anti-virals, medications, and vaccinations) that arrive in response to a public health emergency. Follows guidance and directives issued by the Centers for Disease Control and Prevention (CDC), Federal Emergency Management Agency (FEMA), and the Pennsylvania Department of Health (DOH).

Follows processes and procedures outlined by the Federal Emergency Management Agency (FEMA).

Follows processes and procedures outlined by the Federal Emergency Management Agency (FEMA). Organizes resources, identifies hazards, and provides structural and non-structural mitigation measures to mitigate the effects of natural and man-made disasters.

Follows processes and procedures outlined by the Federal Emergency Management Agency (FEMA) and Emergency Management Institute IS-15.

Follows processes and procedures outlined by the Federal Emergency Management Agency (FEMA) and Emergency Management Institute course IS-15.

Includes Emergency Support Functions (ESF) and Incident Command System (ICS).

See below.

See below.

Follows processes and procedures outlined by the U.S. Department of Defense as well as other applicable and proven-effective methodologies.

See below.

See below.

Follows process and procedures outlined by the Federal Emergency Management Agency (FEMA), PennDOT, and the American Association of State Highway Transportation Officials (AASHTO).

Follows processes and procedures outlined by the Federal Emergency Management Agency (FEMA), PEMA, or the U.S. Department of Defense depending on the application of the VA.

Follows processes and procedures outlined by the Federal Emergency Management Agency (FEMA), PEMA, or the U.S. Department of Defense depending on the application of the VA.

At the conclusion of this workshop, participants will be able to:

- Explain the Six-Step Creative Problem Solving Process.
- Determine whether a problem situation could most efficiently be solved by an individual or by a group.
- Describe divergent thinking and convergent thinking, and their importance in creative problem solving.
- Explain their cognitive style preference and its implication on their approach to creative problem solving.
- Define and diagnose a problem situation.
- Identify possible solutions that address the true cause of the problem.
- Select the best solution by considering implementation criteria, and organizational drivers and barriers.
- Implement a solution by creating an action plan and a measurement plan.
- Plan and conduct a management presentation to build support for a solution implementation.
- Evaluate and report the results of the solution and its implementation.
- Facilitate group problem solving activities and discussions.
- Indicate when specific tools and techniques should be used in each of the six

At the conclusion of this workshop, participants will be able to:

- Provide redirecting and reinforcing feedback professionally and confidently.
- Receive feedback from others in a manner that provides valuable information about their performance.
- Maintain positive relationships with both recipients and "givers" of feedback.

At the conclusion of this workshop, participants will be able to:

- Assess their individual strengths and focus areas for improvement.
- Determine the most appropriate leadership skills and behaviors to employ in a wide variety of leadership scenarios.
- Define the culture of their organizations and establish specific actions to promote their preferred culture.
- Define the strategic practices of their unit.

At the conclusion of this workshop, participants will be able to:

- List the most important responsibilities of an effective manager.
- Assess tasks and team members' development levels in order to use the appropriate leadership style for each.
- Delegate tasks and take practical steps to ensure delegated tasks are performed optimally.
- Build and maintain good work relationships with managers, team members, colleagues, and customers.
- Develop effective means of "managing up" with their own supervisors.
- Resolve conflict using a framework that moves people to focus on "shared interests."
- Lead their team members through periods of change.
- Design strategic plans for their areas of responsibility based on sound analysis.

At the conclusion of this workshop, participants will be able to:

- Identify the formal and informal relationships that generate expectations.
- Determine ways to leverage their positive traits and neutralize their negative traits.
- List the driving constraints for the key responsibilities associated with their role.
- Identify their performance barriers and develop strategies for removing them.
- Develop a plan to manage multiple priorities through an integrated--rather than fragmented--approach to tasks.

At the conclusion of this workshop, participants will be able to:

- Recognize the individual talents of team members.
- Determine developmental activities for translating people's talents into strengths.
- Define the steps for effective coaching.
- Develop an effective approach for development opportunities.

At the conclusion of this workshop, participants will be able to:

- List the major responsibilities of an effective supervisor.
- Identify and prioritize tasks.
- Manage multiple priorities through an integrated approach to tasks.
- Effectively delegate tasks to team members.
- Adapt social styles to build collaborative relationships.
- Use positive language to foster better relationships.
- Communicate effectively with team members.
- Set clear expectations and effectively manage resources.
- Provide team members with reinforcing and redirecting feedback as needed.
- Engage team members using various motivation and recognition techniques.
- Coach and develop team members to maximize their performance.
- Apply decision making, problem solving, conflict management, and meeting management skills in managing the work setting.

At the conclusion of this workshop, participants will be able to:

- Define "ethical" and "legal" and describe the differences between these two terms.
- List the importance of ethics to the individual, the organization, and society.
- Use the ethical decision-making process developed in the workshop to make ethical decisions.
- Name 10 qualities displayed by an ethical leader.
- Create a personal code of ethics.
- Define "accountability" individually, mutually, and operationally.
- Discuss the role of mutual accountability.
- List strategies for becoming personally accountable and leading others to become accountable.

At the conclusion of this workshop, participants will be able to:

- List the major responsibilities of an effective supervisor.
- List the driving constraints for the key responsibilities associated with their varied roles.
- Identify barriers to performance and strategies for taking control of the barriers.
- Identify and prioritize tasks.
- Manage multiple priorities through an integrated approach to tasks.

At the conclusion of this workshop, participants will be able to:

- Identify the common parts of speech and their roles in written communication.
- Select definite, specific words to convey the meaning of a spoken or written statement.
- Write sentences with subject-predicate and pronoun-antecedent agreement.
- Write dynamic sentences that are cohesive and coherent.
- Establish a clear purpose for your writing and use the most suitable approach.
- Analyze the needs of your audience in order to create clear, relevant documents.
- Determine the best structure for your message and organize your content accordingly.
- Format your work for visual impact and the reader's convenience.
- Establish a plan for continuous improvement in written communication.

At the conclusion of this workshop, participants will be able to:

- Diagram the communication process.
- Adapt personal communication styles to enhance communication with others.
- Use assertiveness to ensure positive interactions and goal attainment.
- Apply a variety of communication skills to enhance approachability and create an open, honest workplace.

At the conclusion of this workshop, participants will be able to:

- Build rapport with audience participants.
- Provide a persuasive presentation matched to the expectations of the group.
- Design presentations to meet both the business needs and interpersonal expectations of audiences.
- Set and maintain a positive, interactive climate.
- Employ verbal and nonverbal communication skills to strengthen presentations.
- Use effective techniques to gain and hold audience attention.
- Develop and use visual aids to enhance the effectiveness of presentations.
- Establish a plan for continuous improvement.

At the conclusion of this workshop, participants will be able to:

- Discuss the importance of effective conflict management on performance and productivity.
- Describe the typical cycle of interpersonal conflict.
- Explain their individual preferences and typical responses to conflict resolution.
- Describe the objectives and outcomes of successful negotiation.
- Develop counteracting strategies to avoid games during negotiation.
- Apply principled problem solving strategies on the job.
- Discuss how to assess relationship and power before negotiating.

At the conclusion of this workshop, participants will be able to:

- Describe the individual and relationship tensions that cause interpersonal difficulty.
- Explain the dynamics of difficult situations and behaviors.
- Use positive language, rational thinking, and constructive dialogue to deal with difficulty in relationships.
- List the options for dealing with truly difficult people.

At the conclusion of this workshop, participants will be able to:

- Enhance personal effectiveness in accomplishing goals by improving communication and interpersonal relationships with others.
- Describe their individual work style and how differences in style affect others.
- Recognize, value, and respect differences in style, personality, and expertise.
- Develop specific strategies for working together more productively, and with greater cohesion.

At the conclusion of this workshop, participants will be able to:

- Establish a clear purpose for writing and use the most suitable approach.
- Analyze the needs of the audience in order to create clear, relevant documents.
- Write dynamic sentences and unified paragraphs.
- Determine the best structure for the message and organize the content accordingly.
- Format written works for visual impact and the reader's convenience.
- Develop a review plan that ensures that letters, memos, emails, and reports are correct and complete.

At the conclusion of this workshop, participants will be able to:

- Design facilitated sessions to address a rich variety of group outcomes.
- Use creative techniques to generate solution ideas.
- Employ several consensus-acceleration techniques to assist groups in reaching agreement.
- Lead storyboarding, decision making, and problem solving sessions.
- Intervene appropriately in facilitations when participants become problematic or when groups reach impasses.
- Follow specific guidelines for individual development of facilitation skills.

At the conclusion of this workshop, participants will be able to:

- Use verbal and nonverbal strategies to build rapport.
- Develop content with the audience in mind.
- Present information clearly.
- Bring workshop content to life.
- Explain the difference between presenting and facilitating.
- Ask and answer questions with ease.
- Handle difficult participant behavior.
- Get derailed presentations back on track.

At the conclusion of this workshop, participants will be able to:

- Describe the role of listening in the communication process.
- Explain the benefits of effective listening.
- Identify the barriers to effective listening and implement strategies for overcoming them.
- List the "habits" of a good listener.
- Perform the three elements of active listening.
- Describe strategies for enhancing the listening of others.

At the conclusion of this workshop, participants will be able to:

- Prepare a meeting agenda.
- Handle meeting logistics.
- Anticipate issues and eliminate surprises.
- Facilitate meetings by taking control from the start.
- Ensure accountability by stimulating participation.
- Establish and maintain momentum.
- Address unproductive behaviors.
- Prepare meeting minutes with ease.
- Model accountability through meeting follow-up.
- Evaluate the effectiveness of meetings.

At the conclusion of this workshop, participants will be able to:

- Recall a long list of items (40-60 items) from memory.
- Identify and apply the two Rules of Thumb for remembering.
- Use the mental tools of Substitution and Interaction to create permanent mental images.
- Use powerful tools to convert intangible items into concrete pictures.
- Remember the names of clients.
- Apply mnemonic techniques to workplace memory challenges.

At the conclusion of this workshop, participants will be able to:

- Define the guidelines of a positive mentoring relationship.
- Identify the benefits of the mentoring process for mentors and protégés.
- List the characteristics of an effective mentor.
- Develop rapport between themselves and their protégés.
- Motivate protégés to become productive workplace partners.
- Transfer skills in problem solving and conflict management.
- Hold a productive initial meeting with their protégés.

At the conclusion of this workshop, participants will be able to:

- Complete and score a conflict styles inventory.
- Review the definition and characteristics of successful negotiation.
- Develop counteracting strategies to avoid games during negotiation.
- Balance the desire to achieve goals with the desire to maintain a positive relationship.
- Collaborate with others to identify common interests.

At the conclusion of this workshop, participants will be able to:

- Build rapport with an audience.
- Provide a presentation that meets or exceeds the expectations of the group.
- Tailor presentations to the audience.
- Establish a positive, engaging environment.
- Use verbal and nonverbal skills to strengthen presentations.
- Use effective techniques to gain and hold audience attention.
- Use delivery systems to enhance the impact of presentations.

At the conclusion of this workshop, participants will be able to:

- Explain the importance of interpersonal excellence.
- Describe each of the behavioral styles and their effect on relationships .
- Apply "adapting" concepts to create effective work relationships.

At the conclusion of this workshop, participants will be able to:

- Describe their personal preferences in focusing their attention, taking in information, making decisions, and orienting toward the outer world.
- Explain how understanding preferences helps build effective teams.
- Identify communication strategies that will help resolve conflict.
- Describe the value that different perspectives bring to decision making and problem solving.

At the conclusion of this workshop, participants will be able to:

- Organize technical content to make it easy to understand.
- Develop a simple, straightforward style to convey technical subject matter to readers from a variety of backgrounds.
- Establish a tone that conveys competence without "losing" your readers.
- Translate jargon, abbreviations, and acronyms into non-technical terms appropriate for your message and audience.
- Incorporate numbers, units of measure, and equations into your documents using accepted technical writing conventions.
- Strengthen your writing with the effective use of graphics (charts, graphs, tables, diagrams, maps, photographs, and illustrations).

At the conclusion of this workshop, participants will be able to:

- Prepare for effective training sessions.
- Motivate participants to learn.
- Build rapport with training participants.
- Set and maintain a positive, interactive climate in the classroom.
- Employ verbal and nonverbal communication skills to strengthen training.
- Use effective techniques to gain and hold participants' attention.
- Ask and answer questions to promote learning.
- Establish a plan for continued development as a trainer.

At the conclusion of this workshop, participants will be able to:

- Describe the strengths and drawbacks of email.
- Create powerful messages that match the audience's knowledge, receptivity, and interests.
- Write email subject lines that motivate the receiver to respond.
- Clearly communicate requests for action.
- Use proper formatting and grammar.
- Apply appropriate email etiquette.
- Efficiently manage email correspondence.

At the conclusion of this workshop, participants will be able to:

- Recognize attitudes and behaviors associated with change.
- Identify how change influences relationships.
- Identify aspects of change that can and can not be controlled.
- Develop strategies to help deal with the effects of change.

At the conclusion of this workshop, participants will be able to:

- Discuss the value of making a positive telephone impression.
- Demonstrate the techniques used to professionally handle telephone calls.
- Practice the skills necessary to handle persistent or difficult callers.
- Plan for the transfer of learning to their professional environment.

At the conclusion of this workshop, participants will be able to:

- Explain the importance of customer service.
- Describe moments of truth, and their importance in creating dull and shining customer service events.
- Identify critical moments of truth in daily customer service activities.
- Explain the components and dimensions of customer requirements.
- Describe the seven key skills for professional customer service and how these skills are demonstrated on the job.
- Identify active listening skills and questioning techniques that increase communication effectiveness.
- Identify ways to develop and keep a positive customer service attitude.
- Describe strategies that help in maintaining composure when interacting with angry customers.
- Explain techniques for providing friendly customer service over the telephone.

At the conclusion of this workshop, participants will be able to:

- Determine the appropriate focus group participants.
- Define focus group scope and areas of concentration.
- Develop specific scenarios for participant consideration.
- Craft focus group questions.
- Prepare a final report.

At the conclusion of this workshop, participants will be able to:

- Explain the importance of customer service and the impact of moments of truth.
- Identify the customers of IT service and their satisfaction requirements.
- Discuss the knowledge, skills, and abilities needed by IT professionals (IT customer service providers) for customer-centered service.
- Describe a three-stage service interaction cycle and its supporting strategies.
- Apply their knowledge, skills, and abilities to a variety of customer service situations.

At the conclusion of this workshop, participants will be able to:

- Establish appropriately sized samples.
- Develop stratified and cluster sampling approaches.
- Employ random number techniques for sample selection.
- Define score and frequency data sampling.
- Calculate confidence intervals.

At the conclusion of this workshop, participants will be able to:

- Assess the scope of survey context.
- Define the target audience.
- Envision survey results and project interventions based on a variety of outcomes.
- Craft survey items (questions).
- Interpret survey data quantitatively and qualitatively.
- Create survey reports.
- Perform statistical analysis.

At the conclusion of this workshop, participants will be able to:

- Determine the process improvement imperatives for their work units.
- Charter process action teams (PATS) to focus on specific improvement opportunities.
- Assess the problems and system variations, including root causes, and underlying productivity issues.
- Define corrective actions for resolving shortfalls.

At the conclusion of this workshop, participants will be able to:

- Identify three benefits of measuring organizational performance.
- Recognize the characteristics of an effective performance measurement system.
- Use process thinking and quantitative thinking skills.
- State and measure program goals.
- Describe and analyze a work process.
- Identify performance measures for a process.

At the conclusion of this workshop, participants will be able to:

- Create process flow diagrams.
- Determine "waste" sources in organizational processes.
- Diagnose time and productivity shortfalls.
- Define process improvement steps of a "to be" process.
- Monitor process improvement initiatives.

At the conclusion of this workshop, participants will be able to:

- Recognize the core principles of project management.
- List the primary roles and responsibilities of a project manager.
- Apply key principles of project management at each phase.
- Discuss the challenges of a project manager.
- Apply practical tools in the planning and implementation of a project.
- Review the three constraints of project management.
- Practice techniques to improve communication among project team members.
- Plan for the transfer of key learning to their respective project management responsibilities.

At the conclusion of this workshop, participants will be able to:

- Conduct environmental assessments.
- Perform situation audits.
- Establish measurable goals.
- Define specific organizational objectives.
- Determine time-phased action plans.

At the conclusion of this workshop, participants will be able to:

- Define the role of strategic planning in an organization.
- Describe the strategic planning process and its advantages to an organization.
- Design a strategic planning process.
- Conduct an environmental scan and situational audit.
- Review a strategic plan to identify strategic initiatives.
- Clarify the mission and values of an organization.
- Develop strategies that are meaningful and measurable.
- Translate ideas into plans of action.
- Discuss issues related to implementing, institutionalizing, and evaluating the plan.

At the conclusion of this workshop, participants will be able to:

- Apply three techniques to think creatively in a group.
- Indicate when specific tools and techniques should be used in each of the six steps.
- Define and explain a full range of group process tools, including their purposes, rules, steps, tips, and the materials needed to apply them.
- Perform creative problem solving individually or as a member of a team.

At the conclusion of this workshop, participants will be able to:

- Describe the individual and relationship tensions that cause interpersonal difficulty.
- Explain the dynamics of difficult situations and behaviors.
- Use positive language, rational thinking, and constructive dialogue to deal with difficulty in relationships.
- List the options for dealing with truly difficult people.

At the conclusion of this workshop, participants will be able to:

- Define workplace harassment and sexual harassment.
- Discuss what constitutes a hostile work environment.
- Use a personal behavior checklist to maintain a healthy work environment.
- Explain an employee's role in preventing and addressing harassment.
- Discuss the manager's or supervisor's role in preventing and addressing harassment.

At the conclusion of this workshop, participants will be able to:

- Explain the importance of interpersonal excellence.
- Describe each of the behavioral styles and their effect on relationships.
- Apply “adapting” concepts to create effective work relationships.

At the conclusion of this workshop, participants will be able to:

- Identify the major stressors affecting work performance and health.
- Learn to distinguish between stress that motivates and stress that damages performance.
- List a range of practices and techniques for reducing or eliminating sources of stress.
- Develop a healthful response for the stress in life.

Winning tools for:

- Identifying limiting habits and behavior that inhibit learning
- Identifying possibilities that limit teams from learning and growing
- Increasing learning opportunities
- Create bridge conversations to break down barriers with staff and employees

Also provides:

- Verbal and non-verbal clues with limiting learning behaviors
- Deepening self-awareness, self-confidence and self-respect
- Learning to use language as a bridge to creating open conversations and build relationships
- Using movement to shift your attitude and thoughts

Winning tools for:

- Developing common ground
- Identifying and dealing with generational and cultural differences
- Awareness of non-verbal cues that close communication
- New moves that open communication
- Listening more and talking less
- Gaining tools for diffusing conflicting communication

Also provides:

- Deepening self-awareness, self-confidence and self-respect
- Using movement to shift attitudes and thoughts

Winning tools for:

- Discerning between the power of “choosing” vs “wanting”
- Gaining a new way to track priorities
- Choosing the focus of your time
- Feeling more accomplished
- Learning to discern life/work priorities from tasks
- Creating time for self-care and “life”

Also provides:

- Deepening self-awareness, self-confidence and self-respect
- Learning a new language around time
- Using movement to shift your mood and thoughts

Winning tools for:

- Creating a creative space
- Identifying your creative blocks
- Using movement to shift your mood and thoughts
- Identifying creativity thieves
- Getting the juices flowing

Also provides:

- Verbal and non-verbal clues around how you create
- Deepening self-awareness, self-confidence and self-respect
- Using movement to shift your mood and thoughts

Winning tools for:

- Getting past “procrastination”
- Learning where in the decision process you get stuck
- Committing to decisions—accepting responsibility
- Communicating decisions

Also provides:

- Verbal and non-verbal anatomy of decision-making
- Deepening self-awareness, self-confidence and self-respect
- Using movement to shift your mood and thoughts

Winning tools for:

- Effective presentations
- Communication delivery
- Using the space you have
- Getting their attention and keep their interest
- Using technical visual aids
- Accessing your creativity
- Adapting to unexpected issues
- Overcome fear and insecurities in the board room or at the podium

Also provides:

- Verbal and non-verbal insights
- Deepening self-awareness, self-confidence and self-respect
- Using movement to shift your attitude and thoughts

Winning tools for:

- Adapting your power to fit the situation for success
- Identifying social styles
- Using movement to change your thoughts and attitude
- Creating opportunities to be understood better
- Building better business relationships
- Verbal and non-verbal clues in social styles and how to adapt your own

Also provides:

- Deepening self-awareness, self-confidence and self-respect

Winning tools for:

- Re-defining “down time”, “the lull”, “transition time”
- Getting off your back
- Getting creative
- Creating an action plan
- Re-connecting to you, your talents and gifts
- Using movement to change your thoughts and attitude

Also provides:

- Verbal and non-verbal clues of being in the plateau
- Deepening self-awareness, self-confidence and self-respect
- Using movement to shift your attitude and thoughts

Winning tools for:

- How we see the world and learn
- A new understanding of TRUST
- Building TRUST
- Sustaining TRUST

Also provides:

- Deepening self-awareness, self-confidence and self-respect

• Winning tools for:

- Effective conversations
- Communication delivery
- Building trust
- Being understood
- Building solid business relationships
- Also provides:
- Verbal and non-verbal anatomy of Requests, promises, offers, complaints and assessments
- Deepening self-awareness, self-confidence and self-respect
- Learning to use language as a bridge to creating open conversations and build relationships
- Using movement to shift your mood and thoughts

• Winning tools for:

- Effective conversations
- Requesting to and from four different generation
- Building trust
- Being understood
- Learning twelve key elements of an effective request
- Gaining respect
- Opening communication channels
- Also provides:
- Verbal and non-verbal anatomy of requests, offers and invitations
- Deepening self-awareness, self-confidence and self-respect
- Learning to use language as a bridge to creating open conversations and build relationships
- Using movement to shift your attitude and thoughts

- Winning tools for:
 - Learning what attitudes and behaviors and work cultures inhibit learning
 - Learning what inhibits your learning
 - Increasing learning opportunities in teams and individuals
 - Creating bridge conversations to break down barriers and open conversations where there was none
 - Opening the doors to trust
- Also provides:
- Verbal and non-verbal clues with limiting learning behaviors
 - Deepening self-awareness, self-confidence and self-respect
 - Learning to use language as a bridge to creating open conversations and build relationships, and learn, and change
 - Using movement to shift your attitude and thoughts

Participants will learn how to carry out an apt job analysis; determine qualifications; create behavior-based questions, document impressions and score answers so that agency finds best qualified applicant.

Participants will learn proper techniques by which to apply ambiguous concepts to real-world fact patterns.

Participants "respond" to a realistic event; implement their training and plans; and identify strengths and opportunities for improvement

Participants implement a focused area of their plan/ response - such as communications and identify strengths and gaps in area of focus

Event recognition and knowledge of appropriate protective measures and mitigation

Event recognition and knowledge of appropriate protective measures and mitigation

Eligible for Certification by FEMA to meet Department of Homeland Security and federal requirements

Eligible for Certification by FEMA to meet Department of Homeland Security and federal requirements

Eligible for Certification by FEMA to meet Department of Homeland Security and federal requirements

Participants will have the knowledge of the impact of a pandemic on personal, organizational and community level. They will participate in an interactive process to identify community strengths as well as vulnerabilities to such an event.

Participants will have the knowledge of the impact of a pandemic on personal and community level. They will participate in an interactive process to identify community strengths as well as vulnerabilities to such an event.

Participants will have the knowledge of the impact of a pandemic on personal and organizational level. They will participate in an interactive process to identify organizational strengths as well as vulnerabilities to such an event.

Participants will have the knowledge of the impact of a pandemic on personal, organizational and community level. They will participate in an interactive process to identify community strengths as well as vulnerabilities to such an event.

Participant will have the knowledge and motivation to implement a plan for preparedness in their personal and professional responsibilities

Participants gain experience apply critical decision making and problem solving skills to challenging scenarios in a safe supportive exercise / educational setting.

Participants gain experience apply critical decision making and problem solving skills to challenging scenarios in a safe supportive exercise / educational setting.

Participants gain knowledge, identify options and solution and gain trust and relationships with other participants.

- Effectively prepare for contract administration
- Avoid common problems and reduce risk
- Manage the change process more effectively
- Apply best practices of—
- Payment management
- Quality assurance
- Completion criteria and acceptance
- Resolve disputes quickly and reduce costs
- Manage contracts to increase profitability

- Identify factors that influence contract administration planning
- Identify contractor and government responsibilities in regard to statutory compliance issues
- Describe responsibilities associated with monitoring costs and ensuring appropriate contract payment
- Describe responsibilities associated with adjustments made to the price or profit/fee during contract administration
- Explain the various aspects of defective pricing
- Describe responsibilities associated with extraordinary and accounting system adjustments
- Recognize the factors that influence billing rate and indirect cost rate adjustments
- Identify past performance issues in government contract administration

1. Apply in-depth, practical knowledge of the best-value source selection process
2. Apply your understanding and skills in buying or selling using best-value source selection
3. Approach source selection based on “hands-on” experience through use of case studies, exercises, and problem solving
4. Effectively and appropriately interact with your acquisition colleagues

1. Understand how an organization’s strategy is formulated
2. Understand how change affects strategy formulation and alignment with the strategy formulated
3. Explain how a portfolio of strategic projects is generated and maintained to align with corporate strategy
4. Develop a project strategy that aligns with corporate strategy
5. Maintain a alignment with strategy throughout the project cycle

1. Describe the basic elements of performance management system
2. List and explain key policies and procedures in the performance management system
3. Describe the industry standard (American National Standards Institute/Electronic Industries Alliance Standard 748) for the earned value management system (EVMS)
4. Describe the regulations and guidelines governing a performance management system
5. Explain the surveillance process for EVMS to effectively manage cost, schedule, and technical performance
6. Explain how the performance management system is an integrating project management tool that facilitates improved planning and control of cost, schedule, and work scope
7. Describe how performance management systems provide management with the necessary information to ensure that day-to-day decisions keep performance consistent with program objectives

At the end of this course you will be able to—

- Identify the characteristics of the legal environment of the United States
- Describe the lawmaking and rule-making process
- Distinguish between moral and ethical standards and understand the challenges in legislating standards of conduct
- Explain constitutional restrictions and challenges in running a business, including the limits of free speech in advertising
- Identify the strengths and weaknesses of various business organizations
- Identify potential liability based on contracts, torts, and strict liability doctrines
- Summarize key laws that affect business organizations, domestically and internationally, including business crimes, intellectual property, and antitrust laws, and the Foreign Corrupt Practices Act
- Describe the changes in law of contracts introduced by the Uniform Commercial Code (UCC)
- Explain the rules for checks, drafts, notes, and other negotiable instruments (commercial papers)
- Identify various bankruptcy procedures
- Describe dispute resolution processes and practices and the jurisdiction of U.S.

1. Produce a BRD that incorporates use case scenarios and conforms to the UML standard
2. Use Rational ROSE to develop Object Oriented (OO) business models
3. Document workflow, states, and object relationships using diagrams that conform to the UML standard
4. Apply OO concepts to implement a step-by-step process for interviewing, researching, and documenting requirements
5. Understand how OO and non-OO techniques of business analysis fit together in practice
6. Use the accompanying Job Aids to assist you on live projects
7. Describe a manual and/or automated business system using the following diagrams and techniques:
 - Use case diagrams and text templates
 - Class diagrams and documentation
 - Activity diagram with and without swim lanes
 - State diagrams
 - Decision table

1. Recognize the elements of process innovation and how to put them to use in your own organization
2. Use process management as a business strategy
3. Recognize leadership characteristics necessary to effect a transformational process change
4. Identify symptoms of broken processes in your organization and identify your organization's readiness for change
5. Analyze the current "as-is" process
6. Create a new "to-be" process with an action plan and risk analysis
7. Identify "bad" assumptions blocking successful process change
8. Employ strategies for implementing, communicating, and overcoming resistance to process change in your organization

1. Develop your ability to determine the current performance of people to whom you delegate work
2. Plan and deliver effective coaching to develop the performance of others
3. Improve the quality and consistency of results delivered by the people you manage or influence
4. Foster a performance environment that is built on trust, clarity, results, and feedback
5. Develop and implement performance plans (task, team, job) for the employees who report to you
6. Handle difficult performance situations with employees whose performance is not meeting expectations or requirements
7. Provide appropriate coaching for both job and career development

1. Explain the acquisition/contracting mission and its impact on the American economic system.
2. Select training and development opportunities for career progression.
3. Describe the interdependence of functional team members.
4. Describe the importance of the oversight roles of the GAO and DoD IG.
5. Explain the characteristics and responsibilities of the contracting professional in the role of a business advisor.
6. Explain the distinctive interests of both the buyer and seller and the role those interests play.
7. Determine the relationship between financial and acquisition communities and how fundamental financial principles and requirements are important.
8. Describe commercial acquisition and government-unique requirements of market research in identifying the best business arrangements to meet mission requirements.
9. Explain e-business and information technology in supporting business processes.
10. Distinguish among the current DoD acquisition initiatives and new policies.

1. Provide contracting advice based on market research
2. Prepare a solicitation package
3. Prepare, award, and debrief a contract requirement
4. Evaluate price reasonableness and conduct price negotiations
5. Plan and conduct a post-award conference
6. Modify a contract, exercise a contract option, and complete the contract closeout process

Participate effectively on a team, practice leadership, and apply expertise (technical, business, and financial) to support your organization's mission

- Innovate and use best practices in combination with critical thinking and problem solving to improve planning, execution, and performance management
- Develop business solutions that take risk and impacts on performance into account
- Synthesize policy, interests of functional team members, and the marketplace
- Contribute to the development and implementation of change by improving your understanding of legislative, regulatory, and policy processes

By the end of this course, you will be able to—

- Describe the construction contracting process from project planning to post project closeout
- List the different types of owners in construction contracting (federal, state, and local governments and private owners)
- Explain the different perspectives of the various owners
- Comply with federal and state statutes and requirements
- Manage the construction contracting process and perform quality assurance of support

1. Describe the FAR requirements for contract closeout
2. Define "physically complete" as it applies to government contracting
3. Describe the organizational roles and responsibilities in contract closeout
4. Use effective strategies to ensure successful closeout
5. Describe and apply the quick closeout approach
6. Describe each of the seven steps in the performance of contract closeout
7. Master special closeout techniques and practices

Determine when and how a contract may be terminated for convenience

- Calculate the amount due under a termination settlement proposal
- Apply the rules applicable to terminations for default and identify contractor defenses
- Determine the rights and liabilities of the parties after a termination for default
- Prepare a claim, issue, and respond to a contracting officer's final decision, and comply with the applicable statutes of limitations
- Identify opportunities for alternative dispute resolution (ADR) and select the most appropriate ADR method

Define a contract

Describe both the buyer's and seller's perspectives of contract management
Protect your organization's commercial, technical, financial, and legal concerns
Use the contracting process to add value, increase profitability, and improve customer satisfaction

1. Conduct price analysis of a commercial item as broadly defined by FAR criteria
2. Describe the general environment of contract pricing
3. Determine the sources and means of acquiring data for cost and price analysis
4. Analyze direct and indirect costs
5. Perform profit analysis using the policies and guidelines of the FAR and the Defense FAR Supplement
6. Describe how contract modifications and other changes affect price
7. Describe defective pricing, cost realism analysis, contract types, and pricing terminations for convenience and

At the end of this course you will be able to—

- Prepare efficiently for a CPSR
- Explain what causes the government to withhold approval
- Recognize what the government looks for in the management of subcontracts
- Identify requirements that must be met for adequate price competition
- Submit types of contracts and contract terms that are appropriate for subcontracting
- Recognize what types of payment systems must be in effect

1. Explain the role of cost estimating in the project management environment
2. Describe a process that can be used to generate a project cost estimate
3. Describe the fundamental project management concepts used in project cost estimating
4. Explain the roles of cost estimating in the various stages of the project life cycle
5. Identify the resources required for the work to be accomplished based on the Work Breakdown Structure (WBS)
6. Recognize the effects and implications of risk and the need for effective risk management
7. Identify and use different estimating methodologies
8. Identify the cost elements that most contribute to cost uncertainty

1. Explain the importance of and apply methods for clearly defining the scope of an IT services acquisition.
2. Apply techniques that will help the acquisition team identify, analyze, and document IT risk
3. Plan market research strategies that will support developing an effective IT acquisition plan
4. Describe the key elements of a performance-based services acquisition (PBSA) and the benefits of using PBSA to achieve organizational objectives.
5. Develop meaningful evaluation criteria and proposal submission instructions for a competitive Request for Proposal (RDP) for IT services
6. Streamline the source selection evaluation process through the use of the advisory multi-step process, oral presentations, and other IT demonstration techniques
7. Monitor and manage your contract successfully by understanding change and earned value management processes, and other key contract administration concepts.

1. Team with the contracting officer (CO) and other acquisition team members to jointly accomplish both the project and public goals of federal acquisition
2. Prepare a requirements package for submittal to the contracting office that includes at minimum a statement of work (SOW), cost estimate, and surveillance plan
3. Provide technical assistance to the CO and other acquisition team members during the source selection and award phases
4. Perform contract administration duties as authorized by the CO
5. Perform contract closeout and review lessons learned

1. Leverage current theories on human thought to improve your performance and those of your team members
2. Discriminate between the different types of critical thinking styles and determine when to use each type in the business environment
3. Uncover business problems and opportunities and learn how to address them (analyze their root causes)
4. Assess the internal and external environmental factors surrounding business problems and opportunities
5. Explore a wide range of potential responses to a business problem or opportunity
6. Evaluate potential responses to a business problem or opportunity to determine the best response
7. Persuade stakeholders to support the best response, design an action plan for implementing the best response, and successfully execute the action plan
8. Use ESI's Problem/Opportunity Response Process to address a problem or opportunity in your business environment

1. Explain and use the design-build process
2. Compare and contrast design-build with design-bid-build
3. Provide instructions and guidance on implementing design-build successfully
4. Define the advantages and disadvantages of design-build
5. Discuss the new legal responsibilities and strategies for managing design-build liabilities

1. Describe the basic elements of a performance management system
2. List and explain key policies and procedures in the performance management system
3. Describe the industry standard (American National Standards Institute/Electronic Industries Alliance Standard 748) for the earned value management system (EVMS)
4. Describe the regulations and guidelines governing a performance management system
5. Explain the surveillance process for EVMS to effectively manage cost, schedule, and technical performance
6. Explain how the performance management system is an integrated project management tool that facilitates improved planning and control of cost, schedule, and work scope
7. Describe how performance management systems provide management with the necessary information to ensure that day-to-day decisions keep performance consistent with program objectives

1. Identify the vision or future state of a new position/organization
2. Use a power/interest matrix to determine (identify and prioritize) key stakeholders/influences
3. Use a high-level SWOT analysis to determine the organization's ability to achieve the vision
4. Identify goals that need to be reached to show progress toward the vision
5. Decompose the vision to help identify what needs to be set as a goal
6. Use ESI's Operational Framework to determine what needs to be measured to show progress toward/achievement of the goal
7. Conduct a gap analysis to determine what resources that may not be available are necessary to move toward or achieve the vision
8. Communicate this information using the concept of TREOA (topics, recommendations, evidence, outcomes, and suggested actions) to provide high-impact structure to communications
9. Apply The ESI Mindset Model and its components to identify your areas of strength and weakness

1. Identify PMO capability based on an established competency continuum model
2. Determine what PMO functions are needed based on project management support requirements Determine what PMO functions are needed based on project management support requirements
3. Determine the appropriate PMO structure for your organization
4. Translate PMO function requirements into distinct staff member roles and responsibilities
5. Recognize and plan for overcoming barriers (challenges) related to PMO implementation
6. Create a preliminary PMO implementation plan

1. Explain the importance of FAR Part 15 and the impact of the 1997 rewrite
2. Prepare and participate in the RFP process in full compliance with all applicable statutes and regulations
3. Evaluate proposals based on key factors and sub factors specific to the acquisition
4. Distinguish between clarifications, communications, and discussions to achieve the best possible contract
5. Negotiate fee and incentive structures by incorporating the statutory change that removed the fee limitations on CPIF and CPAF contracts
6. Select and participate in the Competitive Range Process
7. Use the notifications process for the best interests of all concerned
8. Assure fair and reasonable pricing
9. Ensure compliance with the Truth in Negotiations Act

- Explain the process by which federal funds are appropriated by Congress
- Determine how an agency may use appropriated funds, as well as the limitations on how they may be used
- Describe the availability of appropriations as to purpose, time, and amount
- Comply with statutory requirements on the use of appropriated funds so as to avoid misuse and possible personal financial liability

1. Describe the federal acquisition system
2. List and explain key policies and procedures in the federal acquisition system
3. Describe laws and regulations governing federal contracting
4. Explain how to use the FAR
5. Explain the standards of conduct that apply to federal contracting

- Define the GSA and DVA schedules process.
- Determine the statutory and regulatory basis for the GSA and DVA programs.
- Perform the process for evaluating and selecting contractors and determine how the contracts are administered.

1. Consider current global and marketplace business trends and how they affect organizations
2. Use a balance sheet, income statement, and statement of cash flow as business tools for high-level analysis
3. Use the most common methods and tools for budgeting and estimating to develop effective cost estimates
4. Manage and control a budget
5. Communicate financial information and results to stakeholders

- Explain the audit process using expert analysis
- Discuss the step-by-step guide to audit procedures—DCAA, GAO, DCMC, and others
- Prepare for an audit by defining contractor and auditor rights and responsibilities
- Achieve successful audit results by understanding the vital government procedures and contractor strategies
- Resolve audit disputes successfully

- Determine what the contract says—and why
- Describe rights, responsibilities, and remedies in government contract law
- Identify the unique features of government contracts
- Analyze federal legislation and judicial and administrative decisions and determine their impact on government contracts
- Improve your ability to use the legal assets available to you

1. Explain what the rules are and how they differ from commercial accounting principles
2. Determine how to incorporate accounting requirements into your costs systems
3. Discuss the issues critical to a contractor's ability to recover costs, including the vital issues of allowability and allocability
4. Describe how government representatives can effectively monitor contract costs at every step
5. Deal with and manage audits
6. Discuss new and emerging issues and the impact of procurement reform
7. Manage claims and profit determinations

1. Discuss the origins of government-wide agency contracts (GWACs)
2. Describe how indefinite-delivery/indefinite-quantity (IDIQ) contracts are awarded and used
3. Analyze provisions of particular interest (fair opportunity for consideration, fees, and so on) to make educated buying and selling decisions.
4. Better use and sell through General Services Administration (GSA) schedules and other multi-agency programs
5. Evaluate frequently encountered issues and compare available options for buying and selling

1. Identify your communication style
2. Adapt your communication style to communicate with others
3. Define the purpose, analyze the audience, create the content, and select the best medium to deliver a high-impact message
4. Structure and deliver a persuasive oral or written communication
5. Identify and apply advanced questioning and active listening techniques
6. Improve skills for communication in small groups

1. Plan the analysis for your project to maximize efficiency and estimate required effort
2. Determine the most appropriate technique for eliciting requirements at different points in the analysis cycle
3. Create basic business and process models to aid in comprehensive requirements analysis
4. Organize requirements into appropriate categories based on type and level of generality
5. Create clear, readable requirements documentation by applying standard technical writing principles
6. Encourage user ownership, involvement and validation of requirements by creating intermediate deliverables during requirements analysis
7. Organize various kinds of requirements documentation into a complete and coherent requirements package
8. Preempt and manage typical conflicts that arise on software projects and during business analysis activities

1. Describe the different types of incentive contracts and how they can be used to motivate the government contractor to control costs and remain on schedule
2. Describe the decisions to be made when using incentive contracts and the consequences associated with those decisions
3. Explain how to administer and comply with incentive contracts

1. Identify the conflicts resulting from differences in legal systems.
2. Describe the effect of cultural patterns on contracting.
3. Summarize key U.S. laws that may impact contracting internationally.
4. Improve communication through better contract drafting.
5. Resolve disputes efficiently and fairly within international legal, cultural, and business structures.

1. Explain what business analysis is and why it is important
2. Help focus the goals of a project by linking diverse stakeholders needs to a well-defined business problem
3. Define a solution idea at a high level and scope it so as to support project planning
4. Explain how structured techniques can be used to translate a high-level solution idea into sufficiently detailed requirements
5. Explain how problem analysis and well-understood requirements can support financial decision making on a project
6. Explain the nature and importance of quality assurance on a project and the role of the BA in quality assurance

1. Determine your responsibilities for checking business systems within your own organization
2. Plan and execute cost-effective testing, including the setup checking to support the testing
3. Provide information to the organization so that you can all improve continuously

- Explain the importance of clearly defining IT requirements, planning the acquisition, and collaborating with industry
- Identify the seven steps in the IT acquisition process
- Develop the key documents in a performance-based IT acquisition
- Structure a flexible IT solicitation with contract requirements that mitigate risks
- Enhance the source selection evaluation process by using an advisory multistep process, oral presentation, and IT testing and demonstrations

1. Define risk and risk management
2. Identify risks using various methods
3. Assess the potential impact of risk factors
4. Develop effective risk response strategies
5. Control risk during project execution using proven tools and techniques
6. Write a risk management plan for an IT project using a proven risk management plan template
7. Use a practical eight-step process to manage project risk
8. Prioritize risks to determine the most important

1. Apply the concepts and knowledge of complexity science to project management
2. Apply ESI's Complex Project Process™ to projects
3. Determine project complexity levels
4. Develop effective communications plans for complex projects
5. Design appropriate work, organization, and product structures for complex projects
6. Identify, assess, and apply successful approaches for governing project complexity

1. Apply the five practices of exemplary leaders.
2. Employ the eight dimensions of high-performing project teams.
3. Explain how leadership and teamwork skills are interwoven and interdependent.
4. Integrate leadership and teamwork skills into managing projects.
5. Become a high-performing team member.

1. Describe why great project management is effective and essential to achieving an organization's goals and objectives
2. Define your role in each phase of a project life cycle
3. Identify mechanisms to achieve and promote project success
4. Describe what an effective manager needs to know and do to support project managers
5. Understand how the environment effects your role and success as the manager of project mangers

1. Explain the purpose, importance, and uses of logical data and process modeling
2. Build functional decomposition diagrams, entity relationship diagrams, and data flow diagrams from descriptions of a business area
3. Use a variety of techniques for the verification and validation of logical models
4. Assess and implement naming standards to be used in analysis models

1. Properly prepare to deliver a dynamic presentation
2. Develop a theme and map out the flow of the presentation (opening, body, and closing)
3. Plan a presentation and purpose based on Who, What, Where, and When
4. Effectively use PowerPoint® or other presentation software
5. Deal with presentation anxiety
6. Use the presentation style best suited for the situation
7. Deal with any obstacle that may arise
8. Properly handle the question-and-answer session

1. Determine the best type of cost-reimbursement contract for your circumstances
2. Create justifiable cost analysis procedures for proposals
3. Demonstrate improved contract administration skills
4. Establish and negotiate performance-based incentives and award fees
5. Create and use effective and clear evaluation factors, including past performance

- Describe the differences between domestic project management and global project management
- Identify challenges in implementing global projects and methods for dealing with those challenges
- Describe the tools and techniques that can help global project managers address issues related to these differences

- Describe a typical IT project life cycle and activities within each phase of that cycle
- Describe roles and responsibilities of project managers across the IT project life cycle
- Apply basic project management techniques to the IT project environment
- Define and develop the foundation of an IT project
- Identify project management challenges specific to IT projects
- Manage and control an IT project against the baseline
- Close out an IT project effectively

1. Define required relationships and contract governance in an outsourced environment
2. Derive and manage governance processes and the project management organization required to provide oversight of the outsourcer versus client
3. Establish and execute effective performance management of an outsourcer
4. Create and manage additions of new service to existing outsourced contracts
 - Perform the financial management required to provide effective control over an outsourced contract environment
 - Manage the extensive communications and interfaces required to make an outsourced contract effective
5. Reflect on your existing situation, and derive next steps for improving your management of outsourcing contracts

- Explain PBSA and the crucial difference between traditional and performance-based approaches to managing contracts
- Use the key tools of PBSA to effectively manage contract performance
- Structure a team that is qualified to manage performance assessment
- Facilitate a partnering relationship between government contract monitors and the contractor
- Employ a recordkeeping and documentation process throughout the performance assessment cycle
- Monitor contracts using key tools of PBSA, such as metrics, surveillance plans, standards, and incentives
- Develop and implement a change management plan
- Avoid or resolve conflict using effective methods for settling disputes and maintaining good working relationships
- Authorize payment properly and close out the contract
- Use innovative ideas and practical tips when managing PBSAs

1. Describe roles and responsibilities of project managers across the project life cycle
2. Define and develop the foundations of a project plan, including the project requirements document, work breakdown structure, cost, schedule, and other resources
3. Manage and control the project against the baseline
4. Close out a project effectively

1. Comply with the new Federal Acquisition Regulation (FAR) provisions
2. Describe the categories of commercial items and services
3. Determine when market research is required or useful, select the most appropriate methods for a particular acquisition, and perform an effective investigation
4. Compose purposeful requirements definitions
5. Successfully employ commercial practices
6. Streamline procedures for selecting suppliers

1. Look at the naturally occurring structure of a negotiation in order to develop an efficient and effective methodology for preparing and conducting a negotiation
2. Have opportunities to better learn your negotiating competencies to improve your strengths and eliminate any weaknesses
3. Gain insight into how to better manage yourself, your emotional content, and your relationship with the other party in order to obtain sound agreements
4. Learn by doing and getting a feel for various ways to fix a negotiation whose tone has gone bad

1. Have opportunities to better learn your negotiating competencies to improve your strengths and eliminate any weaknesses
2. Gain insight into how to better manage yourself, your emotional content, and your relationship with the other party in order to obtain sound agreements
2. Learn by doing and getting a feel for various ways to fix a negotiation whose tone has gone bad

- List common issues and challenges telecom project managers face and strategies for overcoming them
- Develop a conceptual plan to meet the needs of the stakeholders for a telecommunications project by defining detailed requirements
- Identify the right technologies for your project
- Choose and apply a design appropriate to a given project
- Identify network security tools and uses
- Assess and mitigate risks inherent to telecommunications projects

1. Develop a contract administration plan
2. Conduct a post award orientation
3. Monitor contract performance
4. Resolve problems that arise during contract performance
5. Implement contract modifications and options
6. Describe the contractor's responsibility for submitting an adequate voucher/proper invoice
7. Describe contract payment and financing methods
8. Determine when consent to subcontract is required and what the process involves
9. Describe the steps performed in government property administration
10. Explain the basis for termination for convenience or default
11. Close out a completed contract

1. Identify all of the key phases of the acquisition process
2. Correctly plan an acquisition and select the most appropriate method of procurement
3. Describe the processes for both the development of the solicitation document and the evaluation of proposals
4. Identify typical contractual issues and explain how to manage them
5. Better manage and administer contracts after award

1. Understand the legal principles governing patents, copyrights, and trade secrets
2. Interpret the Patent Rights clause used by the Government
3. Interpret the Rights in Technical Data clauses used by the government
4. Understand the Government's policies regarding rights in computer software
5. Recognize the various means that a contractor can use to protect its intellectual property rights

- Describe the concepts and implementation of performance-based acquisition
- Perform market research to determine possible public- and private-sector sources and solutions
- Perform a job analysis in preparation for writing a performance work statement
- Develop a clear and concise performance work statement based on the job analysis performed
- Develop and apply an effective quality assurance plan
- Review and revise performance measures as necessary

1. Recognize the types of questions on the PMP® exam
2. Paraphrase PMI's perspective on how project management is conducted
3. Complete practice exams
4. Write the mathematical formulas that will appear on the exam
5. Evaluate many more "best" answers, rather than just the "right" answers
6. Determine what approach to use when you do not know the answer to the exam question
7. Design the study approach best suited for your preparation
8. Discuss major themes and issues for each topic.

Recognize the types of questions on the PMP® Exam

- Paraphrase PMI's perspective on how project management is conducted
- Complete practice exams, giving you the confidence in your understanding of the concepts and approach used in the PMP® exam
- Write the mathematical formulas that will appear on the exam
- Evaluate many more "best" answers, rather than just "right" answers
- Determine what approach to use when you do not know the answer to the exam question
- Design the study approach best suited for your preparation
- Discuss major themes and issues for each topic area

1. Identify and Define program management characteristics
2. Define the roles and responsibilities of program managers
3. Teach program management tools and concepts that are widely applicable
4. Identify and define program characteristics
5. Choose from a number of strategies when making significant program or other organizational changes
6. Logically organize a program into projects
7. Examine each project for integrity with regard to program goals, budgets, and time frames and create a sound "governance model" for managing the program
8. Evaluate and manage finances for a program and its individual projects
9. Define the environment and skills of a program manager
10. Identify and apply program management leadership skills required to manage stakeholders
11. Perform program contract analysis and administrative tasks
12. Identify management activities to improve acceptance and successful incorporation of program products into organization operations
13. Identify legal compliance issues in today's business environment

- Explain current leadership philosophies as applied to project management
- Develop strategies for leading effective teams
- Improve relationships and communications with stakeholders by applying Relationship Awareness® Theory and concepts
- Use appropriate styles of conflict resolution
- Explore ethical issues in business decisions
- Manage difficult project management issues
- Develop strategies for leading successful change
- Create a leadership development plan

1. Describe the relationship of procurement management to project management
2. Discuss roles and responsibilities of project managers and procurement managers in a project-focused environment
3. Understand techniques for project selection
4. Develop the foundations of a project plan, including the project requirements document, work breakdown structure, responsibility matrix, and supporting plans
5. Develop project schedules and budgets
6. Manage and control the project against the baseline
7. Discuss project leadership issues, including project organization and team dynamics
8. Close out a project effectively

- Review and apply lessons learned throughout the Project Management Professional Development Program
- Recognize and understand a competency model for project managers
- Practice and receive feedback on using project manager competencies
- Practice developing a comprehensive plan for a project by using baseline plans when appropriate
- Practice controlling a project in a resource-constrained environment, juggling competing time versus cost versus resources versus quality and performance
- Build a cohesive and productive project team and deal with the practical and emotional issues involved with team building—coordinating efforts across multiple parts of the organization
- Apply a project management software system to planning and controlling the project if desired
- Transfer lessons learned back to the real job

- Describe the roles and responsibilities of project managers across the project life cycle
- Define and develop the foundations of a project plan, including the project requirements document, work breakdown structure, schedule, resources, and other cost estimates
- Describe project risk identification, risk assessment, and risk mitigation strategies
- Control the project by managing against the baseline
- Close out a project effectively

- Integrate project quality management into the entire project life cycle
- Use five steps to plan effectively for project quality management
- Assess and improve your organization's current quality capabilities to ensure that projects will meet specified quality standards
- Ensure customer satisfaction by monitoring results using project quality control tools
- Apply project quality management tools and techniques to "real world" project

1. Perform a rapid assessment of a troubled project
2. Determine whether a recovery is possible
3. Establish a recovery plan
4. Lead a transition to a recovered , stabilized project

1. Introduce and understand a requirements management process
2. Implement key methods in requirements management that will increase successful completion of projects
3. Understand and avoid some risks associated with the requirements management process

1. Manage risk in a sourcing environment using ESI's Risk Management Model to identify, analyze, and respond to risks during all stages of the sourcing life cycle.
2. Recognize the value of—
 - Investing in thorough risk management early in the life cycle
 - Creating and promoting a collaborative relationship between buyer and seller
3. Use consistent processes, tools, and techniques for managing risk.
4. Apply risk management methodology to any sourcing situation, all sourcing arrangement types, and the different stages of the sourcing life cycle.
5. Create a common framework between buyer and seller for dealing with risk.
6. Achieve your organization's goals by improving the outcome of sourcing arrangements.

1. Use the concepts of project risk
2. Define the dual nature of risk
3. Identify risks and assess the potential impact of risk factors
4. Develop effective risk response strategies
5. Control risk during project execution using proven tools and techniques
6. Use a practical, eight-step process to manage project risk

1. Identify documentation needed to provide inputs to scheduling and cost control activities
2. Use the WBS to identify, assign, and tabulate resource requirements
3. Predict costs and work time using specific levels and estimate types from the WBS
4. Predict future project performance based on historical data
5. Use the WBS to develop a network diagram
6. Calculate schedules using PERT and the critical path method (CPM)
7. Interpret data gained from time-phased distribution of project costs
8. Apply the discipline of earned value to a project
9. Monitor changes and close out projects on time

1. Describe the federal contracting process and environment
2. Explain the purpose and goals of simplified acquisitions
3. Describe socioeconomic programs related to simplified acquisitions
4. Describe the competition requirements for simplified acquisitions
5. Evaluate quotations considering price and other factors
6. Identify the required sources for supplies and services
7. Identify open market simplified acquisition procedures
8. Describe the administrative functions associated with simplified acquisition orders

1. Integrate software testing at each phase of the development cycle
2. Identify the project management issues of software testing activities
3. Document a testing strategy in a test plan
4. Incorporate reviews and inspections into an overall testing strategy
5. Determine effective test cases and incorporate sound test management practices
6. Develop requirements for testing a software system
7. Involve users to increase validity of results in acceptance and usability testing
8. Develop a strategy to accommodate OO development projects
9. Plan for issues associated with testing COTS software

1. Define source selection, state the basic purpose and goals of source selection, and identify related functions
2. Conduct market research and acquisition planning in preparation for source selection
3. Draft and critique proposed evaluation factors and standards (along with their corresponding proposal instructions)
4. Determine whether to select on the basis of "lowest price technically acceptable" or "trade-off"
5. Prepare a source selection plan
6. Develop sections L and M of a solicitation for a best-value procurement
7. Evaluate proposals, including the application of different rating and scoring methods
8. Perform a price analysis
9. Establish a competitive range and explain the significance of exchanges with offerors before and after the competitive range determination
10. Document a source selection decision that supports the cost/technical trade-off
11. Conduct necessary debriefings

1. Distinguish which contract clauses must flow down to subcontracts and their requirements
2. Understand subcontractor rights and remedies when the prime contractor is terminated
3. Apply the latest FAR Policies
4. Explain when subcontracts must submit certified cost or pricing data
5. Manage subcontract-related claims and disputes

- Distinguish SI projects from typical software projects
- Explain the high demand for SI project management
- List common issues and challenges associated with SI projects and strategies for overcoming them
- Establish a structure, roles, and communication lines for the integration project team
- Analyze requirements and business objectives for SI projects
- Use effective techniques for monitoring and controlling an SI project
- Plan, estimate, and organize SI efforts
- Manage the implementation of complex system interfaces
- Assess and respond to the risks inherent in integration projects
- Plan for issues associated with procuring COTS software
- Determine effective testing methods and incorporate sound test management practices for an integration project
- Plan for issues associated with solution deployment
- Conclude an integration project properly by documenting final project status and lessons learned

<ol style="list-style-type: none">1. Lead and champion organizational change2. Use a change leadership framework to implement sustainable change in your organization3. Identify roles in the change process4. Assess the implications of change on—<ul style="list-style-type: none">• Leadership• Organizational development• Individuals5. Help others to adapt and adjust to organizational change6. Apply coping strategies to facilitate transition through change
<ul style="list-style-type: none">• Define indefinite-delivery (ID) and indefinite-delivery/indefinite-quantity (IDIQ) contracts• Differentiate between task order contracts and other service contracts and their use• Discuss methods of awarding task order contracts• Explain the limitations on using task order contracts• Incorporate appropriate terms and conditions in task order contracts• Specify requirements for competition• Award task orders
<ol style="list-style-type: none">1. Identify coverage2. Describe how to avoid compliance disputes3. Identify when to file disclosure statements4. Describe how to comply with Truth in Negotiations Act5. Describe how to deal with auditors6. Identify how to resolve CAS issues

1. Describe the challenges to effective control
2. Determine if your project is in control
3. Utilize the work breakdown structure (WBS) and organizational breakdown structure (OBS) with EVM
4. Obtain valid numbers for use in EVM
5. Create and update a performance measurement baseline
6. Utilize generally recognized formulas for effective EVM
7. Create a format to answer questions, before they are asked, in a professional and knowledgeable manner
8. Discuss the challenges to implementing an earned value management system (EVMS) in your organization
9. Create a personal action plan to implement EVMS

- Apply the benefits of use case analysis to your project, during and after requirements analysis
- Describe the scope of a system, with use cases
- Work with end users to elicit and validate requirements easily
- Communicate more effectively with the technical team
- Create requirements documentation that is—
- Comprehensive, correct, and unambiguous
- Consistent, validated, and feasible
- Structured, organized, and convenient

1. Conduct a make-or-buy analysis
2. Create, analyze, and communicate the contract requirements
3. Select the most appropriate contract approach to use with a vendor
4. Perform market research to identify potential vendors
5. Select an appropriate vendor
6. Negotiate and structure a contract to create a win-win relationship

1. Explain the purpose, importance, and uses of workflow modeling
2. Build workflow models using various techniques and approaches
3. Analyze workflow models to identify opportunities for process improvement
4. Validate workflow models to ensure accuracy and completeness
5. Identify and address process improvement opportunities

1. Develop skills for writing statements of work (SOWs) that emulate best practices for writing quality SOWs
2. Use SOW writing skills that clearly satisfy the user's demand, attract competitors to the market, can be interpreted as intended, and convey requirements in clear, concise language
3. Understand the needs and requirements evolution in any SOW's development
4. Use tools that will help participants understand and develop a user's need. Translate such needs into a logical and complete expression of requirements
5. Perform quality assurance techniques to ensure that the documents comply with qualified standards of acceptability.
6. Engage in collaborative relationships between the buyer and seller after the SOW becomes a contract
7. Write SOWs that will have a greater potential to withstand administrative and legal challenges

At the completion of this seminar, participants will be able to: follow the five steps of effective interviewing; develop and use a success profile; understand the impact of their personal communication style on the interview process; probe and listen for cues within the interview; and develop a more accurate profile of each candidate.

Executives who complete this program learn to: project an empathetic, professional and credible corporate image during any crisis; identify potential crises; determine impacted audiences and establish an effective and appropriate communication plan; quickly organize thoughts for media interviews; prepare for and deliver a negative news announcement; control investigative reporters and the flow of any interview, including "ambush" interviews; adjust responses and demeanor appropriately for various audiences and issues; create and bridge to an effective corporate message; conduct a crisis news conference; and successfully testify at public hearings.

Participants who complete this program will learn to: distinguish between "maintenance factors" and "true motivators."; use the level of supervision appropriate to their employees; employ focused listening skills; clearly delegate assignments to the appropriate person; understand the influence of communication styles; handle emotional responses from subordinates; give constructive feedback and performance appraisals; and effectively manage impromptu "drop by" meetings.

Participants who complete this program learn to: project a professional and credible image appropriate for any situation; quickly organize thoughts for media interviews; understand media relations and their personal rights; control hostile questions; adjust responses and demeanor appropriately for various audiences and issues; create and bridge to an effective positive message; control the flow and direction of an interview; and increase overall communication skills effectiveness.

When participants complete this course, they will: write shorter documents; use precise and concise language; reduce passive verbs; compose results-oriented e-mails; write interestingly; edit documents quickly; organize information quickly and effectively and adjust their writing style.

Participants who complete this program learn to: increase confidence and competence in communicating effective, direct, constructive messages; understand personal communication style strengths and blind spots; communicate with a more effective manner; use focused listening to open the lines of communication; use problem-solving formats to stay on course; strategize alternative approaches for individual employees; appropriately handle hostile or emotional confrontations; and develop more productive work relationships with their colleagues.

Participants will learn to: listen and respond more productively to the concerns of community members; present business plans and activities in a simplified manner; manage the problem solving process; understand their personal communication style and the style of others; handle confrontational dialogues with empathy; and effectively discuss risk communication issues, when appropriate.

When participants complete this course, they will be able to: relate and communicate more effectively with clients; understand the stages of the consultative sales process; build credibility and rapport in initial phone contacts; strategize before each meeting for specific objectives and roles; use focused listening to uncover needs, issues and opportunities; present information effortlessly; use the consultative process to position their services as a solution to a prospect's needs; handle difficult questions and objections; close the call and establish the desired next steps.

When participants complete this course, they will: create a clear agenda in advance for more productive client meetings; understand communication styles (theirs and their client's); increase their professional presence and self-confidence (voice, eye contact, gesturing, body language); improve their listening skills and probe for information; present information clearly; and handle questions and interruptions effectively.

At the end of this session, participants will be able to: plan a results-oriented business agenda; manage the flow of their meetings so they are on point and efficient; understand the process and mechanics of a collaborative, problem-solving meeting; present their ideas clearly and convincingly; understand the interpersonal dynamics that occur during a meeting; evaluate the effectiveness of their personal "style" as group participant or leader; adjust to various leadership styles; present themselves professionally at meetings; manage the full meeting process: encourage participation, listen effectively, probe to avoid misunderstandings; and summarize and establish follow-up action.

When participants complete this course, they will: present a polished, professional manner; speak fluently and gesture naturally; quickly organize a presentation for greatest audience impact; create effective visuals; select and professionally present materials using various media; respond to questions; and control interruptions during a presentation.

At the completion of their training, participants will be able to: present a credible professional manner; prepare and present issues with clarity and impact; handle audio visual equipment efficiently; direct participants effectively through drills and exercises; facilitate and encourage questions and answers; and coach participants to improve learning.

When participants complete this course, they will: present a polished, professional manner; speak fluently and gesture naturally; quickly organize their thoughts to present their ideas in a clear and cogent manner; work effectively in team meetings; acquire focused listening skills to accurately understand project assignments; successfully clarify assignments by asking appropriately timed questions; understand their own personal communication style and learn to flex their style to others'.

Participants who complete this program learn to: plan a results-oriented electronic meeting; manage the meeting flow between various locations; project a professional and credible manner on screen or via audio transmission; understand and manage the interpersonal dynamics of various meeting contributors; facilitate individual and team presentations; handle interruptions and difficult questions with ease; manage the full meeting process: encourage participation, listen effectively, probe to avoid misunderstandings, summarize and establish appropriate follow-up action; master the technical challenges of electronic conferencing.

At the completion of this seminar, participants will: understand the six stages of negotiation; discover the value of collaboration and practice techniques to encourage it; evaluate the effectiveness of their personal communication style in negotiations; organize a strategy before, during and after a negotiation; learn to use power and currencies appropriately and effectively when negotiating; adjust their approach to negotiating when circumstances demand flexibility; and gain confidence in their ability to negotiate difficult agreements.

When participants complete this course, they will be able to: write memorable speeches for all occasions including: opening remarks, introductory and motivational speeches and news announcements; successfully and quickly write conversational speeches for any speaker; understand the speaker's perspective and needs; streamline and polish their speeches with strong audience appeal and "sizzle"; use reference sources including the internet to add timely and intriguing information to speeches; create compelling speeches by appropriately employing five stylistic devices.

Participants who complete this program learn to: develop more productive work relationships with their employees; understand how their personal communication style and the style of their employees impacts a coaching or counseling session; project an open and approachable manner; practice focused listening skills; learn the difference between coaching and counseling; and acquire techniques to strategically plan for a coaching or counseling session.

Participants who complete this program learn to: increase collaboration and team work; understand personal communication style strengths and blind spots; use focused listening to interact more effectively; use problem-solving formats to stay on course; understand strong team leadership skills; handle emotional confrontations effectively; and understand the process and mechanics of a team meeting.

Understand the four areas of commitment-based security as it relates to a safe work environment. The areas of management involvement, employee engagement, design work and reinforced work design will be introduced and discussed. Work will include independent, group, visioning and planning activities.

Review of current agency forms and policies. Working sessions to address the current reality. Questionnaires to determine level of information currently held by participants. State, national and local data from law enforcement. Determining "best practices" with scenarios.

Knowledge of behavior triggers. Understanding of skills needed to defuse or manage the difficult behavior to ensure safety and security at work. A review of issues/events/mechanisms that could impact behaviors. An example would be the effects of a particular drug on a person with information on time factors to defuse.

Participants will learn to 1] maintain activity logs 2] analyze the importance of each job or task 3] prioritize tasks by day, week, month and year 4]create a schedule 5]develop action plans. Each member will participate in exercises that present actual work situation to practice their newly learned and enhanced skills.

Participants will learn 1] listening skills 2] questioning skills 3] observation skills 4] construction of a positive feedback comment. Each member will participate in exercises that present actual work situation to practice their newly learned and enhanced skills.

Participants will learn to 1] manage their time and maintain activity 2] focus on the tasks that give the greatest return 3] prioritize these tasks into day, week, month & year 3]create schedules to accomplish these tasks on time 4]set personal goals. Each member will participate in exercises that present actual work situation to practice their newly learned and enhanced skills.

Participants will be administered the MBTI assessment tool 3-4 weeks before the course. The first 4-hour session will be to review the MBTI tool with the participants and their results. The second 4-hour session will focus on the communication needs of each personality type. Addressing the needs of the intuitive and sensing types in understanding the format needed to deliver information. Each member will participate in exercises that present actual work situation to practice their newly learned and enhanced skills.

Participants will learn the steps of constructing a business plan. 1] determining the market niche, 2] determining the customer field and accessibility 3]review of the organization's strategic goals 4] evaluating the strategic plan to insure it meets the requirements of the organization's vision, mission, and goals 5] creating a budget outline. Each member will participate in exercises that present actual work situation to practice their newly learned and enhanced skills.

Participants in this course will learn 1] Improved communication skills 2] Positive Reinforcement 3] Managing and guiding the performance of others 4] Clarifying Quality 5] Identifying and applying performance factors 7] Coaching scenarios 8] Solving motivational problems 9] Using listening skills 10] How to use questions effectively 11] Identifying and mitigating blocks to effective coaching. Each member will participate in exercises that present actual work situation to practice their newly learned and enhanced skills.

Participants will learn to deliver their information, ideas, and viewpoints in a clear, concise manner. The participants will learn how to deliver fact based information that allows them to be 1] be direct and to the point 2] be specific and concise 3] be objective and non-threatening. Each member will participate in exercises that present actual work situation to practice their newly learned and enhanced skills.

Participants will receive 1] an overview of the principles of the Myers Briggs Type Indicator, 2] review the sixteen different types made up of the extrovert, introvert, sensing, intuitive, feeling and judging. 3] They will learn the communication needs of each type and practice them in exercises.

Participants will learn 1] better communication skills 2] how to create effective presentations 3] how to present information that will be understood by all 4] the input needs of the 16 MBTI personalities. Each member will participate in exercises that present actual work situation to practice their newly learned and enhanced skills.

Participants are introduced to the 16 personality types of MBTI and the individual type preference characteristics when communicating. By understanding themselves better the participants will understand the different needs and orientation of others. They will learn where people prefer to focus their attention, the way people prefer to make decisions, take in information and how they orient themselves to the external world. Each member will participate in exercises that present actual work situation to practice their newly learned and enhanced skills.

Participants in this course will learn 1] how to create a conducive room setup 2] how to set an agenda 3] control techniques of the meeting's focus and audience 4] create a check list for the meeting's visual/audio equipment, supplies, handouts. Each member will participate in exercises that present actual work situation to practice their newly learned and enhanced skills.

Participants will learn 1] listening skills, actively listening, to handle the dissatisfied personality 2] respect for the individual's feelings 3] reinforcement techniques 4] the use of tactful questions to gain information 5] tips for the handling of the special personalities a] Angry b] the Know-it All c] the Confused d] the Chronic Complainer. Each member will participate in exercises that present actual work situation to practice their newly learned and enhanced skills.

Participants will identify the internal and external customers of their organization and the requirements of these customers. Members will create methods of communicating with each customer, surveys, focus groups, stakeholder meetings, etc. to determine the satisfaction of each customer. The course members will learn the means to track the client's feedback to determine whether the relationship is a plus or if gaps are obvious. Each member will participate in exercises that present actual work situation to practice their newly learned and enhanced skills.

Participants of this course will 1] enhance their listening skills with acknowledgement responses, tactful questions, open-ended questions, 2] offering "assuring steps" that shows the client he is being understood correctly, 3] offering sincere concern about any problem, and 4] basing the discussion and any solution on fact not perception. Each member will participate in exercises that present actual work situation to practice their newly learned and enhanced skills.

Participants of this course will enhance their listening skills by 1] learning to avoid common listening barriers and 2] showing the client they are being heard by offering acknowledgement responses, offering probes and prompts, clarifying questions and statements, 3] listening for ideas not just words and 4] listening for feelings not just facts. Each member will participate in exercises that present actual work situation to practice their newly learned and enhanced skills.

Participants will learn 1] how to set up and follow agendas 2] Brainstorming, storyboarding, affinity diagrams 3] how to create an action plan and deployment chart. Each member will participate in exercises that present actual work situation to practice their newly learned and enhanced skills.

The participants will learn the skills of 1] designing an environment that is conducive to discussion 2] how to build an agenda 3] the best use of outside props 4] observation/awareness of the group factor, attitudes 5] tips to acquiring mutual respect 6] consensus 7] creative feedback 8] adult learning techniques. Each member will participate in exercises that present actual work situation to practice their newly learned and enhanced skills.

The participants will learn: 1] ways to cope with the increasing rate of changes, 2] understanding the change process, 3] develop strategies for maintaining energy, productivity and motivation 4] how to align themselves with the organization's business reason for change and 5] developing a survival plan to reduce the stress that one creates for themselves. They will participate in exercises that will reinforce the newly learned skills.

Participants will review 1] the background of one's conditioning, 2] the scotoma/blind spot caused by one's conditioning, 3] perform exercises to expand their awareness and 4] learn the messages of the non verbal communication. Each member will participate in exercises that present actual work situation to practice their newly learned and enhanced skills.

Participants will learn 1] Work flow mapping at 10,000 ft.2] Work flow mapping at 1,000 ft. 3] Communication skills of an effective listener 4] How to determine the competence and commitment of others 5] Exercises to keep an objective point of view 6] To create a fair, constructive feedback report. Each member will participate in exercises that present work situations in which they may practice their newly learned skills.

- Understanding directions
- Understanding others' needs and points
- Less confusion or errors
- Doing something correctly the first time, less rework, less downtime, less overseeing by management
- Clear Communication
- How to prepare for an interview
- Understand the best means to conduct themselves in an interview
- Utilize networking and follow ups for job opportunities

Participants will learn 1] How to set up and follow agendas 2] How to help the committee identify their goals and boundaries 3] Brainstorming, storyboarding, affinity diagrams 4] How to create an action plan and deployment chart 5] To determine the needed resources, training, budget, equipment, etc.6] To determine the available resources, funding, if in-house or external experts will be needed, etc. Each member will participate in exercises that present actual work situation to practice their newly learned and enhanced skills.

Participants will enhance their skills by focusing on: 1]effectively communicating observations 2]using and communicating positive reinforcement 3]managing and guiding the performance of others 4]clarifying quality as it relates to the goals and assignments 5]developing general mentoring guidelines 6] identifying and applying essential performance factors 7]solving problems of motivation 8] using listening skills and effective questioning skills 9]identifying common blocks to mentoring. Each member will participate in exercises that present actual work situation to practice their newly learned and enhanced skills.

Participants will learn 1] techniques to identify the emotional level of their focus, 2] to give listening acknowledgements, 3] avoid common listening barriers, 4] the effective use of questions, and 5] the use of positioning ideas and solutions. They will be involved in exercises to reinforce the newly learned skills.

The participants in this course will be administered the Myers Briggs Type Indicator assessment and receive their personal assessment with an explanation of the results. They will learn the different personality scales E/I, S/N, T/F, and J/P. They will learn how each personality takes in and processes information. They will participate in exercises to learn the best way to present information to be clearly understood and how best to communicate with others.

Participants in this course will receive an overview of the Myers Briggs Type Indicator philosophy, the characteristics of each type and how each type takes in and processes information. The participants will learn the best way to present information to be clearly understood, addressing the needs of each type in exercises. Each member will participate in exercises that present actual work situation to practice their newly learned and enhanced skills.

The participant in this course will learn the different stages of attention, tips on how to read an audience, to know when to depart from the written script to draw the audience back. They will practice the use of ice breakers, time management, eye contact, and voice range as tools of communication. The participants will learn the best visual aid tools to use in different conditions. Each member will participate in exercises that present actual work situation to practice their newly learned and enhanced skills.

Participants will review the ISO9001:2000 standard and its requirements. They will review a quality manual and its format, learning the correct manner of presenting information. They will be involved in exercises in the writing of CAR and PAR reports.

Participants in this course will learn the three parts of a organized, structured speech. They will learn different means to identify their audience and maintain their attention on the presentation. Each member will participate in exercises that present actual work situation to practice their newly learned and enhanced skills. Each will present a 3-minute speech before the course members.

- Less errors & reworks
- Better understanding of company policy, goals, safety & health issues

Participants in this course will learn the six steps of the Strategic Storyboard Process: 1] Brainstorming and Storyboarding for commitment 2] Assessing 3] Determining the organization's vision 4] Developing strategies to achieve the vision 5] Build an Integrated Strategic Plan 6] Measure and evaluate the planning and implementation process. Each member will participate in exercises that present actual work situation to practice their newly learned and enhanced skills.

Participants in this course will receive an introduction of the strengths of the different personality types and what each brings to a team environment. They will participate in exercises that will show how to create/choose a goal/task, how to handle conflict, and reinforce their newly learned skills of brainstorming, affinity diagrams, root cause analysis, and deployment charts.

Participants of this course will learn the "Functional Leadership" principle to 1 Observe, recognize emotions, listen, question 2] Alignment based on observations and listening 3] Present suggestions, assignments and 4] Conclude and check buy-in. Each member will participate in exercises that present actual work situation to practice their newly learned and enhanced skills.

Participants will understand 1] the needs of an adult learner, the advantage of drawing from their experiences, creating exercises for group participation 2] the design aspects of the presentation 3] roles/tasks that increase group productivity 4] techniques to handle the disruptive individuals 5] creating a classroom protocol and conducive environment 6] how to create constructive feedback 7] the non-verbal messages being sent and received. Each member will participate in exercises that present actual work situation to practice their newly learned and enhanced skills.

The participants of this course will enhance their verbal communication skills with listening and clarifying exercises. They will learn the strength of the unspoken, non-verbal communication, how it reinforces or undermines what is being spoken. They will use charade type exercises for the opportunity to act out their responses and assist themselves to learn to interpret emotions and the non-verbal messages. Each member will participate in exercises that present actual work situation to practice their newly learned and enhanced skills.

Participants will enhance their speaking skills with the opportunity to offer a short presentation or speech to the course members. They will learn how to bring their audience's focus on the critical words or ideas by stressing their importance through repetition or verbal presentation. Each member will participate in exercises that present actual work situation to practice their newly learned and enhanced skills.

- Concise, clear reports resulting in less errors & rework
- Resume writing: clear, concise
 - Chronological vs. business
- Recognize what each employer is looking for and maximizing those required skills in one's resume

The participants will learn 1] personality types' communication needs 2] SWOT exercises 3] to identify gaps and improvement opportunities 4] strategic storyboarding 5] how to integrate their customer and market focuses into action plans for their strategic and business initiatives 6] to manage follow through actions through deployment charts

Participants will 1] identify customers, customer groups and market segments 2] determine which customers, customer groups, and market segments to focus on for current and future services and products 3] develop means to identify customer requirements and needs 4] develop a tracking method to follow customer feedback 5] determine the key factors of customer satisfaction, retention, and loyalty 6] develop a strategy to build customer relationships 7] choose measurements that determine the success of the customer satisfaction and market success. Each member will participate in exercises that present actual work situation to practice their newly learned and enhanced skills.

Participants will 1] identify their external customers 2] develop formats to establish communication between the customer and their organization (Formal, informal feedback, surveys, focus groups, web-based data) 3] utilize the communication lines to determine the customers' needs and satisfaction levels 4] focus on features that affect customer preference and loyalty Each member will participate in exercises that present actual work situation to practice their newly learned and enhanced skills.

Participants will 1] develop agenda structures 2] create checklists of aids and equipment needed 3] learn to create a trusting environment 4] learn techniques to control the flow of the meeting 5] learn techniques to deal with conflict 6] present action plans and deployment charts for tasks Each member will participate in exercises that present actual work situation to practice their newly learned and enhanced skills.

Participants of this course will learn: 1] facilitation skills, to align themselves with the intent of the group 2] listening and questioning techniques 3] prioritizing skills: brainstorming, the affinity diagram, 4] the six levels of consensus. Each member will participate in exercises that present actual work situation to practice their newly learned and enhanced skills.

Participants of this course will learn 1]the listen, align and lead principle 2] communication skills 3] listening and questioning techniques 4] problem solving with root cause analysis 5] the six levels of consensus. Each member will participate in exercises that present actual work situation to practice their newly learned and enhanced skills.

Participants of this course will learn: 1] communication skills 2] listening and questioning techniques 3] prioritizing skills: brainstorming, the affinity diagram, 4] root cause analysis 5] the listen, align, and lead principle 6] how to view benchmarking processes as it relates to their organization. Each member will participate in exercises that present actual work situation to practice their newly learned and enhanced skills.

Participants will learn 1] the importance of a vision and how to create one 2] to identify who are their internal and external customers and what their needs are through work flow mapping 3] how to create an environment for performance improvement 4] techniques to communicate with, empower, and motivate all their employees 5] create an action plan with deployment chart to accomplish the organization's goal and vision. Each member will participate in exercises that present actual work situation to practice their newly learned and enhanced skills.

Participants will learn the measuring tools of: parento chart, scatter diagram, histogram, tally sheets, Gantt chart, and multi-voting. The course members will learn the process of analyzing the data collected, determine its value, and evaluate the success of the process. Each member will participate in exercises that present actual work situation to practice their newly learned and enhanced skills.

The participants will learn 1] to work as a team 2] identify each members strengths and resources 3] work flow mapping, 4] to identify customer needs 5] brainstorming, 6] affinity diagram, 7] action plans 8] steps to implementing the plan. Each member will participate in exercises that reinforce these newly learned and enhanced skills.

Participants in this course will learn empowerment of their employees, how to communicate with their staff at all levels, the principle goals and vision of their organization, and a review of benchmarking world-class organizations in performance. Each member will participate in exercises that reinforce these newly learned and enhanced skills.

The participants will learn 1] work flow mapping, 2] to identify customer needs 3] brainstorming, 4] affinity diagram, 5] action plans 6] steps to implementing the plan. Each member will participate in exercises that reinforce these newly learned and enhanced skills.

Participants will learn 1] listening skills (acknowledgements, prompts, probes, clarifying questions, responses) 2] communication skills (recognizing emotions, motivation levels, dealing with difficult personalities) 3] to develop rating measures to determine the skill level of the employee 4] tracking measures of performance 5] empowerment of their employees in the workplace and their tasks. Each member will participate in exercises that reinforce these newly learned and enhanced skills.

Participants in this course will learn 1] brainstorming 2]affinity diagrams 3] to create a vision statement and strategic plan 4] action plan development 5]measurement tools ie. Histogram, parento chart, tally sheet, scatter diagram. Each member will participate in exercises that reinforce these newly learned and enhanced skills.

Participants will conduct a self-assessment for their organization and develop an action plan that addresses gaps in their service environment. Each member will participate in exercises that reinforce these newly learned and enhanced skills.

Participants will learn techniques to deal with the disgruntle/angry, confused, impatient, and chronic complainer customers. Each will be involved in role-playing exercises, as actor and critic, that relate to actual work situations.

Participants in this course will be introduced to the processes and skills that create world class performers. Benchmarking candidates from the Manufacturing, Small Business, Health Care, Education, and Service industries will be reviewed for what makes their processes world class and how their processes can be adapted to the members' organization. Each member will participate in exercises that present an opportunity to implement their newly learned knowledge into their workplace.

Participants in this course will learn 1] How to determine the commitment of their team/staff by observation, recognizing emotions, listening and questions 2] How to align themselves based on what their observations have revealed 3] How to present suggestions, and points of view 4] How to give positive reinforcement 5] Means to empower their team/staff 6] Assist in managing and guiding the performance of their staff towards greater skills and position. Each member will participate in exercises that present actual work situation to practice their newly learned and enhanced skills.

The participants will learn the five phases of project management: 1] Defining and Initiating 2] Planning 3] Executing 4] Controlling 5] Closing Every action in their project takes has a reaction, the members will learn to keep the project in balance and progressing forward. The participants will learn to construct a budget and a work breakdown structure. Each member will participate in exercises that present actual work situation to practice their newly learned and enhanced skills.

The members of this course will learn to create a vision, mission and goal that integrates all the organizational functions with a focus on customer satisfaction. Class members will learn problem analysis, cause and effect diagrams, work flow mapping, the basis of CQI, and its implementation. Each member will participate in exercises that present actual work situations to practice their newly learned and enhanced skills.

Participants of this course will learn the skills and knowledge to: 1] identify the CQI team's purpose and insure it fits into the organization's vision 2] determine to grant or refuse team chartering 3] prioritize and select projects 4] determine and provide the necessary resources 5] where the most advantageous lines of communication between the team and the organization need to be developed or improved 6] make creative suggestions to the make up and activities of the team 7] run interference for the team and their task advancement. Each member will participate in exercises that present actual work situations to practice their newly learned and enhanced skills.

Following the principles of Baldrige the participants will learn how to create process improvement initiatives that address leadership, strategic planning, customer and market focus, customer satisfaction and data management. Each member will participate in SWOT exercises that present an actual work situation to practice their newly learned and enhanced skills.

Participants in this course will involve themselves in the discovery of who their key suppliers are and the information needs of each to insure a strong maintenance/continuance of the supply chain. Members will design communication formats (surveys, focus meetings, etc) that will bring together partners, both internal and external. They will track the flow of materials and identify possible obstacles. Each member will participate in exercises that present actual work situation to practice their newly learned and enhanced skills.

- Avoid wastes in raw materials
- Reduces scrap
- Accurate packaging
- Accurate Inventory counts
- Follow blueprint drawings

The participants will learn 1] control 2] shifts and 3] trends and their effects on the project. Forms with zones and rules will be created and used to simplify plotting, monitoring, and decision making at the operator level. Each member will participate in exercises that present actual work situations to practice their newly learned and enhanced skills.

The participants in this course will learn: 1] different measurement tools and learn which ones will achieve the measures that will most serve the participant's organizational needs 2] to track the changes that are a result of a initial change. 3] how to take the feedback from supplier audits and implement them back into the strategic plan. Each member will participate in exercises that present actual work situation to practice their newly learned and enhanced skills.

- Understanding the purpose of ISO and its advantages to profit
- Knowledge of Quality systems, their use and benefit
- The need for measurements to track improvements and progress

The participants will learn 1] storyboarding 2] affinity diagrams 3] strategic objectives 4] measuring tools: histogram, scatter diagram, tally sheets, run charts, pareto, work flow diagram, critical path, deployment charts, etc. This course will teach how to measure, analyze, as it relates to the strategic vision. Each member will participate in exercises that present actual work situation to practice their newly learned and enhanced skills.

Participants in this course will learn guidelines for building a strong team that utilizes the strengths of each member, They will learn consensus, work flow diagramming, root-cause analysis, brainstorming, affinity diagrams, multi-voting, Gantt charts, critical path, and deployment charts. Each member will participate in exercises that present actual work situations to practice their newly learned and enhanced skills.

■ Understand the dynamics of an empowered team

- Brainstorming
- Consensus
- Accountability
- Ability to work on their own to complete designated assignments
- Establish objectives that follow the team's mission
- Problem solving
- Sharing resources
- Utilizing feedback
- Mapping work processes
- Using communication and listening skills to reduce conflict
- Understand the internal and external customers requirements
- Knowledge of company needs

■ Active participation increases confidence levels, leadership roles, and job satisfaction

Participants of this course will learn 1] techniques and key words that identify the level of emotion being exhibited 2] techniques to diffuse a tense/disruptive situation 3] enhance their level of communication skills with effective questioning, clarifying questions and listening skills 4] positioning ideas and solutions. Each member will participate in exercises that present actual work situation to practice their newly learned and enhanced skills.

The participants of this course will learn 1] techniques to diffuse a tense or disruptive situation 2] communication skills 3] the positive and negative values of non verbal communication. Each member will participate in exercises that present actual work situations to practice the newly learned and enhanced skills.

Participants in this course will learn 1] to address and acknowledge the cultural and educational diversity and perception they emote to others 2] to be aware of negative non-verbal messages they may be unconsciously sending. Each member will participate in exercises that present actual work situations to practice their newly learned or enhanced skills.

Participants in this course will learn how to identify the level of emotion one is emoting and steps to bring the level down to one that will enable discussion and possible resolve. They will learn to read the non-verbal messages that are being sent out or received. Each member will participate in exercises that present actual work situation to practice their newly learned and enhanced skills.

The participants of this course will learn 1] communication skills 2] listening skills and reinforcement 3] the positive and negative value of non verbal communication. The members will have the opportunity to role play actual work situations to enhanced their newly learned skills.

Participants in this course will learn 1] the three phases of stress arousal 2] the bodily reactions to stress 3] common mistakes that add to stress 4] strategies for maintaining energy, motivation, and productivity 5] how to develop a survival plan to handle the stress in their life. Each member will participate in exercises that present actual work situation to practice their newly learned and enhanced skills.

Participants of this course will learn 1] written and verbal comprehension 2] concise report writing 3] to understand the dynamics of teams, their strengths in problem solving 4] how to prepare for interviews 5] resume writing 6] how to recognize the company's needs 7] an overview knowledge of quality systems and their purpose.

Cross-Cultural communication, micro-inequities, complexities of team-based communication.

Practical applications of techniques and insights for today's complex and changing workplace. Diversity, micro-inequities.

Practical applications of techniques and insights for today's complex and changing workplace for Hispanics. Diversity, micro-inequities.

Skills in how to structure work, communicate effectively, and resolve conflict with these generations are CRUCIAL.

Cross-cultural sensitivity skills for today's professional interviewing and conflict resolution skills, Finely-tune Emotional Intelligence (EQ).

Practical skills, tricks and techniques for completing effective performance feedback sessions. How to work with employees to accomplish mission-crucial issues.

Practical skills and techniques for creating clear communication and understanding.

Practical skills and techniques for enhancing communication Listening Skills.

Feedback; Employee Support; Coaching techniques.

Skills and techniques for clear, focused and assertive communication. Practical applications to today's workplace are discussed. On-going counseling sessions require effective coaching skills.

Practical skills for recognizing, managing, and refocusing supervisor-employee communication.

Organization and development; Participation and listening techniques; Leading a meeting.

Communication skills; Team Development; Resolution Skills.

Practical skills and techniques for internal and external customer service are discussed.

Connecting with people, Understanding personality Styles.

Practical and use information for teaching facilitation skills; Group dynamics skills; Effective Communication.

Practical skills for internal consulting; Performance coaching; Conflict mediation.

Practical skills and techniques for enhancing Listening and Communication skills.

Organization and development; Participation and listening techniques.

Building trust; Feedback; Communication Skills.

The concept of Getting to Yes; Cross-cultural communication and negotiation.

Designing practical exercises to teach personality, communication styles, conflict management styles and other insight are used in this program.

Developing and Organizing Presentations; Support Materials Identification.

Addressing an Audience; Managing presentation environment; Handling questions.

Practical exploration of Strategic Planning, SWOT Analysis and other topics addressed.

5 levels of team building, communication and conflict on teams, practical exercises building team communication.

Team building and team communication skills.

Effective Grammar; Topic, Purpose, Audience; Organization of technical document.

Practical program for trainers and managers making formal briefings and presentations.

Enhancing verbal skills; Effective communication; Interpretation skills.

Assembling thoughts and communicating them effectively; Professional Development.

Writing for results; Effective Grammar; Principals of Writing.

Stages of Strategic Planning; Setting a Vision, Goals and Performance; Team Work and Self Development.

Conflict resolution skills; Effective communication; Team Building Skills.

Teaches what bloodborne pathogens are and how they cause disease, how they are transmitted and how to protect from exposure using universal precautions

Teaches the successful Characteristics of safety committees. Teaches the means to implement them on any type of workplace setting.

Teaches identification of confined spaces and their hazards. Teaches how to control hazard and enter safely and how to plan for non-entry rescue

Teaches about the dangers of hazardous energy and the injuries that result. Teaches how to establish a lock out/tag out program and how to implement and monitor

Teaches how to assess a workplace for various emergency situations and how to develop a comprehensive plan to prevent and prepare for them. Plan includes inspection and evacuation procedures and training co-workers

Teaches about types of ergonomic injuries, risk factors for developing injury and how to modify work tasks to minimize chance for injury

Teaches how to establish various types of fall protection including guard rails and personal fall arrest systems. Teaches safe use of all systems

Teaches safe handling & storage of Hazardous substance as well as proper response to emergencies and spills.

Trains employees under hazwoper (OSHA) regulations to work as general site worker

Trains employees under hazwoper (OSHA) regulations and fulfill requirements for annual refresher training

Teaches how to recognize a hazardous materials emergency and how to call for help

Teaches how to function in an incident command system as first responder operations to approach release from a safe distance and limit size of release

Teaches how to function in an incident command system as hazardous materials technician to approach a release and control or stop it

Teaches harmful effects of noise in an occupational setting. How to determine if noise is excessive and how protect workers from noise

Teaches about personal safety in workplace as well as out in public performing duties. Teaches how to safety work alone and in remote areas.

Teaches about safe operation of powered industrial trucks. Teaches about safe work practices, training operators and plan for inspecting

Teaches the hazard assessment approach to evaluating the need for PPE, how to choose the correct PPE and how to wear it properly, The respiratory protection portion of this course can be taught separately

To effect sustained change in a supervisor, manager, or executive's behavior that improves performance.

To effect sustained change in a supervisor, manager, or executive's behavior that improves performance.

workshop process, manage a workshop group and individuals in that group, identify suitable techniques to use and assess their effectiveness, identify the roles and responsibilities within a facilitate workshop, facilitate suitable techniques for use in a facilitated workshop and identify strengths & weaknesses, prepare for and run a facilitated workshop, identify the review and follow-up action that's needed.

To plan and run a facilitated workshop, manage the workshop process, manage a workshop group and individuals in that group, identify suitable techniques to use and assess their effectiveness, identify the roles and responsibilities within a facilitate workshop, facilitate suitable techniques for use in a facilitated workshop and identify strengths & weaknesses, prepare for and run a facilitated workshop, identify the review and follow-up action that's needed.

To deliver dynamic, persuasive presentations that are concise and clear. To create and deliver strong openings and closings. To build audience rapport through eye contact, vocal delivery and body language. Apply innovative design techniques to create powerful presentations. Prepare an effective presentation by organizing key points into a coherent story. Capture and maintain audience interest and attention using interactive techniques.

To deliver dynamic, persuasive presentations that are concise and clear. To create and deliver strong openings and closings. To build audience rapport through eye contact, vocal delivery and body language. Apply innovative design techniques to create powerful presentations. Prepare an effective presentation by organizing key points into a coherent story. Capture and maintain audience interest and attention using interactive techniques.

To build and manage a team that exploit group dynamics, and provides practical techniques for different settings, and develop first-class team-management skills that are the key to a productive and informed workplace, and functions effectively to achieve desired results.

To build and manage a team that exploit group dynamics, and provides practical techniques for different settings, and develop first-class team-management skills that are the key to a productive and informed workplace, and functions effectively to achieve desired results.

Business Plans.

Grant Writing.

Strategic Plans.

Writing Proposals.

Strategic Visioning and Planning.

Measuring, Evaluating and Analyzing Outcomes.

Each participants will get the opportunity to practice answering difficult "real-world" questions...whether those questions come from co-workers officials professional forums or the community at large.

Managers and executives will improve their delivery style with effective body language, and powerful vocal techniques. Participants will also learn eight techniques for controlling nervousness and speaking with authority.

Participants will speak with clarity, confidence and authority.

Introduction to Resource Conservation & Recovery Act (RCRA), Waste Identification & Classification, Waste Generator Requirements, Transportation of Hazardous Waste

Hazard Identification & Evaluation, Toxicology, Use of Personal Protective Equipment, Use of Air Monitoring Equipment, Spill Containment & Confinement Methods, Site Control Work Zones, Decontamination Procedures, Hands-on Spill/Practical Experience

Identify Energy Sources in the Workplace, Steps to Follow for Safe Lockout/Tagout, Requirements for Proper Lockout/Tagout Equipment

Chemical Hygiene Techniques, Safe Handling of Hazardous Chemicals in the Laboratory, Proper Labeling & Storage of Chemicals, Signs & Symptoms of Chemical Exposure, Emergency Response Requirements, Preventing Exposure to Chemicals

Hazardous Materials Identification, Shipping Papers, Packaging, Labeling & Marking Containers, Placards, Security Awareness, Safety, Driver Requirements

Hazardous Materials Identification, Shipping Papers, Packaging, Labeling & Marking Containers, Placards, Security Awareness, Safety, Driver Requirements

Define Asbestos-Containing Materials (ACM), Recognize Asbestos Forms, Understand the Hazards of Asbestos

Hazard Assessment, Identify Potentially Infectious Materials, Universal Precautions, Use of Personal Protective Equipment

OSHA Requirements, Hazard Assessment, Roles of Entrant, Attendant, & Rescue Team, Confined Space Identification, Personal Protective Equipment Use, Air Monitoring Use, Rescue Equipment Use, Completion of Confined Space Entry Permit

Injury Assessment, Illness Assessment, Bandaging, Splinting, Rescue Breathing, One Rescuer Adult CPR, Serious Bleeding Management, Shock Management, Spinal Injury Management, Automated External Defibrillator Use, Conscious Choking Adult

Hazard Identification & Evaluation Techniques, Reading & Understanding a Material Safety Data Sheet, Proper Labeling & Storage of Chemicals, Signs & Symptoms of Chemical Exposure, Emergency Response Requirements

Understand the OSHA Requirements, Learn the Effects of Noise on Hearing, Identify Work Areas that would Require Hearing Protection, Practice Using Various Forms of Hearing Protection, Understand the Need for a Hearing Conservation Program and Audiometric Testing

Introduction to ICS, Requirements to use ICS, Basic Features of ICS, Incident Commander & Staff Functions, General Staff Functions, Common Responsibilities

OSHA Construction Topics Include but are not Limited to: Introduction to OSHA, General Safety & Health Provisions, Competent Person, OSH Act/General Duty Clause, Record Keeping, Electrical, Fall Protection, Personal Protective & Life Saving Equipment, Materials Handling, Storage, Use & Disposal, Tools – Hand & Power, Scaffolds, Cranes, Derrick, Hoists, Elevators & Conveyors, Excavation. Each attendee will receive a course completion card from OSHA.

OSHA General Industry Topics Include but are not Limited to: Introduction to OSHA, Walking & Working Surfaces, Exit Routes, Emergency Action Plans, Fire Prevention Plans, Electrical, Flammables & Combustibles, Personal Protective Equipment, Machine Guarding, Hazard Communication, Blood borne Pathogens, Industrial Hygiene, Ergonomics. Each attendee will receive a course completion card from OSHA.

Identify the Components of the Fire Tetrahedron, Identify the Types of Fire & Fire Extinguisher to Use on a Fire, Understand the PASS Technique for Extinguishing a Fire, Practical Application on a Live Fire

Identify Types of Powered Industrial Trucks, Describe Steps to Safely Operate a Powered Industrial Truck, Inspection Procedures, Driving Safety Techniques, Fuel System Awareness Safety, Practical Road Test.

OSHA Trained/Certified.

OSHA Trained/Certified.

OSHA Trained/Certified.

OSHA Trained/Certified.

OSHA Trained/Certified.

Change Management

Interviewing Techniques

Integrity

Change Management

HR Management Policies and Procedures

Management/Supervision
HR Management Policies and Procedures

Leadership

Leadership

Managing the Job

Diversity

Communication

Coaching

Grant Writing

Facilitation

Communication

Facilitation

Interpersonal Relations
Communication

Interpersonal Relations/Communication

Interpersonal Relations/Communication

Negotiation

Communication

Team Work

Facilitation

Problem Solving

Customer Service

Strategic Planning, Leadership

Team Work

Conflict Resolution

Conflict Resolution

Conflict Resolution

Managing Self

Conflict Resolution

Business Acumen, Interpersonal Skills, Self Development, Exerting Leadership, Innovation/Risk-Taking, Strategic Influence, Diversity.

Business Planning, Self Development.

Business Planning, Interpersonal Skills, Self-Development, Leadership, Diversity.

Business Acumen, Business Planning, Collaboration, Interpersonal Skills, Development of Others, Self Development, Customer Focus, Exerting Leadership, Strategic Influence, Diversity, Empowering Others.

Business Acumen, Business Planning, Collaboration, Interpersonal Skills, Development of Others, Self Development, Customer Focus, Exertign Leadership, Innovation/Risk Taking, Strategic Influence, Empowering Others.

Business Acumen, Business Planning, Collaboration, Interpersonal Skills, Development of Others, Self Development, Customer Focus, Exertign Leadership, Innovation/Risk Taking, Strategic Influence, Diversity, Empowering Others.

Business Acumen, Business Planning, Collaboration, Interpersonal Skills, Development of Others, Self Development, Customer Focus, Exerting Leadership, Innovation/Risk-Taking, Strategic Influence, Empowering Others.

Business Acumen, Collaboration, Interpersonal Skills, Development of Others, Self Development, Exerting Leadership, Innovation/Risk-Taking, Strategic Influence, Diversity, Empowering Others.

Business Acumen, Business Planning, Collaboration, Development of Others, Customer Focus, Strategic Influence, Diversity, Empowering Others.

Business Acumen, Business Planning, Collaboration, Self Development.

Business Acumen, Business Planning, Collaboration, Interpersonal Skills, Development of Others, Self Development, Customer Focus, Exertign Leadership, Innovation/Risk-Taking, Strategic Influence, Diversity, Empowering Others.

Business Acumn, Business Planning, Collaboration, Interpersonal Skills, Self Development, Customer Fosuc, Exerting Leadership, Strategic Influence, Diversity.

Collaboration, Interpersonal Skills, Development of Others, Self Development, Exerting Leadership, Strategic Influence, Diversity, Empowering Others.

Interpersonal Skills, Self Development, Strategic Influence, Diversity.

Business Acumen, Interpersonal Skills, Self Development, Exerting Leadership, Strategic Influence.

Collaboration, Interpersonal Skills, Self Development, Exerting Leadership, Diversity.

Collaboration, Interpersonal Skills, Self Development, Exerting Leadership, Strategic Influence, Diversity.

Business Planning, Collaboration, Interpersonal Skills, Self Development, Exerting Leadership, Strategic Influence, Diversity, Empowering Others.

Business Acumen, Business Planning, Collaboration, Interpersonal Skills, Self Development, Exerting Leadership, Innovation/Risk-Taking, Strategic Influence.

Business Acumen, Business Planning, Collaboration, Interpersonal Skills, Development of Others, Self Development, Customer Focus, Exerting Leadership, Strategic Influence, Diversity, Empowering Others.

Business Acumen, Interpersonal Skills, Self Development, Exerting Leadership.

Business Acumen, Business Planning, Self Development, Customer Focus, Exerting Leadership, Innovation/Risk-Taking, Strategic Influence.

Business Acumen, Business Planning, Collaboration, Development of Others, Exerting Leadership, Strategic Influence, Diversity, Empowering Others.

Business Planning, Collaboration, Interpersonal Skills, Development of Others, Self Development, Exerting Leadership, Diversity, Empowering Others.

Interpersonal Skills, Self Development, Exerting Leadership, Strategic Influence, Diversity.

The participants communication skills will greatly enhanced. A dramatic increase in the power of listening as well as increased self-confidence occurs. Problem resolution, effective analysis and creation of viable alternatives before taking action are all emphasized.

Participants will emerge with a knowledge of strategic planning, swot analysis, budgeting, essential presentation and communication skills. Self-confidence and the creation of a proactive attitude are direct outcomes.

Identify the key principles that invariably lead to coaching success.

Participants understand the difference between want to and have to. By mastering the skills that make the message being communicated easier to receive the communicator becomes more assertive

Immensely improved productivity, significantly higher levels of internal harmony and a much improved team approach. The individual participant gains a unique insight into the value of self-improvement as the foundation for meaningful organizational change.

Deep appreciation for the impact of the communication process on all aspects of life. By appreciating the value of the communication process in obtaining all of lifes goals the participants chart for themselves a dramatic program of self improvement.

Participant discover the power of empathic listening are given a brief but effective conflict resolution model. Greatly enhance their self-confidence in being able to handle challenging situations and generate worthwhile outcomes.

Participants emerge with substantially increased confidence and the recognition that, "I can do this". The incremental increase of capabilities in handling a range challenging issues is cultivated.

Course will enable participants to substantially increase communication effectiveness through better listening. Listening as the fundamental element of better more effective interpersonal relationships is attained. The relationship between highly productive groups and good communication predecated upon listening is highlighted.

This course enhances already existing practical insights into human nature. Emphasis is placed on developing for each participant a practical guide for creating better, more satisfying, more rewarding long term relationship and personal achievement.

Participants emerge with a clear understanding of leadership and key mentoring techniques. Increased self confidence and knowledge become transforming.

Partipants emerge with increased self esteem, a positive can do attitude and the ability to reasonably expect much better results.

Communicate more effectively with everyone based on principles and a deep regard for the individual. Personality styles aside. More effective communication is attainable.

Participants emerge knowing what they may be getting into. What they can expect to get out. i.e. deliverables. As well as problems they may encounter.

Participants emerge completely versed in the planning process. The concept of consensus building is detailed and when fully grasped leads to great implementation.

Participants will receive the benefits of this unique academic experience from the authors perspective. When utilized these seven principals have a track record of generating world class results.

Participants learn to interpret the difference between verbal and non verbal communication. Inconsistencies can cripple an organization and its interpersonal effectiveness.

In the United States, injuries are one of the most costly concerns for the public and the workplace. CPR when properly administered can make the difference in sustaining a person life until an AED and EMS arrive. The goal of this course is to provide information on AED use. Overall, the student will learn and practice on a there facilities AED. The course will leave them with the knowledge required to properly use an AED in an Emergency situation.

In the United States, injuries are one of the most costly concerns for the public and the workplace. First Aid, when properly administered, can make the difference between life and death, extended rehabilitation or quick recovery, and a devastating incident or a minimal loss. The goal of this course is to provide information on the current regulations concerning BBP but also to get employees to understand the importance of taking proper procedures to protect themselves and others. Overall, students will learn the BBP plan that is in place and the proper procedures required in all work environments.

In the United States, injuries are one of the most costly concerns for the public and the workplace. CPR when properly administered can make the difference in sustaining a person's life until EMS. The goal of this course is to provide information on the current standards for CPR. Overall, students will learn and practice the current CPR standards for Adult & Child. The course will leave them with a practical approach to be used in an Emergency situation.

In the United States, injuries are one of the most costly concerns for the public and the workplace. CPR when properly administered can make the difference in sustaining a person's life. The goal of this course is to provide information on the current standards for CPR. Overall, the health care provider will learn and practice the current CPR standards for Adult, Child & Infant. The course will leave them with a practical approach to be used in an Emergency situation.

The courses taught by our qualified trainers will be conducted through American Heart Association or American Safety & Health. The certifications are good for 2 years with CPR and 3 years with First Aid.

In the United States, injuries are one of the most costly concerns for the public and the workplace. First Aid/CPR, when properly administered, can make the difference between life and death, extended rehabilitation or quick recovery, and a devastating incident or a minimal loss. The goal of this course is to provide a quality First Aid & CPR experience that emphasizes the importance of accident prevention, the need for First Aid & CPR training, and appropriate first aid & CPR skills for the participant including recognizing signals of illnesses and injuries and an understanding of specific responses and behaviors of the participants that will benefit victims. Overall, students will learn the importance of expedited care.

The courses taught by our qualified trainers will be conducted through American Heart Association or American Safety & Health. The certifications are good for 2 years with CPR and 3 years with First Aid.

In the United States, injuries are one of the most costly concerns for the public and the workplace. First Aid, when properly administered, can make the difference between life and death, extended rehabilitation or quick recovery, and a devastating incident or a minimal loss. The goal of this course is to provide a quality first aid experience, which emphasizes the importance of accident prevention, the need for first aid training, and appropriate first aid skills for the participant including recognizing signals of illnesses and injuries and an understanding of specific responses and behaviors of the participants that will benefit victims. Overall, students will learn the importance of expedited care, and ensuring no further harm is become of the victim.

In the United States, thousands of people become ill or injured every day. Unfortunately, physicians are seldom close by when emergencies occur. In fact, some time usually passes between the onset of injury or illness and a physician's medical care. That is why EMS systems have been developed. Their purpose is to get trained medical personnel to the patient as quickly as possible to provide emergency care on the scene. First Responders are essential members of the EMS system. First Aid, when properly administered, can make the difference between life and death, extended rehabilitation or quick recovery, and a devastating incident or a minimal loss.

The goal of this course is to provide First Responders with practical experience and advanced knowledge in first aid and patient care. The students will be shown the importance of accident prevention, the need for advanced first aid training, and appropriate practical first aid skills. The participants will be able to recognize signals of illnesses and injuries and have an understanding of specific responses and

Participants will learn how to appreciate cultural diversity. How the words you used impact others. The implication of demographics individually on a organizationally. How you behavior is affected by your attitude on stereotyping. Culture do's and don't s. How to build a cohesive and affective team.

Participants will learn how to keep composure when the heat is on.
Find the cause-not point the finger. Practice using listening & communications skills.
Handle challenging behaviors conflict resolution strategies.

Accurate self assessment as the foundation for growth
Mastering change leadership and management practices
Capacity to successfully execute one to one leadership
Competency in interpersonal communication
Competency in conflict resolution and dealing with difficult people
Self management skills related to time and stress management
Mastery of building and sustaining high performance teamwork

<p>Competency to lead and manage change</p> <p>Competency to implement performance management processes and practices</p> <p>Competency to execute one to one leadership processes and practices</p> <p>Competency to make impact presentations</p> <p>Competency to manage time and stress</p> <p>Competency to build and sustain high performance teams</p> <p>Comprehensive understanding of self and related leadership behaviors and implications</p>
<p>Dealing with difficult people, conflict management, communicating assertively.</p>
<p>Coaching, mentoring, conflict management, customer focus.</p>
<p>Coaching, interpersonal skills, effective listening, team building, dealing with different personality types.</p>
<p>Systems thinking, measuring and analyzing outcomes, leadership for change and excellence, human resource focus.</p>
<p>HR management, performance measurement, problem analysis.</p>

Strategic visioning and planning, customer focus, performance for results.

Facilitation; Leadership; Communication.

Facilitation; Leadership; Communication; Decision-Making.

Diversity; Harassment Prevention; Human Resources Compliance.

Communication; Coaching/Mentoring; Effective Conflict Resolution; Performance Management; Human Resources Management; Team Building; others would be defined according to need.

Human Resources Compliance; Leadership; Communication.

Strategic Leadership; Visioning; Planning; Follow-Through.

Communication; Diversity; Team Building; Effective Conflict Resolution.

Develop core coaching program for agencies to use internal coaches. Employees are given opportunities from fellow colleagues through process coaching.

Work with key executive and leavers in specified agencies to identify needs of the organization(s). Examine other states for appropriate benchmarks to gain knowledge. Investigate existing programs within the state of PA (ex: Women in State Government program) to benchmark successful programs currently being implemented. Investigate best practices in private industry to bring innovative practices to PA State leadership and executive employees. Determine the scope and sequence of the leadership topics that will be identified as necessary to include. Create leadership curriculum with the help and assistance of focus group or key leaders involved in the development process. Obtain buy-in from key leaders involved in the appropriate agencies to ensure program success and viability. pilot program to determine adjustments that need to be made prior to complete program roll-out. Roll-out program for selected executive and leadership associates.

Strategic Leadership; Visioning; Planning; Follow-Through.

At the end of this course, the participants will have an understanding of project time management to enable them to:

1. Establish personal goals and workload prioritization.
2. Plan an effective workspace.
3. Access their biological "prime-time."
4. Learn to say "No."
5. Avoid procrastination and set-up a personal reward system.
6. Understand the significance of effective time management to project success and failure.
7. Understand project time management fundamentals.
8. Identify reliable and valid project metrics.
9. Use techniques for developing accurate schedule, cost and resource estimates.
10. Develop project network development and critical path analysis.
11. Perform time estimate modeling.
12. Propose risk mitigations for unrealistic schedule estimates.
13. Update and maintain the Project Schedule.
14. Manage critical project efforts.

At the end of the course, the participants will have a solid foundation to enable them to understand:

1. The fundamentals of communications management
2. the barriers to effective project communication
3. the project manager's role in project communication
4. Identify effective team communication
5. Creating an effective project communication plan
6. Provide a definition of human resource management
7. Identify the three human resource categories recognized by the Project Management Institute
8. Distinguish between five organizational forms
9. List the roles, functions, and qualifications of a project manager
10. Distinguish between four motivational theories
11. Distinguish between four management style theories
12. Explain five conflict management concepts
13. Distinguish between four resource allocation tools
14. Identify five personnel issues and provide examples of each
15. The importance of professional ethics to the project manager

At the end of the course, the participants will have a solid foundation to enable them to understand:

1. The fundamentals of communications management
2. the barriers to effective project communication
3. the project manager's role in project communication
4. Identify effective team communication
5. Creating an effective project communication plan
6. Provide a definition of human resource management
7. Identify the three human resource categories recognized by the Project Management Institute
8. Distinguish between five organizational forms
9. List the roles, functions, and qualifications of a project manager
10. Distinguish between four motivational theories
11. Distinguish between four management style theories
12. Explain five conflict management concepts
13. Distinguish between four resource allocation tools
14. Identify five personnel issues and provide examples of each
15. The importance of professional ethics to the project manager

At the end of the course, the participants will have a solid foundation to enable them to:

1. Accurately Update Projects
2. Monitor Projects in an Efficient and Predictable Manner
3. Generate and Analyze Required Project Reports
4. Measure Project Performance and Interpret Results
5. Report Effectively
6. Analyze the Critical Path and Evaluate alternative Approaches
7. Establish and Execute Corrective Action Policies
8. Deliver Control Reporting and Conduct Report Analysis

At the end of the course, the participants will have a solid foundation to enable them to understand:

1. Elements of a successful team
2. Team organization and role management
3. Leading and motivating team members
4. Managing conflict
5. Fundamentals of effective negotiating
6. Techniques for on-going team improvement

At the end of the course, the participants will have a solid foundation to enable them to understand:

1. Elements of a successful team
2. Team organization and role management
3. Leading and motivating team members
4. Managing conflict
5. Fundamentals of effective negotiating
6. Techniques for on-going team improvement

At the end of the course, the participants will have a solid foundation to enable them to:

1. Define the project and optimize the project team efforts.
2. Properly establish project objectives and closeout criteria.
3. Develop a project implementation plan that optimizes the opportunity to parallel work efforts and identify critical project components.
4. Reasonably estimate the project schedule and resource requirements.
5. Monitor, report and communicate project status.
6. Conduct project reviews that deal with schedule, resource and performance issues.
7. Incorporate changes into the project plan and analyze their impact.
8. Identify areas of the project that require additional support.
9. Control and minimize variations from the project plan.
10. Understand how a project plan can be automated and status tracked using a project management software tool.
11. Improve management of the project's execution and closeout.

At the end of the course, the participants will have a solid foundation to enable them to:

1. Accurately Update Projects
2. Monitor Projects in an Efficient and Predictable Manner
3. Generate and Analyze Required Project Reports
4. Measure Project Performance and Interpret Results
5. Report Effectively
6. Analyze the Critical Path and Evaluate alternative Approaches
7. Establish and Execute Corrective Action Policies
8. Deliver Control Reporting and Conduct Report Analysis

At the end of the course, the participants will have a solid foundation to enable them to understand:

1. Elements & philosophies of quality management
2. Quality assurance processes & activities
3. Developing and managing effective Quality Assurance Surveillance Plans
4. Requirements management
5. Review, inspection, and assessment techniques
6. Identifying and agreeing on what project quality is
7. Uncovering compliance issues
8. Statistical analysis & reporting
9. Techniques for on-going quality improvement

At the end of the course, the participants will have a solid foundation to enable them to understand:

1. Accurately Update Projects
2. Monitor Projects in an Efficient and Predictable Manner
3. Generate and Analyze Required Project Reports
4. Measure Project Performance and Interpreting Results
5. Understand Project Controls and Effective Reporting Techniques
6. Analyze the Critical Path and Evaluate Alternative Approaches
7. Establish and Execute Corrective Action Policies
8. Control Reporting and Analysis

During this workshop you will: Gain a greater understanding as to why managing diversity is a core competency for the future; Identify the changing nature of the workforce; Identify why individuals can do to maximize their diverse workforce; Identify what organizations can do to maximize their diverse workforce; Comprehend the role of communications; Identify the measurable benefits of diversity.

In Ethical Behavior in the Workplace, you will: Identify the role of values in determining ethics; Define the role that ethics should play in the workplace; Review the various impacts that ethics has on decision-making; Determine what role does the leader have in creating an ethical environment; Develop organization-wide ethics.

Through this workshop you will: Develop a greater understanding of what it means to administer the contract; Identify the key causes of grievances and the steps you can take to prevent them; Understand the roles and responsibilities of the supervisor, the manager, the shop steward, the grievant and the union business agent in the process; Gain a better understanding of "contract language" versus "past practice"; Review proven techniques for administering discipline effectively; Understanding the role of documentation; Distinguish between management and union rights; Review the arbitration process and its organizational impact.

As a result of your participating in this workshop you will: Be able to identify key factors of superior performance; Be able to identify those barriers that impede superior performance; Understand more completely some of the elements of a performance plan for achieving successful performance; Be able to develop a plan for correcting inadequate performance; Be able to transfer this information to other supervisors for their use.

In this one-day workshop, attendees will develop a framework to develop strategies for skill improvement in the following area: Attitudes regarding time; How to handle interruptions; Goal setting and establishing priorities; Managing meetings; Using delegation more effectively; Using team time; Self-management; Getting organized; Using time management tools (planners, etc.).

Participants will gain a better understanding of the major requirements of the: Americans with Disabilities Act; Family Medical Leave Act; Worker's Compensation Laws; Fair Labor Standards Act; Uniformed Services Employment and Re-employment Rights Act; Health Insurance Privacy and Portability Act;; For maintaining a workplace free of sexual harassment.

Some of the major objectives of this program include: Broaden participant understanding of group behavior; Review the types of teams--their strengths and weaknesses; Evaluate the stages of team development; Review the factors that impact effectiveness; Identify ways to nurture creativity; Leadership and Resource Management.

As a result of this workshop supervisors will be able to: Identify the factors that lead to higher levels of performance; Characterize and select appropriate employee growth models; Understand when to direct performance and when to allow greater autonomy; Provide for positive consequences for success; Understand when remediation is required; Align performance with organizational success; prepare individual development plans.

Course participants can expect to: Learn more about the role of conflict within organizations; Distinguish between positive and negative conflict; Identify the warning signs that a conflict is becoming destructive; Identify the styles available for managing conflict; Assess their personal conflict management style; Learn more about the role of listening and listening; Responsive styles in effective conflict management.

During this workshop you will: Review the major factors of the motivational process; Understand the role of expectations and goal setting; Review the impact of reward systems; Understand the role of personality; Fully apply principles of empowerment.

As a result of this workshop participants will: Have a better understanding of interpersonal communications processes; Identify the barriers to effective communications; Understand the value of interpersonal networks; Review the important of non-verbal communications; Build skills to develop communication openness; Build active listening skills.

As a result of the workshop participants will: Identify the interpersonal challenges that they face on a day-to-day basis; Understand the importance of communications at the interpersonal level in the effective resolution of these challenges; Develop a working definition of the communications process; Identify the types of communication barriers that exist within the organization including: Physical barriers, Physiological barriers, Psychological barriers (DISC STYLES, age differences, values differences, etc.); Prioritize the importance of these barriers as they relate to the achievement of the Standards of Performance; Identify and demonstrate the use of good listening techniques (5 listening response styles will be reviewed); Discuss the value and need for beneficial conflict, as well as the need to minimize uncontrolled malignant conflict in all organizations (in doing so, they will focus on: The Role of "Points of view"; Anxiety and the frustration threshold; The 7 signs of emotional involvement; Maintaining control and confronting a difficult problem; Maintaining order in a highly-charged meeting); Gain an understanding in all communica

Upon completion, participants can expect to: Understand the prerequisites for innovation; Determine team members' natural roles; Possess the knowledge to create a process of innovation; Apply seven approaches for targeting innovative ideas; Use five systematic techniques for product development; Make effective use of prototypes and models; Identify and overcome innovation inhibitors; Manage innovation as a function of the organization; Significantly reduce product development cycle time.

Participants will explore: Changes taking place in the workforce and tomorrow's labor climate; Responsibilities of the leader for providing direction, protection, and orientation, and shaping the norms; Roles and behavioral styles required of a leader to gain trust, respect, and commitment from team members; Situational leadership styles for maximizing individual and team contributions; Effective decision-making for various situations, personalities, and levels of competency and commitment; Giving constructive feedback and the do's and don'ts to achieve positive outcomes. Upon completion of this workshop, participants will have learned to apply a systematic methodology for effective decision-making and have gained the ability (and confidence) to carry out actions for the good of the individual, the group, and the enterprise.

Upon completing this one-day workshop attendees should be able to identify and explain the concepts, principles and practical application of various types of negotiations and explain the typical processes associated with effective bargaining as practiced in industrial, service and public sectors in the United States. This includes: Understanding strategies and tactics of the negotiation process; How to prepare, implement and close negotiations; How to handle different personalities; Tips and techniques to improve your position; Understanding distributive and integrative negotiations; The important of "ethics; Tactics.

As a result of this program you will be able to: Better understand the purpose and structure of a balanced scorecard; Develop a keen awareness of the balanced scorecard's four perspectives; Identify key steps in establishing and implementing a balanced scorecard; Identify and reward success; Identify and protect against pitfalls.

As a result of this workshop participants will: Have a greater understanding of what leaders do and their impact; Understand the distinctions between transactional, charismatic and transformational leaders; Understand the role that each type of leadership will play; Reflect on their leadership style and its relevance within their organization.

In Guiding Organizational Change participants will learn more about: The challenges of change including the diagnostic process and approaches for change intervention; Understanding resistance to change and how you can minimize it; organizational support methods; Team support methods; Interpersonal support methods; The role of Ethics; Following-through completely; Celebrations and rewards.

As a result of this workshop you will: Develop a greater appreciation for the importance of vision; Identify how a leader can create and implement a powerful vision; Ascertain why you want to be a leader and what would be your purpose for assuming leadership; Review how a leader can develop an organizational climate that attracts and retains the right people; Identify the characteristics that best define visionary leaders.

As a result of this session participants will be able to: Better understand the workflow process and its relevance; Distinguish more clearly between efficiency and effectiveness and the impact both have on productivity; Understand the elements required to improve the manner in which they manage workflow execution; Discuss the importance of delegation and its relationship to empowerment; Identify the importance of managing time (Parkinson's Laws); Understand the dynamics of meetings.

Participants will be able to: Define the role and responsibilities of managers; Understand the attributes and skills required for effective supervisory leadership; Identify key requirements for effective supervisory leadership.

As a result of participating in this training workshop you will: Develop a greater understanding of the strategic management process; Distinguish between strategic planning and implementation; Understand the value of a thorough external analysis; Focus on key concepts such as organizational mission, key success factors and SWOT analysis; Review concepts such as BCG Matrix, value chain analysis and gap analysis; Identify potential problem areas and develop tips for success.

A series of workshops on the following topics: Introduction to lean; Lean leadership; Value stream mapping; Eight wastes; 5S; Continuous flow; The Improvement workshop (Kaizen); Total productive maintenance; Set-up reduction. Audience: These workshops are designed for those individuals engaged in implementing lean principles within their organizations.

Through this workshop participants will: Identify what a workflow actually is; Compare the commonality and distinctions that exist in various workflow formats; Review contemporary workflow concepts such as just in time inventory, lean manufacturing and six sigma; Identify "quick-tips" that will help analyze the workflow process; Review the impact of value chain analysis and TQM on cost and customer satisfaction; Help turn workflow strategy to tactical action.

Upon successful completion of this course, participants will be able to: Develop an effective contract management/administration plan that can meet organizational goals; Describe the tools needed to design, develop and formulate the process; Assess how contract administration can be continually improved too enhance contract performances.

Upon successful completion of this course, participants will be able to: Demonstrate an understanding of the RFP planning and development process; Apply proper procedures and evaluation techniques for an effective RFP; Formulate an effective process for selection and award.

Upon successful completion of this course, participants will be able to: Describe the roles, major components and functions of public procurement; Recognize how public procurement adds value to the delivery of services; Describe the cultural, social, political, economic and legal environments that impact public procurement; Recognize the importance of ethics and professionalism in public procurement.

Upon successful completion of this course, participants will be able to: Identify the legal terms relevant to public procurement; Apply basic legal concepts and principles in public procurement; Describe the role of the law in public procurement; Describe the role of the public professional in the application of procurement and contract law.

Upon successful completion of this course, class participants will be able to:
Recognize Procurement's role in the organizational strategic planning process;
Evaluate and apply the tools available for comprehensive procurement planning;
Discuss how planning, scheduling and requirement analysis impacts the budget process.

Highly recommended for any candidate scheduled to sit for the CPPB Exam issued by the Universal Public Purchasing Certification Council.

Highly recommended for any candidate scheduled to sit for the CPPB Exam issued by the Universal Public Purchasing Certification Council.

Identify how sourcing can engage the internal/external community in the acquisition process; Examine the processes, apply the correct procedures and identify the appropriate mechanisms for the acquisition of specific goods and services; Apply the essential elements of sourcing within the acquisition process in a logical and transparent manner.

<p>Participants will be able to:</p> <ul style="list-style-type: none">list positive outcomes of an effective performance review processdescribe the importance of setting expectationsdescribe the Planned Renegotiation ProcessIdentify effective feedback statementsidentify driving forces that guide responses to events
<p>Participants will be able to:</p> <ul style="list-style-type: none">identify three levels on which change occursdescribe a minimum of three dynamics of changedescribe the importance of expectations in changefrom a list of activities select three strategies for managing change
<p>Participants will be able to:</p> <ul style="list-style-type: none">develop a definition of stressidentify stress producersdescribe the influence of personal choices in managing stresspractice several stress management techniquesbe exposed to a variety of stress management techniques
<p>Define GPS. Clarify what constitutes minimally adequate care. Determine when and how to make a report. Identify services available to neglected children.</p>
<p>Learn definition of "taint" and legal implications. Understand process of disclosure. Review obligations of mandated reporters. Demonstrate 5 guidelines to follow when a child discloses abuse. Understanding their role in the community.</p>
<p>Describing and applying current information on PA CPSL. Recognizing elements and indicators of child abuse and neglect. Demonstrating reporting procedures and determining methods to serve as trainers and consultants to other mandated reporters within their place of employment.</p>

Describe and apply current info on PA CPSL. Identify elements and indicators of child abuse. Review child abuse reporting procedures. Define student abuse. Describe actions that the county agency will take in response. List status determinations assigned to child abuse reports.

At the end of this session, participants will: (1) identify the three core communication skills; (2) learn how to use each of the skills; (3) identify multicultural issues when communicating with employees from diverse backgrounds; and (4) observe how the skills are used effectively.

At the end of the session, participants will: (1) understand what coaching is and why it is effective as a performance management and professional and personal development tool; (2) learn the three coaching styles; and (3) work on case studies that help participants determine the most appropriate coaching style to use.

At the end of this session, participants will: (1) understand how interviewing is just one tool and one step in the entire selection process; (2) learn how to identify the competencies that determine successful performance in a position; (3) draft interview questions based on the competencies; (4) learn valuable tips and techniques for conducting an interview; and (5) pull this all together and practice conducting a competency-based interview.

At the end of this session, participants will: (1) understand what performance management is and is not; (2) learn about the three stages of the performance cycle; (3) draft performance expectations (goals/outcomes and behaviors); (4) identify effective performance conversation techniques; and (5) practice preparing for and conducting performance conversations - including performance evaluations.

At the end of this session, participants will: (1) learn the 5-step coaching model for giving feedback to improve performance; (2) learn the steps to provide positive feedback; and (3) prepare and practice to have a coaching feedback discussion.

At the end of the session, participants will: (1) understand what a strategic plan is; (2) learn the importance and purpose of a strategic plan; (3) describe the elements of a strategic plan; (4) identify the steps in developing a strategic plan; and (5) learn how to communicate and implement the basic action items emerging from a strategic plan.

Knowledge to develop processes and implement a methodology for conducting productive, high-value meetings on a sustainable basis. Insight into tools and techniques such as scoreboards, maturity assessments, team member role/responsibility definitions and KPIs to validate the impact of meetings.

Impact and use of instructor notes; importance of establishing baseline knowledge to ensure foundational understanding - across divisions or even countries - of universal terms and organizational or even countries - of universal terms and organizational goals/strategies, self-sufficiency to derive long-term value by investing in reusable content for cross-training, new employee training or to support events such as mergers and acquisitions.

Based on business scenarios drawn from their real-world operational environment, students will gain - and retain - direct hand-on knowledge, insight and familiarity with key strategic, core and business processes that they may immediately apply and use in their day-to-day workplace. Users will develop strategies for understanding Business Processes in their entirety and how those processes impact the organization as a whole.

Overview of general operational requirements, analysis of current/planned processes and measures necessary to drive change. close gaps, creation and validation of essential metrics to measure effectiveness of business processes and partner/supplier interactions.

- Understand the various roles and responsibilities needed to integrate the organization's project and portfolio management environment with the overall business environment
- Convene management and technical advisory boards and committees to collaborate in decisions and provide guidance to maximize PMO success
- Facilitate executive and senior management involvement in project and portfolio management
- Understand how to effectively align your portfolio of projects with your organizational strategy
- Report project, portfolio, and PMO performance to enable better decision making
- Show that your PMO adds value to the organization and gets results

- Explain the CAPM exam process
- Demonstrate an understanding of project management terms from the PMBOK Guide 3rd Edition
- Access practice questions
- Identify tips to have a better feel on what to anticipate with this examination

- Understand how large, complex and multiple projects need to be managed differently than smaller isolated projects
- Develop techniques to manage and coordinate project managers, subcontractors, customers, team members and vendors
- Learn methods to handle complex cost constraints
- Manage scope in a rapidly changing business environment
- How to handle multiple resource constraints and keep resources for your project(s)
- Devise control mechanisms to ensure complex projects remain on time, within budget, and within predetermined quality metrics
- Know how to identify a project that's in trouble and how to recover it
- Identifying, managing and reporting risk
- Techniques to manage project managers effectively
- Dealing with contract management – Writing and responding to RFP's, and writing great contracts
- Understand various implementation techniques

- Describe the procurement process from pre-award through post-award phases
- Identify the basic elements of an effective contract
- Develop an effective statement of work for vendors
- Structure a contract to include appropriate terms and conditions
- Develop and execute an effective negotiation strategy
- Develop and execute an effective contract administration plan
- Develop and execute an approach for closing out the contract on a project, both from the customer and vendor perspective

- Manage triple constraints aggressively
- Process information to drive organizational change
- Use intuitive processing effectively as a decision-making tool
- Demonstrate critical judgment in scheduling
- Use coaching techniques effectively for project success

- Determine when an individual approach or a team approach is appropriate
 - Explain and apply leadership techniques
 - Identify the necessary steps for successful team development
 - Describe management's role in team development and team dynamics
 - Identify how to measure team effectiveness
- Demonstrate a working knowledge of Relationship Awareness® Theory

- Describe the purpose of a requirements management plan
- Describe the impact of the software development life cycle model on project management and requirements management
- Identify the phases of the requirements management life cycle
- Create verifiable and reliable requirements
- Apply various approaches to identifying requirements
- Describe the importance of requirements documentation
- Outline the differences in requirements validation and verification
- Develop a change management strategy

- Describe key IT cost and schedule terms and concepts
- Develop cost estimates for a project
- Create a project schedule
- Apply techniques for monitoring cost and schedule performance
- Control and correct cost and schedule overruns
- Effectively closeout cost and schedule project elements
- Manage stakeholder cost and schedule expectations and communicate cost and schedule status

- Identify the essential project tools that will facilitate an effective risk management plan
- Conduct an effective risk identification workshop for their projects
- Prepare a thorough analysis of the financial, technical, and budgetary implications of their risks
- Apply best practices to the analysis and prioritization of project risks and opportunities
- Develop risk mitigation approaches that improve the potential for success of their project
- Implement effective risk response control methods to ensure that they stay ahead of any potential risk events
- Build a higher level of team commitment to the implementation of the project's risk plan
- Contribute to their organizations project history by developing and disseminating effective lessons learned documentation

- Explain the role of a leader/manager in a project environment
- Use preferences and leadership style in ways that positively influence the project team
- Develop and implement effective decision-making strategies
- Create an environment that fosters a strong team-oriented ethic
- Develop effective communication and stakeholder management strategies
- Identify strategies to build and lead effective teams
- Develop and implement effective approaches to conflict management
- Prepare and adopt a plan for improving leadership behavior in a project environment

- Explain how to determine where to place resources where they matter reducing wasteful spending
- Recognize troubled projects before they become failures
- Manage project mix and overall portfolio quality
- Explain how to collect and present the essential information needed to continually align and balance your portfolio of projects
- Assess your project portfolio performance using earned value analysis

- Define an integration project and the common areas of complexity
- Explain how to form an effective integration team
- Perform stakeholder analysis in an integration environment
- Explain how to identify, collect, and analyze systems integration requirements
- Examine methods for planning integration activities
- Describe the communication complexities of integration projects
- Evaluate change management processes for highly complex changes
- Identify the common risk areas for integration projects
- Develop a work breakdown structure that focuses on integration complexity
- Explain how to make build vs. buy decisions based on total cost of ownership
- Describe estimating techniques unique to integration projects
- Explain common pitfalls that occur during project execution

- Define the phases and deliverables of the project life cycle
- Define the phases and deliverables of the development life cycle
- Define the elements of an effective project charter
- Create the elements for effective team building
- Apply a variety of tools in developing a project plan
- Develop an effective requirements document
- Build an effective Work Breakdown Structure
- Define and use the different types of estimates
- Learn how to identify, quantify, and manage risk
- Develop, monitor and control schedules
- Describe the importance of a project closeout process

- Articulate the basic principles and terminology of measurement
- Recognize common barriers to implementing a measurement program and develop strategies to overcome them
- Identify and describe the major steps in the PM Measurement Framework
- Establish a good set of project management performance and value measures
- Create a scorecard/dashboard for collecting, analyzing, and reporting performance and value information

- Explain key change management requirements and their application to project environments
- Articulate clear role requirements in change management
- Identify and mitigate typical barriers to effective change implementation
- Communicate a clear vision and goals for change
- Assess your organization's readiness to accept change
- Create an effective organizational change management plan

- Demonstrate an understanding of everyday project management terminology.
- Contribute to the presentation of an effective project kick-off meeting.
- Develop a more accurate schedule for their project activities
- Contribute to the development of a project risk management plan.
- Participate in the development of accurate scope, cost, and schedule baselines.
- Implement effective scope, cost, and schedule tracking and monitoring processes.
- Contribute to the effective closeout of their project

- Possess a clear understanding of what they need to know to pass the PMP certification examination the first time.
- Have a familiarization with elements of the PMBOK Guide-3rd edition
- Be provided with tools to assess their knowledge of the project management areas through practice tests.
- Be given tips to have a better feel on what to anticipate with this examination, with a specific focus on identifying key phrases and key words to successfully pass the "situational" questions.

- Conduct an effective stakeholder assessment
- Categorize stakeholders into specific audiences
- Develop an effective project information management approach
- Identify the five elements of a superior communication plan
- Identify the appropriate communication media for different stakeholder groups
- Create effective status report elements
- Conduct effective lessons learned sessions

- Use multiple techniques to gather, prioritize, and confirm project requirements
- Discuss the importance of an accurate WBS and how it is used during the project
- Identify and use various techniques to develop effective project cost estimates
- Maintain and manage resources and the project schedule
- Interpret and analyze cost and schedule performance
- Identify and manage cost and schedule changes
- Demonstrate the ability to effectively use various tools to make cost and schedule decisions

<ul style="list-style-type: none"> • Define and develop elements of an effective team charter • Describe the stages of team development • Identify the elements of triple constraint • Develop a project scope statement • Create a Work Breakdown Structure (WBS) • Describe and use different types of estimates • Determine strategies for handling change requests • Identify, quantify, and manage risk • Develop, monitor, and control schedules • Explain the importance of a project closeout process
<ul style="list-style-type: none"> • Describe the foundations of a project management culture • Articulate the value of project management as it relates to the organization • Describe the benefits of a project management approach • Describe the stages of organizational project management maturity • Identify the characteristics of managing projects from a strategic perspective • Demonstrate an understanding of the various roles and responsibilities of executives and project managers • Describe the typical life cycle of a project • Demonstrate an understanding of the language of project management • Identify the tools and techniques that make up industry best practices
<ul style="list-style-type: none"> • Demonstrate an understanding of everyday project management terminology. • Contribute to planning for an effective project kick-off meeting. • Develop a reliable assessment of the customer's requirements. • Develop cost estimates to support the projects cost budget. • Develop a more accurate schedule for their project activities • Contribute the development of a project risk management plan. • Participate in the development of accurate scope, cost, and schedule baselines. • Implement effective scope, cost, and schedule tracking and monitoring processes. • Contribute to the effective closeout of their project.

- Prepare an in-depth analysis of a project scope
- Develop and implement an approach to build and maintain a high-performing project team
- Develop a solid project plan to deal with all aspects of a project
- Identify and implement strategies for managing conflict
- Identify and implement effective negotiation strategies
- Implement an effective customer management approach

- Develop a Project Charter
- Develop an initial scope statement
- Describe a WBS

- Establish a review and recovery process to avoid costly project failures
- Identify the root causes of troubled projects
- Create a project recovery plan
- Describe the steps needed to execute your project recovery plan successfully
- Capture lessons learned from a project review and/or recovery to improve your overall project management capability
- Articulate the critical success factors for successful project recovery

- Conduct an effective risk identification workshop
- Identify and apply appropriate risk management tools
- Develop risk mitigation approaches that improve the potential for project success
- Implement effective risk response control methods to stay ahead of potential risk events
- Increase team commitment to implementing the project's risk plan
- Contribute to the organization's project history by developing and disseminating effective lessons-learned documentation

- Learn how to perform an effective and objective assessment of the project status
- Develop techniques to recover projects based on the triple constraints
- Manage team and management buy-in during the recovery process
- Devise control mechanisms to ensure projects stay within predefined project constraints
- Understand how to identify a project that's in trouble EARLY
- Leverage communication techniques to assist in the recovery success
- Learn how to manage project stakeholder expectations
- Take advantage of a detailed checklist to be customized for YOUR work environment

--

--

--

--

--

This course is approved for Certified Addictions Counselors CAC Credits.
--

--

This course is approved for Certified Addictions Counselors CAC Credits.
--

--

This course is approved for Certified Addictions Counselors CAC Credits.

This course is approved for Certified Addictions Counselors CAC Credits.

This course is approved for Certified Addictions Counselors CAC Credits.

This course is approved for Certified Addictions Counselors CAC Credits.

This course is approved for Certified Addictions Counselors CAC Credits.

This course is approved for Certified Addictions Counselors CAC Credits.

This course is approved for Certified Addictions Counselors CAC Credits.

This course is approved for Certified Addictions Counselors CAC Credits.

This course is approved for Certified Addictions Counselors CAC Credits.

This course is approved for Certified Addictions Counselors CAC Credits.

This course is approved for Certified Addictions Counselors CAC Credits.

This course is approved for Certified Addictions Counselors CAC Credits.

This course is approved for Certified Addictions Counselors CAC Credits.

This course is approved for Certified Addictions Counselors CAC Credits.

This course is approved for Certified Addictions Counselors CAC Credits.

This course is approved for Certified Addictions Counselors CAC Credits.

This course is approved for Certified Addictions Counselors CAC Credits.

This course is approved for Certified Addictions Counselors CAC Credits.

This course is approved for Certified Addictions Counselors CAC Credits.

This course is approved for Certified Addictions Counselors CAC Credits.

This course is approved for Certified Addictions Counselors CAC Credits.

This course is approved for Certified Addictions Counselors CAC Credits.

This course is approved for Certified Addictions Counselors CAC Credits.

This course is approved for Certified Addictions Counselors CAC Credits.

This course is approved for Certified Addictions Counselors CAC Credits.

This course is approved for Certified Addictions Counselors CAC Credits.

This course is approved for Certified Addictions Counselors CAC Credits.

This course is approved for Certified Addictions Counselors CAC Credits.

This course is approved for Certified Addictions Counselors CAC Credits.

This course is approved for Certified Addictions Counselors CAC Credits.

This course is approved for Certified Addictions Counselors CAC Credits.

This course is approved for Certified Addictions Counselors CAC Credits.

This course is approved for Certified Addictions Counselors CAC Credits.

This course is approved for Certified Addictions Counselors CAC Credits.

This course is approved for Certified Addictions Counselors CAC Credits.

This course is approved for Certified Addictions Counselors CAC Credits.

This course is approved for Certified Addictions Counselors CAC Credits.

This course is approved for Certified Addictions Counselors CAC Credits.

This course is approved for Certified Addictions Counselors CAC Credits.

This course is approved for Certified Addictions Counselors CAC Credits.

This course is approved for Certified Addictions Counselors CAC Credits.

This course is approved for Certified Addictions Counselors CAC Credits.

This course is approved for Certified Addictions Counselors CAC Credits.

This course is approved for Certified Addictions Counselors CAC Credits.

This course is approved for Certified Addictions Counselors CAC Credits.

This course is approved for Certified Addictions Counselors CAC Credits.

This course is approved for Certified Addictions Counselors CAC Credits.

This course is approved for Certified Addictions Counselors CAC Credits.

This course is approved for Certified Addictions Counselors CAC Credits.

This course is approved for Certified Addictions Counselors CAC Credits.

This course is approved for Certified Addictions Counselors CAC Credits.

This course is approved for Certified Addictions Counselors CAC Credits.

This course is approved for Certified Addictions Counselors CAC Credits.

Understand the elements and dynamics of organizing and maintaining a coalition;
Developing strategies to overcome obstacles and enhance the organization's mission
to mobilize and create desired change in the community.

Competencies include: Learning formulas for the development of long-term goals and
development of objectives to successfully achieve the goals.

Competencies include: Building successful program services; Utilizing appropriate
codes to quantify them and correctly identify target populations reported through
electronic data that is shared and evaluated by BDAP and CSAP.

The training offers an overview of all prevention elements including agency requirements, regulations and ethics that work in concert with the delivery of prevention programs and practices in the community.

Skills Include: Conducting assessments and deploying appropriate evidence based program services and practices that will impact the reduction of risks factors and enhancement of protective factors among populations targeted to receive services.

Competencies Include: Learning the importance of maintaining fidelity in replicating and delivering program services and a comprehension of the guidelines used for making and tracking program adaptations.

Skills Include: Applying social marketing to design communication programs, design message, materials and evaluation practices appropriate for targeted populations and understanding how to work with intermediaries in the community

Competencies include: The Evolution and history of prevention; community readiness; building and evaluating successful programs; the cultural context and ethics of prevention; working with the media and the community.

Market the organization and its services; Develop a business plan; Secure grants and endowments, share resources and in-kind support

Competencies Includes: Learning how to use all system components to assess and evaluate risk and resources factors; plan, document, monitor, evaluate and transmit program data and search for documents pertinent to the research, implementation and evaluation of prevention program services.

Students will identify & Apply the 5 main steps for creating a Strategic Plan: Assess, build capacities, Plan Implement & Evaluate, Students also create a logic model & Action Plans

Explain the difference between a test for antibodies, the virus and AIDS, describe the various tests and how they work, discuss what test results mean and their implications. Explain the role of the substance abuse counselor in client testing, demonstrate effective counseling skills.

Explain the difference between a test for antibodies, the virus and AIDS, describe the various tests and how they work, discuss what test results mean and their implications. Explain the role of the substance abuse counselor in client testing, demonstrate effective counseling skills for assisting clients with the pre & post process.

Define the 6 stages of death and dying, identify the connection between life's losses & dying & death, psychosocial issues impacting recovering clients dying from AIDS and counseling techniques necessary to support a client and their significant others through the dying process.

Discuss 3 ethical issues impacting HIV and Substance Abuse, Discuss 2 legal implications of needle exchange, Summarize ACT 148

Identify 2 measures to reduce substance abuse, Identify 3 indicators of substance abuse, Name 4 risk behaviors that put women at risk for HIV infection

Demonstrate through practice sessions, the 6 steps of prevention counseling, 3 counseling concepts and 4 counseling skills and factors that influence behavior.

Identify the risk behaviors that fuels HIV transmission in substance abusers, the role of substance abuse counselors in HIV prevention and understanding of the basics of HIV disease.

Define HIV and AIDS, name 3 ways that HIV is transmitted, discuss spectrum of HIV disease and explore trends and special populations

Define HIV and AIDS, name 3 ways that HIV is transmitted, discuss spectrum of HIV disease and explore trends and disparity among African Americans and the barriers to prevention and care.

Name 3 studs, define how those studs are transmitted, explain the relationship between HIV and Hepatitis and current trends.

Name 3 STDS, Discuss the TB Connection, Name 3 common symptoms of STD infection

Define gender, sex and sexuality, summarize the phases of psychosexual development, name 3 types of sexual dysfunctions, demonstrate sexual history taking skills.

Explain 2 reasons that LGBT clients may not come out, identify one of two sexual orientation scales, discuss the impact of domestic violence and community violence on LGBT people.

Increase understanding of the multidimensional nature of HIV disease and substance abuse, major HIV milestones that affect treatment planning and the key steps of treatment planning and assessing the HIV related needs.

Demonstrate through role plays effective counseling skills for risk reduction counseling, identify 3 risk reduction options, name and define the steps for risk reduction counseling.

Define TB disease, define Hepatitis, give 2 examples of a STD, describe how these illnesses are transmitted

Define TB disease, define HIV and AIDS, give 2 examples of a STD, describe how these illnesses are transmitted.

Explain the process of addiction, identify and discuss various treatment options, discuss the impact of policy decisions on substance abuse treatment access.

Define HR, identify 2 HR principles and 3 HR strategies to reduce HIV transmission risk (sexual of D/A)

Instructors learn to teach the Response 2-day crisis intervention course. Day 1 is Verbal Intervention and Day 2 is Verbal Restraints. Instructor Candidates at the end of the 5-day classroom training must pass a written and practical exam.

Demonstrate a working knowledge of the Response Model & pass a quiz.

At the conclusion of this course, participants will recognize the opportunity change can create and how to maximize the end results. Participants will know how to build support among stakeholders to ensure positive outcomes.

At the conclusion of this course, participants will be able to craft goals, complete with action plans, in order to be successful.

At the conclusion of this course, participants will know practical strategies that will save them time and effort so they can focus on what really needs to be accomplished to make them successful.

At the conclusion of this course, those responsible for conducting performance evaluations have a clear understanding of what they need to make their team members and them successful. They will know how to create a positive, motivating, and productive work environment.

At the conclusion of this course, participants will know how to pinpoint the fundamentals of time management, prioritize tasks, plan, and perform in order to achieve goals. Participants will be able to bring balance into their daily routine and know how to identify competing priorities to be successful time managers.

At the conclusion of this course participants will be able to adjust their communication behaviors to communicate effectively, listen actively to separate message content from context, and direct others by giving clear instruction. Participants will be able to foster healthier relationships both on and off the job.

At the conclusion of this course, participants are aware of how conflict happens, what to do to avoid it, and how to resolve it when it does happen, using a 10-step conflict resolution model.

At the conclusion of this course, participants will feel confident creating introductions and conclusions, structuring a presentation as well as being able to use visuals, field questions, and deliver different types of presentations.

At the conclusion of this course, participants will have a clear understanding of their responsibility to make meetings productive whether they are the convener or the contributor. Participants will be able to manage a cost-effective and productive meeting.

At the conclusion of this course, leadership and designees will be able to successfully conduct a strategic planning meeting and initiative.

At the conclusion of this course participants, team members and team leaders will have the critical skills required to achieve the goals of their team. Participants will be able to visualize their goals, find creative solutions to challenges, motivate each other, and effectuate a high-performance champion team.

At the conclusion of this course, participants have a clear understanding of the cultural differences between male and female communication styles, how they play out in the workplace, and how to use the different styles to maximize results in and out of the workplace while improving relationships.

At the conclusion of this course, participants will be able to recognize the 5 factors required to provide super customer service, both internally and externally, and how to apply them in their workplace to build better and long-lasting work relationships.

Participants will become familiar with the CTC operating system, including Getting Started, Data Collection, Plan Development, Plan Implementation, and Program Evaluation.

Participants will become familiar with the Prevention System. Pennsylvania State Risk & Protective Factors, Federal strategies and Evidence Based Programming.

Participants will become familiar with the Prevention System. Pennsylvania State Risk & Protective Factors, Federal strategies and Evidence Based Programming. Additionally, they will learn about techniques for working with community based and professionally based coalitions.

Recognize and prevent unethical behavior, conduct an intervention meeting, and promote ethical behavior in the workplace. -
Identify the types of ethical issues that arise in various functional areas, promote and maintain ethical principles,
develop a corporate code of ethics, execute an internal audit, and identify and balance corporate social responsibilities.

Address common misconceptions about diversity, and identify the advantages of a diverse workplace.
Identify the impact of cultural differences on relationships, and identify personality styles, and the influence of your personality on others.
Manage a diverse workforce, and develop a diverse workplace while avoiding common pitfalls.

Managing information, exploring information overload, the INFO process, prioritizing tasks, identifying information sources, focusing information
organizing information, managing written information, understanding careful reading, managing oral information, taking
notes, managing electronic information, managing e-mail, managing your memory, understanding human memory
sending information, modes of sending information, sending written/oral or electronic information.
Understanding time management, time management problems, identifying time management problems and solutions.
Understanding organization, planning and prioritizing, identifying the importance of planning, procrastination.
Interpersonal communication, understanding interpersonal communication, office interruptions, handling office interruptions
effective delegation, delegating work. Managing team time, understanding team time management, team communication and planning.
Planning a project and effective use of team time.

Upon successful completion of this course, students will be able to:
Describe the transition from your role of individual contributor to that of a leader. -
develop an effective team.
Identify techniques for leading diverse groups to achieve business results.
Identify skills required to focus and lead your team to achieve business results.

Prepare to interview. - Conduct an interview and complete the interview process.
Identify the benefits of interviewing skills and the various types of interviews, define success factors, and identify the steps

1. To interview qualified employees
2. To conduct positive performance appraisals
3. To discipline and fire ineffective employees

1. To manage grants efficiently and effectively
2. To know common grant management rules
3. To be able to avoid common grant management mistakes

1. To be able to write a generic grant
2. To learn how to search for grants
3. To fill in grant applications correctly

1. To determine which coalitions to join
2. To anticipate and solve problems
3. To have effective coalition accomplishments

1. To establish an effective planning committee
2. To write a plan with meaningful and measurable objectives
3. To follow up after a plan has been adopted.

1. To know how to perform supervisory duties
2. To improve performance of all employees
3. To learn how to supervise employees at different skill levels

Participants will be able to effectively locate and identify potential funders. They will understand all aspects of components necessary to writing a successful application.

Participants will be able to effectively locate and identify potential funders. They will understand all aspects of components necessary to writing a successful application.

Participants will effectively follow program specifics, understand need to follow outlines and curriculum and properly identify annotate and convey adaptive to necessary personnel.

Participants will effectively follow program specifics, understand need to follow outlines and curriculum and properly identify annotate and convey adaptive to necessary personnel.

Participants will learn how to adjust their behavior in order to work together more effectively and to make better evaluative decisions throughout employment from selection to later performance issues.

Participants will learn their rights and responsibilities under Federal law, and will learn how to overcome common obstacles to respectful behavior on the job.

Gives supervisor all the information needed to be an asset to the agency rather than a liability with respect to EEO law.

Facilitate individual as well as regional improvements, competency, and qualifications in the National Incident Management System (NIMS), Incident Command System, Continuity of Government (COG), Continuity of Operations (COOP), emergency planning/response/recovery as well as other key programs, policies and procedures at the state and local level consistent with implementing a robust National Preparedness posture.

Orient the student to the Incident Command System (ICS).

This course will review jurisdictional adoption methodologies and procedures to assist the individual or agency with adopting the NIMS in order to comply with Homeland Security Presidential Directive (HSPD)-5, Management of Domestic Incidents. This course is designed to assist the student or agency with jurisdictional compliance and certain aspects of the NIMS, short term and long term.

To coordinate the effective use of all of the available resources, agencies need a formalized management structure that lends consistency, fosters efficiency, and provides direction during a response. The ICS organization is built around five major components: Command, Planning, Operations, Logistics and Finance/Administration.

The recent adoption of the National Incident Management System (NIMS) has left many agencies, organizations, and municipalities unprepared to address strategic implementation, coordination, and training issues mandated by the federal directive. This program provides participants with a comprehensive overview of the National Response Plan (NRP), National Incident Management System (NIMS), Homeland Security Presidential Directive (HSPD-5) - Management of Domestic Incidents, and correlates these to the various incident command systems models presently in use throughout the country.

Law Enforcement Incident Command System (LEICS) simplifies the management of critical incidents by organizing the response into modules. Vehicle collisions, pursuits, officer-involved shootings, natural disasters, and civil disturbances represent only a few of the incidents for which an agency can employ LEICS. Under those circumstances involving multiple jurisdictions, LEICS allows agencies to provide a singular response. As a planning tool, LEICS designates in advance the specific duties of all participants. Perhaps more important, it determines who will be in charge at the scene. Whether they require the response of one agency or many, critical incidents become more manageable with LEICS. Anyone in the law enforcement community from the chief, sheriff or to the patrol officer can implement LEICS into its full configuration.

Introduction to ICS, setting up command, and establishing primary functional groups within the command structure. Learning how to use hospital-based ICS worksheet to tracking hospital personnel and resources and coordinated resource response to and from the community. Interactive participation.

Emergency management, fire, rescue, EMS, and law enforcement response agencies and support organizations may be finding themselves challenged in disseminating information related to the national directive of the National Incident Management System (NIMS) and how it translates to their local incident command system. This program provides a clear understanding of NIMS and the elements and components that comprise and translate into the various ICS models. This seminar presents NIMS in the context of a comparison between the NFA ICS Model, the Phoenix Fireground Incident Command Model and the Firescope ICM model and how NIMS can assimilate into most ICM/S systems. The program highlights key factors and options for modifying, enhancing or retooling existing incident management systems.

The National Incident Management System (NIMS) establishes parameters for uniformity in the manner in which site specific emergency response operations are conducted and coordinated with the basis on uniformity in organization, terminology and incident management. This program provides insights and guidance on the methodologies to integrate or establish new emergency response plans that are compliant the National Incident Management System (NIMS) and the elements of the Incident Command Management systems (ICS). This program identifies the methods, systems and organizational parameters that establish effective and NIMS compliant response plans and utilizes the elements of the Incident Command Management systems (ICS) for site-specific internal operations or when they expand to require off-site municipal resources and agency responses.

This program provides a comprehensive overview of the National Incident Management System and the manner in which it interfaces with the Incident Command System for incident management. The program focuses on the development and integration of NIMS and ICS into a facility's emergency response and contingency operations plans and the manner in which designated fire marshals, fire wardens and area safety supervisory staff function in assigned roles and interface with external emergency response agencies and organizations.

This program provides a comprehensive overview of the National Incident Management System and the manner in which it interfaces with the Incident Command System for incident management. The program focuses on the development and integration of NIMS and ICS into a Corporate, Business or Industrial facility's emergency management, response and contingency operations plans and the manner in which designated fire brigade, security or emergency response and emergency plan staff function in assigned roles and interface with external emergency response agencies and organizations. This program provides the necessary insights, organizational models and methods to upgrade or develop effective facility plans and incident management systems.

This course provides an opportunity for participants to begin developing a NIMS ICS/EOC interface for their community. The course outlines NIMS ICS with Emergency Operations Center (EOC) responsibilities and functions.

This course introduces public works personnel to the NIMS ICS. Several scenarios are included that allow participants to apply NIMS ICS to public works events.

Use the ICS to manage an incident or event.

describe how the NIMS Command and Management component supports the management of expanding incidents

Describe how Unified Command functions on a multi-jurisdiction or multi-agency incident.

Define the role of an Executive relative to the ICS.

Describe to participants the components of a multi-agency coordination system and establish relationships between all elements of the NIMS. The course will also increase the participant's knowledge of NIMS relevant to the multi-agency coordination system. It will increase the participant's knowledge of the integrated nature of emergency management throughout the nation and advocate the adoption of the guidelines established in the NIMS document. The training will contain specific disaster/emergency related examples that relate to multi-agency coordination systems at the local, state and federal levels of government.

This course includes the core concepts and principles of the National Incident Management System (NIMS) Public Information System as taught by DHS and as defined in the NIMS document.

This course includes the core concepts and principles of the National Incident Management System (NIMS) Preparedness as taught by DHS and as defined in the NIMS document.

This course includes core concepts and principles of the National Incident Management System (NIMS) Resource Management as taught by DHS and as defined in the NIMS document incorporate the components below. Resource management involves coordination and overseeing the application of tools, processes and systems that provide incident managers with timely and appropriate resources during an incident. Resources include personnel, teams, facilities, equipment and supplies.

This course includes the core concepts and principles of the National Incident Management System (NIMS) communication and information management as taught by DHS (and as defined in the NIMS Document) incorporated with the following components. Effective communications, information management and information and intelligence sharing are critical aspects of domestic incident management. Establishing and maintaining a common operating picture and ensuring accessibility and interoperability are principle goals of communications and information management.

This course includes the core concepts and principles of the National Incident Management System (NIMS) Supporting Technologies as taught by DHS and as defined in the NIMS document. Includes technology and Technological systems provide supporting capabilities essential to implementing and continuously refining the NIMS. These include voice and data communications systems, information systems and display systems. These also include specialized technologies that facilitate incident operations and incident management activities in situations that call for unique technology-based capabilities.

This course introduces the student to the NRP, including the concept of operations upon which the plan is built, roles and responsibilities of the key players, and the organizational structures used to manage these resources. The NRP provides a framework to ensure that we can all work together when our Nation is threatened.

Facilitate individual as well as regional improvements, competency, and qualifications in the application of National Incident Management System (NIMS), Incident Command System, CDC Guidelines, MMRS and MaHIM Procedures and other protocols in ensuring an effective implementation of public health and medical response preparedness policies and procedures for the protection of the general public's Health and Safety.

This course is designed to assist managers in establishing and monitoring a customer service-focused organization. The objectives of the training are to understand and apply the basics of customer service, establish the supportive management model, execute and evaluate customer service and identify staff training needs. This is a highly interactive course with significant role-plays and a case study closing.

This course is designed for all employees involved with providing service to either internal or external customers. The training session will focus on understanding the mission, defining what customer service is and executing quality customer service initiatives. This is a very interactive course with significant role-play activities and case study reinforcement.

This training course is designed to assist organizations in identifying and addressing internal operating issues that are impairing mission performance. Utilizing the Socratic teaching method, attendees will be trained to create practical problem solving action plans, improve efficiency, enhance influence/leadership skills and reduce frustrations. Course contains activities involving 'action' role-plays and case studies.

This 2 1/2 day course is designed to make managers and other professionals aware of the skills necessary to motivate co-workers, create buy-in, enhance workplace communication, manage stressful situations and resolve organizational issues.

Employees will learn to increase their effectiveness under pressure, build trusting relationships and think creatively.

A relational course for managers in dealing with people. Utilizing the Socratic teaching method, managers will be provided with tools to identify, address and monitor behavioral issues impacting on employee performance relative to the mission of the organization. Actual situations in the work environment will be analyzed and addressed via role-plays and case study exercises.

A customized customer service and team building training program for all employees with the objectives of a) learning personal empowerment techniques, b) improving business analysis, c) improving individual and group success, and d) improving communication. Includes custom role-plays and case study exercises. Taught by the Socratic method.

This is a customized customer service and team building program with the objective of a) increasing both external and internal customer serving, b) defining effective customer service, c) improving employee reliability, d) implementing a more respectful approach to executing tasks, and e) setting the stage for dramatically improved communications. Includes custom role-plays and case study exercises. Taught by the Socratic method.

This is a customized supervisory training program with the objective of a) changing the outlook of employees to that of supervisors, b) improving employee oversight, c) teaching supervisors to better support employees as they complete their tasks, and d) addressing teaching techniques critical to successful supervision of employees. Includes custom role-plays and case study exercise. Taught by the Socratic method.

A customized customer service and team building decision modeling program for all employees with the objectives of a) reducing job related stress, b) improved decision making c) reducing conflict in the workplace, and d) increasing the focus on achievement. Includes custom role-plays and case study exercises. Taught by the Socratic method.

Participants will learn the laws and regulations that govern the release of client treatment information. Participants will understand the purpose of confidentiality, who is covered by the laws and under what conditions. Participants will be able to apply the regulations to typical situations that occur in the provision of care to clients.

Participants learn fundamental concepts of addiction. They will increase their understanding of addiction as a primary disease with predictable symptoms. Participants will increase their knowledge of common drugs of abuse. Participants will understand the importance of a complete chemical history, within the context of the individual's psychosocial history.

Understand the importance of assessing impact of substance abuse/dependence in all domains of an adolescent's life. Participants review theories of child/human development to understand how substance use impacts healthy growth and skill development so that assessing therapists/treatment teams can make effective treatment recommendations.

Participants learn the components of the blended model. Participants have the opportunity to practice a variety of supervisory skills and methods. Participants learn how to assess supervisee's developmental stage and how to plan for their growth as clinicians.

Outline the ATOD prevention system from the Federal to the local provider levels. Describe BDAP's Performance-Based Prevention Model, including its 5 steps and risk & protective factors. Identify the Federal strategies for prevention programming.

Understand the basic framework for the PA model for SAP, including current "best practices".
Understand the legal environment in which SAP operates in PA.
Outline strategies for measuring, maintaining, improving and supporting SAP in our schools.

Understand the core concepts of SPF & the components of its logic model
List two distinct differences between the SPF and previous prevention efforts.
Identify methods to be used in a prevention planning process that are culturally competent and can be sustained over time.

Improving Leadership
Effective Communication
Work unit Planning
Employee Development
Coaching and Providing Feedback
Improving Teamwork and Collaboration
Leadership Practices Survey feedback for individual growth
Change Management
Creating Alignment
Developing Performance Measures
Handling Performance Discussions
Dealing with Resistance to Change
Building Commitment and Improving Motivation
Creation of Individual Leadership Development Plans

Each instrument measures its own specific set of factors. However, the overall objective of each is to enable participants to assess the impact that their practices are having on the people whom they work and on the results they are striving to achieve; identify and evaluate the impact of other key factors that are influencing performance; and plan steps to improve performance and build their competence.

Enroll employees in work unit direction; Make process improvements that enhance customer service; Improve teamwork and collaboration; Provide clear vision, direction and expectations to employees; Analyze the situational factors that should be taken into account in determining whether and how to involve employees in decision making; Apply leadership practices that build commitment in the government workforce.

Identify typical team member roles and balance them to achieve high level performance; Determine when and how to involve team members in decisions; Analyze the factors that are enabling or inhibiting teamwork and identify steps to build commitment to team performance; Assess team effectiveness; Determine where teams are appropriate.

Understand his//her primary Influence Style and use alternative methods of influencing others; Identify techniques and steps to strengthen working relationships; Increase effectiveness in resolving conflicts; Contribute to building a collaborative working environment.

Accelerate development and improve performance by matching his/her developmental style to each employee's stage of development; Bring out the best in employees; Reach agreement with his/her employee on strengths and development opportunities; Complete individual development plans with employees; Provide effective coaching and support to staff employees.

Understand the importance of being effective in self-assessment and self-disclosure; Reduce personal blind spots; Meet with his/her manager to identify personal strengths and development opportunities.

Recognize barriers to communication and choose effective techniques to overcome them; Use active listening, questioning and other techniques to ensure mutual understanding and strengthen working relationships; Understand his/her personal communication style and how to respond appropriately to the communication style of others.

Identify ways to improve the level of customer satisfaction in his/her personal practices and in the work unit; Identify his/her customers and their requirements; Assess how well they are meeting customer requirements; Handle difficult customers effectively; Create customer goodwill; Improve internal relationships with suppliers; Apply telephone and interpersonal service tips and practices.

Distinguish between constructive and destructive conflict; Understand how constructive management practices can move organizations toward high performance, innovation, and increased productivity; Apply collaborative problem solving techniques; Identify their own conflict resolution style and develop their ability to adopt and use the style most effective for each situation; Increase effectiveness in resolving conflicts.

Identify the strengths and gaps of leadership and management practices in his/her own organization; Choose decision styles which assure quality results and acceptance of the decisions; Analyze the impact of his/her organization's practices on the readiness of employees to support their vision; Implement the practices of enrolling and aligning stakeholders in the vision; Take steps to strengthen their personal leadership practices.

Refine and articulate the desired future state of his/her agency; Review and choose the strategies and methods that they believe will increase alignment and commitment to the desired future state; Deal effectively with resistance to change; Identify change agents development needs; Develop plans to increase their agency's readiness for renewal or to maintain momentum.

Assess alignment between their views on the need for change and the views of people above, around and below them; Decide how and when to use least resistance strategies; Use techniques for anticipating and preventing momentum stoppers; Identify development needs for themselves as change agents; Choose decision-making styles appropriate to ensure quality results and acceptance.

Determine how conflict management practices affect performance; Increase their ability to resolve interpersonal conflicts; Understand and apply Assertive and Collaborative Problem Solving techniques; Choose conflict resolution styles to fit each conflict situation; Identify the opportunities they have to create the conditions for constructive conflict.

Learn the roles and responsibilities of effective mentors and protégés.

Understand the stages and reactions individuals and organizations have to change; Assess current skills sets and plan to make improvements where needed; Analyze factors that increase or inhibit one's willingness to take initiative to improve performance and job satisfaction; Understand how beliefs can set them on cause-effect paths that lead to powerlessness or to empowerment; Plan ways to guide themselves and others through change.

Assess their own team's effectiveness and analyze the factors that are inhibiting team performance; Identify the characteristics of effective teams; Identify their own Initiative Style and understand how to use the styles that will be most effective in various teamwork situations.

Program participants are able to identify the benefits of developing patterns of workflow in their business/work environment
Strategies help participants more accurately gauge the validity of and better control the flood of information entering their work environment. Participants learn document management techniques that enable them to access information quickly and effectively

By the end of the course, participants will have all the tools and techniques needed to get and stay organized. The GO System is designed to help participants improve their ability to:

Get organized and stay organized

Focus and Concentrate

Gain more control over their workload

Increase their overall productivity and career satisfaction.

Participants are able to calculate the costs of disorganization and the payoffs associated with organizing their work environment and time. Participants identify activities that are "Time Wasters" and are better equipped to manage them. Participants are taught filtering and prioritizing techniques that improve effective use of their time. time mapping strategies and tools are introduced and are executed in break-out groups, where appropriate.

Diversity Among Clients, Customers & Co-Workers; The Need for New Market Strategies; Developing an Appreciation of Cultural Differences; Responding Appropriately in a Cross-Cultural Climate; Communicating Successfully -- A Five-Step Process; Defining Diversity; Changing Our Perspective; Knowing the Difference: EEO, Affirmative Action, Diversity; Involving Senior Management; Benefits from Diversity.

Techniques for Staying Positive, Direct & Respectful in Communication; Becoming Proactive instead of Reactive thru Time Management; Identifying Real Customers and Meeting Their Needs; Techniques for Dealing with Difficult People & Situations; Letting Go of Stress & Setting Wellness Goals.

Assessing Personal Time Management Strengths and Weaknesses; Setting Goals and Priorities; Knowing the Difference -- Important, Urgent, Crisis"; Developing a Plan of Action to Allow for Personal Choice; Assessing Personal Time Use; Time Robbers; Poor Planning = Time Wasted; 13 Key Time Management Techniques.

Proactive and Reactive Approaches to Managing Change; Anticipating Change and Making Contingency Plans; The Three Stages of the Change Process; Understanding the Emotional Cycle of Change on Individuals and Organizations; Change -- Problem Solving and Problem Finding; Managing the Professional, Organizational and Personal Impact of Change; Focusing First on "Why" and "What" of Change; Personal Experience with Change.

Assessing Personal Ability to Cope Successfully with Continual Change; Using Creative Techniques for Coping with Change; Stabilizing and Motivating the Team Throughout the Process of Change; Understanding "Dynamic Stability"; Managing Transition; Developing an Action Plan.

Building job requirements around targeted dimensions identified by the Team; Using a Uniformly Applied Step-by-Step Interview Process; Evaluating Future Success Protection through Behavior Examples Collected from an Applicant's Past Experience; Developing Interview Questions to Assess Technical Skills, Job Motivation, Work Standards, Integrity, Leadership, Judgment, and Adaptability.

Review job requirements developed for targeted dimensions identified by the Team (during Part I); Review interview questions developed to assess technical skills, job motivation, work standards, integrity, leadership, judgment, and adaptability; Practice techniques for gathering information by pairing off and asking the questions appropriately and picking up cues during responses.

Managing Time; Dealing with Transportation; Planning Ahead; Setting Priorities; Generating Cooperation at Home; Identifying Stressors; Picking Your Battles; Planning for Relaxation; Having a Strategy.

Identifying the Difference Between a Difficult Customer and an Upset Customer; Handling Both Types of Customers Assertively; Using Your Predominant Response Style in Customer Interactions; Handling Difficult and Sensitive Customer Relations More Effectively; Dealing Effectively with Difficult/Upset Customers; Appropriate Conflict Resolution; Problem-Solving for Win-Win Results.

Understanding What You Bring to Conflict Situations; Conflict Resolution Skills; Resolving Conflicts -- A Step-by-Step Process; Conflict as a Productive Part of a Relationship; Conflict Management Styles; Collaborative Problem-Solving; Building Trust & Cooperation; Turning Destructive Conflict Resolution Styles Around.

Communicating Clearly, Directly & Persuasively; Identifying Types of Difficult People; Communicating Assertively without Becoming Difficult; Handling Conflict Assertively; Building a Positive Reputation; A Sensory Approach to Defining Difficult Behavior; Breaking the Aggressive-Passive Habit; Strategies for Handling Difficult Behaviors/Reducing Stress; Techniques for Getting Past Difficult Behavior & Accomplishing the Task

Listening Carefully to Our Customers' Real Message; Assessing Current Level of Customer Service; Becoming Responsive Rather Than Reactive to Customer Needs; Diffusing Hostility and Handling Anger; Telephone Tips: Greetings, Routing, Taking Messages; How to Say "NO" Without Losing the Customer; Interacting Successfully with Different Personalities; Developing a Strong Foundation for Effective Internal Communication; Adjusting Communication Styles to Meet Individual Client Needs.

The 4 Gets -- Get It Done, Get It Right, Get Along, Get Accepted; Understanding Work Styles; How Are You Perceived?; How to Be Happier at Work through Accommodating Other Styles; Strategies for Dealing with Annoying Personalities

Understanding What Makes People Respond Differently to Similar Situations; Avoiding Criticism During Disagreements; Saying "NO" Without Feeling Guilty; Differentiating Between Aggressive and Passive Behavior; Eliciting Better Cooperation from Co-Workers; Building Workplace Harmony & Teamwork; Presenting Ideas & Suggestions Assertively; Learning Good Listening Skills; Speaking Tactfully and Positively; Benefits of Behavior Changes

Identifying Your Contact Network; Effective & Professional Network Communication; Balancing Give-and-Take Within Your Network; Creating the "Willingness Factor"; Contacts -- The Strength of Weak Ties; Networking Protocol; Practice & Planning.

Workplace Professionalism; Top 10 List "Success at Your Job"; Identifying the Power Players; Knowing Your Own Power and How to Use It; Demonstrating Willingness; Demonstrating Manageability; Keeping Your Own Counsel.

Recognizing Negative, Habit-Bound Thinking and Behavior; Solving Problems at Home & Work; Deferring Judgment to Think Things Through; Practicing the Art of Brainstorming; Using Both Sides of the Brain; Planning for Changes in Point of View and Attitude.

Understanding How Teamwork Contributes to Quality Program Development and Management; Improving Individual and Team Communication; Understanding and Valuing Differences in Others; Making a Positive Difference through Follow-Through and Accountability; Learning New/Different Approaches to Getting Along & Working Together; Determining Current and Ideal Practices for the Organization.

The Facts & Feelings of Conflicts; Dealing with Anger; Handling the Other Emotions; Identifying the ABSs of Conflict; Solving and Resolving Episodic and Chronic Conflicts; Strategies for Reducing Conflict; Dealing with the Effects of Stress.

Workplace Dress & Hygiene; Non-Verbal Behavior; Punctuality; The Influence of Perception; Successful Communication Patterns; Understanding Employer Expectations; Telephone Management; Professionalism on the Telephone; Demonstrating Commitment to Employer; Preferred Telephone Styles; Handling Problem Callers; Telephone Tips; Goal Setting.

Adult and Child CPR, AED, Infant CPR and Choking, Airway Devices, one and two rescuer CPR, Bag-Valve-Mask Ventilation.

Adult and Child CPR, AED, Choking.

Adult and Child CPR, AED, Choking, First Aid; Medical, Injury and Environmental emergencies.

Adult and Child CPR, AED, Choking; Medical, Injury and environmental emergencies, spinal stabilization and patient movement.

General principles of first aid; medical, injury and environmental emergencies.

Recognize dangers of disease transmission during first aid; requirement for protective equipment, hand washing and disposal of contaminated materials.

Assessing plusses and minuses of different cultural norms. Understanding the range of cultural behavior and expectations.

To raise awareness, increase understanding and knowledge, reduce misinterpreting others' behavior.

Recognizing the role of culture in shaping behavior. To help interviewers compensate for and get beyond cultural biases and assumptions.

Sources of resistance to performance evaluation and how to overcome them, overcoming diversity blind spots in each type of performance evaluation.

To practice specific feedback techniques useful in intercultural communication.
Develop additional skills. Plan more effective approaches in the future.

Assessing some of the skill competencies required to effectively coach promotable employees. Help potential managers learn unwritten rules of behavior.

Identify behaviors expected of employees.

Purpose, people, clear time frame, objectives.

Climate, content, interaction, agenda.

Paying attention to Hot Spots in meetings.

Articulate and define mission; determine the goal; clarify roles and responsibilities to accomplish these goals.

Identify skills involved in effective mentoring. Assess one's skills in this area. Some essential steps that can add some structure and substance.

To increase understanding about cultural differences influencing communication. Underlying causes of some difficulties, gain greater tolerance.

Dimensions by which to gauge a cross-cultural team. Ways to adapt traditional team building tools and theory to cross-cultural teams.

Degree of directness, say it again, intonation patterns.

1. Define Responsibility, Empowerment, and Accountability, and describe the role they play in achieving project or task success.
2. Describe how clear agreements build the framework for maintaining focus and overcoming obstacles.
3. Discuss guidelines for managing agreements, including renegotiating or updating agreements.
4. Discuss how to hold ourselves and others accountable for our results, no matter how things turn out.

1. Build values-based leadership skills
2. Provide top-notch customer service
3. Break down "us versus them" barriers
4. Deal with change

1. How to genuinely involve employees in problem solving
2. How to keep employees informed
3. How to show true appreciation for the work of employees you lead
4. How to take ownership of your organizations policies
5. How to be an encouraging manager who creates a cooperative, helpful and productive work environment

Components & indicators checklist in Section 8 of UPMC manual; County where to help documents; Review of SAP Performance reports for a county: what does it tell us?

Protection of Pupil Rights Amendment; Family Education Rights & Privacy Act

Role and Function of SAP in the educational process. SAP as one program in a continuum of services offered in a comprehensive safe & drug free schools plan

Participants will understand the essential ingredients to effective leadership and identify their personal leadership strengths and growth areas.

Participants take a short inventory and enjoy the insights that come from enhancing their understanding of themselves and each other. This combines nicely with any team building or leadership training event, especially when valuing diversity is a goal.

Participants will practice positive team working with one another and understand the value of working together towards common goals.

Strategic thinking, cooperation and asking for help, as well as maximizing individual strengths are practiced in these events and then brought into focus in a final debrief.

Positive training tools can show a boss just how his or her actions can create a positive culture of acceptance and responsibility
'Power and Control' training can show employees and supervisors alike, the ramifications of their actions and attitudes.

Outcomes include the preparation of a communication matrix, a partnering charter, issue resolutions and people have the elements in place to work together as one team. Attendees acquire communication and conflict resolution skills.

Group activities, presented by facilitators, provide training in teambuilding, conflict management, listening/communication skills and partnering relationships skills. The Bottom Line manages the process of the workshop - how decisions are made, not what is decided. our facilitators are neutral on the subjects under discussion; their primary goal is to reach consensus among the team.

our goal in implementing an outreach program is to establish a partnership through early continuous, effective and responsive communication that begins at the onset of planning and extends to the culmination of project development.

Conflict management, behavioral influence, negotiation.

Negotiation skills, human development, stress management, motivation.

Communication skills, motivation, supervisory skills.

Change management, strategic planning, human resources, evaluation
Negotiation skills, teambuilding.
Train-the-trainer, lesson plan development, adult learning, analysis, teambuilding, culture, inclusion.
Customer service culture development, effective customer management and problem solving skills.
Metrics, qualitative measurement, quantitative measurement, focus groups, surveys, customer satisfaction.
Training, coaching, mentoring, customer-focused culture, management skills.

Metrics, Key Performance Indicators, culture, benchmarking, strategic planning, customer service skill building.

Understand the core concepts of SPF & the components of its logic model.
List two distinct difference between the SPF and previous prevention efforts.
Identify methods to be used in a prevention planning process that ate culturally competent and can be sustained over time.

Communicate across cultures, maximize differences build relationships, manage conflict

Prioritizing, Multitasking, Scheduling abilities

Communication skills, influential skills, active listening

Leadership skills, set goals, motivate teams

Leadership skills, set goals, motivate teams

Interpersonal Relationship Building, Performance Management, Situational Anysis, and Action Planning.

Coaching and Effective Feedback.

Coaching and Effective Feedback

Cost Management, Resource Plans, Budgeting, Cost Control, and Value Analysis.

Types of feedback, Why positive feedback isn't enough, Why negative feedback is necessary, The process of giving negative feedback, Characteristics of negative feedback, Guidelines for giving negative feedback, What to do after giving negative feedback, The importance of follow-up, What to do if feedback is unsuccessful, and Building your skills in giving feedback.

Hispanic cultural characteristics, attitudes and behaviors, verbal and nonverbal communication, basic Spanish phrases, responding to encounters, interpersonal skills and coaching techniques.

Decision-making as an important business skill, The Decision-Making Model, The terminology of decision-making, How to develop a decision goal, Involving others in the decision-making process, Using criteria to define a decision, How to use brainstorming, Constructing an alternatives evaluation matrix, How to implement a decision, and Developing a decision-making mentality.

Decision-making as an important business skill, The Decision-Making Model, The terminology of decision-making, How to develop a decision goal, Involving others in the decision-making process, Using criteria to define a decision, How to use brainstorming, Constructing an alternatives evaluation matrix, How to implement a decision, and Developing a decision-making mentality.

The importance of employee development, Different types of development, When to offer development, Discovering training needs, Making classroom training effective, Coaching employees, On-the-job training, Using mentoring programs, and Organizational support of employee development.

The importance of employee development, Different types of development, When to offer development, Discovering training needs, Making classroom training effective, Coaching employees, On-the-job training, Using mentoring programs, and Organizational support of employee development.

Cultural Differences, Outcomes of Diversity, How it can Enhance and Improve the Work Environment, How to Promote Cultural Diversity, and Concept of 24 hour accountability.

Identify types to management needed, link succession plans to HR plans, select values and competencies, tracking methods for results, life cycle of succession planning, essential components, and prepare project plan.

Cost Management, Resource Plans, Budgeting, Cost Control, Value Analysis, Cost Management, Resource Plans, Budgeting, Cost Control, Value Analysis, Customer Service, Managing Priorities, Delegation, Risk Management, Risk Identification, Risk Qualification, Risk Response Control, Risk Analysis, Planning Audit, Relationship Building, Leadership Styles, Situational Leadership, Leadership Styles and Empowerment.

Leadership Practices, Business Management, Performance Management, Interpersonal Skills, Communication, Problem Solving, Decision Making, Project Management, and Organizational Change.

Relationship Building, Leadership Styles, Situational Leadership, Leadership Styles and Empowerment.

Roles & Responsibilities, Situational Leadership, Readiness and Empowerment.

The lean mindset, Lean systems vs. traditional systems, Benefits of lean, Types of waste in a system, Common tools, Using and applying 5S, Value streams, Just In Time (JIT), Using visual management tools, and Lean metrics used in performance evaluation.

Creating a climate supportive of change, Portraying change as an opportunity, Leading change effort, Involving others in planning and executing change, Different types of change, Resistance to change, Overload caused by change, and Connecting change to positive performance outcomes.

Customer Service, Managing Priorities, and Delegation.

Setting directions and goals, Establishing credibility as a leader, Presenting your message and actively listening, The human development side of the work effort, Developing adaptability to change, Using a variety of leadership styles, Ethics when leading, Developing a climate of teamwork, Making effective decisions, and How to approach new technology.

The cost of employee turnover, Why employees leave, Attracting the right people, Successful selection strategies, An effective orientation program, Overseeing performance, Strengthening your development program, The effect of benefits packages and organizational policies, Meeting individual needs, and Creating a supportive work environment.

The cost of employee turnover, Why employees leave, Attracting the right people, Successful selection strategies, An effective orientation program, Overseeing performance, Strengthening your development program, The effect of benefits packages and organizational policies, Meeting individual needs, and Creating a supportive work environment.

Servant Leadership, Change, Action Plan, Listening Skills, Learning Process, Improving Leadership and Motivation.

Self Responsibility & Management, Oral Communication, Interpersonal Relationship Building, Leadership & Coaching, Flexibility & Resilience, Decisiveness, and Self Direction

Leadership Building, Coaching, and Interpersonal Relationship Building.

Leadership Practices, Business Management, Performance Management, Interpersonal Skills, Communication, Problem Solving, Decision Making, Project Management, and Organizational Change.

How to start time management, Developing good goals, Office biorhythm, Overcoming procrastination, Creating daily and weekly schedules, How to address interruptions and distractions, Delegation, Making meetings productive, Organizing information, and Using technology to help manage time.

How to start time management, Developing good goals, Office biorhythm, Overcoming procrastination, Creating daily and weekly schedules, How to address interruptions and distractions, Delegation, Making meetings productive, Organizing information, and Using technology to help manage time.

Promoting ethical conduct in your organization, Characteristics of a written ethics statement, How to facilitate ethical decision-making, Reporting unethical behavior, Professional codes of ethics, Ethics training programs, Who should conduct ethics training, Who should receive ethics training, When to give ethics training, and Who is responsible for workplace ethics.

Demonstrate principles of communications, elements of good listening, understand different styles, recognize listening distractions.

Importance of teams, contractions to a team, overcome challenges, strategies for a stronger team.

Characteristics of effective teams, ways to positively impact a team, motivating, working together.

Resolve conflict, learn ways to effectively manage resources, build sense of community.

1. Discover individual stress issues in all areas of life
2. Capitalize on your coping strengths to manage stress
3. Identify areas for coping skills improvement
4. Learn to minimize or eliminate common daily stressors
5. Communicate more effectively and objectively
6. Develop flexibility in responding to change
7. Build mutual support and trust through closer relationships
8. Maximize resources to achieve more with less

30 Hours

Participants will be able to:

1. Define and describe the process of valuing diversity.
2. Identify some of the visible and invisible ways in which people differ.
3. Recognize that diversity affects, and is affected by, each individual.
4. Understand they are NOT alone in their perceptions of differences. Everyone has biases and prejudices.
5. Explore and recognize their own personal biases and stereotypes.
6. Identify the factors that influence how they perceive others.
7. Describe an ideal situation which demonstrates valuing diversity in the workplace.
8. Identify specific strategies/next steps which contribute to realization of the ideal workplace.

Commit themselves to a personal action plan.

Suggested Audience

Team members or team leaders who wish to increase group performance by helping each person in a group fulfill his or her potential to the overall benefit of the group.

Program Length

Approximately 3 - 4 hours. Breaks are not included in this time.

1. Understand the special nature of coaching-a one-on-one activity that involves showing a team member how to perform a task.
 2. Distinguish between performance problems that require coaching and those that can best be handled by clearer instructions or by other means.
 3. Understand the importance of observation and analysis before coaching a team member, since coaching, like all effective training activities, must be well thought-out and carefully planned.
 4. Involve the team member in the coaching process by asking questions and encouraging feedback.
 5. Establish effective controls by setting up a review. Most often, more than one coaching session is needed to improve performance.
- Further insure the successful completion of the task at hand, by building effective controls into the process.

Suggested Audience

Individuals who want to improve the efficiency of their workgroup and tap into each team member's strengths.

Program Length

Approximately 3 - 4 hours. Breaks are not included in this time.

1. Understand the importance of framing all communication with your manager in terms of his/her self-interest.
2. Enter meetings with your manager armed with a well-thought out and clearly stated objective.
3. Clearly link your objective with facts that support your plans and goals.
4. Work with your manager to uncover any questions or reservations he/she may have concerning your message.
5. Move conversations toward agreement with questions that focus on benefits to be gained when your objective is reached.
6. Clearly and concisely restate the decision that results from communicating with your manager and insure that this decision is mutually understood

- Create an awareness of the connection between personal goals and mission and the organization's goals and mission
- Understand the behavioral aspects of conflict
- Identify your personal behavioral approach to conflict
- Discuss the conflict styles used by other members of the tea
- Obtain feedback from other team members on how your approach to conflict adds or subtracts to the ability of the team to meet its goals
- Develop a strategy for using your conflict style in a positive way

1. Understand the importance of effective delegation as well as the problems associated with the lack of delegating or delegating poorly.
2. Communicate both the need for and the "why" of every delegated assignment and task.
3. Use delegation as a powerful motivational tool.
4. Use delegation to improve your team members' skills and expand their horizons on the job.
5. Encourage team member participation and involvement through proper delegating methods.
6. Specify a team member's responsibility for a delegated task as well as establish a team member's authority for the task with those affected.
7. Develop a plan to monitor progress through feedback and review.

1. Identify and set performance standards that are specific, measurable, attainable, results-oriented, and time-framed, using concrete active language.
2. Establish time limits for all performance standards.
3. Involve team members in creating their own individual performance standards.
4. Negotiate to develop performance standards for team members that address both desired results and team members' capabilities.
5. Monitor team members' progress toward their goals by holding individual review meetings.

1. Use techniques of positive discipline to reduce and redirect problem behavior by people who report to you.
2. Communicate in terms of behavior rather than perception or opinions.
3. Avoid getting entangled in personal areas that generate defensiveness and lead away from lasting solutions.
4. Recognize how important team member participation is in defining problems and their solutions.
5. Develop skills necessary to encourage meaningful participation.
6. Conclude disciplinary interviews with plans that work toward improved performance.
7. Issue formal warnings in keeping with your organization's policies.
8. Develop plans for follow-up to make sure that the problem is resolved.

1. See that communication is a two-way process.
2. Construct clear, concise messages in the interest of the receiver.
3. Discriminate between a message that is clear and concise, and one that is not.
4. Make use of nonverbal factors to reinforce the intent of your message.
5. Listen actively to improve communication.
6. Use feedback as a primary tool in overcoming barriers to communication.

1. Interact with team members on a day-to-day basis in such a way as to maintain and even enhance their self-esteem.
 2. Base discussions about performance and work habits on team members' behavior rather than on their personalities or attitudes.
- Consistently encourage team members to participate in setting goals, solving problems, and making decisions.

Suggested Audience

Individuals who are in a supervisory role or first-level management. These individuals manage frontline employees, and perhaps an assistant manager.

Program Length

Approximately 4 hours. Breaks are not included in this time.

Enables managers to implement a structured process that can really streamline and empower successful hiring. The program also focuses on the key skills required to interview candidates and ways to build team cohesion by involving team members in the hiring initiative. • Defining What You're Looking For - the position description, job competencies, and questioning strategies

- Planning the Interview – hiring strategy, sourcing, resume screening, the interview team, great reasons to work here

- Conducting the Interview – an appropriate climate, conducting the interview, responding to challenging interviewee questions

- Making the Selection – decision-making guidelines, evaluating candidates, communicating with candidates

1. Distinguish between job performance and work habits

2. Understand the significance of dealing with unsatisfactory work habits early before they require disciplinary action

3. Explaining clearly and specifically to a team member the nature of his her unsatisfactory work habits, focusing on behavior rather than personality or attitude

4. Involving the team member in the process of correcting the unsatisfactory behavior through an interactive process which maintains the team members self-esteem

Increasing the team member's accountability by gaining commitment from them to a clear plan of action and by reviewing progress regularly.

Suggested Audience

Individuals who are in a supervisory role or first-level management. These individuals manage frontline employees, and perhaps an assistant manager.

Program Length

Approximately 4 - 5 hours. Breaks are not included in this time.

1. Setting quality service standards

2. Establishing team purpose and direction

3. Using feedback to change behaviors

4. Empowering team members to meet customer needs

5. Building teamwork to pool resources and synergize

1. Getting Started - the big picture, success factors, and goals.
2. Getting Ready - defining resources, roles, and responsibilities.
3. Building An Action Plan - aligning resources, roles, and responsibilities.
4. Executing and Closing - monitoring, control, and completion.

1. Identify the predominant behavioral style you use when managing others
- 2.
3. Understand the strengths and limitations of this style in nine management competency areas
4. Develop the ability to "read" the style of those you supervise
5. Create a plan to effectively manage others based on the relationship between your management style and their work style

1. Understand why all team member complaints must be dealt with rather than ignored or dismissed.
2. Be more sensitive to all the problems-major or trivial, real or imagined-that can lie behind complaints.
3. Understand techniques used to determine underlying problems, which are not always the same as those the team member thinks are responsible for his/her difficulties.
4. Use various techniques to solve such problems while maintaining a positive relationship with the team member.

1. Base assessments on facts and behavior.
2. Assess performance.
3. Use positive feedback to motivate team members.
4. Gain team member participation in assessment.
5. Gain team member agreement with the assessment.
6. Gain team member commitment to the change needed to improve performance.

1. Distinguish between the two main causes of team member conflicts: personality clashes and work structure problems.
2. Be aware of the positive and negative by-products of conflicts on the job.
3. Accept conflict as an inevitable part of all work situations, one that must be dealt with, not ignored.
4. Establish a cooperative atmosphere in which to resolve conflicts when they arise.
5. Help team members involved in conflicts, to understand each other's point of view.
6. Lead them to agree on facts.
7. Help them to agree on a solution.

After completing this course, participants will be able to

1. Follow an orderly, step-by-step problem-solving process
2. Write a problem statement that clearly defines the workplace problem.
3. Assess the context of the problem.
4. Analyze and identify the root cause(s) of the problem.
5. Involve team members in evaluation of root cause(s) and a possible solution.
6. Create plans to implement the solution.
7. Get agreement and support for implementation.

1. View change and the anxiety it can cause team members as natural and inevitable parts of organizational life that can be dealt with through effective leadership.
2. Understand the importance of planning change carefully, so as to give team members adequate time to provide input and accustom themselves to the change.
3. Better assist your team members' adjustment to change by being well informed and by clearly explaining the reasons for change.
4. Involve team members in the process of change by encouraging them to ask questions and voice opinions and by responding fully and honestly.
5. Ask your team members to make an effort to accommodate to the change.
6. Follow up on the initial meeting to make sure the process of adjustment to the change is going forward.

1. Assess the current level of teamwork as perceived by the members of the team
2. Identify key strengths and opportunities for improvement
3. Create action plans for improvement of team skills

Key Topics

1. Team Purpose
2. Role Clarity
3. Work Environment
4. Conflict Management
5. Communication
6. Performance
7. Feedback
8. Team Time
9. Problem Solving

1. Increase the awareness of the importance of telephone skills in today's workplace
2. Identify the key telephone skills necessary for success in your organization
3. Learn to critique the telephone skills encountered in customer interactions with other organizations and how to use this information to enhance your own skill level

Actual play will find teams competing more than collaborating and sharing information and resources. They also focus on productivity more than quality. Thus, ineffective systems and processes will minimize payoffs and teams will allow a variety of factors to hamper optimizing overall results. In debriefing, many issues relating to the workplace can be addressed, depending on desired outcomes for the session. Groups can spend hours discussing how this game parallels their need for leadership, clear missions and visions, and issues of teamwork and collaboration. Debriefings often focus on goal-setting and the sharing of information and resources. In this simulation, as in the workplace, there is little benefit for competition or speed -- good planning pays dividends. People have fun and share ideas that apply to their jobs. Substantive action plans for change are common outcomes.

1. Attitudes - Committing to personal control
2. Goals - Focusing on objectives rather than activities
3. Priorities - Putting first things first by defining relative importance
4. Analyzing - Personal time patterns and opportunities for improvement
5. Planning - Six questions to ask when allocating time and work
6. Scheduling - Deciding when to do what you've planned
7. Interruptions - Minimizing and managing uncontrollable events
8. Meetings - How to make meetings shorter and more productive
9. Paperwork - When and how to dump it, delegate it, do it, or delay it
10. Delegation - Horizontal and vertical sharing of work, authority, and accountability
11. Procrastination - Learning to stop postponing the inevitable
12. Time Teamwork - Mastering time in an era of teams and workgroups.

Instructs workforce about anti-harassment policy; Teaches workforce about laws prohibiting unlawful discrimination and harassment; Educates participants about strategies to prevent harassment and appropriate responses should it occur; Trains workforce on supporting employer's diversity initiatives including its efforts to create and maintain a diverse workforce; Promotes greater understanding of differences in the workplace and a culture of inclusion; Encourages workers to avoid conduct that needlessly offends anyone because of their race, national origin, sex, sexual orientation, religion, age or disability among other protected classification; Communicates how workers can support employer's efforts to harness the diversity of the workforce to promote the organization's mission and goals.

The participants will be able to describe the difference between seasonal and pandemic influenza, the factors that determine a statewide response, the issues worldwide that individuals and businesses can take to prepare and how to limit the spread

Outcomes:

Effectively coach for better performance, as a manager or leader
Encourage and grow employees with strong skills with a goal of moving them up to the next level of job independence and perhaps to a new job
Consistently coax best possible performance in a fair and unbiased way

Outcomes:

Having tools and skills to identify specific skills levels.
Being able to use phrases and language to question and encourage employees being coached for best results and willingness to improve.

Learning Objectives:

Reinforcing ways to believe in the intrinsic value of one's opinion suggestion
Recommended phraseology to replace with weaker, less assertive ways of making a statement, in order to be heard and included
Using tools to aid in reinforcing assertive communicate (such as planned backup handouts or having ready facts to support a statement.

Outcomes:

Improved, richer employee contributions
Enhanced self confidence for those who tend to hold back and only accept and follow, rather than contribute
More meaningful communication with bosses, helping superiors to conduct more productive discussions about performance, work etc.

Outcome:

More willingness at meeting because time is not being wasted
Increased respect for professional organization group control with positive feedback for open discussion to come to agreement

Outcome:

Improved productivity, due to decreased misunderstanding
Decrease in project timing with clear accurate comprehension of facts and requirements
Deeper understanding of communication for quicker reaction for solutions
Highly tuned new professional listening skills, for an employee to ask and confirm for clearer, fuller more informed work habits.

Outcomes:

Ability to start crafting message with a logical, simple mental template
Confidence regarding message reception
Skills at knowing when in-person or at least phone contact is imperative for results
Skills for effective combination of written, phone & in-person message modes to save time & hit desired deadlines

Outcome:

Removal of fear through involvement with expertise in this subject matter
Improved presenting skills through meaningful anecdotal business stories to illustrate an otherwise dry presentation
Better organization of materials by sticking to main important points, highlighting their importance and reserving supporting information for handouts, making better use of time and holding attention

Outcome:

Confident, informed speaking, where a great deal is spoken without notes but rich with examples

More effective use of speaker and audience time through economy of work on endless slides and more attention given to compelling content

Outcomes:

Strong new team leadership skills

Knowledge that mistakes will be made and perfection is not attainable...but that a visible commitment to the team and the work with personal accountability, goes a long way in leading any group

Outcome:

Committed, positive trainers

More prepared trainers

training with compelling enthusiasm rather than "by rote"

Write an organized compelling 1 page Executive Summary cover page indicating complete understanding of client's stated needs

Understand principle of brevity up front details to back up

Integrate throughout all verbiage, solutions relating to client's needs and requirements in THEIR language using their terminology

Learn proper visual construction for organized readability

Complete proposals with all processes

Proofreading, Spellchecking, Grammar & Readability

How to use attachments

Personal presentation of proposal if allowed

Outcomes:

More professional email

Far greater productivity

More receptivity

More Receptivity to reading email

Better judgments about solely relying on the internet, If you are about your deadlines!

Outcomes:

Conversion from tactical service culture i.e. just do the basics stating facts and answering yes-no questions to proactive How can I help our customer and market culture

Helping Customers: Change from answering a question with a closed answer yes-no to offering added information that can aid the customer Examples:

Can !.....

If the answer is yes Do you have the right information to complete that process, and can I help you find that? If the answer is NO, No, but if you tell me a bit more perhaps I can help you. Do you have

No we don't but let me see how I can help you find where you need to go for that and at the end If you don't find what you need please call name back and I'll see how else I might be able to help.

Literature, instruction, documents - written in a way that offers help for questions, makes it easy for the reader/responder to spend proper timely, complete documents without frequent calls & questions

A state reputation to be proud of for proactive excellence (this is hugely beneficial for

Outcome:

Educated knowledge of ways to improve and measure customer service

Learned skills on use of certain tools

Better departmental productivity

Enhanced public perception

Program taught since 1996.

Program taught since 1999.

Program taught since 2000.

Program taught since 1998.

Program taught to sales teams.

Program taught in Hartford High School System.

American Express uses for P1 Financial Advisors.

Program taught to young leaders in insurance company.

Program taught in Shelters in New York.

Program taught to employees that do business on the road.

Program taught during holiday season to top executives.

Improve auditing skills and ensure quality competency.

Improve auditing skills and ensure quality competency.

Improve auditing skills and ensure quality competency.

Improve auditing skills and ensure quality competency.

Improve auditing skills and ensure quality competency.

Improve auditing skills and ensure quality competency.

Improve auditing skills and ensure quality competency.

Improve auditing skills and ensure quality competency.

Improve auditing skills and ensure quality competency.

Improve auditing skills and ensure quality competency.

Improve auditing skills and ensure quality competency.

By the end of this training, participants will be able to demonstrate and understand what is and what is not allowed to be disclosed, to whom and under what conditions. They will be able to ensure that a patient in a drug and/or alcohol program will not be made more vulnerable by the availability of their confidential treatment records than if they had not sought treatment.

By the end of this course, participants will be able to demonstrate the importance of culture in providing services to people of different cultures. This course will examine the importance of family, community spirituality, verbal and non-verbal messages in the provision of services to people from non-mainstream cultures at all levels of care will also be examined.

By the end of this training, participants will be able to understand how unethical behavior can harm all involved. The participants will understand how ethical decisions are often not clear and how boundary dilemmas and critical thinking can be practiced to ensure the safety of client and practitioner alike.

By the end of this training, participants will be able to identify HIV training and education needs for staff and clients in their agencies. It will help clarify how training and risk reduction planning can be provided in various agency types.

By the end of this course, the participant will be able to relate the developmental abilities of adolescents to the various types of treatment available and will be able to explore how to unbundle services and make the correct placement decisions for adolescents with substance abuse issues. They will be able to differentiate adolescent and adult issues when considering placement.

By the end of this training, participants will be able to understand the epidemic proportions of HIV/AIDS. How it is spread, treated and prevented and the co-factors for this disease. The substance abuse/HIV connection will also be understood.

By the end of this training, participants will be able to assist clients in making the decision as to whether or not to take the HIV Antibody test, what the results mean and how to make the test a positive, risk reduction producing experience.

By the end of this training participants will be able to identify domestic violence and child abuse and how the additional strain placed on a family by the presence of HIV can increase the occurrence of the above forms of abuse. The participants will learn how to deal with this type of violence and what can be done to help the families involved.

By the end of this course, participants will learn to understand the inevitability of terminal illnesses, the stages of dying and death and how these stages may be different for the individual with AIDS and the family. They will learn to be a guest during the dying process and assist patient and family with this final act of life.

By the end of this training, participants will be able to identify many issues a family faces when a member is diagnosed with HIV Disease or AIDS. Unresolved issues from the past may surface and cause additional stress. Participants will be able to assist families in supporting a member with HIV and to attempt to work through issues which interfere with providing such support.

By the end of this course, the specific difficulties of working with both the ethics of substance abuse treatment patients and those with HIV will be clear. The complication of duty to warn in the age of HIV & how to deal with these and legal issues will be clear.

By the end of the course participants will be able to explain why there is such a rapid increase in the number of cases of HIV/AIDS among women, issues of pregnancy and childhood infection, domestic abuse, and gender specific difficulties in risk reduction.

By the end of this training program, participants will be able to assist individuals to understand their risk factors for HIV disease, accept these factors and develop a risk reduction plan. They will be able to explain the HIV antibody test, its meanings and to help the individual to choose appropriate, whether or not to take the HIV antibody test.

By the end of this course, the introduction of Hepatitis C into the substance abuse treatment population and the complications of treatment when both are present will be demystified.

By the end of this training, participants will understand how substance abuse and substance abusing behavior increase the risk of HIV infection through unprotected sexual activity, trading sex for drugs or money to buy drugs, and the sharing of injection drug using paraphernalia are co-factor for HIV infection.

By the end of this training, participants will be able to understand the nature of co-factors for HIV Disease. They will also understand and be able to recognize the most common sexually transmitted diseases and how these relate to HIV disease and AIDS transmission. Hepatitis C, commonly found in substance abusing populations will be explained along with its various transmission modes and treatments.

By the end of this training, participants will be able to understand the transmission, pathogenesis and interrelationship of HIV/AIDS, STDs and TB. They will understand the increase in prevalence of these diseases and the factors which have lead to this increase.

By the end of this training, participants will be able to understand the disease and the disease process, the transmission modes, treatment and the effects of the disease on those living with it and their significant others. They will also learn about universal precautions that protect against disease transmission.

By the end of this training, participants will understand the impact of this disease, its means of transmission, definition of the stages of the HIV continuum, testing, treatment alternatives and risk reduction planning.

By the end of this training, participants will be able to understand sexual and gender development and the differences between them. They will understand how individuals learn about sex and sexuality and the connection of sexual behaviors and substance abuse.

By the end of this training, participants will be able to understand the sexual and affectional preference, cross gender issues and some of the treatment issues which are important in the treatment of sexual minority clients.

By the end of this course, participants will be able to explain what types of patients do well on methadone detoxification and maintenance. They will understand how methadone works and how it is able to block opioid craving and at sufficient doses, block opioid efficacy. The effectiveness of methadone in reducing crime, HIV and relapse will be understood.

By the end of this course, participants will be able to understand what methadone treatment does and what it does not do. They will understand what the reality of methadone treatment is and why myths often interfere with appropriate referral and treatment.

By the end of this course, participants will be able to understand the four levels of care, nine types of service and special needs and learn how to consider six dimensions

By the end of this training, participants will be able to understand the relationship between cognitive, affective aspects of risk and risk reduction. Through small group work, they will get a chance to master working with clients to develop and implement plans to reduce the risk of getting and transmitting HIV/AIDS.

By the end of this training, participants will understand how substance abuse and substance abusing behavior increase the risk of HIV infection through unprotected sexual activity, trading sex for drugs or money to buy drugs, and the sharing of injection drug using paraphernalia are co-factors for HIV infection.

By the end of this training, participants will understand the co-factor status of both TB AND STDs in the HIV epidemic. The epidemiology, prevalence, increase in new cases and what can be done to reduce risk and recognize, prevent and treat these diseases will be known to participants.

By the end of this training, participants will understand each of these disease entities, the need for prevention and treatment. They will learn to recognize signs and symptoms of various disease entities and know the organism which causes the disease. They will learn about prevention and treatment. Participants will be able to assist clients with prevention, recognition and treatment.

By the end of this training, participants will be able to discuss the substance abuse disease connection, understand the extent of the prevalence and incidents of various diseases, routes of transmission, incubation period, signs, symptoms and various treatments available for each disease.

By the end of this training, participants will be able to understand the transmission, pathogenesis and the interrelationship of HIV/AIDS, STD and TB. They will understand the increase in prevalence of these diseases and the factors which have lead to this increase.

By the end of this training, participants will be able to create objective and complete treatment plans with their clients who have the co-occurring issues of HIV Disease and Substance Abuse. Special recovery issues such as analgesics, families and significant others and developing support groups will be clarified.

By the end of this training, participants will be able to understand cultural diversity needs of ethnic minorities, especially African American and Latino/Hispanic. Prevention messages geared toward these populations will be presented and clarified.

By the end of this course, participants will be able to understand the various regulations regarding drug and alcohol confidentiality, how this differs from Mental Health Law, how to handle situations when laws conflict and how to protect clients in a substance abuse setting from being made vulnerable by virtue of the availability of their patient records.

By the end of this course, participants will be able to understand how the PCPC is used in placing clients in treatment. They will be able to understand the levels of care and learn to use objective criteria in the appropriate placing of these clients.

This course is provided for clinical and non-clinical staff alike, who may be doing initial screening with people seeking treatment. By the end of this course, participants will be able to understand who needs substance abuse treatment and who may have serious emergent needs for physical and/or mental health care.

By the end of this training, participants will be able to work with their clients, to create objectively measurable and client accepted goals which will be used to shape treatment and be identified during treatment in progress notes that correlate with these plans.

By the end of this course participants will understand the mechanisms of opiate dependency and treatment, some of the difficulties and some of the benefits of these types of treatment and a look at future directions.

Participants will learn core concepts regarding: Program replication, Importance of fidelity to program design, Adaptations and why they occur, Advantages and Disadvantages for replication and adaptation, Types of adaptations, Importance of tracking adaptation, using tool to monitor fidelity and adaptation.

Students will identify and apply the 5 main steps for creating a Strategic Plan: Assess, build capacities, Plan, Implement & Evaluate, Students also create a logic model & Action Plans.

Define your role as manager. Identify potential problems & accompanying symptoms. Learn how to recognize & deal with potentially problematic workplace behaviors. Become familiar with how & where to get help for employees.

Gain a personalized understanding to time management principles. Increase our ability to use time to our best advantage. Gain an awareness of how our values should help us set goals & prioritize activities. Identity & address time wasters

Define diversity and why it is important to employees. Explore area of bias, stereotyping, prejudice & discrimination in an attempt to minimize difference. Plan for personal change.

Identify difficult behavior types. Understand the impact of difficult behavior. Explore technique to address difficult behavior. Learn strategies for coping.

Identify factors influencing communication. Determine communication barrier. Learn the value of assertive communication. Practice active listening skills. Discuss the role of nonverbal communication. Use positive communication for problem-solving

Understand the mutual responsibility of both employer and employee to maintain workplace safety; Identify and recognize the warning signs of potentially violent workplace situations; Learn how to respond to actual or potentially violent workplace situations.

Understand the specific role of management and supervisory personnel in maintaining work place safety; Identify action steps relating to a report of actual or potential violence; Recognize the resources which are available following an incident of workplace violence; Understand the impact of violence on employees and the workplace.

Gain broader awareness of the significant shifts in the core business leadership model; Have access to an inventory of leading edge business resources that discuss this shift from different vantage points, most particularly, those emphasizing the key role of effective leadership communication; Learn/Review the basics of intentional leadership thinking, feeling, believing and acting in order to align with a successful leadership strategy; Learn how to apply these basics in everyday leadership situations through practical exercise and role plays; Learn fundamental coaching skills in order to increase leadership smarts and meet the new and very different expectations of top business talent; Learn 10 provocative ways to sustain business change as well as practical tools to begin to use them immediately; Profile everyday leadership challenges and potential solutions based on coaching skills and highly effective communication strategies; Connect all program elements through a tailored Leadership Action Plan.

Truly understand what it means to work collectively as part of a business team. Compare and contrast to experiences on sports teams. Acknowledge that performance has focused primarily on individual achievement in business and how and why that paradigm is shifting; How to build trust and commitment - the two pillars of successful teaming efforts; Team building fundamentals including the key roles and responsibilities of a successful team; How to move a team from average performance to peak or high performance; Using conflict positively; Conducting productive team meetings, in particular how to avoid "death by meeting"; Work team project management; leading a team to greatness. Connect all of the program elements through a leadership action plan.

Thoroughly understand the contribution of excellent communication to an organization's success; To appreciate one's own communication style and how it impacts others as well as to appreciate and value the diversity of communication styles in a healthy organization; To master the essential elements of business communication: Strong Verbal Skills, Strong Non-Verbal Skills, Active/Intentional Listening, Strong Written Skills, Successfully Using Email for Business Communication; To manage the conflict process using effective communication.

Review the fundamental coaching skill set through case studies of challenging business situations. Assists in making coaching skills more "real" or more relevant to solving key problems and assisting individuals in getting out of their own way. Review also focuses on applying coaching skills to self mastery issues - self coaching; "Dial up" the basic coaching skill set by expanding on the intensity and use of individual skills; Introduce new, more advanced coaching skills, including but not limited to: Coaching for Cultural Change, Advanced Growing Another, Team Coaching, Incident Coaching, Coaching Up and Across to Bosses and Peers, Achieving Individual/Team Goals; Introduce new habits and patterns to aid in proving the sustainability of the new skills.

Develop a fundamental coaching skill set that learners can practically apply in everyday business situations in order to enhance business relationships and improve performance; Further the learner's understanding of business coaching and its power in creating successful partnerships within organizations; Practice basic coaching skills using role plays and case studies that capture everyday situations; Grow the individual learner's personal mastery and build confidence; Provide fieldwork as well as new resources that will allow learners to continue to evolve their coaching skills after the successful completion of the course.

Skills training techniques, Practice techniques, Coaching on-the-job performance. Feedback skills

Understanding of personal perceptions, listening skills, Communication skills, diversity awareness, working in diverse teams.

Effective Listening. "I" messages, Problem ownership, win-win conflict mediation

Determining if a meeting is needed, scheduling meetings, setting agendas, setting up meeting rooms, conducting effective meetings, being an effective leader and effective participant

Adult learning training techniques, presentation skills, handling difficult participants.

Dealing with different work/negotiating styles, effective listening persuasion

Strategic thinking, Strategic planning, visioning, communication, listening, project management

Communication Skills, collaboration, cooperation, conflict resolution skills, team visioning, team management, building trust and cooperation

<p>presentation skills, managing the learning environment facilitation skills, learner assessment, communication style assessment training evaluation</p>
<p>Gap analysis, Data collection techniques, reporting and documentation, metrics, project management</p>
<p>Project management skills, application of process improvement model, project metrics, project communications, documentation, alignment with organizational goals.</p>
<p>Basics of IT Services Management, upcoming changes in version 4.0 and also an understanding of what is coming in IT governance in future months</p>
<p>Project management skills, application of process improvement model, project metrics, project communications, documentation</p>
<p>Identify individual communication style preferences. Communicate effectively across communication styles. Assessments may be used.</p>

Determine the needed traits and skills. Effectively fill the role and responsibility of an internal consultant. Develop personal action plans to become a respected internal consultant

Identify differences in coaching and supervising. Develop techniques for coaching team members for individuals and team growth

Identify how you project yourself, why others treat you as they do and specific ways to communicate more assertively with your boss, peers, family and friends

Identify facilitation vs. supervising roles and responsibilities. Determine & employee facilitation techniques appropriate for various situations and outcomes.

Identify and eliminate common grammar and punctuation mistakes. Increase understanding and clarity with correct grammar and punctuation

Identify effective leadership, behavioral and communication traits for personal and organizational success. Communication & leadership assessments may be used.

Analyze team development. determine individual leadership preferences and defaults. Develop plans for moving teams forward. Individual Assessment may be used.

Determine the real objectives for meeting, include appropriate participants. Determine the real issues to be discussed and tracked.

DISC, MBTI or Platinum Rule Assessment may be used to help identify individual personality and communication style preference to determine next steps for personal

Identify and eliminate common grammar and punctuation mistakes. Increase clarity, eliminate wordiness yet maintain individual styles in professional writing

Analyze team development. determine individual leadership preferences and defaults. Develop plans for moving teams forward. Individual Assessment may be used.

Minimize confusion in technical documents. Communicate more effectively via email, memoranda, letters, reports and other media

Identify and eliminate common grammar and punctuation mistakes. Increase focus, clarity and eliminate wordiness to enhance understanding and action

Determine appropriate information for the group. Enhance voice and body language skills. Participants will give impromptu presentations and will be recorded during a final presentation.

Determine customer need virus wants. Develop problem solving techniques to soothe customers and resolve issues. Interact professionally with difficult customers in-person, on-the-phone, in writing and via email

Resolve customer service and employee morale disconnects. Employ office, bureau, or agency values that direct employee behavior. Demonstrate appropriate customer interactions, communications and problem resolution

Resolve customer service and employee morale disconnects. Employ office, bureau, or agency values to guide employee behavior. Demonstrate appropriate customer interactions, communications and problem resolution

Demonstrate appropriate customer interactions communications and problem resolutions. Determine appropriate agency strategy. Organize, lead and implement change

Create clear organizational or project plans. Gain collaborative input. Communicate concise, focused visions and action plans

Determine Mission-critical positions. Determine employee and position skills needed to fulfill the strategic plan, then create training and succession plans to make it happen

Develop team strengths, identify and resolve team performance inhibitors. Provide team problem-solving and communication. Assessment may be used.

Enhance efficiencies without compromising quality, Enhance service without compromising efficiencies or cost. Teach others how to do more and do it better

Determine Mission-critical strategies. Determine Mission-Critical positions. Develop and promote leadership and agency-wide employee development and planning

Determine strategy and vision, mission, values and goals. Develop others through alignment in succession planning and training development. Guide others through change and develop creativity and problem solving skills in others.

Determine necessary vs. unnecessary changes. Lead needed changes courageously. Lead staff through resistance and fear to implementation and success

Develop clear, focused visions for organizations or project. Employ mission and values statements for focusing employees. Development clear goals to align employee performance with the vision

Identify, understand and work with change. Control personal resistance to change.

Identify incivility issues affecting individuals workplace and determine appropriate actions to curb or minimize the inappropriate behaviors.

Identify individual and team communication preferences and conflict management styles. Communicate more effectively across preference and styles for enhanced team performance. Assessment may be used.

Develop methods to monitor individual reactions to conflict, implement more effective methods and encourage positive conflict management methods in others. Assessments may be used.

Evaluate typical difficult behaviors and identify individual conflict management styles.
Develop skills for more effective interactions. Assessment may be used.

Identify and address harassment and other inappropriate or illegal behaviors.

Deliverables include completion of the following:
Class Exercises
Class Projects
Class Presentations
Leadership Reviews

Contractor	Contractor Email	Category	Course Name	Short Description of the Course	Course Skills and/or Course Competencies
Supplier Name: Action Fighting Arts Contact(s): Harry A. Wigder Vendor Number: 209724 Contract Number: 4400001546 Phone Number: 610-253-3666 Business Address: 4051 Ivy Lane Easton, Pa. 18045 COSTARS Participant	harrywigder@rcn.com	Safety & Supervision	Action Writing	Whatever you write in business, your challenge remains constant. With every document you write, you must quickly organize your thoughts and communicate clearly and concisely. This program helps participants meet this challenge as they work on their own documents.	When participants complete this course, they will: write shorter documents; use precise and concise language; reduce passive verbs; compose results-oriented e-mails; write interestingly; edit documents quickly; organize information quickly and effectively and adjust their writing style.
Supplier Name: Action Fighting Arts Contact(s): Harry A. Wigder Vendor Number: 209724 Contract Number: 4400001546 Phone Number: 610-253-3666 Business Address: 4051 Ivy Lane Easton, Pa. 18045 COSTARS Participant	harrywigder@rcn.com	Safety & Supervision	Advanced De-Escalation & Defusing Techniques	A 10-hour course designed for all staff with the understanding that the ability to defuse an aggressive person is probably the most critical skill in both professional and personal safety. This course uses lecture, discussion, videos, power point and realistic scenarios (Dynamic Simulations) to teach crucial reductive principles and techniques while concomitantly promoting a State Of Mind customized to maximize the ability of staff to avoid or at least minimize conflict of all types. Research shows that de-escalation skills is mandatory for officers and others who deal in volatile situations where safety is in peril and both preclusion and liability are always an issue, however, this program has been proven valuable for all staff.	Students will be able to recognize verbal and non-verbal signs of danger; will be able to implement techniques in order to Mirror Calm in the face of aggression; will be able to deflect verbal hostility using Strip Phrases and Peace Phrases; will be able to list and discuss the key principles of de-escalation, including Peace Phrases; Strip Phrases; The Rule of Minus-One; The Five Step; will be able to demonstrate de-escalation skills during Dynamic Simulations (scenarios and role plays); will be able to demonstrate skills in self-control during realistic scenarios. Realistic Scenarios will include scenarios involving: First-Responder/Hostage Situation; All degrees of verbal hostility; realistic work-related situations; Managing threat in an aggressive public situation, et al.
Supplier Name: Action Fighting Arts Contact(s): Harry A. Wigder Vendor Number: 209724 Contract Number: 4400001546 Phone Number: 610-253-3666 Business Address: 4051 Ivy Lane Easton, Pa. 18045 COSTARS Participant	harrywigder@rcn.com	Safety & Supervision	Gender Issues of the Female Parole/Probationer	Because of the rapid increase of female offenders in/through the judicial system, special emphasis will be directed to the causes, conflicts and concerns of this population. This training will explore the roles, images and responsibilities of females and how they are altered once she becomes an "offender". In addition to recidivism, we will explore the roles of; sisterhood, womanhood and motherhood and how these roles are altered and the personal impact among adjudicated females. This is a very interactive training.	1) Participants will be able to assess their awareness and insight of the concerns and conflicts of their female clients. 2) Participants will develop insight and discernment of causal factors of abnormal female behaviors. 3) Participants will be equipped with more effective and a broader base of coping strategies to implement with their female clients 4) Participants will be effective and proficient in utilizing the process of "sequential order" as they interact with their female clients. 5) Participants will be acutely sensitized and armed with tools to assist with reducing the rate of recidivism with their female clients.
Supplier Name: Action Fighting Arts Contact(s): Harry A. Wigder Vendor Number: 209724 Contract Number: 4400001546 Phone Number: 610-253-3666 Business Address: 4051 Ivy Lane Easton, Pa. 18045 COSTARS Participant	harrywigder@rcn.com	Safety & Supervision	Ground Avoidance & Ground Escapes (GAGE)	A 10 hour PPCT survival skills program designed to maximize an officer's ability to survive, escape, and prevail against a spontaneous and aggressive "tackle" attempt. GAGE teaches simple but effective principles and skills designed to help an officer avoid being grounded, but, if grounded, how to fall safely, and, once on the ground, how to quickly escape 10 different types of attacks from both the Guard and the Mount Position even under the debilitating affects of Combat Stress.	By the end of the GAGE course, students will be able to: (1) Demonstrate how to avoid high, middle-body and lower body tackle attempts in both open and narrow environment. (2) Demonstrate the 3-types of Safety Falls - Front, Side and Rear - (3) Demonstrate ground escapes from the Top Mount Cross-Body; Side Headlock; Rear Mount; and Choke Attempts from the Top Mounted and Guard Positions. (4) Demonstrate the PPCT Shoulder Pin from the standing and grounded positions. (5) Demonstrate a Tactical Standing Position. (6) Demonstrate the Handgun Retention Technique From a Cross-Body Attack. (7) Demonstrate Ground Avoidance techniques during Dynamic Stress Drills. (8) Demonstrate Ground Escapes from all 10 types of Ground Attacks during Dynamic Stress Drills.

<p>Supplier Name: Action Fighting Arts Contact(s): Harry A. Wigder Vendor Number: 209724 Contract Number: 4400001546 Phone Number: 610-253-3666 Business Address: 4051 Ivy Lane Easton, Pa. 18045 COSTARS Participant</p>	<p>harrywigder@rcn.com</p>	<p>Safety & Supervision</p>	<p>PPCT Defensive Tactics</p>	<p>DT is a comprehensive Subject Control course designed for probation/parole, corrections, and other staff charged with arresting, managing or controlling subjects in a criminal justice setting. DT can be expanded from a one day to a week-long certification course. DT involves skills including Tactical and Combat Handcuffing; the Body Search; Compression Wristlock; Pressure Point Control Techniques; Joint Locks and JL Takedowns; Defensive Counterstrikes; the PPCT Shoulder Pin Restraint System; the Impact Weapon; and the PPCT Long Gun and Handgun Weapon Retention and Disarming System.</p>	<p>DT students will be able to list and discuss the Resistance Control Continuum; will be able to discuss the affects of Sympathetic Nervous System (SNS) activation on motor performance, cognitive ability and the energy system; will be able to describe the effects of Parasympathetic Nervous System Backlash on Critical Incident Amnesia and Report Writing; will be able to demonstrate handcuffing from the standing, kneeling and prone positions; will be able to demonstrate weak-side handcuffing; will be able to demonstrate the Iron Wristlock Takedown; will be able to demonstrate correct Touch Pressure to the nerves of the head and neck; will be able to demonstrate the Inside Checks and Outside Check Blocks of the PPCT Blocking System; will be able to demonstrate the Palm Heel Strike, Straight Punch and all 4 Brachial Stuns in the PPCT Upper Body Defensive Counterstrike System; will be able to demonstrate the Knee Strikes; Front Kicks and Angle Kicks in the PPCT Lower Body Defensive Counterstrike System; will be able to demonstrate the Forward Fluid Shockwave Strike, the Backhand Cutting Strike and the Forward Cutting Strike i</p>
<p>Supplier Name: Alutiiq Contact(s): Steve Gingrich / Denise S. Schlegel Vendor Number: 209495 Contract Number: 4400001580 Phone Number: 703-992-0530 / 703-681-7376 570-682-8705 / 717-304-4113 Business Address: 458 Quiggley Circle Hegins, PA 17938 COSTARS Participant</p>	<p>sgingrich@alutiiq.com; dschlegel@alutiiq.com</p>	<p>Community Safety</p>	<p>Courtroom Security</p>	<p>This course provides the participants with pertinent information to main safety within their respective court house offices and courtrooms.</p>	<p>The participant will know how to develop techniques for maintaining security and a high level of safety within a courtroom and the office setting. They will also understand the signs individuals exhibit when they are potentially violent in nature, identify those areas within the office/courtroom that can be improved for worker safety and learn better communication techniques that can be used to diffuse a potentially violent situation.</p>
<p>Supplier Name: Alutiiq Contact(s): Steve Gingrich / Denise S. Schlegel Vendor Number: 209495 Contract Number: 4400001580 Phone Number: 703-992-0530 / 703-681-7376 570-682-8705 / 717-304-4113 Business Address: 458 Quiggley Circle Hegins, PA 17938 COSTARS Participant</p>	<p>sgingrich@alutiiq.com; dschlegel@alutiiq.com</p>	<p>Community Safety</p>	<p>Cultural Diversity- Policing the Minority Community</p>	<p>This course provides the participant with techniques and task which can be utilized to further positive relations with members of the community (minority and others) within their respective area of responsibility.</p>	<p>The participant will develop techniques for acquiring support within all communities, understand the benefits better relationships provide, know how obtain administrative support for programs that will enhance community that is being served, and customize a needs assessment for their respective agency relating to the community being served and how to develop better relationships with community leaders.</p>
<p>Supplier Name: Alutiiq Contact(s): Steve Gingrich / Denise S. Schlegel Vendor Number: 209495 Contract Number: 4400001580 Phone Number: 703-992-0530 / 703-681-7376 570-682-8705 / 717-304-4113 Business Address: 458 Quiggley Circle Hegins, PA 17938 COSTARS Participant</p>	<p>sgingrich@alutiiq.com; dschlegel@alutiiq.com</p>	<p>Community Safety</p>	<p>Reasonable Suspicion</p>	<p>Understanding how to spot dysfunctional behavior is the key to taking preventative corrective action. Early detection is vital especially in the intervention of drugs in the workplace.</p>	<p>The participant will be able to identify the impact of drugs and alcohol in the workplace, learn to look for sociological indicators, understand the importance of documentation and understand reasonable suspicion</p>

<p>Supplier Name: Alutiq Contact(s): Steve Gingrich / Denise S. Schlegel Vendor Number: 209495 Contract Number: 4400001580 Phone Number: 703-992-0530 / 703-681-7376 570-682-8705 / 717-304-4113 Business Address: 458 Quiggley Circle Hegins, PA 17938 COSTARS Participant</p>	<p>sgingrich@alutiq.com; dschlegel@alutiq.com</p>	<p>Criminal Subculture</p>	<p>Gangs</p>	<p>This course is especially useful to members of all types of law enforcement agencies (Police, Corrections, Sheriffs, Probation, Parole, Federal Agencies, Constables, Local and State Investigative Agencies, etc...) and will significantly increase the efficiency of small agencies and agencies with little or no manpower or resources available to dedicate to fighting gangs. Criminal Street Gangs is a three-day course. Instruction is broken down into the following blocks: an illustration of gang history, current gang trends, gang identification, national gang influences (Midwest, East Coast, West Coast, Gulf Coast, People/Folk) and special gang threats (Ethnic Gangs, Prison Gangs, Outlaw Biker Gangs, etc...) affecting communities across the U.S. today, an analysis of gang influences, music, motivations, criminal activities, psychological and sociological factors, and migration contributors. Successful interdiction methods will be taught that can be utilized by the smallest agencies, regardless of the availability of manpower or resources, to effect outstanding results against any degree of</p>	<p>The participant will be able to: Describe the factors leading to gang membership, Relate to the individual gang member for the purpose of developing rapport, developing informants, information, and inhibiting gang membership, Identify existing and emerging street gangs, and their signs, within the student's respective jurisdiction, Describe and Identify crimes relating to and committed by gangs in their own jurisdiction, Develop a synergistic team to combat gangs in their respective jurisdiction, Locate appropriate resources to assist in the endeavor to identify and combat gangs in the student's respective jurisdiction Interact with street gangs in a safer manner</p>
<p>Supplier Name: Alutiq Contact(s): Steve Gingrich / Denise S. Schlegel Vendor Number: 209495 Contract Number: 4400001580 Phone Number: 703-992-0530 / 703-681-7376 570-682-8705 / 717-304-4113 Business Address: 458 Quiggley Circle Hegins, PA 17938 COSTARS Participant</p>	<p>sgingrich@alutiq.com; dschlegel@alutiq.com</p>	<p>Criminal Subculture</p>	<p>SLATT</p>	<p>This course will provide an overview of terrorism, what the roles of law enforcement are related to terrorism, what is the difference between domestic and international terrorism and present the legal implications, Indicators of terrorism present office safety issues will be presented.</p>	<p>The participant will gain a working knowledge of terrorists and criminal extremist groups and individuals, their activities and tactics and how to recognize and report indicators of terrorism and criminal activities</p>
<p>Supplier Name: Alutiq Contact(s): Steve Gingrich / Denise S. Schlegel Vendor Number: 209495 Contract Number: 4400001580 Phone Number: 703-992-0530 / 703-681-7376 570-682-8705 / 717-304-4113 Business Address: 458 Quiggley Circle Hegins, PA 17938 COSTARS Participant</p>	<p>sgingrich@alutiq.com; dschlegel@alutiq.com</p>	<p>Offender Life Skills Intervention</p>	<p>Advanced Supervision of Sex Offenders in the Community</p>	<p>This course is designed to assist the probation officer, caseworker and other professionals who work with sex offender's information on issues relating to supervising the offender in the community. The course will identify the various types of offenders in the community and the role that fantasy plays in maintaining the behavior. The course will also look at pornography, both obvious and hidden that is used by various offenders. The role of treatment will be addressed, especially the containment model. The need to assess offenders objectively with sexual interest testing and polygraph will be reviewed. The course will assist the professional in working with the treatment provider, polygraph and networking with other agencies. The program will also identify actuarial risk assessment instruments that are being used in the field.</p>	<p>Students will learn: ---to identify various type of offenders and the role of fantasy and pornography in Maintaining the behavior. ---gain understanding of the containment model of treatment ---gain understanding on objective sexual interest testing and clinical polygraph ---learn how to work with the treatment provider and polygraph ---identify the various risk assessment tools including the STATIC 99, STABL and ACUTE.</p>
<p>Supplier Name: Alutiq Contact(s): Steve Gingrich / Denise S. Schlegel Vendor Number: 209495 Contract Number: 4400001580 Phone Number: 703-992-0530 / 703-681-7376 570-682-8705 / 717-304-4113 Business Address: 458 Quiggley Circle Hegins, PA 17938 COSTARS Participant</p>	<p>sgingrich@alutiq.com; dschlegel@alutiq.com</p>	<p>Safety & Supervision</p>	<p>DOT Supervisors Course</p>	<p>Department of Transportation regulations require DOT supervisors and managers to receive two (2) hours of drug training every year. Part of this training covers a refresher on the regulations and the remainder of the session covers drug and paraphernalia identification. This course covers all of these required segments.</p>	<p>This course provides the participant with a Regulation refresher and an understanding of The importance of documentation, as well as a discussion of Reasonable suspicion. They will also be presented with a Drug and paraphernalia identification segment</p>

Supplier Name: Alutiq Contact(s): Steve Gingrich / Denise S. Schlegel Vendor Number: 209495 Contract Number: 4400001580 Phone Number: 703-992-0530 / 703-681-7376 570-682-8705 / 717-304-4113 Business Address: 458 Quiggley Circle Hegins, PA 17938 COSTARS Participant	sgingrich@alutiq.com ; dschlegel@alutiq.com	Safety & Supervision	Firearms	This course involves each participant completing a standard firearms qualification-training course of fire. Each participant is required to successfully complete this course on a semi-annual basis. Each participant must score at least 80% in order to qualify to carry a duty or personal weapon during their course of employment	The participant will know how to exercise overall range and firearm safety, demonstrate proficiency with the assigned firearm from various distances, exhibit knowledge of basic firearms handling tactics and techniques and understand the theories and practicalities of cover and concealment relating to shooting situations.
Supplier Name: David G. Keenhold Contact(s): David G. Keenhold Vendor Number: 307729 Contract Number: 4400001561 Phone Number: 570-424-2142 Business Address: 515 Queen St. Stroudsburg, PA 18360-2215 COSTARS Participant	keenhold@verizon.net	Interviewing & Interrogations	Basic Report Writing	This program teaches participants the basic skills in constructing reports and note-taking in a systematic manner.	a) Participants will be able to construct a well-written report following some simple step procedures. b) Differentiate between fact & opinions. 1) This will actually write a factual report to test their new learned skills. 2) This course will not help the student with grammar or spelling but will give the skills to write factual information as well as addressing the 5 W-H's.
Supplier Name: David G. Keenhold Contact(s): David G. Keenhold Vendor Number: 307729 Contract Number: 4400001561 Phone Number: 570-424-2142 Business Address: 515 Queen St. Stroudsburg, PA 18360-2215 COSTARS Participant	keenhold@verizon.net	Safety & Supervision	Basic Interpersonal Communication Concepts	a) Communicating effectively with boss and co-workers (and inmates within a correctional setting) b) Develop effective listening skills c) Develop verbal & non-verbal skills d) Develop appropriate responding skills & asking questions to delicate situations. This program is designed to teach participants how manage others effectively and de-escalate potential trouble situations through the use of both verbal and non-verbal interpersonal communication skills. The techniques presented in this program go beyond any traditional interpersonal skills training. *Though this program is specifically designed for correctional agencies these skills can be used in any office, business, or agency with great success.	1) Demonstrating change or growth in trainee skill level and to de-escalate situations. 2) Bolstering participants confidence by showing skills development.
Supplier Name: David G. Keenhold Contact(s): David G. Keenhold Vendor Number: 307729 Contract Number: 4400001561 Phone Number: 570-424-2142 Business Address: 515 Queen St. Stroudsburg, PA 18360-2215 COSTARS Participant	keenhold@verizon.net	Safety & Supervision	Becoming a Supervisor	In this session you will learn as to how leaders are made and not born. Some simple supervisory techniques will be discussed on how to become a better officer, supervisor, or administrator. A very thought provoking and motivating session.	a) Participants will be able to explain the good qualities & traits of an effective leader. a) Explain methods as to how to become more effective supervisor or leader. 1) Supervisors or potential supervisors will have more skills and tools to an effective leader. 2) Supervisors will be more cognizant as to what is important to their subordinates as well as understanding good role modeling skills.
Supplier Name: David G. Keenhold Contact(s): David G. Keenhold Vendor Number: 307729 Contract Number: 4400001561 Phone Number: 570-424-2142 Business Address: 515 Queen St. Stroudsburg, PA 18360-2215 COSTARS Participant	keenhold@verizon.net	Safety & Supervision	Ethics & Professionalism	This session will help you to have a better understanding of the importance of good ethical and professional behavior in and outside of the workplace. You will be able to identify and explain the four factors which most likely contribute to unethical behavior.	a) Participants will be able to explain why integrity and leadership will enhance professionalism. b) Participants will be able to explain four factors which most likely contribute to unethical behavior and performance. 1) After going through a group of work exercises the student will have a better understanding as to their behavior on and off the job. 2) Students will also have a better understanding as to what is ethical and unethical behavior by them and/or co-workers.

Supplier Name: David G. Keenhold Contact(s): David G. Keenhold Vendor Number: 307729 Contract Number: 4400001561 Phone Number: 570-424-2142 Business Address: 515 Queen St. Stroudsburg, PA 18360-2215 COSTARS Participant	keenhold@verizon.net	Safety & Supervision	Improving Subordinate Performance - Supervision Strategies	This session will focus on all levels of supervision to better manage those under their charge. The training will focus on how to work not just in the system but on the system, as well as information on coaching subordinates & understanding the importance of teamwork.	a) Explain the tools of a successful coach and describe how they are to be applied. b) Explain how to maximize employee performance and how to create teamwork. 1) Supervisors will understand what motivates and makes employees become successful as well as slowing down the attrition rate. 2) Supervisors will be cognizant as to how to conduct a coaching interview and an understanding as to why employees do what they do.
Supplier Name: David G. Keenhold Contact(s): David G. Keenhold Vendor Number: 307729 Contract Number: 4400001561 Phone Number: 570-424-2142 Business Address: 515 Queen St. Stroudsburg, PA 18360-2215 COSTARS Participant	keenhold@verizon.net	Safety & Supervision	Managing in Today's Workforce	This session will help students to be aware as to the four distinct generations that are in our workforce and their identity as to what is important in their lives. It will also identify how each generation becomes motivated in the workforce and as well as ideas and concepts that demotivate them.	a) Understand the generational dynamics of today's workforce. b) Understand what motivates the different generations within an agency. 1) Supervisors will be aware as to makeup of their work-force & explain what motivates and de-motivates them in order to have a more cohesive staff. 2) This will help employees to understand each other through their generation differences.
Supplier Name: David G. Keenhold Contact(s): David G. Keenhold Vendor Number: 307729 Contract Number: 4400001561 Phone Number: 570-424-2142 Business Address: 515 Queen St. Stroudsburg, PA 18360-2215 COSTARS Participant	keenhold@verizon.net	Safety & Supervision	Managing Violence in the Workplace	This program addresses the entire continuum of violence in all types of workplace, a continuum ranging from verbal harassment to terrorism and homicide. MVW features lecture, discussion, videos, hands-on exercises and drills, and realistic and dynamic simulations (scenarios). Key skills, principles and techniques include threat recognition, verbal and non-verbal De-Escalation Techniques and physical "Escape and Evasion" crisis resolution principles and techniques.	By the end of this 10-hour program, students will be able to: (1) describe the 4 types of workplace violence (wpv). (2) identify 10 of the key Signatures of wpv danger. (3) list the 12 Common Characteristics of the wpv perpetrator. (4) list the 8 major features of the wpv victim. (5) list the Pre-Incident Indicators of WPV. (6) demonstrate how to defuse a wpv situation during a realistic wpv scenario. (7) Demonstrate the use of existing work site "barricades" to evade and escape wpv in a wpv scenario
Supplier Name: David G. Keenhold Contact(s): David G. Keenhold Vendor Number: 307729 Contract Number: 4400001561 Phone Number: 570-424-2142 Business Address: 515 Queen St. Stroudsburg, PA 18360-2215 COSTARS Participant	keenhold@verizon.net	Safety & Supervision	Roll of a Correctional Officer	This session will focus on the job duties of a Correctional Officer as well as life inside a jail/prison for a C.O. This is a good overall view from a former C.O. that worked his way up to the position as Warden.	a) Participants will be able to briefly explain what goes on behind those walls and fences in our jails and/or prisons. b. Identify the many job duties of a C.O. 1) Often news media depicts a terrible image of a C.O. Participants will be more aware as what takes place in a jail as well as the work life behind bars. Working in jail isn't for everyone but for those who do work there you should have a greater appreciation as to the officers contributions.
Supplier Name: David G. Keenhold Contact(s): David G. Keenhold Vendor Number: 307729 Contract Number: 4400001561 Phone Number: 570-424-2142 Business Address: 515 Queen St. Stroudsburg, PA 18360-2215 COSTARS Participant	keenhold@verizon.net	Safety & Supervision	Spontaneous Knife Defense	This 10-hour emergency self defense program is designed around a cluster of simple, doable and retainable skills customized to avoid close quarter, spontaneous and deadly edged weapon attacks. When avoidance is not possible, however, SKD teaches techniques to block, parry and disarm edged weapon attacks of all kinds.	By the end of this program, students will be able to (1) Identify and demonstrate the 7 Lines of Attack in the Filipino Combat System. (2) Demonstrate blocking along all 7-lines of attack. (3) Deliver stuns to nerve motor points to weaken and distract the attacker. (4) Grounding techniques against all types of knife attackers. (5) Disarming knife attackers. (6) Using distance and barricades in self defense.
Supplier Name: William G. Allenbaugh II Contact(s): William G. Allenbaugh II Vendor Number: 308643 Contract Number: 4400001539 Phone Number: 814-371-5565 Business Address: 170 McCracken Run Road DuBois, PA 15801 COSTARS Participant	wga2@psu.edu	Safety & Supervision	Decision Making / Problem Solving	This program will help the participant to identify the real problem in any given situation and methods as to how to resolve it. Often times too much time is wasted on problems that the participant has no control over which can cause morale issues.	a) Participants will be able to resolve problems in a systematic way. b) Participants will be aware not to waste time on problems that are complicated and too difficult to resolve. 1) Identify the real problem instead of a symptom of the real problem. 2) Resolve problems in a structured and/or systematic way. 3) Time will not be wasted time on problems that are out of their control.

Supplier Name: William P. Hample Contact(s): William P. Hample Vendor Number: 199512 Contract Number: 4400001555 Phone Number: 856-374-1512 Business Address: 65 Greens Way Blackwood, NJ 08012 COSTARS Participant	cmhwph@verizon.net	Health / Treatment	Designer Drug & Other Wild Stuff	Characteristics, Culture, Dangers of Man-made drugs and strategies to treat these issues	
Supplier Name: William P. Hample Contact(s): William P. Hample Vendor Number: 199512 Contract Number: 4400001555 Phone Number: 856-374-1512 Business Address: 65 Greens Way Blackwood, NJ 08012 COSTARS Participant	cmhwph@verizon.net	Interviewing & Interrogations	Do You See What I'm Saying?	Verbal and non-verbal signals which can be helpful in gathering information and facts in office interviewing	
Supplier Name: William P. Hample Contact(s): William P. Hample Vendor Number: 199512 Contract Number: 4400001555 Phone Number: 856-374-1512 Business Address: 65 Greens Way Blackwood, NJ 08012 COSTARS Participant	cmhwph@verizon.net	Safety & Supervision	Basic Drug Information, Training and Testing	The Drug Addiction processes and Drug Testing	
Supplier Name: William P. Hample Contact(s): William P. Hample Vendor Number: 199512 Contract Number: 4400001555 Phone Number: 856-374-1512 Business Address: 65 Greens Way Blackwood, NJ 08012 COSTARS Participant	cmhwph@verizon.net	Subcultures	Addicts and Their Recovery Environment	Assisting clients in maintaining their sobriety by advocating and referring them toward sobriety and balance	
Supplier Name: William P. Hample Contact(s): William P. Hample Vendor Number: 199512 Contract Number: 4400001555 Phone Number: 856-374-1512 Business Address: 65 Greens Way Blackwood, NJ 08012 COSTARS Participant	cmhwph@verizon.net	Subcultures	Family Rituals, Routines, Roles and Rules in Recovery	Understanding the addictive family dysfunction and how to help the client deal with family issues	

Invitation to Qualify (ITQ)

Professional Development Training and Consulting Statewide Contract

**Commonwealth of Pennsylvania
Department of General Services**

Contract # 9980-07

PART I

General Information

1. PURPOSE

This Invitation to Qualify (ITQ) provides interested education and training Suppliers with sufficient information to adequately prepare and submit proposals for consideration by the Commonwealth of Pennsylvania to satisfy the requirements for a statewide Professional Development Training ITQ multiple-award contract.

2. ISSUING OFFICER

This ITQ is issued for the Commonwealth of Pennsylvania, Department of General Services, Bureau of Procurement. The Issuing Office is the sole point of contact in the Commonwealth for this ITQ. Please refer all inquires to:

Maureen Smith, Commodity Specialist
Department of General Services
Bureau of Procurement, 6th Floor
555 Walnut Street
Harrisburg, PA 17101-1914
Telephone: (717) 346-3843
Facsimile: (717) 783-6241
Email: maursmith@state.pa.us

3. SCOPE

This ITQ contains instruction governing proposals to be submitted and materials to be included therein, requirements that must be met to be eligible for consideration, description of the required categories of Professional Development Training and Consulting services, other requirements to be met by each proposal, contract terms and conditions, a contract signature page and other forms that must be signed and submitted as part of your proposal.

4. PROBLEM BACKGROUND

The Department of General Services has created a procurement vehicle that will provide Commonwealth entities with the means to easily procure professional training services. Professional training can be, but is not limited to, an educational seminar, course or workshop depending on the business needs or specified requirements of the Agency. See "Scope of Work to be Performed" for a description of services to be provided under each service category.

5. SUBMISSION DUE DATE

The closing ITQ date to receive Supplier proposals is at **1:30 PM (EST)** on October 31, 2006. It is recommended that you submit your proposal early to allow sufficient time for delivery prior to the close of enrollment. Proposals received after the submission due date will be rejected and will not be reviewed.

6. REJECTION OF PROPOSALS

The Commonwealth reserves the right to reject any and all proposals received from a Supplier as a result of this request.

7. MULTIPLE AWARD CONTRACT

This ITQ, together with a successful Supplier proposal, when executed, approved and delivered, shall contain the final and complete contract between the parties. A contract will be executed with each responsible Supplier who meets all requirements and qualifications criteria outlined in this ITQ. Collectively, these contracts will constitute a statewide multiple award contract that will allow using agencies to purchase services on an as-needed basis throughout the contract period. Each project initiated under this multiple award contract may involve varying levels of staff professionals and number of project hours.

THE COMMONWEALTH WILL NOT NEGOTIATE ANY TERMS AND CONDITIONS OF THIS CONTRACT. SEE PART V. CONTRACT TERMS AND CONDITIONS.

8. ALTERNATE PROPOSALS

For this ITQ, alternate proposals are not permitted.

9. INCURRING COSTS

The Commonwealth is not liable for any cost or expense incurred by the Supplier to prepare the proposal or to attend a conference or meeting related to this ITQ.

10. ADDENDA TO THE ITQ

If it becomes necessary to revise any part of this ITQ, an addendum will be posted on the Department of General Services' website at www.dgs.state.pa.us. Click on "Procurement", then on the right hand side of the page, click on "Statewide Contracts" and enter this contract number.

11. PRIME CONTRACTOR RESPONSIBILITIES

Each Supplier who successfully qualifies for one or more Professional Development Training and Consulting Service Categories will be considered a prime contractor with respect to any Commonwealth of Pennsylvania educational entity projects that a Supplier undertakes. Each selected Supplier will be required to assume responsibility for delivery of all services as specified for each project. Further, the Commonwealth will consider the selected Supplier to be the sole point of contact with regard to contractual matters, including payment of any and all charges.

12. VENDOR REGISTRATION

In order to do business with the Commonwealth, you **must register** with the Central Vendor Management Unit (CVMU). If you have not already registered, you can register with the Commonwealth at www.vendorregistration.state.pa.us, call toll-free at 1-866-775-2868, call locally at 717-214-2868 or e-mail at ra-co-bfm-cvmu@state.pa.us. You must be registered to receive a contract.

13. RESTRICTION OF CONTRACT

From the issue date of this ITQ until a determination is made regarding the selection of Suppliers, all contacts with the Commonwealth of Pennsylvania Agencies concerning this ITQ, any proposals and the evaluation process must be cleared through the Issuing Officer.

Any violation of this condition is cause for the Commonwealth to reject a Supplier's proposal. If it is later discovered that any violations have occurred, the Commonwealth may reject any proposal or disqualify the violating service.

14. AGREEMENT TO ABIDE BY AGENCY REQUIREMENTS

All selected Supplier's must agree to abide by agency specific requirements concerning confidentiality of data and information that it receives or to which it has access. Suppliers who qualify for the contract must protect the confidentiality of Commonwealth information. Providers must agree that any breach of this agreement will result in immediate disqualification and may result in legal actions.

All selected Supplier's must agree to abide by Agency specific requirements concerning conduct of contractor staff on the work site and health and background checks (drug checks, criminal background checks, credit checks) on the Supplier's staff by those Agencies requiring such action.

15. NEWS RELEASES

News releases pertaining to this ITQ may not be made without Commonwealth approval, and then only in coordination with the Issuing Officer.

16. COSTARS PROGRAM

COSTARS Purchasers. Section 1902 of the Commonwealth Procurement Code, 62 Pa.C.S. § 1902 ("Section 1902"), authorizes local public procurement units and state-affiliated entities (together, "COSTARS Purchasers") to participate in Commonwealth procurement contracts that the Department of General Services ("DGS") may choose to make available to COSTARS Purchasers. DGS has identified this Contract as one suitable for COSTARS Purchaser participation.

A. Only those COSTARS Purchasers registered with DGS may participate as COSTARS Purchasers in a Commonwealth contract. Several thousand COSTARS Purchasers are currently registered with DGS; therefore, the Contractor agrees to permit only to DGS-registered COSTARS members to make COSTARS purchases from this Contract.

1. A "local public procurement unit" is:

- Any political subdivision;

- Any public authority;
 - Any tax exempt, nonprofit educational or public health institution or organization;
 - Any nonprofit fire, rescue, or ambulance company; and
 - To the extent provided by law, any other entity, including a council of governments or an area government that expends public funds for the procurement of supplies, services, and construction.
2. A state-affiliated entity is a Commonwealth authority or other Commonwealth entity that is not a Commonwealth agency. The term includes the Pennsylvania Turnpike Commission, the Pennsylvania Housing Finance Agency, the Pennsylvania Municipal Retirement System, the Pennsylvania Infrastructure Investment Authority, the State Public School Building Authority, the Pennsylvania Higher Educational Facilities Authority and the State System of Higher Education.
- B. COSTARS Purchasers have the option to purchase from a Contract awarded under this procurement, from any DGS contract established exclusively for COSTARS Purchasers in accordance with the requirements of Section 1902, from any other cooperative procurement contracts, or from their own procurement contracts established in accordance with the applicable laws governing such procurements. The Contractor understands and acknowledges that there is no guarantee that any prospective COSTARS Purchaser will place an order under this Contract, and that it is within the sole discretion of the registered COSTARS Purchaser whether to procure from this Contract or to use another procurement vehicle.
 - C. DGS is acting as a facilitator for COSTARS Purchasers who may wish to purchase under this Contract. Registered COSTARS Purchasers who participate in this Contract and issue purchase orders (“POs”) to Contractors are third party beneficiaries who have the right to sue and be sued for breach of this contract without joining the Commonwealth or DGS as a party. The Commonwealth will not intervene in any action between a Contractor and a Purchaser unless substantial interests of the Commonwealth are involved.
 - D. Registered COSTARS Purchasers electing to participate in this Contract will order items directly from the Contractor and be responsible for payment directly to the Contractor.
 - E. The Contractor shall furnish to the DGS COSTARS Program Office a quarterly electronic Contract sales report detailing the previous quarter’s Contract purchasing activity, using the form and in the format prescribed by DGS. The Contractor shall submit its completed quarterly report no later than the fifteenth calendar day of the succeeding Contract quarter.
 1. Until such time as DGS may provide the Contractor written notice of automated report filing, the Contractor shall either e-mail the reports to GS-PACostars@state.pa.us or send the reports on compact disc via US Postal Service to the DGS COSTARS Program Office, Bureau of Procurement, 6th Floor Forum Place, 555 Walnut Street, Harrisburg, PA 17101. When DGS has instituted automated reporting, the Contractor shall comply with DGS’s written notice and instructions on automated Contract reports. DGS will provide these instructions with sufficient advance time to permit the Contractor to undertake automated reporting.
 2. The Contractor shall include on each report the Contractor’s name and address, the Contract number, and the period covered by the report. For each PO received, the Contractor shall include on the report the name of each COSTARS-Registered Purchaser that has used the Contract along with the total dollar volume of sales to the specific Purchaser for the reporting period.
 3. DGS may suspend the Contractor’s participation in the COSTARS Program for failure to provide the Quarterly Sales Report within the specified time.

F. Additional information regarding the COSTARS Program is available on the DGS COSTARS Website at www.dgs.state.pa.us/costars.

1. If the Contractor is aware of any qualified entity not currently registered and wishing to participate in the COSTARS Program, please refer the potential purchaser to the DGS COSTARS Website at www.dgs.state.pa.us/costars, where it may register by completing the online registration form and receiving DGS confirmation of its registration. To view a list of currently-registered COSTARS member entities, please visit the COSTARS website.
2. Direct all questions concerning the COSTARS Program to:

Department of General Services
COSTARS Program
555 Walnut Street, 6th Floor
Harrisburg, PA 17101

Telephone: 1-866-768-7827
E-mail: GS-PACostars@state.pa.us

PART II QUALIFICATION REQUIREMENTS

To be placed on this statewide ITQ, Suppliers MUST meet all requirements of this Professional Development Training and Consulting ITQ. Suppliers MUST qualify for each category in which they will be offering training. Suppliers will qualify in one of the **three** methods set forth below. In order to qualify for a specific Professional Development Training and Consulting Category on this contract, the Supplier must submit a complete proposal to this ITQ. Review the requirement for the boxed text for the course category(ies) that you are attempting to qualify.

Qualifications for the following categories: **Health - Administrative, Health - Communicable Disease, Health - Research, Health - Prevention and Education, Health - Treatment, Health - Case Management, Health - Data Collection/Analysis, Health & Safety**

1. Successfully completing an **Agency** approved Train-the-Trainer program. The Department of Health, Bureau of Drug and Alcohol Program (BDAP). Documentation showing proof is a Health - Certification Letter in the Service Category that the Supplier is attempting to qualify.
2. Supplier information and detailed course descriptions for each course for which you are attempting to qualify. Complete and submit the required information in the Business and Course Description Detail Excel Spreadsheet contained in Attachment C, sheets 1-3.
Please provide an electronic copy and a paper copy.
3. Enclose **all** documents in the same envelope and mail to:
Contract Bid # **CN00020263**
Maureen Smith, Commodity Specialist
Department of General Services
Bureau of Procurement, 6th Floor
555 Walnut Street
Harrisburg, PA 17101-1914

OR

Qualification for the following categories: **Administrative, Communication, Process Improvement, Customer Focus, Data - Collection/Analysis, Workplace Management, Health and Safety, Mandated Reporter**

1. Documentation showing evidence of 2 years experience in each service category for which you are attempting to qualify and provide resumes (up to 15) for trainers who provided the training.
2. Provide course objectives and the delivered outcomes of two training projects provided within the last 2 years.
3. For each service category that you are attempting to qualify, in a separate envelope marked with the category name enclose the following.

Revision 05/07

Three (3) references from clients for whom you have provided training, within the last 3 years in the category that you are attempting to qualify as a Supplier. Complete and submit the Client Reference forms contained in Attachment B in accordance with the following instructions:

- a. Insert the Supplier name on the instruction form and complete page one of the Client Reference Survey before sending it to the Client Reference.
- b. The Supplier will complete page one of the Client Reference Survey, which documents the specific course description, course objectives and course materials. The survey will be reviewed and evaluated.
- c. Forward the Client Reference Instructions and the Client Reference Survey to the Client Reference.
- d. The Client Reference will complete page two of the Client Reference Survey and return pages one and two of the Client Survey back to the Supplier in a separate, sealed envelope.
- e. The sealed Client Reference envelope must be submitted with the proposal and all other qualification information.

Suppliers will need to achieve acceptable evaluation ratings for service performance and technical abilities, as determined by the Commonwealth, for each service category for which you are attempting to qualify. All three (3) required client references must provide favorable performance ratings.

4. Provide Supplier information and detailed course descriptions for each course for which you are attempting to qualify. Complete and submit the required information in the Business and Course Description Detail Excel Spreadsheet contained in Attachment C, sheets 1-3.
Please provide an electronic copy and a paper copy.
5. Enclose **all** the above documents in the same envelope and mail to:
Contract Bid # **CN00020263**
Maureen Smith, Commodity Specialist
Department of General Services
Bureau of Procurement, 6th Floor
555 Walnut Street
Harrisburg, PA 17101-1914

OR

Qualification for the following categories: **Specialized Professional Skills Development, Emergency Operational Management Planning, Hazardous & Environmental Safety, Criminal Justice – Offender Life Skills Intervention, Criminal Justice – Staff Safety & Supervision, Criminal Justice – Interviewing Interrogation Techniques, Criminal Justice – Legal, Criminal Justice- Community Safety, Criminal Justice – Criminal Subculture & Offenders**

Revision 05/07

1. Documentation showing a minimum of 5 years in business in this field and provide certifications or professional credentials of the specialized fields in each service category for which you are attempting to qualify.
2. Provide resumes (up to 15) for trainers who provided the training documenting experience and education in the specialized fields.
3. Provide course objectives and the delivered outcomes of two training projects provided within the last 2 years.
4. Three (3) references from clients for whom you have provided training within the last 3 years in the category that you are attempting to qualify as a Supplier. Complete and submit the Client Reference forms contained in Attachment B in accordance with the following instructions:
 - a. Insert the Supplier name on the instruction form and complete page one of the Client Reference Survey before sending it to the Client Reference.
 - b. The Supplier will complete page one of the Client Reference Survey, which documents the specific course description, course objectives and course materials. The survey will be reviewed and evaluated.
 - c. Forward the Client Reference Instructions and the Client Reference Survey to the Client Reference.
 - d. The Client Reference will complete page two of the Client Reference Survey and return pages one and two of the Client Survey back to the Supplier in a separate, sealed envelope.
 - e. The sealed Client Reference envelope must be submitted with the proposal and all other qualification information.

Suppliers will need to achieve acceptable evaluation ratings for service performance and technical abilities, as determined by the Commonwealth, for each service category for which you are attempting to qualify. All three (3) required client references must provide favorable performance ratings.

5. Supplier information and detailed course descriptions for each course for which you are attempting to qualify. Complete and submit the required information in the Business and Course Description Detail Excel Spreadsheet contained in Attachment C, sheets 1-3.

Please provide an electronic copy and a paper copy.

6. Enclose **all** the above documents in the same envelope and mail to:

Contract Bid # **CN00020263**
Maureen Smith, Commodity Specialist
Department of General Services
Bureau of Procurement, 6th Floor
555 Walnut Street
Harrisburg, PA 17101-1914

The Department of General Services reserves the right to verify submitted information. Failure to provide all required documentation may result in disqualification of the proposal.

PART III

SCOPE OF WORK TO BE PERFORMED

The purpose of this Professional Development Training & Consulting Invitation to Qualify (ITQ) Contract is to address the personnel skills at all levels to meet the requirements of Commonwealth Agencies, Single County Authorities and their contractors, community partnerships and affiliated organizations. This includes, but is not limited to, assisting in the development, design and implementation of training programs to enhance the skills development of personnel to better service the needs of the Commonwealth. The consulting is limited to the training approach needed for individuals or an organization to perform their daily responsibilities.

The use of this Contract is mandatory for all Commonwealth of Pennsylvania Agencies under the Governor’s jurisdiction. Each Supplier who meets all requirements and qualification criteria of this ITQ, unless their proposal is rejected, will receive a Contract as a Supplier to provide professional development training services in their qualified area(s).

The Contract Scope will cover the following categories:

Service Category	Description
Administrative: Effective Personnel Management	Effective Personnel Management Training will address areas that Commonwealth Agencies, community partnerships and affiliated organization personnel, in particular, executives, staff with supervisory responsibilities and employees at all levels who work directly with public agencies or external customers. The purpose of this curriculum is to enable participants to enhance their administrative and personnel management skills to be effective leaders, motivate their staff and create a positive, inclusive, customer-focused culture and business environment.
Administrative Possible subject areas	Advanced Ethics BDAP Fiscal Manual Training for SCAs BDAP Fiscal Manual Training for Providers Confidentiality Cultural Diversity Cultural Competency Cultural Diversity for Hispanics Ethics Generation X Integrity Training Interviewing Leadership For Change Leadership For Excellence Leadership’s Role in Creating a Service Culture. Leadership’s Role in Creating a Service Culture Media Advocacy Preparing & Delivering Effective Performance Assessments Prioritization & Effective Organization Skills Providing Effective Constructive Feedback Sustaining Coalitions Team Leadership Time Management 360 Feedback & Evaluation

<p>Communication: Interpersonal Communication</p>	<p>Interpersonal Communication Training will address areas that Commonwealth Agencies, community partnerships and affiliated organizations have indicated that there is the need to enhance personnel competencies in interpersonal communication skills. Courses are to address the communication needs of personnel at all levels. The purpose of this curriculum is to provide participants with an opportunity to learn and apply effective interpersonal communication skills and techniques to enhance internal and external working relationships.</p>
<p>Communication Possible subject areas</p>	<ul style="list-style-type: none"> Business Plans Basic Interpersonal Communication Concepts Coaching Conflict Management Communicating Effectively with Boss and Co-workers Communicating Assertively Communication Process Customer Focus Communication Effective Listening Human Behavior & Development Human Resources Mentoring Negotiating and Influencing Personality Styles in Communication Product System Certification Team Building Verbal and Non-verbal Skills
<p>Communication: Presentation and Effective Meeting Skills</p>	<p>Presentation and Meeting Skills Communication Training will address areas that Commonwealth Agencies, community partnerships and affiliated organizations have identified that there is the need to enhance personnel competencies in general communication and presentation skills. Courses are to address the communication needs of personnel at all levels. The purpose of this curriculum is to enable participants to prepare and deliver effective speeches, facilitate productive meetings and participate more effectively in meetings with co-workers and the public.</p>
<p>Communication Possible subject areas</p>	<ul style="list-style-type: none"> Presentation Skills Public Speaking Verbal Communication Skills Conducting Effective Meetings Effective Meetings Facilitate/Conduct/Participate in on-site Meetings Train-the-Trainer Skills Facilitation Skills Dealing with the Public Internal Consulting Skills Managing a Committee
<p>Communication: Written Communication</p>	<p>Written Communication Training will address areas that Commonwealth Agencies, community partnerships and affiliated organizations have indicated that there is a need for personnel to attain competencies in written communication skills. Courses are to address the written communication needs of employees at all levels. The purpose of this curriculum is to enable participants to gain the skill and experience to write with clarity, brevity, and purpose; use correct grammar and punctuation; successfully edit their own writing and to competently prepare effective written correspondence, including email, as needed in a professional, government environment.</p>

<p>Communication: Written Communication Possible subject areas</p>	<p>Correct Use of Grammar & Punctuation Grant Writing Memo Writing Professional Email Writing Professional Business Writing & Documentation Skills Professional Letter Writing Proofreading / Editing Skills Recording and Preparing Minutes Report Writing/Using Sources in Writing Technical Writing Writing Proposals Writing with Clarity, Brevity and Impact Written Communication Skills</p>
<p>Process Improvement: Approach and Necessary Support Services</p>	<p>The Commonwealth Agencies, community partnerships and affiliated organizations have indicated that there is a need for improving and enhancing service delivery that will result in more efficient, effective and customer-focused processes through Process Improvement, Reengineering, and Performance Excellence Systems. Specifically assist agency executives in creating a customer-focused organization by providing all necessary support services, training and materials necessary to implement the proposed customer services model</p>
<p>Process Improvement Possible subject areas</p>	<p>Benchmarking for Continuous Improvement Key Strategic Core and Business Process Improvement Initiatives Develop and Sustain Supportive Environment Development of Follow-Up Implementation Plans Integrate Process Improvement with Strategic Plan Internal Process Improvement (train the trainer and team leaders) Key Supplier and Partnering Interactions Measuring Process Performance/Improvement Outcomes Monitoring Implementation and Outcomes Needs Assessments Strategic Plans Strategic Visioning & Planning Team Coaching - Identify, Design, Plan for New Change Projects</p>
<p>Customer Focus: Creating a Customer- Focused Culture</p>	<p>The Commonwealth Agencies, community partnerships and affiliated organizations recognize the need to create, build and maintain a customer-focused, inclusive business culture, which involves all personnel levels, from the executive level to the front-line employees who deal directly with the general public. The purpose of this curriculum is to enable participants to provide instruction, tools and techniques to successfully create and maintain a customer-focused, inclusive organization, as well as the action plan and/or materials necessary to successfully transition to the proposed customer-focused service model.</p>
<p>Customer Focus: Possible subject areas</p>	<p>Communicating & Training Management/ Creating-Sustaining Service Culture Customer Information Systems Methodology Customer & Market Focus Customer/market Segmentation Methodology Customer Satisfaction Determination Focus Group Facilitation Human Resource Focus Interactive Self-Assessment Measuring & Analyzing Outcomes Measuring, Evaluating and Analyzing Customer Focus Outcomes One-one-one with Customer-Focused Teams Performance For Results Refocusing the Customer-focused Initiative Skill Building for Front Line Strategic Visioning & Planning for Customer Service Customer Focus Surveying & Listening Posts Tools for Sustaining a Service Culture Top-down Customer Service Competency Studies</p>

<p>Workplace Management: Violence Prevention and Reaction</p>	<p>Training will provide workplace violence prevention and response training for Commonwealth Agencies, community partnerships and affiliated organization personnel. Training and consultation should provide instruction, data, tools and techniques needed to address issues that could occur in the workplace or in dealing with internal and external customers. Specifically assist agencies in creating a whole systems approach that is inclusive of all support services, training and materials necessary to implement a proposed Workplace Violence Prevention and Response Program.</p>
<p>Workplace Management Possible subject areas</p>	<p>Anger Management Conflict Management/Resolution (including customer/client, stranger, co-worker) Coping with Difficult Behavior Cultural Awareness Dealing with Difficult People Diffusing Hostility (including customer/client, stranger, co-worker) Domestic Violence and Substance Abuse Effective Interpersonal Skills Effectively Dealing with Violence/Threats of Violence from the Public General Awareness - What is Workplace Violence Personal Safety – situational intervention/de-escalation skills Safety and Security of a Worksite Stress Management Techniques for Prevention of and Response to Workplace Violence (employees) Techniques for Prevention of and Response to Workplace Violence (management) Treating others with Respect and Dignity</p>
<p>Mandated Reporter Training</p>	<p>Mandated Reporter Training will address areas that Commonwealth Agencies, community partnerships and affiliated organizations have indicated that there is a need for personnel to attain competencies in verbal and written reporting communication skills. Courses are to address the written documentation of factual information, recognition of behavioral indicators and situations that present concerns and risks, protocols to follow when making a report, direction as to where a report should be made, and the assurance that responsibilities of the reporter are met. The purpose of this curriculum is to enable participants to gain the skill and experience of reporting with clarity, factuality, and with purpose of obligations for mandatory reporting.</p>
<p>Mandated Reporter Possible subject areas</p>	<p>Child Abuse Reporting Victim Advocates</p>
<p>Specialized Professional Skills Development Training</p>	<p>The Commonwealth Agencies and affiliated organizations have indicated that there is a need to enhance personal individual skills necessary to deliver fundamental methods of professional development in areas related to the disciplines of professional practices in accounting, business assessments, procurement, projects, contracts and other professional services. Training should provide professional instruction on how to achieve business and operational excellence objectives. The training could offer qualified individuals an opportunity to receive certification in a specialized field.</p>
<p>Specialized Professional Skills Development Training Possible subject areas</p>	<p>Procurement Insurance Accounting Financial</p>

Emergency Operational Management Planning	<p>The Commonwealth Agencies and affiliated organizations have indicated that there is a need for Emergency Management Planning designed for emergency management to develop and maintain an effective emergency planning, response and recovery methodology in accordance with the National Incident Management System. Training may offer the fundamentals of the emergency planning process, how to improvise creative solutions across all levels of planning, to identify critical functions that are at risk and include the rationale behind planning, provide strategies to reduce exposure, vulnerability and protect the continuity of government. Training may deliver the capability for effective participation in all emergency operations planning processes to save lives, protect property and to prevent disruption of services when threatened by disaster.</p>
Emergency Operational Management Planning Possible subject areas	<ul style="list-style-type: none"> Strategic Planning Physical Security planning Disaster Resistant University Planning Hazard Mitigation Planning Emergency Operations Planning Continuity of Government Critical Infrastructure and Key Resource Planning Continuity of Operation Vulnerability Assessment Threat Assessment Consequence Assessments Risk assessments Transportation Security Planning Commodity Flow Studies Intergovernmental Cooperation Agreements Homeland Security excise & evaluation Special Events Planning State Regional Emergency Operations Planning
Hazardous & Environmental Safety Training	<p>The Commonwealth Agencies and affiliated organizations have indicated that there is a need to provide training on subjects that focuses on the specific information that employees need to meet the intent of the applicable law or regulation. The training course may address best practices with respect to risk mitigation and focus on employee's awareness of hazardous and environmental concerns. Courses may focus on developing strategies to minimize the adverse effects of unpredictable events and the improvement of the quality of safety and security policies. Training may include proper use of equipment, appropriate storage of equipment and materials, how to handle hazardous materials and how to respond and report hazardous and environmental safety concerns.</p>
Hazardous & Environmental Safety Training Possible subject areas	<ul style="list-style-type: none"> Hazardous Waste Response & Remediation Hearing Conservation Transportation of Dangerous Goods Hazardous Waste Management Lead Cased Paint Training Asbestos Containing Material Construction Safety Electrical Safety Personal Protection Equipment Portable Fire Extinguisher Powered Industrial Truck Hearing Conservation Treatment Storage & Disposal Facility Refresher Training Transportation of Dangerous Goods Occupational Exposures to Hazardous Chemicals in Laboratories Hazardous Waste Management Methamphetamine Clandestine Laboratory Training

<p>Data: Collection/Analysis</p>	<p>The Commonwealth Agencies, community partnerships and affiliated organizations have indicated that there is a need for training that focus on the collection and analysis of data for measuring the effectiveness of service delivery systems. Courses are to address the development of data collection, identify data variables, tracking data, creating a data table, analysis of the results and create reports at all skill levels. The purpose of this curriculum is to enable participants to identify concerns and gain business knowledge of the research.</p>
<p>Data Possible subject areas</p>	<p>Building queries Data Analysis Data Utilization Database Management Database Structure</p>
<p>Health and Safety</p>	<p>Training is to ensure that Commonwealth Agencies, community partnerships and affiliated organization personnel are well trained in emergency preparedness and to anticipate and address current and future health and safety issues and events. Challenges such as medical emergencies, HIV/AIDS, hepatitis, SARS, TB, anthrax, and other infectious/contagious conditions require accurate information to prevent transmission, reduce discrimination of both employees and clients, and alleviate fears that can adversely affect the work environment or internal and external customers. This category blends health and safety with human resources, with the goal of improved efficiencies through the communication of timely, accurate information on managing specific conditions with potential impacts to our workplace and business environment. Since course listings are based on general conditions and events, a future topic may be added as long as it falls within the overall intended scope for the category. All training must be consistent with existing Commonwealth policy.</p>
<p>Health and Safety Possible subject areas</p>	<p>Addiction Anthrax and Other Contaminants Automated external defibrillator (AED) Blood Borne Pathogens (including, but not limited to, HIV/AIDS) CPR Death and Dying Depression & Suicide Ideation Drug Subculture Competency First Aid Gender and Sexual Identity HIV Disease and Addiction Human Sexuality Infections/Contagious Conditions Impacting Customer Service Staff Issues for GLBT Clients Loss, Grief, Dying/Death, HIV Disease and Addiction Needs Assessment</p>
<p>Health Communicable Disease</p>	<p>Communicable Disease will address areas that Commonwealth Agencies, community partnerships and affiliated organizations have indicated that there is a need for training that addresses identification, prevention and treatment of communicable diseases, such as HIV/AIDS, Hepatitis, Tuberculosis, STD, etc., particularly as it relates to clients with addictive disorders receiving substance abuse services. The purpose of this curriculum is to enable participants to identify recent outbreaks, vaccination programs, cases of unusual infectious diseases, and background on new and emerging infectious diseases.</p>

<p>Communicable Disease Possible subject areas</p>	<p>Basic HIV Communicable Diseases Counseling on the HIV Antibody Test Domestic Violence and HIV Dying and Death Ethics on HIV/AIDS and Substance Abuse Program Focus on Women and HIV Focus on Women and HIV Disease Fundamentals of HIV Prevention Counseling Harm Reduction HIV Administrative Planning for Substance Abuse Treatment Programs HIV and Hepatitis C Co-infection HIV and Substance Abuse HIV Training Program for Substance Abuse Counselors HIV/AIDS HIV/AIDS, STD, Hepatitis C HIV/AIDS, STDs, TB Human Sexuality Issues for Gay, Lesbian and Bisexual Clients Risk Reduction Counseling STD/TB/HEP-C, Body Piercing, Tattoos STDs/TB Substance Abuse and HIV Disease Tattoos and Body Modifications TB/STD TB/STD/Hepatitis TB/STD/HIV Treatment Planning for the Client with HIV Disease Treatment Programs</p>
<p>Health Research Development</p>	<p>Research Development Training will address areas that Commonwealth Agencies, community partnerships and affiliated organizations have indicated that there is a need for methods and strategies to design research studies in the area of addictive disorders, as well as methodologies in analyzing the results of such studies. Courses are to address new information, reviews, substantiation or contradiction of previous findings, or as application of new or improved techniques strategies, methods, and tools that will help you lead to the discovery of newly gained knowledge. The purpose of this curriculum is to enable participants to identify what to research, with the tools and systems available to complete the research.</p>
<p>Research Development Possible subject areas</p>	<p>Emerging Issues in Research Moving from innovation to Effective Programs Pathway to Effective Programs Putting Theory to Practice Research Methodology Research Theory Where Systems Collide</p>
<p>Health Treatment Programs</p>	<p>Health Treatment Programs will address areas that Commonwealth Agencies, community partnerships and affiliated organizations have indicated that there is a need for Clinical training that provides skills for client counseling with individuals that suffer from addictive disorders. The purpose of this curriculum is to enable participants to identify and provide counseling for individuals to receive the best effective treatment.</p>
<p>Treatment Programs Possible subject areas</p>	<p>Addiction 101 Addiction and the Criminal Justice System Addiction as a Brain Disease Addiction Severity Index Adolescent Gambling Problems Adolescent ASAM Adolescent Children of Alcoholics Advanced Pharmacology ASAM Assessment and Treatment Planning</p>

<p>Treatment Programs Possible subject areas</p>	<ul style="list-style-type: none"> Basic Group Counseling Skills Basic Counseling 101 Basic Group Skills Basic Pharmacology Behavioral Health/Gay, Lesbian, Bisexual, Transgender Borderline Personality Disorders Club Drugs Cognitive Behavioral Therapy Cognitive Restructuring for Criminal Justice Cognitive Restructuring for Criminal Justice II Co-Occurring Disorders in Adolescents Date Rape Drugs DUI Laws: Implications for Clinical Team DUI Offenders in the D&A System Dynamics of Compulsive Behavior & Relapse Emerging Issues Engagement Strategies Gestalt Training Group Therapy Heroin Heroin and Adolescents Heroin Training Impact of Addiction on Psychosocial Development Male Co-Dependence Methodone MISA MISA Assessment MISA Groups Motivational Interviewing Opiates: Past, Present and Future PCPC Peer Mediation Personality Disorders Problem Gambling for Beginners Problem Gambling: Treating the Family Problem Gambling: Finance and the Law Problem Gambling: Special Populations Problem Gambling: Treatment Strategies Pharmacology Pharmacotherapeutic Issues Practical applications of PCPC & Confidentiality Pre/Perinatal Impact of Addiction Psychopharmacology of Street Drugs PTSD and Addiction Reality Therapy Training Reducing Recidivism Reducing Relapse and Recidivism Relapse Prevention, TX Recovery CT Model Resistant Clients Training Science of Addiction Screening and Assessment Sex and Addiction Sex, Drugs and Companionship Sexual Addiction Sexuality Diversity Issues Shame Issues in Addiction Shame within the Dysfunctional Family Special Concerns when Conducting Groups Spirituality – Faith Based Issues Stages of Change/Motivational Interviewing Substance Abuse and Domestic Violence Substance Abuse Treatment for Special Populations Taking Co-Dependence on the Road The DUI Offender in the D&A System The Hijacked Brain Tobacco Dependence Treating Heroin/Oxycontin Clients Treatment Methodology Treatment Planning for HIV/AIDS Treatment Theory Understanding Opiate Addiction Update on Street Drugs Who's Directing the Treatment Planning Women and Addiction

<p>Treatment Programs Possible subject areas</p>	<p>Women in Treatment Women Issues in D&A Treatment Working With Forensic Clients Working With Resistant Clients</p>
<p>Health Prevention & Education</p>	<p>Health Prevention & Education Courses will address areas that Commonwealth Agencies, community partnerships and affiliated organizations have indicated that there is a need for planned strategies designed to preclude or reduce the use of drugs and alcohol, which has a negative impact on the individual, the family, the community and society. The purpose of this curriculum is to utilize opportunities to integrate health education into other subject areas, allowing individuals to create, apply, and use knowledge in many different situations.</p>
<p>Prevention & Education Possible subject areas</p>	<p>Adult and Child Learning System Adult Learning Theory Building Coalitions Collaboration, Coalitions and Partnerships Community Inclusiveness Community Mobilization Drug Paraphernalia Emerging Issues in Prevention/Education Environmental Strategies Exploring Current Drug Trends Goal and Objective Development Goal and Objective Evaluation Harm Reduction MDS Service Codes New DUI Laws Non-Chemical Addictions Parenting Communication, Discipline Performance Based Prevention Theory Prevention Ethics Prevention in a Faith Based Setting Prevention Orientation Prevention Strategies Program Fidelity and Adaptation Recurring Services Red Flag to Adolescent Drug Use Refusal Skills Relapse Prevention SAP Leadership Training Social Marketing Street Drugs Training Substance Abuse Prevention Specialist Training Web Based Performance Based Prevention System</p>
<p>Health Case Management</p>	<p>Health Case Management Training will address areas that Commonwealth Agencies, community partnerships and affiliated organizations have indicated that there is a need for skills to facilitate client access to available resources and retention in treatment and support services. The purpose of this curriculum is to educate participants with the resources necessary for a client to achieve and maintain self-sufficiency.</p>
<p>Case Management Possible subject areas</p>	<p>Anger Management Case Management Overview Emerging issues in Case Management Family Systems Family Therapy Intensive Case Management ISS: Service Planning and Record Keeping Pain Management Prevention Methodology Prevention Theory The Family System, Function, Assessment Understanding Dynamics of D&A Court Update on DUI legislation Violence in Youth</p>

<p>Criminal Justice Offender Life Skills Intervention Training</p>	<p>Offender Supervision will address areas that Commonwealth Agencies, Community partnerships and affiliated law enforcement personnel have indicated a need for training fundamental skills needed to effectively supervise offenders for re-entry, on and post Probation or Parole. The purpose of this program is to provide life skills intervention training so participants can more safely and successfully re-integrate offenders into society.</p>
<p>Offender Life Skills Intervention Training Possible Subject Areas</p>	<p>Community Resources Job Search Mental Health LSIR Re-entry Sex Offender Social Control Developmental Behavior Treatment Referrals</p>
<p>Criminal Justice Staff Safety & Supervision</p>	<p>Staff & Supervision Safety will address areas that Commonwealth Agencies, community partnerships and affiliated law enforcement personnel have indicated a need to ensure the safety of employees and collateral contacts during the performance of their duties. The purpose of this curriculum is to provide participants an opportunity to learn and apply skills and techniques to enhance personal safety & supervision during the performance of their duties.</p>
<p>Staff Safety & Supervision Possible Subject Areas</p>	<p>Arrest Procedures Case Management Case Priorities Decision Making Functions Defensive Driving Awareness Defensive Tactics Defensive Tactics for Women Firearms Incident Scene Security Investigation Patterns of Criminality Organizational Skills Transporting Offenders Roll of a Probation & Parole Officer Roll of a Correctional Officer Time Management Treatment of Female Offenders</p>
<p>Criminal Justice Verbal & Written Interviewing Interrogation Techniques</p>	<p>Interviewing and interrogation techniques will address areas that Commonwealth Agencies, community partnerships and affiliated organizations have indicated that there is the need to enhance verbal & written interviewing & interrogation techniques. The verbal skills will address interviewing witnesses, victims, suspects and reporting for court testimony. Written skills will address note taking, narrative report writing, completion of specialized reports, including affidavits of probable cause, arrests, search warrants, writing concepts for probation, corrections and other criminal related investigations. The purpose of this curriculum is to provide participants with an opportunity to learn and apply effective written, verbal and nonverbal communication skills and techniques to enhance staff performance of their daily duties within the criminal justice system.</p>
<p>Interviewing and Interrogations Techniques Possible Subject Areas</p>	<p>Conflicts Among Agencies Counseling and Supervision Strategies Forensic Interview and Interrogation Motivational Interviewing Report Writing Survival Spanish Verbal Judo</p>

<p>Criminal Justice Legal</p>	<p>Criminal Justice Legal will address areas that Commonwealth Agencies, community partnerships and affiliated organizations have indicated a need to enhance personnel competencies regarding Criminal Justice System legal matters. The purpose of this curriculum is to educate participants regarding legal matters involving applicable laws, statutes, PA Crime Code and Constitutional Law or provisions and instruction on the Criminal Justice System legal processes.</p>
<p>Legal Possible Subject Areas</p>	<p>Concepts of Criminal Law & Practices Courtroom Testimony Criminal Liability Interstate Probation and Parole Justification & Excuses for Crimes Legal Rights of the Offender Legal Elements of Crimes Methods of Interpreting & Applying the PA Crime Code Probation and Parole Law Sentencing Guidelines</p>
<p>Criminal Justice Community Safety</p>	<p>Community Safety will address areas that Commonwealth Agencies, community partnerships, and affiliated organizations have indicated a need to ensure the safety of the community. The purpose of this curriculum is to educate staff regarding the indicators of negative behavior that impact the community and to identify available resources to address such behavior.</p>
<p>Community Safety Possible Subject Areas</p>	<p>Children of Adult Alcoholics Characteristics of Crimes Against People & Property Domestic Violence Victims Victimless Crime</p>
<p>Criminal Justice Criminal Subculture & Offenders</p>	<p>Criminal Subculture & Offenders will address areas that Commonwealth Agencies, community partnerships and affiliated organizations have indicated a need to educate employees to the variety of criminal subcultures in the United States. The purpose of this curriculum is to educate staff to be aware and recognize the criminal elements, behaviors, and organizations that exists within the community.</p>
<p>Criminal Subculture Possible Subject Areas</p>	<p>Arson Cells Drugs Drug Awareness Extremist Groups Gangs Sex Offender</p>
<p>Criminal Justice: Health/Treatment Programs</p>	<p>Health/Treatment Programs will provide training and support programs to address areas that Commonwealth Agencies, community partnerships and affiliated organizations have indicated a need related to various administrative or work related emotional, mental health and physical issues. The purpose of this curriculum is to enable participants to become more cognizant of different kinds of traumatic events and daily pressures that may require critical interventions, psychotherapeutic strategies, counseling or effective treatment.</p>

**Health/Treatment
Programs**
Possible Subject Areas

Addictive Disorders
Accurate Empathy/Grief
Administrative Issues
Assessment and Treatment Planning
Classic Posttraumatic Reactions
Depersonalization
Hostile Situations
Law Enforcement Psychotherapy
Effective Listening Skills
Media Difficulties
Physical Health Symptoms
Physical Manifestations
Respect
Stress Management
Substance Abuse Intervention
Suicidal Intervention Strategies
Therapeutic Strategies & Techniques
Traumatic/Critical Incident Situations
Trust & Therapeutic Relationships
Wellness Programs

PART IV

OPEN ENROLLMENT PROCESS

The following guide explains how the open enrollment process works for accepting new and modified proposals under the Professional Development Training Invitation to Qualify (ITQ) Contract 9980-07.

Proposal

Three times a year, on the first day of January, May and September, new Suppliers may seek to be added to the list as qualified Suppliers and existing qualified ITQ Suppliers may seek to become qualified for additional service categories. In order to be considered, Suppliers must submit their Invitation to Qualify (ITQ) proposals to the Commonwealth as noted below:

Open Enrollment Period	Due Date	Time
January 1 – February 1	February 1	1:30 PM (EST)
May 1 – June 1	June 1	1:30 PM (EST)
September 1 – October 1	October 1	1:30 PM (EST)

Proposals received AFTER the 1:30 PM deadline will be rejected and will **NOT** be considered for eligibility. The Supplier will need to resubmit their proposal during the next enrollment period. Additional enrollment periods may become available at the discretion of the Department of General Services.

PART V

The Contract Terms and Conditions are as follows:

A. STANDARD CONTRACT TERMS AND CONDITIONS AVAILABLE AT

http://www.dgs.state.pa.us/dgs/lib/dgs/forms/comod/procurementforms/gspur12f_sap.doc

B. SPECIAL CONTRACT TERMS AND CONDITIONS

1. ORDER OF PRECEDENCE

These Special Contract Terms and Conditions supplement the Standard Contract Terms and Conditions for Statewide Contracts for Services. To the extent that these Special Contract Terms and Conditions conflict with the Standard Contract Terms and Conditions for Statewide Contracts for Services, these Special Contract Terms and Conditions shall prevail.

2. TERM OF CONTRACT

The term of the contract will commence on the Effective Date and will end September 30, 2009. The Issuing Office will fix the Effective Date after the contract has been fully executed by the selected Offeror and by the Commonwealth and all approvals required by Commonwealth contracting procedures have been obtained. The selected Offeror shall not start the performance of any work prior to the Effective Date of the contract and the Commonwealth shall not be liable to pay the selected Offeror for any service or work performed or expenses incurred before the Effective Date of the contract.

3. OPTION TO EXTEND

The Department of General Services reserves the right, upon notice to the Contractor, to extend the Contract or any part of the Contract for up to three (3) months upon the same terms and conditions. This will be utilized to prevent a lapse in Contract coverage and only for the time necessary, up to three (3) months, to enter into a new contract.

4. OPTION TO RENEW

The Contract, or any part of the Contract, may be renewed for two (2) additional one (1) year terms by mutual agreement between the Department of General Services (DGS) and the Contractor(s). If the Contract is renewed, the same terms and conditions shall apply.

5. OPTION FOR SEPARATE COMPETITIVE BIDDING PROCEDURE

The Department of General Services reserves the right to purchase services covered under this Contract through a separate competitive bidding procedure whenever the Department deems it to be in the best interest of the Commonwealth. The right will generally be exercised only when a specific need for a large quantity of the specific training services are required or when the majority of training is awarded to one Supplier.

6. ORDERING PROCESS

Agencies shall process all Purchase Orders in the SAP system based on the following estimated dollar thresholds. These are minimum requirements.

- A. Training that does not exceed \$5,000 - Agencies may utilize any of the pre-approved Suppliers.
 - 1. The Agency will contact the Supplier by phone, email or fax.
 - 2. The Agency will forward the Agency Training Requirement Statement and the Supplier Training Proposal Statement contained in **Attachment D** to the Suppliers by email or fax.
 - 3. The Supplier will return the signed Supplier Training Proposal Statement, including price information and the Agency Training Requirement Statement by email or fax to the Agency.
 - 4. The Agency will then select the Supplier and issue a Purchase Order referencing the DGS statewide contract. The Supplier may commence work once the Purchase Order is received.

- B. Training between \$5,000 and \$25,000 - Agencies shall solicit at least three (3) pre-qualified Suppliers through the RFQ process.
 - 1. The Agency will contact the Suppliers by phone, email or fax.
 - 2. The Agency will forward the Agency Training Requirement Statement and the Supplier Training Proposal Statement contained in **Attachment D** to the Suppliers by email or fax.
 - 3. The Suppliers will return a signed Supplier Training Proposal Statement, including price information and the Agency Training Requirement Statement by email or fax to the Agency.

4. The Agency will then make a best value selection based on the quotation determined to best meet the Agency's need. The Agency will issue a Purchase Order to the selected Supplier. The selected Supplier may commence work once the Purchase Order is received.
- C. Training over \$25,000 - Agencies shall solicit at least five (5) pre-qualified Suppliers through the RFQ process. A required solicitation of a minimum of five pre-qualified service suppliers through the RFQ process, one of which must be a MBE and one that is WBE, if available. This 3/1/1 ratio should be maintained when 5 or more service suppliers are solicited.
1. The Agency will contact the Suppliers by phone, email or fax.
 2. The Agency will forward the Agency Training Requirement Statement and the Supplier Training Proposal Statement contained in **Attachment D** to the Suppliers by email or fax.
 3. The Supplier will return the signed Supplier Training Proposal Statement, including price information and the Agency Training Requirement Statement by email or fax to the Agency. **Note: The Supplier must sign and return a hardcopy of the Supplier Training Proposal Statement by mail to the Agency for training over \$100,000.**
 4. The Agency will then make a best value selection based on the quotation determined to best meet the Agency's need. Agency will issue a Purchase Order to the selected Supplier. The selected Supplier may commence work once the Purchase Order is received.

7. PROGRAM CHANGES

- a. The Contracting Agency may make changes in the Agency Training Requirement Statement at any time with a written order, provided such changes are within the general Scope of Work and do not exceed the amount stated in the Agency purchase order. The Agency and the Supplier must mutually agree to the terms of the Agency Training Requirement Statement changes and conditions.
- b. The Department of General Services reserves the right to add additional service categories to the contract through the issuance of a change notice to all pre-qualified Suppliers. The change notice will indicate the additional service categories to be added to the contract. Suppliers interested in pre-qualifying for the service must return a copy of the change notice signed by an authorized signatory.

- c. When adding a category to the contract, the Department of General Services reserves the right to apply special requirements to qualify for that category. A change notice will indicate the qualification requirements for that service category. Suppliers interested in pre-qualifying for the services must return a copy of the change notice signed by an authorized signatory.

8. OTHER CONSIDERATIONS

The Agency may undertake or award other contracts for additional or other types of related work. Suppliers are encouraged to be willing to team up with other Suppliers, when needed, and fully cooperate with other Suppliers and Agency employees in any training situation.

The Supplier(s) may be required to travel and work weekends or evenings as needed.

9. REQUIRED FORMS AND REPORTS

Agencies may require the Supplier(s) to submit registration forms, trainer and trainee evaluation reports, progress reports, exams and/or to attend meetings. The exact nature of the report, exam and/or meeting shall be determined by the Contracting Agency.

10. COURSE MATERIAL APPROVAL

All material distributed to course participants, including but not limited to, forms, questionnaires, survey instruments, pre and post tests, handouts and course evaluations must be pre-approved by the Agency at least two weeks prior to course commencement unless specified differently by the Contracting Agency.

11. OPERATIONAL TERMS

Agencies may provide Supplier(s) with Agency overviews, business needs, specific requirements and a glossary of key operational terms, definitions and their confidentiality policy.

12. REQUIRED MATERIAL

The Supplier, with due diligence, shall furnish all necessary qualified personnel, material and equipment needed to complete the work required by this Contract. The Supplier's work may be monitored by the Contracting Agency.

13. AGENCIES REQUIRING BACKGROUND CHECKS

- a. Suppliers must, at their expense, provide for a background check for each of their employees, as well as for the employees of its subcontractors, who will have access to Commonwealth facilities, either through on site or remote access. Background checks are to be conducted via the Request for Criminal Record Check form and procedure found at <http://www.psp.state.pa.us/psp/lib/psp/sp4-164.pdf>. The background check must be conducted prior to initial access by an employee and annually thereafter.
- b. Before the Commonwealth will permit access to the Supplier(s), the Supplier(s) must provide written confirmation that the background checks have been conducted. If, at any time, it is discovered that a Supplier employee has a criminal record that includes a felony or misdemeanor involving terroristic behavior, violence, use of a lethal weapon, or breach of trust/fiduciary responsibility or which raises concerns about building, system or personal security or is otherwise job-related, the Supplier shall not assign that employee to any Commonwealth facilities. The Supplier shall remove any access privileges already given to the employee and shall not permit that employee remote access unless the Commonwealth consents to the access, in writing, prior to the access. The Commonwealth may withhold its consent in its complete discretion. Failure of the Supplier to comply with the terms of this Section on more than one occasion or Supplier's failure to appropriately address any single failure to the satisfaction of the Commonwealth may result in default of the Supplier under its Contract.
- c. The Commonwealth specifically reserves the right of the Commonwealth to conduct background checks over and above that described herein.

14. WORK LOCATION SECURITY

The Supplier shall follow all required security procedures at each worksite for signing in and out, obtaining and displaying vendor badges or other necessary identification or other requirements as deemed necessary by the Contracting Agency. Particularly sensitive areas may require Commonwealth staff to accompany Supplier representatives. Security procedures must be adhered to and may vary by work locations and from Agency to Agency.

15. ACCOUNTING REPORT

Supplier shall provide an annual report of **all usage** under this Contract. The fiscal year will start on July 1 and end June 30. This report is due by the last day of the month in July. The Supplier will submit an Excel document with information per specific course category and a total summary of all training courses. The report will include the Supplier's name, the name of the Agency or Organization for whom the training was conducted, the course name, number of training events per category, cost per training course, a summary of all course information taught and a total cost for the training provided. The Excel spreadsheet should be sent via email to the Issuing Office at maursmith@state.pa.us.

16. TRAVEL AND LODGING REIMBURSEMENT

The Supplier shall agree to comply with the Commonwealth of Pennsylvania's Management Directive 230.10 Travel and Subsistence Allowances (includes revisions) regarding travel and lodging reimbursement.

All travel and expenses must be approved in advance by the contracting Agency. Travel related expenses shall be subject to the same limitations that apply to Commonwealth of Pennsylvania employees. To access information related to travel, including the current reimbursement amounts, refer to the following websites:

<http://www.oa.state.pa.us/oac/cwp/view.asp?q=121208> or
<http://www.state.pa.us/papower/search/Search.asp?qu=230.10> .

17. INSURANCE

Suppliers, at their expense, shall procure and maintain, during the term of the Contract and any renewals or extensions thereof, the following types of insurance, issued by companies acceptable to the Commonwealth and authorized to conduct such business under the laws of the Commonwealth of Pennsylvania:

(A) Worker's Compensation Insurance for all of the Supplier's employees and those of any subcontractor, engaged in work at the site of the project as required by law.

(B) Public Liability and Property Damage Insurance to protect the Commonwealth, the Suppliers, and any and all subcontractors from claims for damages to property including the loss of use resulting from any property damage, which may arise from the activities performed under the Contract or the failure to perform under the Contract, whether such performance or non-performance be by the Contract, by any subcontractor, or by anyone directly or indirectly employed by either. The minimum amounts of coverage shall be \$250,000 per person and \$1,000,000 per occurrence for bodily injury, including death, and \$250,000 per person and \$1,000,000 per occurrence for property damage. Such policies shall be occurrence rather than claims-made policies and shall not contain any endorsements or any other form designated to limit and restrict any action by the Commonwealth, as an additional insured, against the insurance coverage in regard to work performed for the Commonwealth.

Prior to commencement of the work under the Contract and at each insurance renewal date during the term of the Contract, the Supplier shall provide the Commonwealth with current certificates of insurance. These certificates or policies shall name the Commonwealth as an additional insured and shall contain a provision that the coverages afforded under the policies will not be cancelled or changed until at least thirty (30) days written notice has been given to the Commonwealth.

The Commonwealth shall be under no obligation to obtain such certificates from the Contractor(s). Commonwealth's failure to obtain same shall not be deemed a waiver of Supplier's obligation to obtain and furnish certificates. The Commonwealth, or its designates, shall have the right to inspect the original insurance policies.

18. SENSITIVE INFORMATION

The Contractor shall not publish or otherwise disclose, except to the Commonwealth and except matters of public record, any information or data obtained hereunder from private individuals, organizations, or public agencies, in a publication whereby the information or data furnished by or about any particular person or establishment can be identified, except with the consent of such person or establishment.

The parties shall not use or disclose any information about a recipient receiving services from, or otherwise enrolled in, a Commonwealth program affected by or benefiting from services under this Contract for any purpose not connected with the parties' Contract responsibilities except with the written consent of such recipient, recipient's attorney, or recipient's parent or guardian pursuant to applicable state and federal law and regulations.

19. VIRUS, MALICIOUS, MISCHIEVOUS OR DESTRUCTIVE PROGRAMMING

- (a) Notwithstanding any other provision in this Contract to the contrary, the Contractor shall be liable for any damage to any data and/or software owned or licensed by the Commonwealth if the Contractor or any of its employees, subcontractors or consultants introduces a virus or malicious, mischievous or destructive programming into the Commonwealth's software or computer networks and has failed to comply with the Commonwealth software security standards. The Commonwealth must demonstrate that the Contractor or any of its employees, subcontractors or consultants introduced the virus or malicious, mischievous or destructive programming. The Contractor's liability shall cease if the Commonwealth has not fully complied with its own software security standards.
- (b) The Contractor shall be liable for any damages incurred by the Commonwealth including, but not limited to, the expenditure of Commonwealth funds to eliminate or remove a computer virus or malicious, mischievous or destructive programming that result from the Contractor's failure to take proactive measures to keep virus or malicious, mischievous or destructive programming from originating from the Contractor or any of its employees, subcontractors or consultants through appropriate firewalls and maintenance of anti-virus software and software security updates (such as operating systems security patches, etc.).
- (c) In the event of destruction or modification of software, the Contractor shall eliminate the virus, malicious, mischievous or destructive programming, restore the Commonwealth's software, and be liable to the Commonwealth for any resulting damages.

- (d) The Contractor shall be responsible for reviewing Commonwealth software security standards and complying with those standards.
- (e) The Commonwealth may, at any time, audit, by a means deemed appropriate by the Commonwealth, any computing devices being used by representatives of the Contractor to provide services to the Commonwealth for the sole purpose of determining whether those devices have anti-virus software with current virus signature files and the current minimum operating system patches or workarounds have been installed. Devices found to be out of compliance will immediately be disconnected and will not be permitted to connect or reconnect to the Commonwealth network until the proper installations have been made.
- (f) The Contractor may use the anti-virus software used by the Commonwealth to protect Contractor's computing devices used in the course of providing services to the Commonwealth. It is understood that the Contractor may not install the software on any computing device not being used to provide services to the Commonwealth, and that all copies of the software will be removed from all devices upon termination of this Contract.
- (g) The Commonwealth will not be responsible for any damages to the Contractor's computers, data, software, etc. caused as a result of the installation of the Commonwealth's anti-virus software or monitoring software on the Contractor's computers.

The Professional Development Training / Consulting Statewide Invitation to Qualify (ITQ)

9980-07

DGS Procurement Guidelines & Procedures

ITQ Contract Highlights

- + Multiple Award Contracts
- + 3 Year Contract with 2 – One Year Renewals
- + There is No Minimum Order under this Contract
- + Three (3) Open Enrollment Periods per Year for Supplier Qualification
- + Minority and Women Business Opportunities Reporting Requirements

ITQ Overview

The Professional Development Training/Consulting Statewide Invitation to Qualify (ITQ) contract provides an efficient means for all Agencies to procure training/consulting services for all Commonwealth entities. Contract 9980-07 is a statewide contract that allows Agencies to purchase training services on an as-needed basis throughout the life of the contract.

The Training/Consulting ITQ contract is managed and administered by the Department of General Services, Bureau of Procurement. The Training/Consulting ITQ Contract is located on the Statewide Contract web site and is available at:

<http://www.dgsweb.state.pa.us/comod/Contracts/CN00020263/CN20263.pdf>

The DGS web site contract information provides a list of pre-qualified Suppliers and training course information for the selection of Suppliers. These pre-approved Suppliers have satisfied the requirements to provide professional training for the Commonwealth. Service Categories may be added during the term of this contract by request to the contracting officer.

There is NO minimum order amount on this contract. All services that are within the service category of the ITQ must be procured from this contract.

Dollar Thresholds - There are three dollar thresholds (\$5,000 or less; \$5,001 to \$100,000; and \$100,001 or more) that govern steps Agencies must take to complete a planned procurement under this ITQ contract.

Request for Quotation (RFQ) - This (non-SRM) document will be used to solicit proposals from pre-qualified ITQ Suppliers for procurement of \$100,000 or more. The RFQ Template is available on the DGS web site with the contract.

The Training / Consulting ITQ contract is located on the Statewide Contract web site:

<http://www.dgsweb.state.pa.us/comod/Contracts/CN00020263/CN20263.pdf>

Web site Information

- ❖ General Information about the Contract
- ❖ The Suppliers Pre-Qualification Requirements
- ❖ Scope of Work Categories (listing category Definitions & Potential Courses)
- ❖ Open Enrollment Dates (3 times a year)
- ❖ Standard Terms and Conditions
- ❖ The Special Contract Terms and Conditions
- ❖ List of Suppliers Contact Information, Service Category, Potential Courses with Course Descriptions and Course Competencies
- ❖ Agency Quote Form
- ❖ Supplier Cost Form

Supplier Qualification Overview

Under the ITQ process, Suppliers are required to submit proposals to qualify as an ITQ Supplier. Instructions are provided on the ITQ web site during the open enrollment periods. Training/Consulting services offered through the ITQ contract are divided into service categories, which are pre-defined areas of support or services related to specific training functions. A Supplier may attempt to become pre-qualified in one or more of these service categories. This process allows first-time Supplier to attempt to qualify, and existing pre-qualified ITQ Suppliers to attempt to qualify for additional service categories during the life of the contract.

SAP Vendor Number

Before a Supplier may submit a proposal to qualify for Contract 9980-07, it must register the company with the Commonwealth Central Vendor Management Unit (CVMU) to request a SAP Vendor Number. Agencies and Agency Comptrollers are to notify a vendor to register with the Commonwealth at www.vendorregistration.state.pa.us or refer them to the CVMU toll free phone number (866) 775-2868 or locally at (717) 214-2868 or email ra-co-bfm-cust@state.pa.us

Supplier's Proposal Evaluation

When a proposal is submitted, it is evaluated to determine if the Supplier meets the minimum requirements for the specific service category(ies) for which the Supplier is attempting to qualify. The premise of pre-qualification is based primarily on "past-performance" through the evaluation of experience and client references by the DGS Contracting Officer.

Standard Terms and Conditions

The Supplier must agree that the standard terms and conditions referenced on the ITQ web site will become part of any contract executed between the Commonwealth and the Supplier and a part of any purchase order issued to the Supplier under the contract.

ITQ Contract 9980-07 - Three Yearly Open Enrollment Periods

Open Enrollment Period	Due Date	Time
January 1 – February 1	February 1	1:30 PM (EST)
May 1 – June 1	June 1	1:30 PM (EST)
September 1 – October 1	October 1	1:30 PM (EST)

Supplier Qualification Process

1. Supplier must submit their invitation to Qualify (ITQ) proposal to the Commonwealth during the open enrollment periods.
2. Supplier registers with the Commonwealth Central Vendor Management Unit (CVMU).
3. During the open enrollment period, reference the Opportunity to Bid web site at <http://www.dgsweb.state.pa.us/comod/main.asp> and enter number CN00020263. The bid will contain instructions, including how to download forms necessary for a Supplier to complete the qualification process.
4. Supplier must submit their ITQ proposals to ensure receipt by the Commonwealth on or before 1:30 P.M. (EST) on the due date.
5. Upon qualification of the Supplier, a contract is executed between the Supplier and the Commonwealth of Pennsylvania.

The evaluation and contract execution cycles for a new Supplier could take 60 - 90 Commonwealth business days. For pre-qualified Suppliers attempting to qualify for additional service categories, the evaluation cycle will take an estimated 30 Commonwealth business days. Proposals received after the 1:30 PM deadline will be returned to the Supplier to re-submit during the next open enrollment period.

Please refer to the Qualification Requirements for more details.

Doing Business with the Commonwealth

Once a pre-qualified Supplier's contract has been fully executed, the Supplier may be selected by an Agency by forwarding to the Supplier the *Agency Quote form* and the Supplier will respond by submitting the *Supplier Cost Form* to the Agency for the Agency's review. After receipt and approval of the Proposal Form from the Supplier, the Agency will create a Purchase Order (PO) in SAP and training services may begin with the receipt of a PO.

Service Categories

The service categories are in the contract's Scope of Work. As Agencies identify future training needs, additional categories will be added to this contract's Scope of Work. Suppliers are encouraged to review the Scope of Work each open enrollment period for additional categories.

A list of Service Categories and additional categories request form are available on the DGS web site for Suppliers to be pre-qualified for provide training for the Commonwealth.

ITQ Procurement Process Overview

All services that are within the service category of the ITQ must be procured off this contact. There is NO minimum order amount on this contract. There is No Maximum Order on this Contract.

The Agency will contact a Supplier by completing the *Agency Quote form* listing their respective course information, course requirements and materials, Supplier's responsibilities and indicated any required Worker's Compensation Insurance and/or Public Liability & Property Damage Insurance as stated in paragraph 17 of the contract's Special Terms and Conditions. The *Agency Quote form* is available attached in the outlined agreements or on the DGS/Procurement web site contract listing.

The Supplier will complete the ***Supplier Cost Form*** listing the contract price per course and return to the Agency.

After review and approval of the Cost from the Supplier, the Agency will create a shopping cart or purchase order to procure training services, referencing the contract.

ITQ Category Request Form

Agencies may request additional categories to be added to the contract's Scope of Work to meet training needs. The request form for additional categories is available on the DGS web site.

\$0 - \$5,000 Threshold

The Commonwealth Agency selects a pre-qualified Supplier from the approved DGS web site list to provide professional training for a price threshold **no greater than \$5,000**. The procurement process is through a purchase order, eliminating the need to request for a quote

(RFQ) from other pre-qualified Suppliers. All Agencies are encouraged to consider Certified Minority-Owned and Women-Owned Businesses which are indicated on the web site spreadsheet.

1. Agency contacts Supplier by phone, email or fax.
2. Agency creates a Shopping Cart.
3. Agency forwards the *Agency Quote form* and the *Supplier Cost Form* to the Supplier by email or fax.
4. Agency enters response(s) into BMWBO Solicitation Form on the DGS web site.
5. Supplier returns the signed *Supplier Cost Form* and the *Agency Quote form* by email or fax to the Agency.
6. Agency enters data into BMWBO Solicitation Form on the DGS web site.
7. Agency reviews, approves and creates a purchase order in SAP, referencing the outline Agreement.
8. Agency will attach the *Agency Quote Form* and the *Supplier Cost Form* to the Purchase Order.

9. Agency completes the PDSC - ITQ BMWBO Solicitation Form to report usage.

Threshold of \$5,001 to \$100,000

The Commonwealth Agency selects pre-qualified Suppliers from the approved DGS web site list to provide professional training for a price over the threshold of \$5,000. If the total contractual cost is **greater than \$5,000, but less than \$100,000**, the procurement process requires an Informal Request for Quote (not in SRM) from all pre-approved suppliers within the selected category.

Agencies shall solicit all pre-approved suppliers for quotes within the service category.

1. Agency contacts Suppliers by phone, email or fax.
2. Agency creates a Shopping Cart.
3. Agency forwards the *Agency Quote form* and the *Supplier Cost Form* to all Suppliers by email or fax.
4. Agency enters data into BMWBO Solicitation Form on the DGS web site.
5. Suppliers return the signed *Agency Quote form* and the *Supplier Cost Form* by email or fax to the Agency.
6. Agency enters responses into BMWBO Solicitation Form on the DGS web site.
7. Agency awards to the best value proposal from Suppliers.
8. Agency will attach the *Agency Quote form* and the *Supplier Cost Form* as an attachment to the Purchase Order.
9. Agency completes the PDSC - ITQ BMWBO Solicitation Form to report usage.

The Agency notifies the Department of General Services Bureau of Minority and Women Business Opportunities (BMWBO) of the selection by completing PDSC - ITQ BMWBO Solicitation Form. This form can be found at the following web address:

<http://gssvdevstate.state.pa.us/itq/default.aspx>

Threshold of \$100,001 or more

RFQ - ITQ Procurement Process Overview

It is recommended that Agencies include instructions that direct the Supplier to separately bind and seal in an envelope the **Cost** portion of their proposal separately from the remainder of the proposal. The Disadvantaged Business information and the dollar value of the commitment to each Small Disadvantaged Business or Socially Disadvantaged Business should also be clearly identified and sealed in a separate envelope from the remainder of the proposal. All Suppliers, initially selected by the issuing Agency, must be solicited at the same time and through the same method of delivery.

It is acceptable to receive one proposal in response to the Agency RFQ and still meet the five-solicitation requirement for over \$100,000. Agencies are free to share information about project requirements to clarify deliverables with the Suppliers who were sent an RFQ as long as it is prior to receiving proposals.

The Disadvantaged Business (DB) portion of each proposal will be forwarded to bureau of minority and Women business Opportunities for evaluation scoring by the Agency

The Agency determines which proposal provides the “best value” for its business requirements. Lowest cost is not the sole determining factor for selecting a Supplier, but it is a weighted evaluation factor along with the technical and DB portion. The evaluation criteria and scoring methodology shall be determined before the RFQ’s are requested

The Agency completes remaining sections of the Solicitation Form. DGS BMWBO approves whether the Agency has followed the solicitation procedures and completed the Solicitation Form. The DGS approval must be included in the supporting documentation/information provided in the Agency’s procurement package to its Comptroller.

Training projects costing **\$100,001 or more** the procurement process requires a **Competitive Request for Quote (RFQ)** process from all pre-approved Suppliers within the selected category.

1. Agency sends the RFQ template to all pre-qualified Suppliers.
2. Agency creates a Shopping Cart.
3. Agency enters data into BMWBO Solicitation Form on the DGS web site.
4. Supplier submits the sealed Proposal to the Agency.
5. Agency awards the best value proposal.
6. Agency enters responses into BMWBO Solicitation Form on the DGS web site.
7. Agency will attach the *RFQ Proposal* as an attachment to the Purchase Order.
8. Agency issues a Purchase Order by entering the quantity and quoted price from the selected Supplier.
9. Agency completes the PDSC - ITQ BMWBO Solicitation Form to report usage

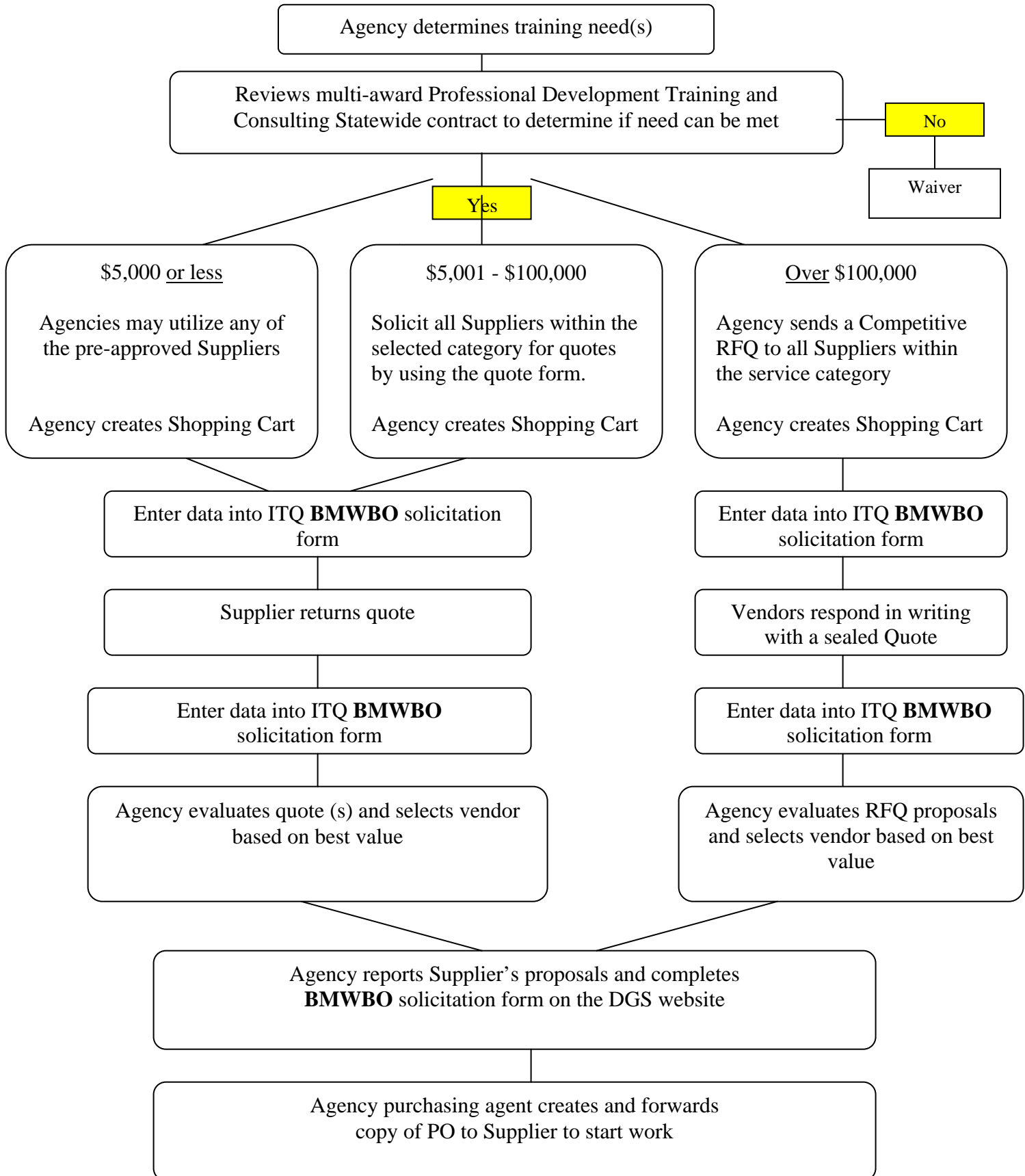
General Guidelines

Waivers - Upon written request from an Agency, the Department of General Services may at its discretion, grant a waiver from any requirements of this ITQ, provided the waiver would not be in violation of law. Such waivers must be submitted to Department of General Services, Bureau of Procurement, Director of Services Division. The waiver must identify the specific provision from which relief is requested by providing sufficient background and justification upon which a decision can be made to grant the waiver.

Non-qualified Supplier - Agency personnel intending to use the Training ITQ contract for services should not make any commitments to Suppliers who are not currently pre-qualified for the ITQ contract. There is no guarantee that the non-qualified Supplier will become pre-qualified or will be on contract in time to meet the Agency's needs.

Minority and Women Business Opportunities - In determining which service provider(s) to solicit, each Agency should take into consideration that it must strive to direct at least 10% of the agency's total spend under the Professional Development Training and Consulting ITQ contract for projects to Minority and Women Business Opportunities.

ITQ Process Flow Chart





DGS



**Department of General Services
Procurement**

Agency Quote Form

Date of Request:

To: (Supplier)

Course Date(s): _____

Course Title: _____

From: (Agency)

Training Location: _____

Course Hour(s): _____

Course

Requirement: _____

Supplier

Responsibility: _____

Insurance: Yes No

Required

Materials: _____

Disadvantaged Business Information: All ITQ Suppliers are encouraged to utilize as part of their response to this RFQ small disadvantaged businesses and/or enterprise zone small businesses as subcontractors or joint venture partners. The approach to enhancing the utilization of small disadvantaged businesses and/or enterprise zone small businesses will be considered as part of the best value analysis by the Agency.



DGS



Department of General Services Procurement

Supplier Cost Form

Contract Price per Course/ Project: Total \$ _____

Price Breakdown:

Direct Labor Trainer/Consultant Fees: \$ _____
Training Day(s): _____ X \$ _____ /Day = \$ _____

Cost of Supplies and Materials: \$ _____

Overhead Costs: (include benefits, taxes, etc.): \$ _____

Total Travel and Subsistence Cost: \$ _____

Transportation: \$ _____

Lodging: \$ _____

Meals: \$ _____

Other expenses: \$ _____
\$ _____

Suppliers should include a detailed breakdown of charges and may expand as needed with this template.

Note: Travel and Subsistence. Itemize transportation, lodging and meals per diem costs separately. Travel and subsistence costs must conform to the requirements of Commonwealth Management Directive 230.10.

DISADVANTAGED BUSINESS INFORMATION

Are you a minority business enterprise or women business enterprise certified by DGS BMWBO?

____ YES ____ NO If yes, provide certification number _____

Are you a United States Small Business Administration certified small business or 8(a) small disadvantaged business concern?

____ YES ____ NO If yes, provide certification number _____

In performing the services requested in this RFQ, will you be entering into subcontracts or joint ventures with any small disadvantaged businesses or enterprise zone small businesses?

____ YES ____ NO

If so, please provide the name, address and telephone number of each small disadvantaged business or enterprise zone small business included in your response and the specific services each will perform.

Name:

Address:

Phone:

Services:

OTHER COMMENTS:

Signature _____ **Date** _____

Title _____

Note: Please return this form with the Agency Quote Form.

I-6 INCURRING COSTS

*<This section should minimally state **language** to contain the following: "<Agency/organization> is not liable for any cost or expenses incurred by the Supplier to prepare the proposal. >*

I-7 SUBCONTRACTING

<This section can be used to control the vested interest of the Supplier, if desired. This section can contain language that requires the Supplier to identify the use of subcontractors as part of its proposal and ensure the use of subcontractors during the project is monitored and approved by the prime contracted supplier. >

I-8 DISADVANTAGED BUSINESS PARTICIPATION

<This section should notify the Supplier that they could receive additional evaluation points for Disadvantaged Business certification as either a Prime contractor or as a subcontractor. >

I-9 RESOURCES

<This section specifically identifies resources that will or will not be provided by the Agency and be made available to the Supplier during the course of the training/consulting project or development of services. Resources can be in terms of property, services or information. Minimally, this section should define:

- *Office or physical working space such as classrooms, storage space, computer room access, etc.*
- *IT hardware/software/telecommunications such as mainframe access, desktop equipment, etc.*
- *Supplies and Operating Support such as materials, copying, mail room services, projector, etc.*
- *Human Resources such as clerical support, data entry staff, staff technical expertise, etc.*

This section should be specific to the requirements of the project or deliverables. This section should be properly defined to avoid assumed added costs in the proposal submittals or effect quality of deliverables during the project. >

PART II

STATEMENT OF WORK

< This component of the RFQ requires a detailed description of the work that is desired. This section of the RFQ should contain identification of the personnel training/consulting requirements and performance expectations. This section contains the primary elements by which the Supplier determines costs, time and resources needed to submit in the proposal. Be specific with logistics, tasks, deliverables, deadlines and any provisions relative to the training/consulting project. >

II-1 WORK LOCATION

<This section should specifically identify the main work location and any remote locations that will be required for the project or development and delivery of services. >

The location for project coordination will be:

<Address>

Primary Contact will be:

<Name>

<Phone Number>

<Email Address>

Alternate Contact will be:

<Optional Name>

<Optional Phone Number>

<Email Address>

II-2 WORK SKILLS

<This section of the work statement should state the type, classification, skill level, years of experience, certifications, and/or specific qualifications as desired or specifically required for the project. >

II-3 INFORMATION HANDLING

< This section should state any specific requirements for access and handling of information. In addition, it should address any proprietary and copyright requirements, which includes provisions for proper disposal, copying and distribution of such information during work on this project, as well as any remaining information upon the completion of the training/consulting project. >

II-4 TASKS

< This section is critical to ensure that the task fits the definition of the service category found in the contract. Please be specific, since dissatisfaction with the supplier's performance can come from the Agency's lack of identifying their specific training/consulting needs and expectations. >

II-5 GENERAL REQUIREMENTS

<This section should outline requirements as statements describing the required services in terms of deliverables or measurable outputs. The requirements should be stated in clear and concise language, and be defined in measurable terms. This section should clearly state the expectations while staying within the scope of the project. This section may also include description of resources not provided in Part I-9 of the RFQ as required to accomplish the work such as documents, training, and equipment. Do not outline detailed procedures that dictate how the work is to be accomplished; the Supplier must be allowed latitude to how the work is accomplished. >

II-6 PROPOSED SCHEDULE

<This section should specifically establish a start and end date for the project. All critical deadlines, time constraints and events that are impacted should be identified to the Supplier. >

PART III

QUOTE FORMAT

<This part should outline what the Supplier must submit as part of the proposal. This is the information upon which their proposal will be evaluated.>

III-1 DETAILED WORK PLAN

<This section should include a detailed work plan that shows all tasks necessary to complete the works as described in Part II - Statement of Work; a description of the company's experience in implementing similar projects including the number and size of projects, and outcomes.>

III-3 PRIOR EXPERIENCE

<This section should identify the number of years of relevant experience for each of the staff assigned to this effort specifically to the work skills required as defined in Part II – Work Skills.>

III-4 COSTS

< This section should identify that the cost submittal shall be placed in a sealed envelope within the sealed proposal and kept separate from the technical submittal. Failure to meet this requirement will result in automatic disqualification of the proposal.

Be specific on the price breakdown for the project, including but not limited to training/consulting hours, materials, preparation time, travel and facility expense. Advise suppliers to utilize the Supplier Cost Form indicating the detailed Price breakdown.

In addition, this section should contain language that insures that any costs not provided in the cost proposal will be assumed as no charge to the Commonwealth and that the contract is a maximum price not to exceed the contract>

III-5 PROPOSAL SUBMITTAL

<This section should identify a specific date, time, person, delivery location and acceptable method of delivery for the proposal. Proposal format instruction similar to RFP should be provided, including instructions to separately package and seal the cost section from the technical and Disadvantaged Business portions of the contractor's response >

PART IV

EVALUATION CRITERIA

<This section should identify the specific information in the vendor's proposal from which it will be evaluated.>

ITQ Category Request Form

Professional Development Training and Consulting ITQ Contract – 9980-07	
Agency Name	
Bureau Name	
Contact Person	
Email Address	
Type of Training	
Service Category	
Category Description:	
List possible subject areas:	
List Agencies Who Also May Utilize These Services:	

Forward request to: *Maureen Smith - Commodity Specialist*
Department of General Services - Procurement
555 Walnut Street - 6th Floor
Harrisburg, PA 17101-1914
Phone: (717) 346-3843
Fax: (717) 783-6241
maursmith@state.pa.us

COMMONWEALTH OF PENNSYLVANIA
DEPARTMENT OF GENERAL SERVICES
555 Walnut Street, Forum Building
HARRISBURG

Subject: Training ITQ
Bid Number: CN00020263
Opening Date/Time: 10/31/2006 1:30 p.m.
Flyer: Addendum #1

To All Bidders:

Clarifications:

1. The Submission date in Part 1, Clause #5, on page 5 of the Professional Development Training Statewide Contract has been extended to 1:30 PM (EST) on October 31, 2006
2. Part 1, Clause #16 COSTARS (Cooperative Sourcing to Achieve Reductions in Spend) Program, Pages 7 to 9 is replaced in entirety by the following language:
 - This new clause and check off box must be included with your proposal. **(Appendix A)**
 - Attachment A is deleted in its entirety and does not need returned. Any reference to Attachment A in the ITQ should be replaced and understood as Appendix A.
3. The contract language concerning Qualification Requirements in Part II on Page 11 of the Professional Development Training Statewide Contract is replaced in its entirety by Appendix B attached.
4. The contract language concerning Ordering Process in Part V, Clause 6, on Pages 23 to 24 of the Professional Development Training Statewide Contract is replaced in its entirety by Appendix C attached.
5. The contract language concerning Information Concerning Disadvantaged Business in Part V, Clauses 7 and 8, on pages 24 to 26 of the Professional Development Training Statewide Contract has been deleted.
6. The contract language concerning Contract Checklist on Page 32 of the Professional Development Training Statewide Contract is replaced in its entirety by Appendix D.

Except as clarified and amended by this flyer, the terms, conditions, specifications, and instructions of the invitation to bid and any previous flyers, remain as originally written.

Any questions concerning this bid direct to:
Maureen Smith, Commodity Specialist at maursmith@state.pa.us

Very truly yours,

Maureen Smith
for Nicholas Kaczmarek, Chief Procurement Officer
Bureau of Procurement

APPENDIX A

COSTARS PROGRAM CLAUSE

COSTARS Purchasers. Section 1902 of the Commonwealth Procurement Code, 62 Pa.C.S. § 1902 (“Section 1902”), authorizes local public procurement units and state-affiliated entities (together, “COSTARS Purchasers”) to participate in Commonwealth procurement contracts that the Department of General Services (“DGS”) may choose to make available to COSTARS Purchasers. DGS has identified this Contract as one suitable for COSTARS Purchaser participation.

- A. Only those COSTARS Purchasers registered with DGS may participate as COSTARS Purchasers in a Commonwealth contract. Several thousand COSTARS Purchasers are currently registered with DGS; therefore, the Contractor agrees to permit **only** to DGS-registered COSTARS members to make COSTARS purchases from this Contract.
1. A “local public procurement unit” is:
 - Any political subdivision;
 - Any public authority;
 - Any tax exempt, nonprofit educational or public health institution or organization;
 - Any nonprofit fire, rescue, or ambulance company; and
 - To the extent provided by law, any other entity, including a council of governments or an area government that expends public funds for the procurement of supplies, services, and construction.
 2. A state-affiliated entity is a Commonwealth authority or other Commonwealth entity that is not a Commonwealth agency. The term includes the Pennsylvania Turnpike Commission, the Pennsylvania Housing Finance Agency, the Pennsylvania Municipal Retirement System, the Pennsylvania Infrastructure Investment Authority, the State Public School Building Authority, the Pennsylvania Higher Educational Facilities Authority and the State System of Higher Education.
- B. COSTARS Purchasers have the option to purchase from a Contract awarded under this procurement, from any DGS contract established exclusively for COSTARS Purchasers in accordance with the requirements of Section 1902, from any other cooperative procurement contracts, or from their own procurement contracts established in accordance with the applicable laws governing such procurements. The Contractor understands and acknowledges that there is no guarantee that any prospective COSTARS Purchaser will place an order under this Contract, and that it is within the sole discretion of the registered COSTARS Purchaser whether to procure from this Contract or to use another procurement vehicle.
- C. DGS is acting as a facilitator for COSTARS Purchasers who may wish to purchase under this Contract. Registered COSTARS Purchasers who participate in this Contract and issue purchase orders (“POs”) to Contractors are third party beneficiaries who have the right to sue and be sued for breach of this contract without joining the Commonwealth or DGS as a party. The Commonwealth will not intervene in any action between a Contractor and a Purchaser unless substantial interests of the Commonwealth are involved.
- D. Registered COSTARS Purchasers electing to participate in this Contract will order items directly from the Contractor and be responsible for payment directly to the Contractor.
- E. The Contractor shall furnish to the DGS COSTARS Program Office a quarterly electronic Contract sales report detailing the previous quarter’s Contract purchasing activity, using the form and in the format prescribed by DGS. The Contractor shall submit its completed quarterly report no later than the fifteenth calendar day of the succeeding Contract quarter.

1. Until such time as DGS may provide the Contractor written notice of automated report filing, the Contractor shall either e-mail the reports to GS-PACostars@state.pa.us or send the reports on compact disc via US Postal Service to the DGS COSTARS Program Office, Bureau of Procurement, 6th Floor Forum Place, 555 Walnut Street, Harrisburg, PA 17101. When DGS has instituted automated reporting, the Contractor shall comply with DGS's written notice and instructions on automated Contract reports. DGS will provide these instructions with sufficient advance time to permit the Contractor to undertake automated reporting.
2. The Contractor shall include on each report the Contractor's name and address, the Contract number, and the period covered by the report. For each PO received, the Contractor shall include on the report the name of each COSTARS-Registered Purchaser that has used the Contract along with the total dollar volume of sales to the specific Purchaser for the reporting period.
3. DGS may suspend the Contractor's participation in the COSTARS Program for failure to provide the Quarterly Sales Report within the specified time.

F. Additional information regarding the COSTARS Program is available on the DGS COSTARS Website at www.dgs.state.pa.us/costars.

1. If the Contractor is aware of any qualified entity not currently registered and wishing to participate in the COSTARS Program, please refer the potential purchaser to the DGS COSTARS Website at www.dgs.state.pa.us/costars, where it may register by completing the online registration form and receiving DGS confirmation of its registration. To view a list of currently-registered COSTARS member entities, please visit the COSTARS website.
2. Direct all questions concerning the COSTARS Program to:

Department of General Services
 COSTARS Program
 555 Walnut Street, 6th Floor
 Harrisburg, PA 17101
 Telephone: 1-866-768-7827
 E-mail GS-PACostars@state.pa.us

If your firm is awarded a Contract, does it agree to sell the awarded items at the same prices and/or discounts, and in accordance with the contractual terms and conditions, to registered COSTARS Purchasers who elect to participate in the contract?

Please Answer: YES _____ NO _____

Company _____

Signature _____

Date _____

Appendix B

PART II QUALIFICATION REQUIREMENTS

To be placed on this statewide ITQ, Suppliers MUST meet all requirements of this Professional Development Training ITQ. Suppliers MUST attempt to qualify for each category in which they will be offering training. Suppliers can qualify in one of the two methods set forth below. In order to qualify for a specific Professional Development Training Category on this contract, the Supplier must submit a complete proposal to this ITQ which must include either:

1. Documentation showing proof of successfully completing an **Agency** approved Train-the-Trainer program in the service area that the Supplier is attempting to qualify.
2. Supplier information and detailed course descriptions for each course for which you are attempting to qualify. Complete and submit the required information in the Business and Course Description Detail Excel Spreadsheet contained in Attachment C, sheets 1-3.
3. Enclosed all documents in the same envelope and mail to:
Contract Bid # CN00020263
Maureen Smith, Commodity Specialist
Department of General Services
Bureau of Procurement, 6th Floor
555 Walnut Street
Harrisburg, PA 17101-1914

OR

1. Documentation showing evidence of 2 years experience in each service category for which you are attempting to qualify and provide resumes (up to 15) for trainers who provided the training..
2. Documentation of two training projects, provide course objectives and the delivered outcomes of training provided within the last 2 years.

For each service category that you are attempting to qualify, in a separate envelope marked with the category name enclose the following:

4. Three (3) references from clients for whom you have provided training within the last 3 years in the category that you are attempting to qualify as a Supplier. Complete and submit the Client Reference forms contained in Attachment B in accordance with the following instructions:
 - a. Insert the Supplier name on the instruction form and complete page one of the Client Reference Survey before sending it to the Client Reference.

- b. The Supplier will complete page one of the Client Reference Survey, which documents the specific course description, course objectives and course materials. The survey will be reviewed and evaluated.
- c. Forward the Client Reference Instructions and the Client Reference Survey to the Client Reference.
- d. The Client Reference will complete page two of the Client Reference Survey and return pages one and two of the Client Survey back to the Supplier in a separate, sealed envelope.
- e. The sealed Client Reference envelope must be submitted with the proposal and all other qualification information.

Suppliers will need to achieve acceptable evaluation ratings for service performance and technical abilities, as determined by the Commonwealth, for each service category for which you are attempting to qualify. All three (3) required client references must provide favorable performance ratings.

5. Supplier information and detailed course descriptions for each course for which you are attempting to qualify. Complete and submit the required information in the Business and Course Description Detail Excel Spreadsheet contained in Attachment C, sheets 1-3.
6. Enclose **all** the above documents in the same envelope and mail to:

Contract Bid # CN00020263
Maureen Smith, Commodity Specialist
Department of General Services
Bureau of Procurement, 6th Floor
555 Walnut Street
Harrisburg, PA 17101-1914

General Services reserves the right to verify submitted information.

Failure to provide all required documentation may result in disqualification of the proposal.

Appendix C

6. ORDERING PROCESS

Agencies shall process all Purchase Orders in the SAP system based on the following estimated dollar thresholds. These are minimum requirements.

- A. Training that does not exceed \$5,000.00 - Agencies may utilize any of the pre-approved Suppliers.
 - 1. The Agency will contact the Supplier by phone, email or fax.
 - 2. The Agency will forward the Agency Training Requirement Statement and the Supplier Training Proposal Statement contained in **Attachment D** to the Suppliers by email or fax.
 - 3. The Supplier returns the signed Supplier Training Proposal Statement, including price information and the Agency Training Requirement Statement by email or fax to the Agency.
 - 4. The Agency will then select the Supplier and issue a Purchase Order referencing the DGS statewide contract. The Supplier may commence work once the Purchase Order is received.
- B. Training between \$5,000.00 and \$25,000 - Agencies shall solicit at least three (3) pre-qualified Suppliers through the RFQ process.
 - 1. The Agency will contact the Suppliers by phone, email or fax.
 - 2. The Agency will forward the Agency Training Requirement Statement and the Supplier Training Proposal Statement contained in **Attachment D** to the Suppliers by email or fax.
 - 3. The Suppliers will return a signed Supplier Training Proposal Statement, including price information and the Agency Training Requirement Statement by email or fax to the Agency.
 - 4. The Agency will then make a best value selection based on the quotation determined to best meet the Agency's need. The Agency will issue a Purchase Order to the selected Supplier. The selected Supplier may commence work once the Purchase Order is received.
- C. Training over \$25,000.00 - Agencies shall solicit at least five (5) pre-qualified Suppliers through the RFQ process.
 - 1. The Agency will contact the Suppliers by phone, email or fax.
 - 2. The Agency will forward the Agency Training Requirement Statement and the Supplier Training Proposal Statement contained in **Attachment D** to the Suppliers by email or fax.
 - 3. The Supplier returns the signed Supplier Training Proposal Statement, including price information and the Agency Training Requirement

Statement by email or fax to the Agency. **Note: The Supplier must sign and return a hardcopy of the Supplier Training Proposal Statement by mail to the Agency for training over \$100,000.**

4. The Agency will then make a best value selection based on the quotation determined to best meet the Agency's need. Agency will issue a Purchase Order to the selected Supplier. The selected Supplier may commence work once the Purchase Order is received.

Appendix D

Professional Development Training Statewide Contract – Checklist

This checklist is to assist interested Suppliers assistance in completing and returning the necessary required information to qualify for the Professional Development Event Training Contract. This checklist is for information purposes only and is not part of the contract.

Train-the-Trainer Program

- **Did you sign the ITQ Signature Page?**
- Did you contact the Central Vendor Management Unit at:
www.vendorregistration.state.pa.us to obtain your SAP Vendor Number?
- Did you include your SAP Vendor Number on **Attachment C**?
- Complete and sign the COSTARS Questionnaire in **Appendix A**.
- Provide verification that you have attended and successfully completed an Agency approved **Train-the-Trainer program**.
- Complete **Attachment C** by providing your business name and information on page 1; by providing all information related to course(s) for which you are attempting to qualify on page 2; and by entering any additional comments on page 3.
- Enclosed all documents in the same envelope and mail to:
Contract Bid # CN00020263
Maureen Smith, Commodity Specialist
Department of General Services
Bureau of Procurement, 6th Floor
555 Walnut Street
Harrisburg, PA 17101-1914

OR

Providing Business Information

- **Did you sign the ITQ Signature Page?**
- Did you contact the Central Vendor Management Unit at:
www.vendorregistration.state.pa.us to obtain your SAP Vendor Number?
- Did you include your SAP Vendor Number on **Attachment C**?
- Complete and sign the COSTARS Questionnaire in **Appendix A**.
- Documentation showing evidence of 2 years experience in each service category for which you are attempting to qualify and provide resumes (up to 15) for trainers who provided the training.
- Documentation of two training projects, provide course objectives and the delivered outcomes of training provided within the last 2 years.

For each service category that you are attempting to qualify, in a separate envelope marked with the category name enclose the following:

- Provide in sealed envelopes three (3) references from clients for whom you have provided training within the last 3 years completing **Attachment B**.
- Complete **Attachment C** by providing your business name and relevant information on page 1; provide all information related to course(s) for which you are attempting to qualify on page 2; enter any additional comments on page 3.
- Enclose **all** the above documents in the same envelope and mail to:
Contract Bid # CN00020263
Maureen Smith, Commodity Specialist
Department of General Services
Bureau of Procurement, 6th Floor
555 Walnut Street
Harrisburg, PA 17101-1914

It is recommended that you retain a copy of the proposal for your records and mail the proposals within the timeframes specified in the contract.

COMMONWEALTH OF PENNSYLVANIA
DEPARTMENT OF GENERAL SERVICES
555 Walnut Street, Forum Building
HARRISBURG

Subject: Training ITQ
Bid Number: CN00020263
Opening Date/Time: 10/31/2006 1:30 p.m.
Flyer: Addendum #2

To All Bidders:

Clarifications:

1. The contract name is changed to Professional Development Training and Consulting Statewide Contract.
2. All consulting work that is currently on the OA contract for Personnel Training & Consulting Contract (#181417) is being transitioned to this contract. The OA contract will stay in place until June 30, 2007.
 - It is recommended that suppliers qualify now for this ITQ.
3. Training content approval
 - The CWOPA reserves the right to review all training to ensure it is consistent with state policies and procedures. (Agencies will be given direction on OA approval procedures at a later date.)
4. Defibrillator Training is added to the Health and Safety Training Category.

Except as clarified and amended by this flyer, the terms, conditions, specifications, and instructions of the invitation to bid and any previous flyers, remain as originally written.

Any questions concerning this bid direct to:
Maureen Smith, Commodity Specialist at maursmith@state.pa.us

Very truly yours,

Maureen Smith

for Nicholas Kaczmarek, Chief Procurement Officer
Bureau of Procurement

COMMONWEALTH OF PENNSYLVANIA
DEPARTMENT OF GENERAL SERVICES
555 Walnut Street, Forum Building
HARRISBURG

Subject:	Submission Date
Bid Number:	CN00020263
Opening Date/Time:	09/22/2006 1:30 p.m.
Flyer:	Addendum #3

To All Bidders:

Clarifications:

1. The contract language concerning "Program Changes" in Part IV on Page 26 of the Professional Development Training Statewide Contract is replaced in its entirety by Appendix E.
2. The contract language concerning "Scope of Work to be Performed" in Part III on page 13 through page 20 of the Professional Development Training Statewide Contract is replaced in its entirety by Appendix F.

Except as clarified and amended by this flyer, the terms, conditions, specifications, and instructions of the invitation to bid and any previous flyers, remain as originally written.

Any questions concerning this bid direct to:
Maureen Smith, Commodity Specialist at maursmith@state.pa.us

Very truly yours,

*Maureen Smith*_____

for Nicholas Kaczmarek, Chief Procurement Officer
Bureau of Procurement

APPENDIX E

9. PROGRAM CHANGES

- a. The Contracting Agency may make changes in the Agency Training Requirement Statement at any time with a written order, provided such changes are within the general Scope of Work and do not exceed the amount stated in the Agency purchase order. The Agency and the Supplier must mutually agree to the terms of the Agency Training Requirement Statement changes and conditions.
- b. The Department of General Services reserves the right to add additional service categories to the contract through the issuance of a change notice to all pre-qualified Suppliers. The change notice will indicate the additional service categories to be added to the contract. Suppliers interested in pre-qualifying for the service must return a copy of the change notice signed by an authorized signatory.
- C. When adding a category to the contract, the Department of General Services reserve the right to apply special requirements to qualify for that category. A change notice will indicate the qualification requirements for that service category. Suppliers interested in pre-qualifying for the services must return a copy of the change notice signed by an authorized signatory.

APPENDIX F

PART III

SCOPE OF WORK TO BE PERFORMED

The purpose of this Professional Development Training & Consulting Invitation to Qualify (ITQ) Contract is to address the personnel skills at all levels to meet the requirements of Commonwealth Agencies, Single County Authorities and their contractors, community partnerships and affiliated organizations. This includes, but not limited to, assist in the development, design and implementation of training programs to enhance the skills development of personnel to better service the needs of the Commonwealth. The consulting is limited to the training approach needed for individuals or an organization to perform their daily responsibilities.

The use of this Contract is mandatory for all Commonwealth of Pennsylvania Agencies under the Governor's jurisdiction. Each Supplier who meets all requirements and qualification criteria of this ITQ, unless their proposal is rejected, will receive a Contract as a Supplier to provide professional development training services in their qualified area(s).

The Contract Scope will cover the following categories of training services:

Service Category	Description
Administrative: Effective Personnel Management	Effective Personnel Management Training will address areas that Commonwealth Agencies, community partnerships and affiliated organization personnel, in particular, executives, staff with supervisory responsibilities and employees at all levels who work directly with public agencies or external customers. The purpose of this curriculum is to enable participants to enhance their administrative and personnel management skills to be effective leaders, motivate their staff and create a positive, inclusive, customer-focused culture and business environment.
Possible subject areas	Advanced Ethics BDAP Fiscal Manual Training for SCAs BDAP Fiscal Manual Training for Providers Confidentiality Cultural Diversity Cultural Competency Cultural Diversity for Hispanics Ethics Generation X Integrity Training Interviewing Media Advocacy Preparing & Delivering Effective Performance Assessments Prioritization & Effective Organization Skills Providing Effective Constructive Feedback Sustaining Coalitions Time Management

Communication: Interpersonal Communication	Interpersonal Communication Training will address areas that Commonwealth Agencies, community partnerships and affiliated organizations have indicated that there is the need to enhance personnel competencies in interpersonal communication skills. Courses are to address the communication needs of personnel at all levels. The purpose of this curriculum is to provide participants with an opportunity to learn and apply effective interpersonal communication skills and techniques to enhance internal and external working relationships.
Possible subject areas	<ul style="list-style-type: none"> Business Plans Basic Interpersonal Communication Concepts Coaching Conflict Management Communicating Effectively with Boss and Co-workers Communicating Assertively Communication Process Customer Focus Dealing with Difficult People Effective Listening Human Behavior & Development Human Resources Mentoring Negotiating and Influencing Personality Styles in Communication Product System Certification Strategic Plans Team Building Verbal and Non-verbal Skills
Communication: Presentation and Effective Meeting Skills	Presentation and Meeting Skills Communication Training will address areas that Commonwealth Agencies, community partnerships and affiliated organizations have identified that there is the need to enhance personnel competencies in general communication and presentation skills. Courses are to address the communication needs of personnel at all levels. The purpose of this curriculum is to enable participants to prepare and deliver effective speeches, facilitate productive meetings and participate more effectively in meetings with co-workers and the public.
Possible subject areas	<ul style="list-style-type: none"> Presentation Skills Public Speaking Verbal Communication Skills Conducting Effective Meetings Effective Meetings Train-the-Trainer Skills Facilitation Skills Dealing with the Public Team Leadership Internal Consulting Skills Managing a Committee

<p>Communication: Written Communication</p>	<p>Written Communication Training will address areas that Commonwealth Agencies, community partnerships and affiliated organizations have indicated that there is a need for personnel to attain competencies in written communication skills. Courses are to address the written communication needs of employees at all levels. The purpose of this curriculum is to enable participants to gain the skill and experience to write with clarity, brevity, and purpose; use correct grammar and punctuation; successfully edit their own writing and to competently prepare effective written correspondence, including email, as needed in a professional, government environment.</p>
<p>Possible subject areas</p>	<p>Correct Use of Grammar & Punctuation Grant Writing Memo Writing Professional Email Writing Professional Business Writing & Documentation Skills Professional Letter Writing Proofreading / Editing Skills Recording and Preparing Minutes Report Writing/Using Sources in Writing Technical Writing Writing Proposals Writing with Clarity, Brevity and Impact Written Communication Skills</p>
<p>Process Improvement: Approach and Necessary Support Services</p>	<p>The Commonwealth Agencies, community partnerships and affiliated organizations have indicated that there is a need for improving and enhancing service delivery that will result in more efficient, effective and customer-focused processes through Process Improvement, Reengineering, and Performance Excellence Systems. Specifically assist agency executives in creating a customer-focused organization by providing all necessary support services, training and materials necessary to implement the proposed customer services model.</p>
<p>Possible subject areas</p>	<p>Benchmarking for Continuous Improvement Key Strategic Core and Business Process Improvement Initiatives Develop and Sustain Supportive Environment Development of Follow-Up Implementation Plans Integrate Process Improvement with Strategic Plan Internal Process Improvement (train the trainer and team leaders) Key Supplier and Partnering Interactions Measuring Process Performance/Improvement Outcomes Monitoring Implementation and Outcomes Strategic Visioning & Planning Team Coaching - Identify, Design, Plan for New Change Projects</p>

<p>Customer Focus: Creating a Customer-Focused Culture</p>	<p>The Commonwealth Agencies, community partnerships and affiliated organizations recognize the need to create, build and maintain a customer-focused, inclusive business culture, which involves all personnel levels, from the executive level to the front-line employees who deal directly with the general public. The purpose of this curriculum is to enable participants to provide instruction, tools and techniques to successfully create and maintain a customer-focused, inclusive organization, as well as the action plan and/or materials necessary to successfully transition to the proposed customer-focused service model.</p>
<p>Customer Focus: Possible subject areas</p>	<p>Communicating & Training Management/ Creating-Sustaining Service Culture Customer Information Systems Methodology Customer & Market Focus Customer/market Segmentation Methodology Customer Satisfaction Determination Facilitate/Conduct/Participate in on-site Meetings Focus Group Facilitation Human Resource Focus Interactive Self-Assessment Leadership For Change Leadership For Excellence Leadership's Role in Creating a Service Culture Measuring & Analyzing Outcomes Measuring, Evaluating and Analyzing Outcomes One-one-one with Customer-Focused Teams Performance For Results Refocusing the Customer-focused Initiative Skill Building for Front Line Strategic Visioning & Planning Surveying & Listening Posts Tools for Sustaining a Service Culture Top-down Customer Service Competency Studies</p>
<p>Data: Collection/Analysis</p>	<p>The Commonwealth Agencies, community partnerships and affiliated organizations have indicated that there is a need for training that focus on the collection and analysis of data for measuring the effectiveness of service delivery systems. Courses are to address the development of data collection, identify data variables, tracking data, creating a data table, analysis of the results and create reports at all skill levels. The purpose of this curriculum is to enable participants to identify concerns and gain business knowledge of the research.</p>
<p>Possible subject areas</p>	<p>Building queries Data Analysis Data Utilization Database Management Database Structure</p>
<p>Workplace Management: Violence Prevention and Reaction</p>	<p>Training will provide workplace violence prevention and response training for Commonwealth Agencies, community partnerships and affiliated organization personnel. Training and consultation should provide instruction, data, tools and techniques needed to address issues that could occur in the workplace or in dealing with internal and external customers. Specifically assist agencies in creating a whole systems approach that is inclusive of all support services, training and materials necessary to implement a proposed Workplace Violence Prevention and Response Program.</p>

Possible subject areas	<p>Anger Management Conflict Management/Resolution (including customer/client, stranger, co-worker) Coping with Difficult Behavior Cultural Awareness Diffusing Hostility (including customer/client, stranger, co-worker) Domestic Violence and Substance Abuse Effective Interpersonal Skills Effectively Dealing with Violence/Threats of Violence from the Public General Awareness - What is Workplace Violence Personal Safety – situational intervention/de-escalation skills Safety and Security of a Worksite Stress Management Techniques for Prevention of and Response to Workplace Violence (employees) Techniques for Prevention of and Response to Workplace Violence (management) Treating others with Respect and Dignity</p>
Health and Safety	<p>Training is to ensure that Commonwealth Agencies, community partnerships and affiliated organization personnel are well trained in emergency preparedness and to anticipate and address current and future health and safety issues and events. Challenges such as medical emergencies, HIV/AIDS, hepatitis, SARS, TB, anthrax, and other infectious/contagious conditions require accurate information to prevent transmission, reduce discrimination of both employees and clients, and alleviate fears that can adversely affect the work environment or internal and external customers. This category blends health and safety with human resources, with the goal of improved efficiencies through the communication of timely, accurate information on managing specific conditions with potential impacts to our workplace and business environment. Since course listings are based on general conditions and events, a future topic may be added as long as it falls within the overall intended scope for the category. All training must be consistent with existing Commonwealth policy.</p>
Health and Safety Possible subject areas	<p>Addiction Anthrax and Other Contaminants Automated external defibrillator (AED) Blood Borne Pathogens (including, but not limited to, HIV/AIDS) CPR Death and Dying Depression & Suicide Ideation Drug Subculture Competency First Aid Gender and Sexual Identity HIV Disease and Addiction Human Sexuality Infections/Contagious Conditions Impacting Customer Service Staff Issues for GLBT Clients Loss, Grief, Dying/Death, HIV Disease and Addiction Needs Assessment OSHA Regulations</p>

<p>Health Communicable Disease</p>	<p>Communicable Disease will address areas that Commonwealth Agencies, community partnerships and affiliated organizations have indicated that there is a need for training that addresses identification, prevention and treatment of communicable diseases, such as HIV/AIDS, Hepatitis, Tuberculosis, STD, etc., particularly as it relates to clients with addictive disorders receiving substance abuse services. The purpose of this curriculum is to enable participants to identify recent outbreaks, vaccination programs, cases of unusual infectious diseases, and background on new and emerging infectious diseases.</p>
<p>Possible subject areas</p>	<ul style="list-style-type: none"> Basic HIV Communicable Diseases Counseling on the HIV Antibody Test Domestic Violence and HIV Dying and Death Ethics on HIV/AIDS and Substance Abuse Program Focus on Women and HIV Focus on Women and HIV Disease Fundamentals of HIV Prevention Counseling Harm Reduction HIV Administrative Planning for Substance Abuse Treatment Programs HIV and Hepatitis C Co-infection HIV and Substance Abuse HIV Training Program for Substance Abuse Counselors HIV/AIDS HIV/AIDS, STD, Hepatitis C HIV/AIDS, STDs, TB Human Sexuality Issues for Gay, Lesbian and Bisexual Clients Risk Reduction Counseling STD/TB/HEP-C, Body Piercing, Tattoos STDs/TB Substance Abuse and HIV Disease Tattoos and Body Modifications TB/STD TB/STD/Hepatitis TB/STD/HIV Treatment Planning for the Client with HIV Disease Treatment Programs
<p>Health Research Development</p>	<p>Research Development Training will address areas that Commonwealth Agencies, community partnerships and affiliated organizations have indicated that there is a need for methods and strategies to design research studies in the area of addictive disorders, as well as, methodologies in analyzing the results of such studies. Courses are to address new information, reviews, substantiation or contradiction of previous findings, or as application of new or improved techniques strategies, methods, and tools that will help you lead to the discovery of newly gained knowledge. The purpose of this curriculum is to enable participants to identify what to research, with the tools and systems available to complete the research.</p>
<p>Possible subject areas</p>	<ul style="list-style-type: none"> Emerging Issues in Research Moving from innovation to Effective Programs Pathway to Effective Programs Putting Theory to Practice Research Methodology Research Theory Where Systems Collide

<p>Health Prevention & Education</p>	<p>Health Prevention Courses will address areas that Commonwealth Agencies, community partnerships and affiliated organizations have indicated that there is a need for planned strategies designed to preclude or reduce the use of drugs and alcohol, which has a negative impact on the individual, the family, the community and society. The purpose of this curriculum is to utilize opportunities to integrate health education into other subject areas, allowing individuals to create, apply, and use knowledge in many different situations.</p>
<p>Possible subject areas</p>	<ul style="list-style-type: none"> Adult and Child Learning System Adult Learning Theory Building Coalitions Collaboration, Coalitions and Partnerships Community Inclusiveness Community Mobilization Drug Paraphernalia Emerging Issues in Prevention/Education Environmental Strategies Exploring Current Drug Trends Goal and Objective Development Goal and Objective Evaluation Harm Reduction MDS Service Codes New DUI Laws Non-Chemical Addictions Parenting Communication, Discipline Performance Based Prevention Theory Prevention Ethics Prevention in a Faith Based Setting Prevention Orientation Prevention Strategies Program Fidelity and Adaptation Recurring Services Red Flag to Adolescent Drug Use Refusal Skills Relapse Prevention SAP Leadership Training Social Marketing Street Drugs Training Substance Abuse Prevention Specialist Training Web Based Performance Based Prevention System
<p>Health Treatment Programs</p>	<p>Health Treatment Programs will address areas that Commonwealth Agencies, community partnerships and affiliated organizations have indicated that there is a need for Clinical training that provides skills for client counseling with individuals that suffer from addictive disorders. The purpose of this curriculum is to enable participants to identify and provide counseling for individuals to receive the best effective treatment.</p>
<p>Health Treatment Programs Possible subject areas</p>	<ul style="list-style-type: none"> Addiction 101 Addiction and the Criminal Justice System Addiction as a Brain Disease Addiction Severity Index Adolescent ASAM Adolescent Children of Alcoholics Advanced Pharmacology ASAM Assessment and Treatment Planning Basic Counseling 101 Basic Group Counseling Skills Basic Group Skills Basic Pharmacology

Health**Treatment Programs**

Possible subject areas

Behavioral Health/Gay, Lesbian, Bisexual, Transgender
Borderline Personality Disorders
Club Drugs
Cognitive Behavioral Therapy
Cognitive Restructuring for Criminal Justice
Cognitive Restructuring for Criminal Justice II
Co-Occurring Disorders in Adolescents
Date Rape Drugs
DUI Laws: Implications for Clinical Team
DUI Offenders in the D&A System
Dynamics of Compulsive Behavior & Relapse
Emerging Issues
Engagement Strategies
Gestalt Training
Group Therapy
Heroin
Heroin and Adolescents
Heroin Training
Impact of Addiction on Psychosocial Development
Male Co-Dependence
Methadone
MISA
MISA Assessment
MISA Groups
Motivational Interviewing
Opiates: Past, Present and Future
PCPC
Peer Mediation
Personality Disorders
Pharmacology
Pharmacotherapeutic Issues
Practical applications of PCPC & Confidentiality
Pre/Perinatal Impact of Addiction
Psychopharmacology of Street Drugs
PTSD and Addiction
Reality Therapy Training
Reducing Recidivism
Reducing Relapse and Recidivism
Relapse Prevention, TX Recovery CT Model
Resistant Clients Training
Science of Addiction
Screening and Assessment
Sex and Addiction
Sex, Drugs and Companionship
Sexual Addiction
Sexuality Diversity Issues
Shame Issues in Addiction
Shame within the Dysfunctional Family
Special Concerns when Conducting Groups
Spirituality – Faith Based Issues
Stages of Change/Motivational Interviewing
Substance Abuse and Domestic Violence
Substance Abuse Treatment for Special Populations
Taking Co-Dependence on the Road
The DUI Offender in the D&A System
The Hijacked Brain
Tobacco Dependence
Treating Heroin/Oxycontin Clients
Treatment Methodology
Treatment Planning for HIV/AIDS
Treatment Theory
Understanding Opiate Addiction
Update on Street Drugs
Who's Directing the Treatment Planning
Women and Addiction
Women in Treatment
Women Issues in D&A Treatment
Working With Forensic Clients
Working With Resistant Clients

<p>Health Case Management</p>	<p>Health Case Management Training will address areas that Commonwealth Agencies, community partnerships and affiliated organizations have indicated that there is a need for skills to facilitate client access to available resources and retention in treatment and support services. The purpose of this curriculum is to educate participants with the resources necessary for a client to achieve and maintain self-sufficiency.</p>
<p>Possible subject areas</p>	<p>Anger Management Case Management Overview Emerging issues in Case Management Family Systems Family Therapy Intensive Case Management ISS: Service Planning and Record Keeping Pain Management Prevention Methodology Prevention Theory The Family System, Function, Assessment Understanding Dynamics of D&A Court Update on DUI legislation Violence in Youth</p>