

# Schedule 00Corp Professional Services Schedule

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General Services Administration  
Authorized Information  
Technology Schedule Pricelist

- SPECIAL ITEM NUMBER  
874 4 - Training Services:  
Instructor Led Training,  
Web Based Training and  
Education Courses,  
Course Development and  
Test Administration,  
Learning Management,  
Internships
- FSC Class/Product code:  
U006



**Phoenix TS**

## Additional Contract Information

**Note 1:** On-line access to contract ordering information, terms and conditions, up-to-date pricing, and the option to create an electronic delivery order are available through [GSAAdvantage.gov](http://GSAAdvantage.gov).

### Company Information:

Phoenix Technology Solutions, LLC DBA Phoenix TS

20 Corporate Center, Ste 500 10420 Little Patuxent Parkway Columbia, MD 21044

Telephone: (301) 258-8200

Fax: (301) 309-0004

Website: <http://www.phoenixts.com>

Contract Number: GS-02F-007BA

Period Covered by Contract: October 8th, 2013 – October 7th, 2023

Pricelist current through Modification 17, effective October 8, 2018

Contract administration source:

Alireza Choubineh

Phone: 240-599-2442

E-mail: [al@phoenixts.com](mailto:al@phoenixts.com)

Socio Economic Status:

SBA Certified 8(a) Firm

Economically Disadvantaged Women Owned Small Business (EDWOSB)

SBA Certified Small Disadvantaged business

Products and ordering information in this Authorized FSS Information Technology Schedule Pricelist are also available on the GSA Advantage! System (<http://www.gsadvantage.gov>).

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## Customer Information

Table of Awarded Special Item Numbers: SIN 874-4 Training Services: Instructor Led Training, Web Based Training and Education Courses, Course Development and Test Administration, Learning Management, Internships

### Identification of Lowest Unit Price:

| SIN(s)<br>PROPOSED | Course<br># | Course Title                                  | Course<br>Length<br>(Days) | Min<br>Students | Max<br>Students | Per<br>Student<br>Cost |
|--------------------|-------------|---|----------------------------|-----------------|-----------------|------------------------|
| 874-4              | 30          | Writing Job Descriptions                      | 1                          | 26              | 30              | \$178.04               |
| 874-4              | 37          | Influence and Persuasion                      | 1                          | 26              | 30              | \$178.04               |
| 874-4              | 38          | Time Management                               | 1                          | 26              | 30              | \$178.04               |
| 874-4              | 39          | How to Write a Creative Brief                 | 1                          | 26              | 30              | \$178.04               |
| 874-4              | 40          | Budgets                                       | 1                          | 26              | 30              | \$178.04               |
| 874-4              | 50          | Creating a Job Portfolio                      | 1                          | 26              | 30              | \$178.04               |
| 874-4              | 53          | Delegation                                    | 1                          | 26              | 30              | \$178.04               |
| 874-4              | 55          | Generation Gaps                               | 1                          | 26              | 30              | \$178.04               |
| 874-4              | 56          | Developing a High Reliability<br>Organization | 1                          | 26              | 30              | \$178.04               |
| 874-4              | 57          | Negotiating for Results                       | 1                          | 26              | 30              | \$178.04               |
| 874-4              | 63          | Effective Resource Management                 | 1                          | 26              | 30              | \$178.04               |

Maximum order: \$1,000,000

Minimum order: \$100.00

Geographic coverage: 48 contiguous states, Alaska, Hawaii, Puerto Rico, Washington, DC, and U.S. territories

Point(s) of production (city, county, and state, or foreign country): Not applicable

Discount from list prices or statement of net prices: All prices herein are net government prices.

Quantity discounts: Additional 5% volume discount for single purchase orders of \$25,000 and above.

Prompt payment terms: Net 30 Days.

Government Purchase Cards are accepted at or below the micro-purchase threshold of \$3,000.00.

Government Purchase Cards are accepted above the micro-purchase threshold of \$3,000.00.

Foreign items: Not applicable

Time of delivery: 30 DARO

Expedited delivery: To be negotiated at the task order level

Overnight and 2-day delivery: Contact Contractor

Urgent Requirements: Contact Contractor: When the Federal Supply Schedule contract delivery period does not meet the bona fide urgent delivery requirements of an ordering agency, agencies are encouraged, if time permits, to contact the Contractor for the purpose of obtaining accelerated delivery. The Contractor shall reply to the inquiry within 3 workdays after receipt. (Telephonic replies shall be confirmed by the Contractor in writing.) If the Contractor offers an accelerated delivery time acceptable to the ordering agency, any order(s) placed pursuant to the agreed upon accelerated delivery time frame shall be delivered within this shorter delivery time and in accordance with all other terms and conditions of the contract.

F.O.B. point(s): Destination

Ordering Address: Phoenix Technology Solutions, L.L.C. 10420 Little Patuxent Parkway, Suite 500  
Columbia, MD 21044

Phone: 240-599-2442

Fax: 410-730-4151

Email: [al@phoenixts.com](mailto:al@phoenixts.com)

Ordering Procedures: For supplies and services, the ordering procedures, information on blanket purchase agreements (BPA's), are found in Federal Acquisition Regulation (FAR) 8.405-3.

Payment address:

PHOENIX TECHNOLOGY SOLUTIONS, L.L.C.

10420 Little Patuxent Parkway, Suite 500

Columbia, MD 21044

Phone: 240-599-2442

Fax: 410-730-4151

Email: [al@phoenixts.com](mailto:al@phoenixts.com)

Warranty Provision: Not applicable

Export packing charges: Not applicable

Terms and conditions of Government Purchase Card acceptance (any thresholds above the micro-purchase level): Not applicable

Terms and conditions of rental, maintenance and repair: Not applicable

Terms and conditions of installation: Not applicable



Terms and conditions of repair parts: Not applicable

Terms and conditions for any other services: Not applicable.

List of services and distribution points: Not applicable

List of participating dealers: Not applicable

Preventive maintenance: Not applicable

Special attributes such as environmental attributes: Not applicable

Section 508 Compliance: Not applicable

Data Universal Number System (DUNS) number: 120222992

Notification regarding registration in System for Award Management (SAM) database: Registered.  
Cage code: 3G3S5.

## Phoenix Technology Solutions, LLC. Training Course Descriptions

| Course ## | Course Title     | Course Description   | Course Length |
|-----------|------------------|--|---------------|
| 01        | Basic Statistics | <p>Topics covered in this induction to statistics course:</p> <ul style="list-style-type: none"> <li>- Introduction to the research process and statistical reasoning</li> <li>- Overview of populations and samples</li> <li>- Planning and conducting a study; identifying a minimum sample size</li> <li>- Creating graphical representations of data using dotplots, stemplots, histograms, cumulative frequency plots, and boxplots</li> <li>- Measuring position using quartiles, percentiles, and z-scores</li> <li>- Measuring center using mean, median, and mode</li> <li>- Measuring spread using range, interquartile range, and standard deviation</li> <li>- Anticipating patterns using probability – random variables, expected values, normal and binomial distributions</li> <li>- Standard normal distribution – the “bell curve”</li> <li>- Extracting a random sample from a population</li> <li>- Identifying the reliability of an estimate using confidence intervals</li> <li>- Identifying relationships between variables with correlation and regression analysis</li> </ul> | 4             |



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| 04 | Constructive Conflict Resolution   | The Constructive Conflict Resolution course uses a combination of lecture and scenario based exercises to teach attendees how to communicate effectively with employees and quickly resolve conflict in the workplace. Students learn how to deal with conflict under a variety of circumstances such as frustrated customers or disgruntled employees. Instructors will lead students through these situations and help develop their skills at not only managing office conflicts but also in how to change an employee's disruptive behavior. This course is ideal for managers wishing to develop the knowledge and skills needed to understand organizational politics and effectively communicate and discipline employees.   | 3 |
| 15 | Leadership and Influence           | <p>This leadership training course discusses the common traits and behaviors of effective leaders. This course explores leadership from various perspectives and allows students to arrive at their own personal interpretation of leadership. Student will assess their leadership skills, accept feedback from classmates and will develop a self-development action plan.</p> <p>This course is designed for team leaders, supervisors, managers and anyone else wishing to enhance their leadership skills.</p>   | 3 |
| 18 | Decision Making/Problem Solving    | <p>The Decision Making and Problem Solving Training course helps students through the problem solving process in order to make the best decisions for their organizations. Interactive lessons will teach students how to plan, frame and research decisions. At the end of this course, students will be able to distinguish between root causes and symptoms of an organization's problems. This skill will then allow to students to make proper decisions and formulate the most effective strategies to combat the root issues.</p> <p>Over the course of this class students will learn how to:</p> <ul style="list-style-type: none"> <li>- Define decisions</li> <li>- Apply appropriate decision frames</li> <li>- Avoid overconfidence</li> <li>- Deal with uncertainty</li> <li>- Develop numerous high-quality options</li> <li>- Evaluate and select a final option</li> <li>- Review and learn from experience</li> <li>- Identify optimal decision outcomes</li> <li>- Identify and manage linked decisions</li> </ul> | 3 |
| 20 | Emotionally Intelligent Leadership | This course is ideal for managers, leaders and team members that are interested in increasing the effectiveness of their leadership capabilities by enhancing their emotional intelligence. Attendees will learn how emotions influence behavior and decision making, the characteristics of an emotionally intelligent leader and how to use emotional intelligence to increase personal effectiveness and situational awareness. Students will also practicing applying these ideas through scenario based classroom exercises and brainstorm ways to improve their own emotional intelligence.   | 2 |

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| 21 | Improving Productivity                               | This course is ideal for managers, leaders and team members that are interested in increasing the effectiveness of their leadership capabilities by enhancing their emotional intelligence. Attendees will learn how emotions influence behavior and decision making, the characteristics of an emotionally intelligent leader and how to use emotional intelligence to increase personal effectiveness and situational awareness. Students will also practicing applying these ideas through scenario based classroom exercises and brainstorm ways to improve their own emotional intelligence.  | 3 |
| 23 | Developing, Managing & Meeting Performance Standards | This course focuses on using performance metrics to improve program efficiency and effectiveness. The ideal audience for this course is members of the federal budgeting, planning and management community that are tasked with performance planning, formulating budgets or management duties. Upon completion of this course students will be able to: <ul style="list-style-type: none"> <li>- Demonstrate the knowledge requirements for performance measurement and explain its significance</li> <li>- Describe the foundation of measuring performance</li> <li>- Identify the elements of successful performance measurement and management practices</li> <li>- Thoroughly understand performance measurement terminology</li> <li>- Develop strategies, performance goals and measures</li> <li>- Align performance measures with strategic goals</li> <li>- Verify and validate performance related data</li> <li>- Explain performance monitoring and reporting best practices</li> <li>- Use performance related information to make better decisions</li> <li>- Conduct program evaluations to improve performance</li> </ul> | 3 |
| 05 | Customer Service Excellence                          | This course is aimed at students who are in the customer service field and want to improve their knowledge through customer service training. Students will learn what it means to be customer focused and how a service based culture can take a business to the “next level”. This course also covers customer service as a process that includes greeting, listening, questioning, responding, and resolving. Students will discuss each step of the process in detail. Upon completion of this training course, students will have the knowledge and skills to anticipate customer needs and properly handle customer issues as they arise.  | 2 |



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| 12 | Project Management for the Office Professional              | <p>Students will learn basic project management techniques like time management and controlling costs. This course also covers more advanced topics like project features and attributes, budget and estimates, the project management process and the responsibilities of a project manager.</p> <p>Classroom exercises include defining scope, developing a project charter, creating a work breakdown structure, identifying time management components, developing a schedule, utilizing analysis techniques and resource allocation.</p> <p>This course is for office professionals in need of solid foundation in project management techniques and those who may just want to sharpen their skills. Administrative and support personnel assigned to work or manage project teams would also benefit from this training course</p>   | 2 |
| 13 | How to be an Action Officer                                 | <p>The How to be an Action Officer course covers the following topics:</p> <ul style="list-style-type: none"> <li>- DoD organizational structure</li> <li>- Action Officer roles and responsibilities</li> <li>- Effective writing</li> <li>- Packaging a document</li> <li>- Staffing and preparing action packages</li> <li>- Staff Action Control and Coordination Portal (SACCP)</li> <li>- Effective briefing</li> </ul>   | 3 |
| 22 | Effective Planning and Goal Setting                         | <p>Having managers, supervisors and team leaders effectively communicate performance expectations to employees is vital if your organization places an emphasis on accountability. This course will teach attendees how to engage in performance conversations in a way that will result in a clear understanding of expectations, increased employee performance and higher employee satisfaction. .</p> <p>Upon completion of this course attendees will also be able to:</p> <ul style="list-style-type: none"> <li>- Create a clear understanding of expectations using various communication styles</li> <li>- Create a written performance plan to guide conversation pertaining to performance</li> <li>- Take a hands on approach to monitoring employee performance</li> <li>- Deliver performance-based feedback</li> <li>- Engage in difficult performance-based conversations</li> <li>- Discover personal perceptions that may hinder the effectiveness performance- related conversations</li> <li>- Show recognition and express appreciation for outstanding performance</li> <li>- Conduct formal performance reviews</li> </ul> | 3 |
| 02 | Contracting Basics for Support and Administrative Personnel | <p>This training course provides new Level I Contracting Officer's Representatives (CORs) with the knowledge and skills necessary to be successful in the workplace. Students will learn about the federal acquisition process as well as their new roles and responsibilities. This course places an emphasis on contract monitoring, payment, ethics, documentation and proper communication.</p>   | 1 |

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| 24 | Government Acquisition and Procurement | <p>This government acquisition and procurement course is ideal for those new to federal contracting and will provide attendees with the knowledge and skills to be successful in the federal contracting environment. This course is not just for those within the contracting community, acquisition team members and sellers to the government will also benefit tremendously from attending. Students will learn the fundamentals of the federal acquisition process including the roles of key participants and an overview of basic statutes and regulations that govern the process.</p> <p>This course covers the following topics:</p> <ul style="list-style-type: none"> <li>- The goals, objectives and vision of the federal acquisition process</li> <li>- The roles and responsibilities of key participants in the acquisition process</li> <li>- The underlying sources of federal contract law</li> <li>- Organizing the acquisition function</li> <li>- The Federal Acquisition Regulation (FAR) System</li> <li>- The principal contracting functions</li> <li>- Standards of conduct and ethics</li> </ul> | 5 |
| 03 | Contracting Basics for COTRs           | <p>This training course is designed to provide non-contracting personnel with the fundamental knowledge of the federal acquisition process needed to effectively perform their job duties as a representative of the contracting officer. This course is appropriate for Contracting Officer's Representatives (CORs), Technical Officers (TOs), Contracting Officer's Technical Representatives (COTRs) and Project Officers (POs).</p>  | 5 |
| 06 | E-Mail Etiquette                       | <p>This training course teaches students how to use email effectively. Students will learn about writing effective messages, e-policies, the use of email accessories and passwords, and how to prevent your password from being stolen. Course activities also cover using the subject line, considering your recipient, managing email volume, following internet etiquette guidelines, attaching files, preparing for recipient reactions, and using emoticons effectively. Students also learn about the differences between writing online and traditional paper-based writing, achieving email message objectives, using correct punctuation, constructing effective sentences and paragraphs, editing your email messages, and using active voice in writing.</p>  | 1 |
| 10 | Fundamental of Writing                 | <p>The Fundamentals of Writing course covers the following topics:</p> <ul style="list-style-type: none"> <li>- Organizing your thoughts</li> <li>- Creating clear and concise memos, emails, letters, reports, and other business documents</li> <li>- Using proper grammar</li> <li>- Clarifying language</li> <li>- Connecting with the reader</li> <li>- Constructing simple, compound and complex sentences</li> <li>- Effectively using transitional words to link sentences into well-constructed paragraphs</li> <li>- Revising documents</li> <li>- Formatting documents so that are easy to read</li> <li>- The Plain Writing Act of 2010</li> </ul>  | 3 |

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| 16 | Basic Writing Skills                      | Strong writing skills are important regardless of your role within an organization. This course will sharpen your writing skills by teaching you how to structure your ideas logically and shape arguments properly. Students will learn how to identify their target audience and communicate both informatively and persuasively.  | 2 |
| 17 | Personal Development and Self Improvement | The desire to improve one's self is what sets successful employees apart from unsuccessful ones. However, this type of growth doesn't occur overnight, it takes a true commitment. Self-improvement is a continual process that helps individuals reach their full potential. Students will learn about the foundations of self-improvement as well as the self-improvement process. This training course is relevant regardless of industry and job role.   | 2 |
| 07 | Federal Appropriations Law                | This training course is designed for program managers, accountants, budget analysts, auditors, purchase card holders, approving managers, contracting officers, certifying officers and attorneys that work for the federal government. Students will learn the basics of appropriations law, how to determine the legal availability of appropriations, the legal obligation of funds, how to ensure that the correct fund sources are charged for obligations and the correct course of action when funds need to be transferred or reprogrammed. Students will also learn how to avoid a negative audit or congressional report, violations of the Anti-Deficiency Act (ADA) and spending personal money to correct errors. | 4 |
| 08 | Federal Appropriations Law Update         | This Federal Appropriations course is for anyone that attended Appropriations Law training more than three years ago. This course brings attendees up to date on the latest changes in the GAO's Principles of Federal Appropriations Law (Red Book) and covers recent appropriations law case rulings. Students will also learn how to utilize powerful research tools and resources. Some of the topics that will be covered in this course are lobbying, personal services equipment, gifts, contests, serving food and refreshments, grants, expenses and credit monitoring services, and Anti-Deficiency Act (ADA) reporting requirements.  | 1 |

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| 09 | Federal Budget Process                    | <p>This course is ideal for government employees dealing with the process or effects of federal budgeting. It will also provide government employees who wish to become more involved in the federal budget process with the knowledge and skills to do so.</p> <p>The Federal Budget Process is extremely complex. Through this instructor-led course, students will learn the many sub-processes, rules and procedures which make up the federal budget process and those members within the executive and legislative branches of government who play the most active roles.</p> <p>Attendees will also gain a proficient understanding of the various elements of the federal budget process including:</p> <ul style="list-style-type: none"> <li>- The President's budget submission</li> <li>- Framework</li> <li>- Timetable</li> <li>- Budget resolution</li> <li>- Budget reconciliation</li> <li>- The 'Byrd Rule'</li> <li>- Appropriations</li> <li>- Budget execution</li> </ul> | 2 |
| 14 | Understanding Federal Budget Formulation  | <p>The Understanding Federal Budget Formulation Course will provide students with a thorough understanding of the budget formulation process. This course is ideal for budget analysts and financial resource professionals who compile data and information in order to make educated decisions regarding future programs, funding or budget strategies.</p> <p>This course will instruct students on the best practices for:</p> <ul style="list-style-type: none"> <li>- Locating the major sources of budget formulation</li> <li>- Formulating a unit budget</li> <li>- Determining unit budget requirements</li> <li>- Writing budget justifications</li> <li>- Budgeting capital assets</li> <li>- Preparing and integrating a performance budget into the formulation process</li> <li>- Preparing a program assessment</li> </ul>   | 3 |
| 19 | Fundamentals of Analyzing Processing Data | <p>The processing data analysis course focuses on equipping decision makers with the skills needed to effectively analyze financial data. This course is ideal for all federal financial management personnel including consultants, management analysts and budget analysts. Upon completion of this course, students will understand the significant of data analysis as it relates to federal financial management; have acquired intermediate Microsoft Excel Skills; students will be able to conduct a break-even analysis and a variance analysis; students will be able to calculate the internal rate of return and report on Net Present Value (NPV); and use the queuing theory to assess program performance.</p>  | 4 |



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| 27 | Planning, Programming Budgeting & Execution | This training course is for individuals responsible for financial, program and resource management that would benefit from learning more about the development of budgets within the Department of Defense (DoD). Students will learn about the roles and relationships involved in the PPBE process, the services program and budget submissions, the congressional enactment process and its effect on PPBE and the basic elements of DoD budget execution.  | 3 |
| 29 | Analytics Boot Camp                         | The Analytics training course focuses on using Microsoft Excel functionalities for data analysis and ultimately decision making. This course will teach students how to properly collect and handle data derived from a multitude of sources and then translate it into something meaningful within an Excel spreadsheet. This instructor led course will provide students with the knowledge to summarize data effectively and use advanced problem solving techniques to develop a thorough understanding of the information. Data analysis will be completed through the use of:<br><ul style="list-style-type: none"> <li>- Excel graphing functions</li> <li>- Frequency distribution tables</li> <li>- Excel statistical techniques</li> </ul> After students convert data into relevant information they will learn how to calculate and select the most appropriate central tendency measures, as well as, identify and avoid hidden bias while expressing statistical findings. | 5 |
| 26 | Pre-retirement Planning                     | The Pre-Retirement Planning course covers the following topics:<br><ul style="list-style-type: none"> <li>- Make informed decisions about retirement</li> <li>- Civil Service Retirement System (CSRS)</li> <li>- Federal Employee Retirement System (FERS)</li> <li>- How Social Security benefits are calculated?</li> <li>- How health and life insurance benefits carry over into retirement</li> <li>- Medicare and Thrift Savings Plan (TSP) withdrawal options</li> <li>- Financial, estate, and "life" planning</li> </ul>   | 2 |
| 30 | Writing Job Descriptions                    | This 1-day, instructor-led course is designed to teach managers to write job descriptions that make hiring, planning and evaluations easier. This training will address:<br><ul style="list-style-type: none"> <li>• Creating good job descriptions</li> <li>• Hiring qualified employees</li> <li>• Avoiding legal traps</li> </ul> There are no prerequisites for this course.   | 1 |
| 31 | Interviewing Techniques                     | This 2-day, instructor-led course is designed for teaching managers to refine their interview skills and techniques. This training will address:<br><ul style="list-style-type: none"> <li>• Finding the right person for the job</li> <li>• Ask the appropriate questions</li> <li>• Recognizing the cost of hiring the wrong person</li> <li>• Developing a job analysis and position profile</li> </ul> There are no prerequisites for this course.   | 2 |



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| 32 | Critical Thinking        | <p>This 2-day, instructor-led course provides the skills to analyze and evaluate information to obtain the greatest amount of knowledge from a piece of data. This training will address:</p> <ul style="list-style-type: none"> <li>• The skills to evaluate, identify and distinguish between relevant and irrelevant information</li> <li>• Components of critical thinking</li> <li>• Non-linear thinking</li> <li>• Logical thinking</li> <li>• Evaluate information</li> <li>• Benefits of critical thinking</li> </ul> <p>There are no prerequisites for this course.</p> | 2 |
| 33 | Change Management        | <p>This 2-day, instructor-led course gives participants tools to implement changes more smoothly and to have changes better accepted. This training will address:</p> <ul style="list-style-type: none"> <li>• Preparing for change</li> <li>• Understanding change</li> <li>• Leading and managing change</li> <li>• Gaining support</li> <li>• Building resiliency</li> </ul> <p>There are no prerequisites for this course.</p>   | 2 |
| 34 | Contract Negotiations    | <p>This 2-day, instructor-led course covers the important aspects of contract negotiation. This training will address:</p> <ul style="list-style-type: none"> <li>• Planning</li> <li>• Conducting contract negotiations</li> <li>• Documenting contract negotiations</li> <li>• Contract formation</li> </ul> <p>There are no prerequisites for this course.</p>  | 2 |
| 35 | Office Politics          | <p>This 2-day, instructor-led course will help participants successfully recognize and navigate office politics. This training will address:</p> <ul style="list-style-type: none"> <li>• Creating and maintaining better relationships</li> <li>• Communicating and working with your peers and colleagues</li> <li>• Being better team members to be more successful and productive</li> </ul> <p>There are no prerequisites for this course.</p>  | 2 |
| 36 | Business Acumen          | <p>This 2-day, instructor-led course will help participants improve their judgement and decision skills. This training will address:</p> <ul style="list-style-type: none"> <li>• Financial literacy</li> <li>• Business sense</li> <li>• Managing risk</li> <li>• Increasing critical thinking</li> </ul> <p>There are no prerequisites for this course.</p>  | 2 |
| 37 | Influence and Persuasion | <p>This 1-day, instructor-led course will help participants develop the skills to apply controlled influence and persuasion. This training will address:</p> <ul style="list-style-type: none"> <li>• How persuasion differs from manipulation</li> <li>• How to apply techniques of persuasion and influence</li> <li>• Getting persuasive conversations and presentations underway</li> <li>• Using storytelling techniques to extend influence</li> </ul> <p>There are no prerequisites for this course.</p>  | 1 |

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| 38 | Time Management               | <p>This 1-day, instructor-led course will help participants develop skills to organize themselves and their workspace for peak efficiency. This training will address:</p> <ul style="list-style-type: none"> <li>• Organization</li> <li>• Value of goals and how to achieve them</li> <li>• Creating actions plans to get things done</li> <li>• Delegating properly</li> </ul> <p>There are no prerequisites for this course.</p>                                   | 1 |
| 39 | How to Write a Creative Brief | <p>This 1-day, instructor-led course teaches participants how to create a brief provides the audience with only the important details in an interesting manner. This training will address:</p> <ul style="list-style-type: none"> <li>• Communication objectives</li> <li>• Effective writing</li> <li>• Details</li> </ul> <p>There are no prerequisites for this course.</p>  | 1 |
| 40 | Budgets                       | <p>This 1-day, instructor-led course teaches participants a solid understanding of basic financial terms and methods This training will address:</p> <ul style="list-style-type: none"> <li>• Commonly used terms</li> <li>• Financial statements</li> <li>• Budgets</li> <li>• Forecasting</li> <li>• Purchasing Decisions</li> <li>• Financial Legislation</li> </ul> <p>There are no prerequisites for this course.</p>   | 1 |
| 41 | Customer Relationships        | <p>This 2-day, instructor-led course introduces the different facets of Customer Relationship Management (CRM). This training will address:</p> <ul style="list-style-type: none"> <li>• Working through the benefits of CRM</li> <li>• Analyze the different components of a CRM plan</li> <li>• Describe how customer relationship management can provide value for organizations and customers</li> </ul> <p>There are no prerequisites for this course.</p>        | 2 |
| 42 | Customer Service              | <p>This 2-day, instructor-led course will look at all types of customers and how we can serve them better and improve ourselves in the process. This training will address:</p> <ul style="list-style-type: none"> <li>• Who are the customers</li> <li>• Establishing your attitude.</li> <li>• Identifying customer needs</li> <li>• Generating return business</li> <li>• Electronic customer service</li> </ul> <p>There are no prerequisites for this course.</p> | 2 |

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| 43 | Goal Setting                             | <p>This 2-day, instructor-led course is designed to help participants understand how to take wishes and turn them into reality. This training focuses on:</p> <ul style="list-style-type: none"> <li>• Identify what's important personally and professionally</li> <li>• Use goal setting activities and appropriate language to articulate their wishes</li> <li>• Use motivational techniques to help themselves reach their goals</li> <li>• Understand how to deal with setbacks</li> </ul> <p>There are no prerequisites for this course.</p> | 2 |
| 44 | Entrepreneurship                         | <p>This 2-day, instructor-led course is designed to help participants understand how to take wishes and turn them into reality. This training focuses on:</p> <ul style="list-style-type: none"> <li>• Identify what's important personally and professionally</li> <li>• Use goal setting activities and appropriate language to articulate their wishes</li> <li>• Use motivational techniques to help themselves reach their goals</li> <li>• Understand how to deal with setbacks</li> </ul> <p>There are no prerequisites for this course.</p> | 2 |
| 45 | Facilitation                             | <p>This 2-day, instructor-led course is designed make core facilitation skills better. This training focuses on:</p> <ul style="list-style-type: none"> <li>• Distinguish facilitation from instruction and training</li> <li>• Identify the competencies linked to effective small group facilitation</li> <li>• Identify the stages of team development and ways to help teams through each stage</li> <li>• Use common process tools to make meetings easier and more productive</li> </ul> <p>There are no prerequisites for this course.</p>   | 2 |
| 46 | Conversational Leadership                | <p>This 2-day, instructor-led course teaches a collaborative approach to leadership. This training teaches students how to:</p> <ul style="list-style-type: none"> <li>• Relationship building</li> <li>• Communication</li> </ul> <p>There are no prerequisites for this course.</p>   | 2 |
| 47 | Project Planning, Scheduling and Control | <p>This 3-day, instructor-led course teaches an applications-oriented understanding of issues you must confront. This training teaches students how to:</p> <ul style="list-style-type: none"> <li>• Strategies for dealing effectively with team members</li> <li>• Managing and facilitating project meetings</li> <li>• Techniques for dealing with contractors</li> <li>• Guidelines for setting up a project office</li> </ul> <p>There are no prerequisites for this course.</p>  | 3 |
| 48 | Lean Process and Six Sigma               | <p>This 3-day, instructor-led course teaches a data-driven approach for eliminating defects and waste in business processes. This training teaches students how to:</p> <ul style="list-style-type: none"> <li>• Introduction to Six Sigma</li> <li>• Tools required to deploy Six Sigma</li> </ul> <p>There are no prerequisites for this course.</p>  | 3 |

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| 49 | Mid-Career Retirement Planning | <p>This 2-day, instructor-led course is designed for professionals wishing to improve their retirement outlook and develop a realistic retirement plan. This course will provide students with knowledge to:</p> <ul style="list-style-type: none"> <li>• Prepare a retirement readiness index and a financial plan based on their retirement income needs</li> <li>• Navigate through the tax-deferred Thrift-Savings Plan (TSP) retirement savings and investment account and the Federal Employees Retirement System (FERS) defined benefit contributory account</li> <li>• Optimize their contributions to each of these accounts</li> <li>• Develop a thorough understanding of how civil service annuity and Social Security benefits are calculated and how health and life insurance benefits carry over into retirement.</li> </ul> <p>There are no prerequisites for this course.</p> | 2 |
| 50 | Creating a Job Portfolio       | <p>This 1-day, instructor-led course examines the value of entering an interview with a fully developed package of credentials and materials. This training teaches students how to:</p> <ul style="list-style-type: none"> <li>• Learn to use descriptive language</li> <li>• Cover letters</li> <li>• Resumes</li> <li>• Personalized career portfolios</li> </ul> <p>There are no prerequisites for this course.</p>   | 1 |
| 51 | Technical Writing              | <p>This 2-day, instructor-led course teaches participants to write clear concise business documents. This training course covers:</p> <ul style="list-style-type: none"> <li>• Proposals</li> <li>• Reports</li> <li>• Manuals</li> <li>• Letters</li> </ul> <p>There are no prerequisites for this course.</p>   | 2 |
| 52 | Benchmarking Best Practices    | <p>This 3-day, instructor-led course provides a logical, step-by-step methodology that will enable any agency to properly benchmark its maintenance function. Upon completion of this course, students will be able to do the following:</p> <ul style="list-style-type: none"> <li>• Associate benchmarking objectives with the organizational strategy</li> <li>• Design a benchmarking plan for their organization</li> <li>• Understand the fundamentals of data collection and analysis</li> </ul>   | 3 |
| 53 | Delegation                     | <p>This 1-day, instructor-led course is designed to teach managers the skills to effectively delegate and accomplish more. This training will address:</p> <ul style="list-style-type: none"> <li>• How delegation fits into your job</li> <li>• Different ways to delegate tasks</li> <li>• Give better instructions</li> <li>• Monitor delegation results</li> <li>• Give effective feedback</li> </ul> <p>There are no prerequisites for this job.</p>   | 1 |

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| 54 | Basic Finance                              | <p>This 2-day, instructor-led course is designed to teach those who are inexperienced with numbers to effectively deal with financial statements, understand payroll and speak the basic terminology of bookkeeping. This training will address:</p> <ul style="list-style-type: none"> <li>• Basic terminology</li> <li>• Accounting methods</li> <li>• Accounts payable and receivable</li> <li>• Balance sheets</li> <li>• Planning, budgeting and control</li> </ul> <p>There are no prerequisites for this class.</p> | 2 |
| 55 | Generation Gaps                            | <p>This 1-day, instructor-led course is designed to help management handle the different generations present in the workplace. This training focuses on:</p> <ul style="list-style-type: none"> <li>• History</li> <li>• Baby Boomers</li> <li>• Generation X</li> <li>• Generation Y (Millennial)</li> <li>• Differences</li> <li>• Finding Common Ground</li> </ul> <p>There are no prerequisites for this course.</p>   | 1 |
| 56 | Developing a High Reliability Organization | <p>This 1-day, instructor-led course covers the five principles that govern high-reliability organizations. This training will address:</p> <ul style="list-style-type: none"> <li>• Preoccupation with failure</li> <li>• Resistance to simplification</li> <li>• Sensitivity to operations</li> <li>• Commitment to resilience</li> <li>• Deference to expertise</li> </ul> <p>There are no prerequisites for this course.</p>   | 1 |
| 57 | Negotiating for Results                    | <p>This 1-day, instructor-led course teaches participants about the essential elements of negotiation. This training will address:</p> <ul style="list-style-type: none"> <li>• Preparation, delivery and techniques to develop their communication skills</li> <li>• Creating sustainable agreements with others</li> </ul> <p>There are no prerequisites for this course.</p>  | 1 |
| 58 | Leadership and Influence                   | <p>This 2-day, instructor-led course is designed to teach the techniques to build the confidence it takes to lead. This training will address:</p> <ul style="list-style-type: none"> <li>• Evolution of Leadership</li> <li>• Situational Leadership</li> <li>• Personal Inventory</li> <li>• Modeling the way</li> <li>• Inspiring a shared vision</li> <li>• Enabling others to act</li> </ul> <p>There are no prerequisites for this course.</p>   | 2 |



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|----|----------------------------------|---|---|
| 59 | Creative Thinking and Innovation | <p>This 2-day, instructor-led course is designed to teach participants to practice and hone their creative skills. This training will address:</p> <ul style="list-style-type: none"> <li>• Recognizing your own creativity</li> <li>• Develop their own creative environment</li> <li>• Explain the importance of creative and innovation in business</li> <li>• Applying problem-solving steps and tools</li> <li>• Using individual and group techniques to help generate creative ideas</li> <li>• Implement creative ideas</li> </ul> <p>There are no prerequisites for this course.</p> | 2 |
| 60 | Performance Management           | <p>This 1-day, instructor-led course will help leaders to manage for optimum performance. This training will address:</p> <ul style="list-style-type: none"> <li>• How to contribute to motivating work environments</li> <li>• How to understand the role of goal setting in performance management</li> <li>• How to use ideal tools to help employees set and achieve goals</li> <li>• How to apply a three-phase model that will help prepare employees for peak performance</li> </ul> <p>There are no prerequisites for this course.</p>  | 1 |
| 61 | Personal Productivity            | <p>This 2-day, instructor-led course shows participants how to organize their lives and find productive time. This training teaches students how to:</p> <ul style="list-style-type: none"> <li>• Establish routines</li> <li>• Set goals</li> <li>• Create an efficient environment</li> <li>• Use time-honored planning tools to increase productivity</li> </ul> <p>There are no prerequisites for this course.</p>  | 2 |
| 62 | Communication Strategies         | <p>This 2-day, instructor-led course teaches participants that their communication skills have an effect on others. This training teaches students how to:</p> <ul style="list-style-type: none"> <li>• Identify common communication problems</li> <li>• Develop skills to ask questions</li> <li>• Learn non-verbal messages</li> <li>• Develop skills for active listening</li> <li>• Learn to handle difficult situations</li> <li>• Assert oneself</li> </ul> <p>There are no prerequisites for this course.</p>   | 2 |
| 63 | Effective Resource Management    | <p>This 1-day, instructor-led course will help participants effectively manage their resources. This training will address:</p> <ul style="list-style-type: none"> <li>• Relating the organization's mission to the allocation of financial resources</li> <li>• Understanding techniques for financial management</li> <li>• Analyzing financial information</li> <li>• Communicating organizational and strategic plans</li> </ul> <p>There are no prerequisites for this course.</p>   | 1 |
| 64 | eMass Manager Overview           | <p>eMASS is critical to the assessment and authorization of your information system. Spend one day in Phoenix TS's eMASS Overview and leave an eMASS expert! In a dynamic combination of lecture and discussion, students will proceed step-by-step through the RMF authorization process.</p>  | 1 |

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| 65 | eMass Workshop             | Students in our three-day workshop will learn to navigate eMASS to support the creation, assessment, and authorization of a complete A&A package. In addition to expert instruction, students spend much of the class completing exercises that will prepare them to create a complete authorization package. | 3 |
| 66 | eMass Direct User Training | Students learn to navigate eMASS to support the creation, assessment, and authorization of a completed A&A package. Most importantly, students spend 50% of the class working with eMASS in a full Beta environment managed by the DoD for training purposes to create a complete authorization package.      | 5 |

## SIN 874 4 Training Courses Pricing

All rates below are for online, onsite and offsite training courses. Online courses require Adobe Connect. Minimum 5 students for onsite courses.

| The courses listed below are offered at a Per Student rate |             |   |                            |                     |                     |             |
|--|-------------|---|----------------------------|---------------------|---------------------|-------------|
| SIN(s)<br>PROP<br>OSD                                      | Course<br># | Course Title  | Course<br>Length<br>(Days) | Min<br>Participants | Max<br>Participants | Per Class   |
| 874-4  | 1           | Basic Statistics  | 4                          | 1                   | 15                  | \$9,310.00  |
| 874-4  | 1           | Basic Statistics  | 4                          | 16                  | 20                  | \$10,817.00 |
| 874-4  | 1           | Basic Statistics  | 4                          | 21                  | 25                  | \$13,034.00 |
| 874-4  | 1           | Basic Statistics  | 4                          | 26                  | 30                  | \$14,896.00 |
| 874-4  | 2           | Contracting Basics for Support and Administrative Personnel | 1                          | 1                   | 15                  | \$7,448.00  |
| 874-4  | 2           | Contracting Basics for Support and Administrative Personnel | 1                          | 16                  | 20                  | \$8,423.00  |
| 874-4  | 2           | Contracting Basics for Support and Administrative Personnel | 1                          | 21                  | 25                  | \$9,398.00  |
| 874-4  | 2           | Contracting Basics for Support and Administrative Personnel | 1                          | 26                  | 30                  | \$10,374.00 |
| 874-4  | 3           | Contracting Basics for COTRs                                | 5                          | 1                   | 15                  | \$11,792.00 |
| 874-4  | 3           | Contracting Basics for COTRs                                | 5                          | 16                  | 20                  | \$13,477.00 |
| 874-4  | 3           | Contracting Basics for COTRs                                | 5                          | 21                  | 25                  | \$13,832.00 |
| 874-4  | 3           | Contracting Basics for COTRs                                | 5                          | 26                  | 30                  | \$14,630.00 |
| 874-4  | 4           | Constructive Conflict Resolution                            | 3                          | 1                   | 15                  | \$7,537.00  |
| 874-4  | 4           | Constructive Conflict Resolution                            | 3                          | 16                  | 20                  | \$9,221.00  |
| 874-4  | 4           | Constructive Conflict Resolution                            | 3                          | 21                  | 25                  | \$10,374.00 |
| 874-4  | 4           | Constructive Conflict Resolution                            | 3                          | 26                  | 30                  | \$11,349.00 |
| 874-4  | 5           | Customer Service Excellence                                 | 2                          | 1                   | 15                  | \$5,231.00  |
| 874-4  | 5           | Customer Service Excellence                                 | 2                          | 16                  | 20                  | \$6,650.00  |
| 874-4  | 5           | Customer Service Excellence                                 | 2                          | 21                  | 25                  | \$7,803.00  |



|       |    |  |   |    |    |             |
|-------|----|--|---|----|----|-------------|
| 874-4 | 5  | Customer Service Excellence                    | 2 | 26 | 30 | \$8,423.00  |
| 874-4 | 6  | Email Etiquette                                | 1 | 1  | 15 | \$3,015.00  |
| 874-4 | 6  | Email Etiquette                                | 1 | 16 | 20 | \$3,547.00  |
| 874-4 | 6  | Email Etiquette                                | 1 | 21 | 25 | \$4,256.00  |
| 874-4 | 6  | Email Etiquette                                | 1 | 26 | 30 | \$4,877.00  |
| 874-4 | 7  | Federal Appropriations Law                     | 4 | 1  | 15 | \$11,260.00 |
| 874-4 | 7  | Federal Appropriations Law                     | 4 | 16 | 20 | \$13,211.00 |
| 874-4 | 7  | Federal Appropriations Law                     | 4 | 21 | 25 | \$14,098.00 |
| 874-4 | 7  | Federal Appropriations Law                     | 4 | 26 | 30 | \$16,846.00 |
| 874-4 | 8  | Federal Appropriation Law Update               | 1 | 1  | 15 | \$4,256.00  |
| 874-4 | 8  | Federal Appropriation Law Update               | 1 | 16 | 20 | \$5,143.00  |
| 874-4 | 8  | Federal Appropriation Law Update               | 1 | 21 | 25 | \$6,029.00  |
| 874-4 | 8  | Federal Appropriation Law Update               | 1 | 26 | 30 | \$6,650.00  |
| 874-4 | 9  | Federal Budget Process                         | 2 | 1  | 15 | \$5,763.00  |
| 874-4 | 9  | Federal Budget Process                         | 2 | 16 | 20 | \$7,537.00  |
| 874-4 | 9  | Federal Budget Process                         | 2 | 21 | 25 | \$9,221.00  |
| 874-4 | 9  | Federal Budget Process                         | 2 | 26 | 30 | \$10,196.00 |
| 874-4 | 10 | Fundamental of Writing                         | 3 | 1  | 15 | \$7,537.00  |
| 874-4 | 10 | Fundamental of Writing                         | 3 | 16 | 20 | \$8,601.00  |
| 874-4 | 10 | Fundamental of Writing                         | 3 | 21 | 25 | \$10,196.00 |
| 874-4 | 10 | Fundamental of Writing                         | 3 | 26 | 30 | \$11,526.00 |
| 874-4 | 12 | Project Management for the Office Professional | 2 | 1  | 15 | \$5,320.00  |
| 874-4 | 12 | Project Management for the Office Professional | 2 | 16 | 20 | \$6,295.00  |
| 874-4 | 12 | Project Management for the Office Professional | 2 | 21 | 25 | \$7,271.00  |
| 874-4 | 12 | Project Management for the Office Professional | 2 | 26 | 30 | \$7,537.00  |
| 874-4 | 13 | How to be an Action Officer                    | 3 | 1  | 15 | \$7,980.00  |
| 874-4 | 13 | How to be an Action Officer                    | 3 | 16 | 20 | \$9,221.00  |
| 874-4 | 13 | How to be an Action Officer                    | 3 | 21 | 25 | \$10,374.00 |
| 874-4 | 13 | How to be an Action Officer                    | 3 | 26 | 30 | \$11,526.00 |
| 874-4 | 14 | Understanding Federal Budget Formulation       | 3 | 1  | 15 | \$9,398.00  |
| 874-4 | 14 | Understanding Federal Budget Formulation       | 3 | 16 | 20 | \$11,438.00 |
| 874-4 | 14 | Understanding Federal Budget Formulation       | 3 | 21 | 25 | \$14,452.00 |
| 874-4 | 14 | Understanding Federal Budget Formulation       | 3 | 26 | 30 | \$15,516.00 |
| 874-4 | 15 | Leadership Skills                              | 3 | 1  | 15 | \$10,462.00 |
| 874-4 | 15 | Leadership Skills                              | 3 | 16 | 20 | \$13,477.00 |
| 874-4 | 15 | Leadership Skills                              | 3 | 21 | 25 | \$15,960.00 |



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| 874-4 | 15 | Leadership Skills                                    | 3  | 26 | 30 | \$17,467.00 |
| 874-4 | 16 | Basic writing skills                                 | 2  | 1  | 15 | \$6,650.00  |
| 874-4 | 16 | Basic writing skills                                 | 2  | 16 | 20 | \$8,335.00  |
| 874-4 | 16 | Basic writing skills                                 | 2  | 21 | 25 | \$9,930.00  |
| 874-4 | 16 | Basic writing skills                                 | 2  | 26 | 30 | \$10,285.00 |
| 874-4 | 17 | Personal Development and Self Improvement            | 2  | 1  | 15 | \$5,763.00  |
| 874-4 | 17 | Personal Development and Self Improvement            | 2  | 16 | 20 | \$7,537.00  |
| 874-4 | 17 | Personal Development and Self Improvement            | 2  | 21 | 25 | \$9,842.00  |
| 874-4 | 17 | Personal Development and Self Improvement            | 2  | 26 | 30 | \$11,526.00 |
| 874-4 | 18 | Decision Making/Problem Solving                      | 3  | 1  | 15 | \$6,650.00  |
| 874-4 | 18 | Decision Making/Problem Solving                      | 3  | 16 | 20 | \$7,537.00  |
| 874-4 | 18 | Decision Making/Problem Solving                      | 3  | 21 | 25 | \$8,423.00  |
| 874-4 | 18 | Decision Making/Problem Solving                      | 3  | 26 | 30 | \$9,576.00  |
| 874-4 | 19 | Fundamentals of Analyzing Processing Data            | 4  | 1  | 15 | \$8,778.00  |
| 874-4 | 19 | Fundamentals of Analyzing Processing Data            | 4  | 16 | 20 | \$11,615.00 |
| 874-4 | 19 | Fundamentals of Analyzing Processing Data            | 4  | 21 | 25 | \$13,566.00 |
| 874-4 | 19 | Fundamentals of Analyzing Processing Data            | 4  | 26 | 30 | \$14,009.00 |
| 874-4 | 20 | Emotionally Intelligent Leadership                   | 2  | 1  | 15 | \$11,349.00 |
| 874-4 | 20 | Emotionally Intelligent Leadership                   | 2  | 16 | 20 | \$12,856.00 |
| 874-4 | 20 | Emotionally Intelligent Leadership                   | 2  | 21 | 25 | \$14,098.00 |
| 874-4 | 20 | Emotionally Intelligent Leadership                   | 2  | 26 | 30 | \$15,782.00 |
| 874-4 | 21 | Improving Productivity                               | 3  | 1  | 15 | \$9,576.00  |
| 874-4 | 21 | Improving Productivity                               | 3  | 16 | 20 | \$11,083.00 |
| 874-4 | 21 | Improving Productivity                               | 3  | 21 | 25 | \$13,122.00 |
| 874-4 | 21 | Improving Productivity                               | 3  | 26 | 30 | \$14,009.00 |
| 874-4 | 22 | Effective Planning and Goal Setting                  | 3  | 1  | 15 | \$11,349.00 |
| 874-4 | 22 | Effective Planning and Goal Setting                  | 3  | 16 | 20 | \$13,122.00 |
| 874-4 | 22 | Effective Planning and Goal Setting                  | 3  | 21 | 25 | \$13,920.00 |
| 874-4 | 22 | Effective Planning and Goal Setting                  | 3  | 26 | 30 | \$15,960.00 |
| 874-4 | 23 | Developing, Managing & Meeting Performance Standards | 3  | 1  | 15 | \$10,462.00 |
| 874-4 | 23 | Developing, Managing & Meeting Performance Standards | 3  | 16 | 20 | \$11,083.00 |
| 874-4 | 23 | Developing, Managing & Meeting Performance Standards | 24 | 21 | 25 | \$11,438.00 |





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| 874-4 | 23 | Developing, Managing & Meeting Performance Standards | 3 | 26 | 30 | \$12,590.00 |
| 874-4 | 24 | Government Acquisition and Procurement               | 5 | 1  | 15 | \$12,324.00 |
| 874-4 | 24 | Government Acquisition and Procurement               | 5 | 16 | 20 | \$14,098.00 |
| 874-4 | 24 | Government Acquisition and Procurement               | 5 | 21 | 25 | \$15,960.00 |
| 874-4 | 24 | Government Acquisition and Procurement               | 5 | 26 | 30 | \$17,467.00 |
| 874-4 | 26 | Pre-retirement Planning                              | 2 | 1  | 15 | \$5,276.00  |
| 874-4 | 26 | Pre-retirement Planning                              | 2 | 16 | 20 | \$6,207.00  |
| 874-4 | 26 | Pre-retirement Planning                              | 2 | 21 | 25 | \$6,561.00  |
| 874-4 | 26 | Pre-retirement Planning                              | 2 | 26 | 30 | \$6,827.00  |
| 874-4 | 27 | Planning, Programming Budgeting & Execution          | 3 | 1  | 15 | \$9,664.00  |
| 874-4 | 27 | Planning, Programming Budgeting & Execution          | 3 | 16 | 20 | \$11,083.00 |
| 874-4 | 27 | Planning, Programming Budgeting & Execution          | 3 | 21 | 25 | \$12,324.00 |
| 874-4 | 27 | Planning, Programming Budgeting & Execution          | 3 | 26 | 30 | \$13,566.00 |
| 874-4 | 29 | Analytics Boot Camp                                  | 5 | 1  | 15 | \$19,950.00 |
| 874-4 | 29 | Analytics Boot Camp                                  | 5 | 16 | 20 | \$22,521.00 |
| 874-4 | 29 | Analytics Boot Camp                                  | 5 | 21 | 25 | \$24,472.00 |

| SIN(s) Proposed | Course # | Course Title             | Course Length (Days) | Min Students | Max Students | Per Student rate | Per Course rate |
|-----------------|----------|--------------------------|----------------------|--------------|--------------|------------------|-----------------|
| 874-4           | 30       | Writing Job Descriptions | 1                    | 1            | 15           | \$249.87         | \$3,748.11      |
| 874-4           | 30       | Writing Job Descriptions | 1                    | 16           | 20           | \$210.83         | \$4,216.62      |
| 874-4           | 30       | Writing Job Descriptions | 1                    | 21           | 25           | \$191.15         | \$4,778.84      |
| 874-4           | 30       | Writing Job Descriptions | 1                    | 26           | 30           | \$178.04         | \$5,341.06      |
| 874-4           | 31       | Interviewing Techniques  | 2                    | 1            | 15           | \$324.83         | \$4,872.54      |
| 874-4           | 31       | Interviewing Techniques  | 2                    | 16           | 20           | \$309.21         | \$6,184.38      |
| 874-4           | 31       | Interviewing Techniques  | 2                    | 21           | 25           | \$292.35         | \$7,308.82      |
| 874-4           | 31       | Interviewing Techniques  | 2                    | 26           | 30           | \$265.49         | \$7,964.74      |
| 874-4           | 32       | Critical Thinking        | 2                    | 1            | 15           | \$324.84         | \$4,872.54      |
| 874-4           | 32       | Critical Thinking        | 2                    | 16           | 20           | \$309.22         | \$6,184.38      |
| 874-4           | 32       | Critical Thinking        | 2                    | 21           | 25           | \$292.35         | \$7,308.82      |
| 874-4           | 32       | Critical Thinking        | 2                    | 26           | 30           | \$265.49         | \$7,964.74      |
| 874-4           | 33       | Change Management        | 2                    | 1            | 15           | \$324.84         | \$4,872.54      |
| 874-4           | 33       | Change Management        | 2                    | 16           | 20           | \$309.22         | \$6,184.38      |



|       |    |                               |   |    |    |          |            |
|-------|----|-------------------------------|---|----|----|----------|------------|
| 874-4 | 33 | Change Management             | 2 | 21 | 25 | \$292.35 | \$7,308.82 |
| 874-4 | 33 | Change Management             | 2 | 26 | 30 | \$265.49 | \$7,964.74 |
| 874-4 | 34 | Contract Negotiations         | 2 | 1  | 15 | \$324.84 | \$4,872.54 |
| 874-4 | 34 | Contract Negotiations         | 2 | 16 | 20 | \$309.22 | \$6,184.38 |
| 874-4 | 34 | Contract Negotiations         | 2 | 21 | 25 | \$292.35 | \$7,308.82 |
| 874-4 | 34 | Contract Negotiations         | 2 | 26 | 30 | \$265.49 | \$7,964.74 |
| 874-4 | 35 | Office Politics               | 2 | 1  | 15 | \$324.84 | \$4,872.54 |
| 874-4 | 35 | Office Politics               | 2 | 16 | 20 | \$309.22 | \$6,184.38 |
| 874-4 | 35 | Office Politics               | 2 | 21 | 25 | \$292.35 | \$7,308.82 |
| 874-4 | 35 | Office Politics               | 2 | 26 | 30 | \$265.49 | \$7,964.74 |
| 874-4 | 36 | Business Acumen               | 2 | 1  | 15 | \$324.84 | \$4,872.54 |
| 874-4 | 36 | Business Acumen               | 2 | 16 | 20 | \$309.22 | \$6,184.38 |
| 874-4 | 36 | Business Acumen               | 2 | 21 | 25 | \$292.35 | \$7,308.82 |
| 874-4 | 36 | Business Acumen               | 2 | 26 | 30 | \$265.49 | \$7,964.74 |
| 874-4 | 37 | Influence and Persuasion      | 1 | 1  | 15 | \$249.87 | \$3,748.11 |
| 874-4 | 37 | Influence and Persuasion      | 1 | 16 | 20 | \$210.83 | \$4,216.62 |
| 874-4 | 37 | Influence and Persuasion      | 1 | 21 | 25 | \$191.15 | \$4,778.84 |
| 874-4 | 37 | Influence and Persuasion      | 1 | 26 | 30 | \$178.04 | \$5,341.06 |
| 874-4 | 38 | Time Management               | 1 | 1  | 15 | \$249.87 | \$3,748.11 |
| 874-4 | 38 | Time Management               | 1 | 16 | 20 | \$210.83 | \$4,216.62 |
| 874-4 | 38 | Time Management               | 1 | 21 | 25 | \$191.15 | \$4,778.84 |
| 874-4 | 38 | Time Management               | 1 | 26 | 30 | \$178.04 | \$5,341.06 |
| 874-4 | 39 | How to Write a Creative Brief | 1 | 1  | 15 | \$249.87 | \$3,748.11 |
| 874-4 | 39 | How to Write a Creative Brief | 1 | 16 | 20 | \$210.83 | \$4,216.62 |
| 874-4 | 39 | How to Write a Creative Brief | 1 | 21 | 25 | \$191.15 | \$4,778.84 |
| 874-4 | 39 | How to Write a Creative Brief | 1 | 26 | 30 | \$178.04 | \$5,341.06 |
| 874-4 | 40 | Budgets                       | 1 | 1  | 15 | \$249.87 | \$3,748.11 |
| 874-4 | 40 | Budgets                       | 1 | 16 | 20 | \$210.83 | \$4,216.62 |
| 874-4 | 40 | Budgets                       | 1 | 21 | 25 | \$191.15 | \$4,778.84 |
| 874-4 | 40 | Budgets                       | 1 | 26 | 30 | \$178.04 | \$5,341.06 |
| 874-4 | 41 | Customer Relationships        | 2 | 1  | 15 | \$324.84 | \$4,872.54 |
| 874-4 | 41 | Customer Relationships        | 2 | 16 | 20 | \$309.22 | \$6,184.38 |
| 874-4 | 41 | Customer Relationships        | 2 | 21 | 25 | \$292.35 | \$7,308.82 |
| 874-4 | 41 | Customer Relationships        | 2 | 26 | 30 | \$265.49 | \$7,964.74 |
| 874-4 | 42 | Goal Setting                  | 2 | 1  | 15 | \$324.84 | \$4,872.54 |
| 874-4 | 42 | Goal Setting                  | 2 | 16 | 20 | \$309.22 | \$6,184.38 |
| 874-4 | 42 | Goal Setting                  | 2 | 21 | 25 | \$292.35 | \$7,308.82 |
| 874-4 | 42 | Goal Setting                  | 2 | 26 | 30 | \$265.49 | \$7,964.74 |
| 874-4 | 43 | Entrepreneurship              | 2 | 1  | 15 | \$324.84 | \$4,872.54 |
| 874-4 | 43 | Entrepreneurship              | 2 | 16 | 20 | \$309.22 | \$6,184.38 |



|       |    |  |   |    |    |          |             |
|-------|----|--|---|----|----|----------|-------------|
| 874-4 | 43 | Entrepreneurship                         | 2 | 21 | 25 | \$292.35 | \$7,308.82  |
| 874-4 | 43 | Entrepreneurship                         | 2 | 26 | 30 | \$265.49 | \$7,964.74  |
| 874-4 | 44 | Facilitation                             | 2 | 1  | 15 | \$324.84 | \$4,872.54  |
| 874-4 | 44 | Facilitation                             | 2 | 16 | 20 | \$309.22 | \$6,184.38  |
| 874-4 | 44 | Facilitation                             | 2 | 21 | 25 | \$292.35 | \$7,308.82  |
| 874-4 | 44 | Facilitation                             | 2 | 26 | 30 | \$265.49 | \$7,964.74  |
| 874-4 | 45 | Conversational Leadership                | 2 | 1  | 15 | \$324.84 | \$4,872.54  |
| 874-4 | 45 | Conversational Leadership                | 2 | 16 | 20 | \$309.22 | \$6,184.38  |
| 874-4 | 45 | Conversational Leadership                | 2 | 21 | 25 | \$292.35 | \$7,308.82  |
| 874-4 | 45 | Conversational Leadership                | 2 | 26 | 30 | \$265.49 | \$7,964.74  |
| 874-4 | 46 | Project Planning, Scheduling and Control | 3 | 1  | 15 | \$474.76 | \$7,121.41  |
| 874-4 | 46 | Project Planning, Scheduling and Control | 3 | 16 | 20 | \$416.98 | \$8,339.55  |
| 874-4 | 46 | Project Planning, Scheduling and Control | 3 | 21 | 25 | \$397.30 | \$9,932.49  |
| 874-4 | 46 | Project Planning, Scheduling and Control | 3 | 26 | 30 | \$377.93 | \$11,338.04 |
| 874-4 | 47 | Lean Process and Six Sigma               | 3 | 1  | 15 | \$530.98 | \$7,964.74  |
| 874-4 | 47 | Lean Process and Six Sigma               | 3 | 16 | 20 | \$463.83 | \$9,276.57  |
| 874-4 | 47 | Lean Process and Six Sigma               | 3 | 21 | 25 | \$423.54 | \$10,588.41 |
| 874-4 | 47 | Lean Process and Six Sigma               | 3 | 26 | 30 | \$396.68 | \$11,900.25 |
| 874-4 | 48 | Mid-Career Retirement Planning           | 2 | 1  | 15 | \$324.84 | \$4,872.54  |
| 874-4 | 48 | Mid-Career Retirement Planning           | 2 | 16 | 20 | \$309.22 | \$6,184.38  |
| 874-4 | 48 | Mid-Career Retirement Planning           | 2 | 21 | 25 | \$292.35 | \$7,308.82  |
| 874-4 | 48 | Mid-Career Retirement Planning           | 2 | 26 | 30 | \$265.49 | \$7,964.74  |
| 874-4 | 49 | Creating a Job Portfolio                 | 1 | 1  | 15 | \$249.87 | \$3,748.11  |
| 874-4 | 49 | Creating a Job Portfolio                 | 1 | 16 | 20 | \$210.83 | \$4,216.62  |
| 874-4 | 49 | Creating a Job Portfolio                 | 1 | 21 | 25 | \$191.15 | \$4,778.84  |
| 874-4 | 49 | Creating a Job Portfolio                 | 1 | 26 | 30 | \$178.04 | \$5,341.06  |
| 874-4 | 50 | Technical Writing                        | 3 | 1  | 15 | \$530.98 | \$7,964.74  |
| 874-4 | 50 | Technical Writing                        | 3 | 16 | 20 | \$463.83 | \$9,276.57  |
| 874-4 | 50 | Technical Writing                        | 3 | 21 | 25 | \$423.54 | \$10,588.41 |
| 874-4 | 50 | Technical Writing                        | 3 | 26 | 30 | \$396.68 | \$11,900.25 |
| 874-4 | 51 | Benchmarking Best Practices              | 3 | 1  | 15 | \$530.98 | \$7,964.74  |
| 874-4 | 51 | Benchmarking Best Practices              | 3 | 16 | 20 | \$463.83 | \$9,276.57  |
| 874-4 | 51 | Benchmarking Best Practices              | 3 | 21 | 25 | \$423.54 | \$10,588.41 |
| 874-4 | 51 | Benchmarking Best Practices              | 3 | 26 | 30 | \$396.68 | \$11,900.25 |
| 874-4 | 52 | Delegation                               | 1 | 1  | 15 | \$249.87 | \$3,748.11  |



|       |    |  |   |    |    |          |            |
|-------|----|--|---|----|----|----------|------------|
| 874-4 | 52 | Delegation                                 | 1 | 16 | 20 | \$210.83 | \$4,216.62 |
| 874-4 | 52 | Delegation                                 | 1 | 21 | 25 | \$191.15 | \$4,778.84 |
| 874-4 | 52 | Delegation                                 | 1 | 26 | 30 | \$178.04 | \$5,341.06 |
| 874-4 | 53 | Basic Finance                              | 2 | 1  | 15 | \$324.84 | \$4,872.54 |
| 874-4 | 53 | Basic Finance                              | 2 | 16 | 20 | \$309.22 | \$6,184.38 |
| 874-4 | 53 | Basic Finance                              | 2 | 21 | 25 | \$292.35 | \$7,308.82 |
| 874-4 | 53 | Basic Finance                              | 2 | 26 | 30 | \$265.49 | \$7,964.74 |
| 874-4 | 54 | Generation Gaps                            | 1 | 1  | 15 | \$249.87 | \$3,748.11 |
| 874-4 | 54 | Generation Gaps                            | 1 | 16 | 20 | \$210.83 | \$4,216.62 |
| 874-4 | 54 | Generation Gaps                            | 1 | 21 | 25 | \$191.15 | \$4,778.84 |
| 874-4 | 54 | Generation Gaps                            | 1 | 26 | 30 | \$178.04 | \$5,341.06 |
| 874-4 | 55 | Developing a High Reliability Organization | 1 | 1  | 15 | \$249.87 | \$3,748.11 |
| 874-4 | 55 | Developing a High Reliability Organization | 1 | 16 | 20 | \$210.83 | \$4,216.62 |
| 874-4 | 55 | Developing a High Reliability Organization | 1 | 21 | 25 | \$191.15 | \$4,778.84 |
| 874-4 | 55 | Developing a High Reliability Organization | 1 | 26 | 30 | \$178.04 | \$5,341.06 |
| 874-4 | 56 | Negotiating for Results                    | 1 | 1  | 15 | \$249.87 | \$3,748.11 |
| 874-4 | 56 | Negotiating for Results                    | 1 | 16 | 20 | \$210.83 | \$4,216.62 |
| 874-4 | 56 | Negotiating for Results                    | 1 | 21 | 25 | \$191.15 | \$4,778.84 |
| 874-4 | 56 | Negotiating for Results                    | 1 | 26 | 30 | \$178.04 | \$5,341.06 |
| 874-4 | 57 | Leadership and Influence                   | 2 | 1  | 15 | \$324.84 | \$4,872.54 |
| 874-4 | 57 | Leadership and Influence                   | 2 | 16 | 20 | \$309.22 | \$6,184.38 |
| 874-4 | 57 | Leadership and Influence                   | 2 | 21 | 25 | \$292.35 | \$7,308.82 |
| 874-4 | 57 | Leadership and Influence                   | 2 | 26 | 30 | \$265.49 | \$7,964.74 |
| 874-4 | 58 | Creative Thinking and Innovation           | 2 | 1  | 15 | \$324.84 | \$4,872.54 |
| 874-4 | 58 | Creative Thinking and Innovation           | 2 | 16 | 20 | \$309.22 | \$6,184.38 |
| 874-4 | 58 | Creative Thinking and Innovation           | 2 | 21 | 25 | \$292.35 | \$7,308.82 |
| 874-4 | 58 | Creative Thinking and Innovation           | 2 | 26 | 30 | \$265.49 | \$7,964.74 |
| 874-4 | 59 | Performance Management                     | 1 | 1  | 15 | \$296.73 | \$4,450.88 |
| 874-4 | 59 | Performance Management                     | 1 | 16 | 20 | \$257.68 | \$5,153.65 |
| 874-4 | 59 | Performance Management                     | 1 | 21 | 25 | \$232.38 | \$5,809.57 |
| 874-4 | 59 | Performance Management                     | 1 | 26 | 30 | \$212.39 | \$6,371.79 |
| 874-4 | 60 | Personal Productivity                      | 2 | 1  | 15 | \$324.84 | \$4,872.54 |
| 874-4 | 60 | Personal Productivity                      | 2 | 16 | 20 | \$309.22 | \$6,184.38 |
| 874-4 | 60 | Personal Productivity                      | 2 | 21 | 25 | \$292.35 | \$7,308.82 |
| 874-4 | 60 | Personal Productivity                      | 2 | 26 | 30 | \$265.49 | \$7,964.74 |



|       |    |                               |   |    |    |          |             |
|-------|----|-------------------------------|---|----|----|----------|-------------|
| 874-4 | 61 | Communication Strategies      | 2 | 1  | 15 | \$324.84 | \$4,872.54  |
| 874-4 | 61 | Communication Strategies      | 2 | 16 | 20 | \$309.22 | \$6,184.38  |
| 874-4 | 61 | Communication Strategies      | 2 | 21 | 25 | \$292.35 | \$7,308.82  |
| 874-4 | 61 | Communication Strategies      | 2 | 26 | 30 | \$265.49 | \$7,964.74  |
| 874-4 | 62 | Effective Resource Management | 1 | 1  | 15 | \$249.87 | \$3,748.11  |
| 874-4 | 62 | Effective Resource Management | 1 | 16 | 20 | \$210.83 | \$4,216.62  |
| 874-4 | 62 | Effective Resource Management | 1 | 21 | 25 | \$191.15 | \$4,778.84  |
| 874-4 | 62 | Effective Resource Management | 1 | 26 | 30 | \$178.04 | \$5,341.06  |
| 874-4 | 63 | eMass Manager Overview        | 1 | 1  | 15 | \$281.11 | \$4,216.62  |
| 874-4 | 63 | eMass Manager Overview        | 1 | 16 | 20 | \$238.94 | \$4,778.84  |
| 874-4 | 63 | eMass Manager Overview        | 1 | 21 | 25 | \$213.64 | \$5,341.06  |
| 874-4 | 63 | eMass Manager Overview        | 1 | 26 | 30 | \$196.78 | \$5,903.27  |
| 874-4 | 64 | eMass Workshop                | 3 | 1  | 15 | \$618.44 | \$9,276.57  |
| 874-4 | 64 | eMass Workshop                | 3 | 16 | 20 | \$529.42 | \$10,588.41 |
| 874-4 | 64 | eMass Workshop                | 3 | 21 | 25 | \$476.01 | \$11,900.25 |
| 874-4 | 64 | eMass Workshop                | 3 | 26 | 30 | \$421.66 | \$12,649.87 |
| 874-4 | 65 | eMass Direct User Training    | 5 | 1  | 15 | \$905.79 | \$13,586.90 |
| 874-4 | 65 | eMass Direct User Training    | 5 | 16 | 20 | \$773.05 | \$15,460.96 |
| 874-4 | 65 | eMass Direct User Training    | 5 | 21 | 25 | \$693.40 | \$17,335.01 |
| 874-4 | 65 | eMass Direct User Training    | 5 | 26 | 30 | \$640.30 | \$19,209.07 |

