



Business Management
Research Associates, Inc.



GENERAL SERVICES ADMINISTRATION FEDERAL ACQUISITION SERVICE AUTHORIZED FEDERAL SUPPLY SCHEDULE FSS PRICE LIST

**MULTIPLE AWARD SCHEDULE
PROFESSIONAL SERVICES**

**CONTRACT PERIOD: August 21, 2023 – August 20, 2028
Service-Disabled, Veteran-Owned Small Business**

Online access to contract ordering information, terms and conditions, pricing, and the option to create an electronic delivery order are available through GSA Advantage!®. The website for GSA Advantage!® is:
<https://www.GSAAdvantage.gov>.

Prices Shown herein are Net (Discount Deducted)
Pricelist current as of Modification #PS-0011 effective
February 17, 2026.

For more information on ordering
go to the following website:
<https://www.gsa.gov/schedules>.

Contract Administrator:
Gray Coyner
gcoyner@bmra.com
703-691-0868 ext. 124

(703) 691-0868 ext. 100
www.bmra.com
businessdevelopment@bmra.com
9817 Godwin Drive, Suite 202, Manassas, VA 20110

Customer Information

Contact Information

Business Management Research Associates, Inc. (BMRA)

Email: businessdevelopment@bmra.com

Website: www.bmra.com

9817 Godwin Drive, Suite 202

Manassas, VA 20110

Telephone: (703) 691-0868 ext. 100

Government Online Access

Website: GSAAdvantage.gov

(Order using a menu driven system)

Point of Contact: Susanna Goergen

Telephone: 703-691-0868 ext. 100

Email: sgoergen@bmra.com; businessdevelopment@bmra.com

Website: www.bmra.com

Business Size: Small Business, Service-Disabled, Veteran-Owned Small Business

Prices Shown herein are Net (Discount Deducted)

1.a. Table of Awarded Special Item Numbers (SINs)

The SINs listed below are covered by this price list. Labor categories, their descriptions, and rates provided under these SINs start on page 5.

SIN	Recovery	SIN Description
541611	541611RC	Management and Financial Consulting, Acquisition and Grants Management Support, and Business Program and Project Management Services
541990	541990RC	All Other Professional, Scientific, and Technical Services (Non-IT)
611430	611430RC	Professional and Management Development Training
611512	611512RC	Flight Training
611TRAINAW	611TRAINAWRC	Defense Acquisition Workforce Improvement Act (DAWIA) and Federal Acquisition Certification in Contracting (FAC-C) Professional Development Training for Acquisition Workforce Personnel
OLM	OLMRC	Order-Level Materials

- 1.b. **Lowest Price Model Number:** Not Applicable
- 1.c. **Hourly Rates and Labor Categories:** See Price List.
- 2. **Maximum Order:** \$1,000,000.00
- 3. **Minimum Order:** \$100.00
- 4. **Geographic coverage/delivery area:** Domestic.
- 5. **Point(s) of Production (city, county, and state or foreign country):** N/A
- 6. **Discount from list prices or statement of net price:** Government Net Prices (discounts already deducted).
- 7. **Quantity Discounts:**

Volume discounts (taught @ Government facilities):

Purchase Orders between \$100,000 and \$250,000: an additional 2.5% discount

Purchase Orders between \$250,001 and \$450,000: an additional 3.0% discount

Purchase Orders between \$450,001 and \$700,000: an additional 3.5% discount

Purchase Orders between \$700,001 and up: an additional 4% discount

Volume discounts (taught @ BMRA facilities):

Purchase Orders between \$100,000 and \$250,000: an additional 2.75% discount

Purchase Orders between \$250,001 and \$450,000: an additional 3.25% discount

Purchase Orders between \$450,001 and \$700,000: an additional 3.75% discount

Purchase Orders between \$700,001 and up: an additional 4.25% discount

Agency Multiple Purchases in one year:

Agency purchase of multiple courses within the same year (taught at any facility):

Agency Purchase Quantity between 6 and 10 courses: an additional 2% discount

Agency Purchase Quantity between 11 and 15 courses: an additional 3% discount

Agency Purchase Quantity between 16 and 20 courses: an additional 4% discount

Agency Purchase Quantity between 21 and 25 courses: an additional 5% discount

8. **Prompt payment terms:** Net 30 days. Information for Ordering Offices: Prompt payment terms cannot be negotiated our for the contractual agreement in exchange for other concessions.

9. **Foreign items** (list items by country of origin): None

10a. **Time of Delivery:** Specified on the Task Order.

10b. **Expedited Delivery:** N/A

10c. **Overnight and 2-day delivery:** N/A

10d. **Urgent Requirements:** N/A

11. **F.O.B. Point(s):** Destination.

12a. **Ordering Address(es):** All orders under this contract should be placed with the BMRA Business Development Department at the address below:

BMRA
9817 Godwin Drive, Suite 202
Manassas, VA 20110
Attn: Business Development

12b. **Ordering Procedures:** See Federal Acquisition Regulation (FAR) 8.405-3.

13. **Payment Address(es):**

BMRA
9817 Godwin Drive, Suite 202
Manassas, VA 20110
Attn: Finance

14. **Warranty Provision:** N/A (Hardware/materials are not offered as schedule items).

Cancellation and Rescheduling Policy for SINs 611430 and 611TRAINAW Training Courses:

- Classes may be cancelled or rescheduled at no charge with a minimum written notice of 30 calendar days prior to the class start date.
- Classes cancelled or rescheduled between 15 – 29 calendar days prior to the class start date will incur a fee equal to 50% of the course price.
- Classes cancelled or rescheduled between 1 – 14 calendar days prior to the class start date will incur a fee equal to 100% of the course price.
- Classes cancelled on the first day of the class date will be treated as a “no show” and the applicable MAS customer will be charged the full course price.
- Classes started, but not completed due to inclement weather will be invoiced and payable in full at the agreed price plus any costs incurred delivering make-up days (including instructor fees and travel costs (when applicable)).

15. **Export Packing Charges** (if applicable): N/A

16. **Terms and conditions of rental, maintenance, and repair** (if applicable): N/A

17. Terms and conditions of installations (if applicable): N/A

18a. Terms and conditions of repair parts including date of parts priced lists and any discounts from list prices (if applicable): N/A

18b. Terms and conditions for any other services (if applicable):

Placing an order for the training courses and/or services offered under SINs 611430 constitutes acceptance of BMRA standard commercial intellectual property policy and commercial terms and conditions.

BMRA commits to providing MAS buyers the most recent version of the courses listed on its GSA Price List as of the date of the order. This means that MAS buyers will receive the most up-to-date content, learning objectives, and other instructional material required for the course delivery at no additional cost. BMRA continually updates its training courses. As a result, variations in course descriptions and content may vary slightly from delivery to delivery, to the benefit of the MAS buyer.

19. List of service and distribution points: N/A

20. List of participating dealers (if applicable): N/A

21. Preventative maintenance (if applicable): N/A

22a. Special attributes such as environmental attributes (e.g., recycled content, energy efficiency, and/or reduced pollutants): N/A

22b. If applicable, indicate that Section 508 compliance information is available on Information and Communication Technology (ICT) supplies and services and show where full details can be found (e.g. contractor's website or other location.) The ICT standards can be found at: www.Section508.gov/. N/A

23. Unique Entity Identifier (UEI) number: TBSYN5HETPN5

24. SAM registration: Registered

Course Title	Course Length	Minimum Participants	Maximum Participants	Course Description
Acquisition of Commercial Items	2 Days	15	30	This course is designed to provide you with an opportunity to learn and apply the concepts, principles, and contract terms of FAR part 12, “
ACQ 265 Mission-Focused Services Acquisition	4 Days	15	30	Uses a team-based approach and hands-on learning activities following the guidance in the Services Acquisition Guide.
ACQ 315 Understanding Industry	5 Days	15	30	Will provide you with an industry perspective of balancing all business decisions based on competing factors to ensure profitability, predictability, and vitality.
ACQ 3700 Acquisition Law	7 Days	15	30	Provides an overview of government contract law intended for the experienced acquisition professional. You will learn about contract law, intellectual property and technical data rights, fiscal law, protests, claims and disputes, and ethics.
Acquisition Planning	5 Days	15	30	This instruction addresses the requirements and specifications necessary for an effective acquisition. You will learn the acquisition planning process and the many aspects involved, such as the technicalities, the business factors of cost and schedule, and the risk associated with monitoring the acquisition
Federal Contract Law	3 Days	15	30	This course provides an in-depth look at Federal contract law and the key aspects that apply to dealing with contracts in the Federal Government.
Advanced Federal Contract Law	5 Days	15	30	This course takes an in-depth look at Federal contract law and the key aspects that apply to dealing with contracts in the Federal Government. Course lessons cover a wide range of topics from the foundations of contract law and the legal system that upholds it to common contract issues such as contractor performance, protests, disputes and claims, fraud, terminations, contractor debt, intellectual property and data rights, labor laws, and more.

Agile Contracting	2 Days	15	30	Our Course addresses what Agile development is and how it helps the government achieve efficient outcomes. You will understand the value of frequent collaboration between the contractor, end-user, and contracting officer through Agile development
Category Management	3 Days	15	30	This course will teach you how category management is used to make better acquisition decisions and leverage unified buying power. This course will go over category management and how it creates efficiencies in ordering, processing, sustainment, and closeout of products and services in the acquisition lifecycle.
Contracting for Best Value	2 Days	15	30	This course will introduce you to the process of best value acquisition by focusing on the acquisition planning process regardless of contract type. You will learn how to think strategically about the outcome, apply planning processes, and select appropriate evaluation factors.
Cybersecurity for Contracting Professionals	2 Days	15	30	This course will focus on cyber risk throughout the contracting lifecycle. You will learn how to safeguard contracts by understanding today's rapidly changing cybersecurity regulations and their impact on the contracting world.
Contract Disputes and Terminations	2 Days	15	30	Provides you with the skills needed to identify the appropriate actions during a contract protest and effectively settle disputes. You will explore the "Bruce Rule", the "Rice Doctrine", and the Contract Disputes Act
Construction COR Refresher	5 Days	15	30	This course is custom designed to help contracting officer's representatives (CORs) remain current within the construction contracting world. You will gain an overview of the construction acquisition process with a focus on the roles and responsibilities of a COR, including the administrative duties as outlined in the delegation letter.
Contract Fundamentals (CON 091)	13 Days	15	30	Gives fundamental knowledge and practical application that can be applied immediately in the workplace across the broad spectrum of contracting organizations.

CON 1100 Contract Foundational Skills	6 Days	15	30	Provides the student with the basic skills and foundations required for navigating the contracting field. During this course, you will acquire and apply a variety of competencies such as understanding market research, the elements of a contract, contract types and more
CON 1200 Contract Pre-Award	8 Days	15	30	Contracting specialists must have a foundation in essential skills and competencies, such as general principles related to defining requirements, market research, acquisition planning, and solicitation development. In addition to these foundational skills, those in the contracting profession should be familiar with principles from an industry viewpoint, including business development, capture management, and the proposal development process.
CON 1300 Contract Award	5 Days	15	30	Contracting specialists must acquire and apply a variety of skills and competencies throughout their careers. This course addresses skills and competencies most basic and fundamental to the contracting professional specific to contract award, which includes conducting cost or price analysis, planning negotiations, selecting a source, and understanding protests.
CON 1400 Contract Post-Award	7 Days	15	30	Contracting specialists must have a foundation in the essential skills and competencies necessary for managing contracts and ensuring contractor performance meets contractual requirements. It poses challenges such as: How do you administer a contract? How do you handle a contract modification? How do you ensure quality of products and services? What kind of oversight does a subcontractor require? How do you handle disagreements with the contractor? You will examine the duties performed by contracting personnel during the postaward phase of the acquisition process and improve your knowledge and skills in managing contract performance.

CON 121 Contract Planning	2 Days	15	30	Students learn how to understand your customers' mission and plan successful mission support strategies based on the contracting environment and your customer needs.
CON 124 Contract Execution	2 Days	15	30	Provides knowledge necessary to execute an acquisition that optimizes customer mission performance, learn the techniques and benefits of early industry involvement in shaping requirements, and apply the basic procedures for the acquisition of both commercial and noncommercial requirements
CON 127 Contract Management	2 Days	15	30	Identifies and utilizes appropriate performance metrics when evaluating contractor performance. This course will explore processes for working with customers to ensure contract performance is meeting mission requirements.
Fundamentals of Cost and Price Analysis (CON 170)	8 Days	15	30	Helps the student learn how to calculate an objective using simple quantitative analysis and contract financing techniques. You will be provided an overview of the regulations and processes for cost analysis and requiring certified cost and pricing data.
CON 200 Business Decisions for Contracting	3 Days	15	30	You will learn various techniques for building successful business relationships, the benefits of strategic sourcing and spend analysis, and the ins and outs of providing contract financing.
CON 216 Legal Considerations in Contracting	5 Days	15	30	This course allows the student to be introduced to the basic principles and sources of law relevant to procurement, including fiscal law.
CON 2420 Architect Engineering Indirect Rates	3 Days	15	30	This virtual Instructor-led training (VILT) course concentrates on how the Architect-Engineer (A-E) community develops indirect rates. Students learn how to analyze a company's overhead pools, develop a new rate based on allowable and reasonable costs, and how the base rate factors into the overall rate. Participants also learn how inflation affects indirect rates on Indefinite Delivery Indefinite Quantity contracts in the out years.

Contracting for Architect & Engineering Services (CON 243)	5 Days	15	30	Experienced contracting personnel understand the contracting process but may not be aware of the specifics of architect-engineering services contracting, including relevant laws and regulations. You will gain the knowledge and skills to apply the unique aspects of contracting for architect-engineer services pursuant to Public Law 92-582, the Selection of Architects and Engineers statute, as well as FAR Part 36. Through numerous assignments and case studies, you will go through the contracting process—with an eye focused on the nuances of this specialized area.
Construction Contracting (CON 244)	5 Days	15	30	Experienced contracting personnel understand the contracting process but may not be aware of the specifics of architect-engineering services contracting, including relevant laws and regulations. You will gain the knowledge and skills to apply the unique aspects of contracting for architect-engineer services pursuant to Public Law 92-582, the Selection of Architects and Engineers statute, as well as FAR Part 36. Through numerous assignments and case studies, you will go through the contracting process—with an eye focused on the nuances of this specialized area.
CON 2450 Construction Modification Proposal Analysis	4 Days	15	30	This construction-centric virtual instructor led training (VILT) course is designed to improve a student's ability to review and analyze contractor proposals, conduct technical and cost/price analysis, and adequately document modifications in a contract file.
Intermediate Cost and Price Analysis (CON 270)	10 Days	15	30	Builds upon the fundamental contract pricing principles and is divided into three segments addressing contract pricing issues from a pre-award, negotiation preparation, and post-award perspective.
Source Selection and Acquisition of Service Contracts (CON 280)	10 Days	15	30	Focuses on the acquisition of services under FAR part 15 procedures, emphasizing performance-based acquisitions (PBA) for services, contract types, contract incentives, source selection, and contract administration.

Contract Administration and Negotiation Techniques in a Supply Environment (CON 290)	10 Days	15	30	This is a case-based course applies contracting concepts and techniques learned in prerequisite courses to meet customer supply requirements and resolve complex contracting issues.
Contracting for Decision Makers (CON 360)	8 Days	15	30	The student will practice developing sound business solutions as a valued strategic and expert business advisor both individually and in teams.
Contract Administration	5 Days	15	30	Taking this course will provide you with all of the knowledge, skills, and abilities required of contract specialists. It will cover the critical duties performed by contracting personnel during the contract administration phase of the acquisition process, including contracts for commercial items and those using simplified acquisition procedures
Contract Claims	3 Days	15	30	Training provides you with both the knowledge and skills necessary to recognize the legal and practical implications of government contract claims actions.
Contract Closeout	2 Days	15	30	This course examines one of the most frequently overlooked functions of contract administration: contract closeout. This course is designed to provide you with a working knowledge of the importance of closeout of government contracts, including the general concepts,
Contract Terminations	2 Days	15	30	Instruction in this course covers the necessary steps and serious implications of terminating a government contract. It will focus on processes and legal considerations related to contract terminations.
Contracting Officer Representatives Level I	1 Day	15	30	This introductory course contains an overview of the acquisition process with a focus on the basic roles and responsibilities of a contracting officer's representative (COR). The COR functions as the eyes and ears of the contracting officer, working to provide effective contract oversight.

Contracting Officer Representatives Level II	5 Days	15	30	This course includes comprehensive content that fully addresses many technical competencies, including acquisition planning, market research, and defining government requirements in commercial and non-commercial terms. You will also learn important concepts such as effective pre-award communication, technical analysis of proposals, negotiation, effective contract management, and performance management
Contracting Officer Representatives Level III	5 Days	15	30	A popular course that addresses advanced contracting officer's representative (COR) training and covers most aspects of the procurement process, from acquisition strategy development to contract closeout. Emphasis is placed on certain areas, such as performance-based requirements development, ethics, documentation of contractor performance, invoice processing, designing surveillance plans, and techniques for managing contracts.
Contracting Officer Representatives Refresher	1 Day	15	30	This course is custom-designed to help contracting officer's representatives (CORs) remain current within the rapidly changing contract requirements world. You will gain an overview of the acquisition process with a focus on the roles and responsibilities of a COR, including the administrative duties as outlined in the delegation letter
Advanced COR Refresher	5 Days	15	30	This course is targeted at senior CORs who require deeper insight than the traditional one-day COR Refresher course. You will focus on advanced-level issues and responsibilities for multiple contracts, larger contracts, and contracts of a complex or technical nature.
COR Refresher Workshop	2 Days	15	30	This two-day elective course is designed to help you remain current with the rapidly changing world of contract requirements. You will gain an overview of the acquisition process, focusing on the roles and responsibilities of a COR, including the administrative duties as outlined in the delegation letter

COR Recertification Suite	5 Days	15	30	An elective, this course focuses on maintaining the necessary skills needed by CORs. You will review important concepts such as basic COR duties, risk management, appropriations law, contract management, green procurement, CPARS, and effective narrative writing.
Cost Estimating	2 Days	15	30	The instructor will introduce you to various tools and techniques used to develop cost estimates. You will learn the basic elements of an adequate cost estimate based on best practices and the GAO Cost Estimating and Analysis Guidebook
Cost Realism	1 Day	15	30	Our course will explain the necessity of conducting cost realism analysis and describe the differences between cost and price. This course will look at the elements of a vendor's price and will teach you how to evaluate those elements to determine whether the costs are appropriate and realistic.
Cost Reimbursement	2 Days	15	30	This course will focus on what a cost analysis is and how to perform one. You will acquire knowledge of the various tools and resources available to assist you in conducting your analysis and establishing your pre-negotiation position.
Cost and Price Analysis	5 Days	15	30	This course will introduce you to quantitative techniques and tools used to facilitate decision-making in determining a fair and reasonable price. It is divided into three segments addressing contract pricing issues from a Pre-Award, Negotiation Preparation-Award, and Post-Award perspective.
CPARS for the Acquisition Workforce	1 Day	15	30	An important course it will cover the Contractor Performance Assessment Reporting System (CPARS) - a Government-wide, web-enabled system that collects and manages contractor past performance information.
Cost and Price Realism	2 Days	15	30	This course will focus on what a cost analysis is and how to perform one. You will acquire knowledge of the various tools and resources available to assist you in conducting your analysis and establishing your pre-negotiation position.

Contracting with Small Business Concerns	2 Days	15	30	The Student will learn to provide the Federal acquisition workforce and private industry with knowledge and increased learning to understand the statutory and regulatory requirements the form the basis of the Federal Small Business Program.
Construction Claims	3 Days	15	30	Course will provide contracting and program personnel with the knowledge and skills necessary to recognize the legal and practical implications of government contract claims.
Changes Under Government Contracts	3 Days	15	30	Course will help contracting professionals involved in administering or overseeing contracts of any type. You will learn to navigate inevitable changes throughout the course of a contract lifecycle.
Evaluation and Assessment of Contract Documents	2 Days	15	30	In this two-day elective course you will gain a foundational understanding of how to appropriately evaluate and assess contract documents. During this course, you will cover what constitutes quality acquisition documents and what criteria to evaluate them by.
Emergency Contracting	2 Days	15	30	As an elective this course will cover how important it is for the Federal Government to continually find new ways to operate effectively in the face of emergencies. This course will provide you with an overview of emergency acquisitions, the vital steps in pre-emergency planning, as well as the process for emergency contracting operations once a disaster has struck.
Ethics in Contracting	1 Day	15	30	Students will examine Federal ethics law, including procurement integrity and current ethical issues in Federal contracting. You will learn the difference between integrity and ethics, the history behind both, and why they are needed in the Federal acquisition field.
Equitable Adjustments in the Federal Government Contracts	3 Days	15	30	Instruction in this course helps contracting officers manage inevitable changes through the course of a contract lifecycle. Therefore, it is important that contracting officers understand how changes effect contract scope, modifications, and constructive changes.

FAR Overview	3 Days	15	30	Students taking this course will be provided by a foundational knowledge of the Federal Acquisition Regulation (FAR) System. You will also gain a thorough understanding of how the FAR is organized, implemented, and interpreted.
FAR Part 8: Advanced Issues in Multiple Award Contracts	2 Days	15	30	This course will focus on how government agencies can best navigate GSA Multiple Award Schedules (MAS) and the ordering process for supplies and services, based on FAR subpart 8.4.
FAR Part 8: Governmentwide Acquisition Contracts and Source Selection	2 Days	15	30	After studying “Required Sources of Supplies and Services” students will be able to apply this information to analyzing sources available in Governmentwide Acquisition Contracts (GWACs). You will examine methods and processes available that focus on efficiency and are much less complex, resource-intensive, and costly.
FAR Refresher	2 Days	15	30	This course will serve as a refresher for you to get up to date on the latest FAR additions and changes. You will walk away with a better understanding of the FAR and how to integrate new policies and procedures in your workplace.
FAR Update	2 Days	15	30	Students delve into the key rules, regulations, laws, and policies that apply to dealing with contracts in the Federal Government.
Hot Issues in Federal Contracting	1 Day	15	30	In this one-day elective course, participants will learn about and discuss various topics and issues within the world of Federal Contracting.
Intermediate Agile Techniques for Contracting	2 Days	15	30	Students will learn about agile development and how it is used to help the government. This course will teach you how to differentiate between different projects to figure out which ones are best suited for agile contracting.
Introduction to Federal Contracting	4 Days	15	30	This course is designed to provide you with an overview of the Federal acquisition system and the roles and responsibilities of contracting professionals therein. You will focus on preparing yourself as a contracting professional to function as a business advisor, business decision maker, and agent

				of the Government in its contractual relationships with the private sector.
Developing an Independent Government Cost Estimate (IGCE)	3 Days	15	30	This course will cover the importance and general requirements of the Independent Government Cost Estimate (IGCE), a detailed estimate of the cost to the government of the supplies or services to be acquired
Incentive Contracting	2 Days	15	30	This class will introduce you to the concept of incentive contracts. You will review how to select a contract type, determine risk, implement incentive contract modifications, and compare elements of an incentive arrangement to structure a negotiation objective.
Introduction to Agile Contracting for IT	1 Day	15	30	This one-day elective course will prepare you to manage IT Agile Contracting projects and programs. You will learn about the Agile approach and terminology that a project manager uses to lead a project, why incremental deliveries are critical to solutions, the importance of customer collaboration.
Justification and Approvals	1 Day	15	30	This course provide you with an understanding of the three levels of competition applicable to open-market purchases as well as the competition standards that pertain to task orders issued under indefinite-delivery-indefinite-quantity (IDIQ) contracts.
Leadership Skills and Contract Professionals	2 Days	15	30	A Student in this course will understand the leadership skills that can be applied at any level within the workforce. This course will define leadership and its role in the government environment, as well as the tools, strategies, and attributes that make an effective leader in this field
Monitoring and Documenting Contractor Performance	3 Days	15	30	Taking this elective course will help you gain skills to ensure that contracts are performed according to the terms and conditions set by the contractor and the government. You will understand the different roles and responsibilities for administering contracts.
Managerial Decision Making and Problem Solving for	2 Days	15	30	Students will hone and improve their skills to efficiently and effectively make sound business decisions. You will learn how to develop the problem statement, assess risk,

Acquisition Teams				consider ethical issues, and incorporate your decision into the plan.
Micro-Purchase Procedures	1 Day	15	30	Instructors teaching this course focus on the importance of understanding micro-purchase procedures. You will learn essential guidance on making purchases using micro-purchase procedures, explain the rules that apply to the process, and examine laws and regulations that frame such transactions.
Market Research	3 Days	15	30	When taken this elective course will highlight market research as a collaborative responsibility. You will learn how program managers and contracting officers work together to research both the technical and business side of the market.
Negotiation Techniques	5 Days	15	30	A critical class this course will teach you how to use negotiation techniques to reach mutually beneficial agreements with vendors, internal departments, colleagues, and other stakeholders.
Performance Based Service Acquisitions	5 Days	15	30	Instructors will discuss the outcomes of the Government Performance Results Act (GPRA), which generated increased agency use of performance-based acquisition (PBA) methods to ensure achievement of contractual objectives.
Performance-Based Statements of Work	3 Days	15	30	This course will teach the purpose of a performance-based statement of work (PBSOW), in performance-based acquisition (PBA). You will learn how to organize, write, review, and improve a PBSOW.
Procurement Innovation	2 Days	15	30	This two-day elective course covers the Federal Acquisition Regulation (FAR) and the strategies outlined within it. This course will strengthen your knowledge of the flexibilities within the FAR
Performance Work Statements	3 Days	15	30	will teach you the purpose of a performance work statement (PWS) in performance-based acquisitions (PBA) as well as the appropriate situations for using one. You will learn how to organize, write, review, and improve a PWS. This course will cover the various types of a PWS, and the considerations, planning, and preparation involved with crafting and utilizing one in your acquisitions

Intermediate Quality Assurance and Risk Management	4 Days	15	30	This course will give the student a thorough insight into how a contractor prepares a proposal and analyzes the requirements document to find the high-cost, high-risk areas.
Risk Management in Acquisition	2 Days	15	30	This course will expose you to a broader way of thinking about risk. You will work to understand the types of risk and proper methods of mitigation. This course will teach methods to best manage and report risks and monitor the risk situation.
Simplified Acquisition Procedures (Basic)	5 Days	15	30	An elective course, it is vital for industry and government professionals who have specific purchasing requirements for equipment and services. This course will focus on the importance of market research in planning and preparing for the buy.
Simplified Acquisition Procedures (Advanced)	5 Days	15	30	This elective course will focus on the importance of understanding the more advanced issues associated with conducting purchases using simplified acquisition procedures, the reporting of those actions, and the standards of ethical conduct for all Government employees.
Simplified Acquisition Procedures Refresher	2 Days	15	30	Many contracting activities are performed using the Simplified Acquisition Procedures (SAP) which involve making awards under the Simplified Acquisition Threshold (SAT). You will revisit these procedures that take advantage of streamlining aspects of the SAP FAR policy, as well as cover new policies and changes.
Service Contract Law Statute	2 Days	15	30	This two-day elective course will help you understand the Service Contract Act's (SCA) labor requirements and how this knowledge is useful when drafting proposals and negotiating contracts.
Source Evaluation and Selection (Basic)	2 Days	15	30	This elective course will provide you with the information necessary to conduct formal source selection and streamlined source selections of contracts awarded by negotiation. This course will introduce you to source selection procedures and the importance of sound business judgment in selecting the successful contractor.

Source Evaluation and Selection (Advanced)	3 Days	15	30	This elective course will build on your understanding of source selection planning, comprehension of standards and factors, best practices for preparation of offers, and how to conduct communications with those who are making offers. This course will enhance prior knowledge of source selection, as well as the legal basis for the process of source selection.
Source Evaluation and Selection (Best Value)	2 Days	15	30	Instructors will guide you in understanding the importance of learning the trade-off approach used in achieving a best-value acquisition (BVA). During this course, you will learn how to best select a trade-off and the steps in constructing, planning, conducting, and fully executing a BVA.
Writing Statements of Work	3 Days	15	30	Instructors will teach you how to write, review, and improve statements of work (SOW) for studies, analysis, evaluations, management, professional support, and IT requirements.
Source Selection Debriefing Procedures Workshop	2 Days	15	30	This three-day elective course helps contracting officers manage inevitable changes through the course of a contract lifecycle. Therefore, it is important that contracting officers understand how changes effect contract scope, modifications, and constructive changes.
Conducting Technical Evaluations	1 Day	15	30	Provides the student with the information necessary to conduct formal source selection and streamlined source selections of contracts awarded by negotiation.
Task Order Contracting	2 Days	15	30	Students will increase their skills at identifying, establishing, and ordering work under Task- and Delivery Order Contracts. You will learn how to critique excerpts from sample solicitations for multiple award task order contracts, develop pre-negotiation positions on loaded labor rates for task order contracts, and identify requirements that may (and may not) be placed against sample task order contracts.
Types of Contracts	1 Day	15	30	This course will provide you with a basic understanding of various types of contracts used in the Federal Government. You will learn the best application of each type of contract, as well as the benefits and

				drawbacks they present to the government and the contractor.
Understanding Protests	1 Day	15	30	Our course will provide you with a broad understanding of protests in government contracting. You will learn proven, well-documented methods to prevent protests and how to defend against them.
Understanding Protests, Disputes, and Terminations	3 Days	15	30	This course provides a broad understanding of topics relating to contracting such as protests, claims, disputes, fraud, and terminations of Federal contracts. The course provides contracting professionals with the skills needed to prevent protests, to identify the appropriate actions to take should a protest occur, and to effectively meet and resolve disputes.
FPM 121: Acquisition Fundamentals of Project and Program Management	5 Days	15	30	This five-day course will build on the basic concepts you learned in FPM 120A and FPM 120B. You will acquire the basic knowledge and skills needed by an entry-level project manager to successfully manage a small project and be an effective member of an integrated project team (IPT).
FPM 131: Fundamentals of Project and Program Management	4 Days	15	30	This course will provide you with the foundation for effective requirements development, systems management, and an introduction to the lifecycle of Federal Government projects. This course will develop your technical knowledge and abilities required in project and program management.
FPM 132: Fundamentals of Contracting	3 Days	15	30	Instructors will provide you with a foundational knowledge of Federal contracting actions and the acquisition process policies. This course will focus on the different phases of the acquisition lifecycle: acquisition planning, contract formation, and performance and administration.
FPM 133: Fundamentals of Business, Cost, and Financial Management	3 Days	15	30	PM Experts will provide you with the financial management and decision-making skills necessary for successful program/project outcomes. You will learn how to resolve program/project problems by applying effective cost estimating, Federal budgeting, and earned value management (EVM) principles.

FPM 134: Fundamentals of Leading Projects and Programs	2 Days	15	30	This course provides the foundation for leadership, which is critical to the success of all high-performing program and project managers. You will cover problem-solving, conflict management, interpersonal skills, resilience, flexibility, accountability, customer service, and oral and written communication.
FPM 231: Applications in Project and Program Management	4 Days	15	30	This course provides the foundation for effective requirements development and systems management. You will develop the necessary skills to construct an overall acquisition strategy approach in a simulated integrated project team (IPT) environment.
FPM 232: Applications in Contracting	3 Days	15	30	Students are provided with discussions of the mission, purpose, vision, and goals of Federal contracting, discusses the Federal Acquisition Regulation System (FAR) and acquisition lifecycle, and reviews the various roles and responsibilities of the acquisition team.
FPM 233: Applications in Business, Cost, and Financial Management	3 Days	15	30	Using this course instructors explore key competencies for project managers relating to business and financial management. You will develop application and analysis skills for estimating cost by using cost-related information to manage project financials and assemble a viable business case.
FPM 234: Applied Leadership in Projects and Programs	2 Days	15	30	This course provides you with skills in forming and leading integrated teaming arrangements. You will learn effective communication strategies to build alliances, focus decision-making, and resolve interpersonal and organizational conflict.
FPM 331: Progressive Concepts in Program Management	4 Days	15	30	Instructors provide you with the technical knowledge and abilities required to orchestrate more complex projects collectively as programs. You will synthesize requirements into viable acquisition strategies and evaluate those strategies as programs evolve.

FPM 332: Progressive Contracting Strategies for Programs	3 Days	15	30	Instructors will provide you with the knowledge and ability to integrate, evaluate, and lead program strategy into a viable approach for program procurement. You will evaluate acquisition planning actions, adjust those plans according to policy and program risk, and orchestrate source selection of a complex program.
FPM 333: Progressive Business, Cost and Financial Management	3 Days	15	30	This course advances the experienced project manager into the business enterprise tasks of leading complex projects and larger, collective programs. You will evaluate for merit and evoke risk management strategies resulting in program-level adjustments to financial plans and cost benefit analyses. Earned value management (EVM) metrics are evaluated, followed by program adjustment decisions based on EVM data.
FPM 334: Progressive Leadership in Program Management	1 Day	15	30	This course will expand your interpersonal and mentoring skills required in complex programs. You will learn how modeling responsible and accountable behaviors relates to the effective and efficient use of program resources.
FPM 511: Managing IT Projects	4 Days	15	30	This course will prepare you to manage IT projects and programs using processes based on modular procurement. You will learn to craft a contract strategy that accommodates rapid changes in technology, multiple contractors, interoperability, and integration risk. This course will begin with strategy development, and then progress through business re-engineering,
FPM 512: IT Management, Security, and Performance Assurance	4 Days	15	30	This course will prepare you to manage 21st century IT projects and programs to meet needs in the most cost-effective way possible, while maintaining privacy and security. You will learn about IT modernization programs and initiatives that are improving the customers' experience. Given cybersecurity threats, you will come to understand how risks can be mitigated to ensure mission success.

FPM 513: IT Infrastructure and Architectural Design	4 Days	15	30	This course will address the latest understanding of Federal IT regulation and guidance. You will learn to incorporate agile principles and best practices into the program business case and use tools to manage backlogs and forecast resource needs.
Agile for Federal Government Executives	1 Day	15	30	A critical course for modern contracting professionals, this elective course introduces participants to basic acquisition principles of a Waterfall and Agile project management environment, based on the current policies and practices of the Federal Government. Participants learn the challenges of applying an Agile acquisition approach to the Federal environment,
Agile Project Management for the Federal Government	3 Days	15	30	This elective course will address current Federal acquisition and technology management principles and introduce you to a dynamic, agile mechanism. You will understand how to apply an Agile acquisition approach to the Federal environment
Aligning Project Management with Organizational Strategy	3 Days	15	30	This course will teach you how to align Project Management with organizational strategy to execute the success of your organization. This course will help you understand the linkage between business strategy, portfolio development, and projects from a project management perspective.
Assessing and Recovering Trouble Projects	3 Days	15	30	This course will help you understand how to assess the health of a project and create a stabilization plan to recover it back to a successful completion. During this course, you will gain and apply the skills necessary to rapidly assess
Data Visualization	2 Days	15	30	Students taking this course will be provided with the techniques and methods required to analyze, explain, and present complex data in an accessible manner. During this course, you will work with complex sets of data to learn the fundamentals of interpreting data, learn the design principles

Earned Value Management	2 Days	15	30	For Program Managers, this course covers the essential elements of earned value management (EVM) as it is used as a tool in program and project management. This course broadly covers the key principles and tools used in developing the EVM budget matrix for important projects.
Information Technology Acquisitions	2 Days	15	30	An elective course that will provide you with a broad overview of IT acquisition including IT project management, best practices, performance and quality assurance, lifecycle management, and risk management.
Introduction to Cloud Computing	1 Day	15	30	A difficult area, this course will cut through the industry hype and confusion surrounding cloud computing. You will understand how to select the cloud computing solutions and service providers that can best improve the way you do business.
Introduction to Project Management	3 Days	15	30	Our elective course will focus on how project managers improve program effectiveness. You will learn about the requirements development process, decision analysis methods, technical assessment, configuration management, and interface management.
Introduction to Project Management for the Non Project Manager	1 day	15	30	This course will focus on how project managers improve program effectiveness. You will learn about the requirements development process, decision analysis methods, technical assessment, configuration management, and interface management
Introduction to the Acquisition of Agile Services	3 Days	15	30	This elective course will address current Federal acquisition and technology management principles and introduce you to a dynamic, agile mechanism. You will understand how to apply an Agile acquisition approach to the Federal environment and how to select different Agile development methods.
The Integrated Project Team	2 Days	15	30	This two-day elective course will provide you with the skills and tools needed to build successful integrated project teams. During this course, you will learn the requirements of creating and coordinating an Integrated Project Team.

IT Project Management for the Federal Government	2 Days	15	30	This two-day elective course will prepare you to manage IT projects and programs. You will learn about the requirements development process, decision analysis methods, technical assessment, configuration management, and interface management.
Leading Complex Projects	1 Day	15	30	Complex projects require different project management strategies and techniques. By applying proven techniques and best practices in a specific and systematic way, you will learn the strategies needed to meet the unique challenges associated with complex projects. You are introduced to a recommended complex project management process based on research. You will apply these principles and techniques by working in small groups and reflecting on possible approaches to managing real projects within your organization.
Making the Sense of Complexity	3 Days	15	30	Complex projects require different project management strategies and techniques. By applying proven techniques and best practices in a specific and systematic way, you will learn the strategies needed to meet the unique challenges associated with complex projects. You are introduced to a recommended complex project management process based on research. You will apply these principles and techniques by working in small groups and reflecting on possible approaches to managing real projects within your organization.
Overview of GAO Requirements for Fraud Prevention, ERM and Internal Controls	1 Day	15	30	This 1-day elective course provides internal controls training for management professionals and staff who have responsibilities for assessing internal controls and performing internal control activities.
PMP Exam Prep	5 Days	15	30	Students taking this course will understand globally recognized practices for project management acknowledged by Project Management Institute (PMI) to successfully manage your projects. This course will offer you the opportunity to prepare for the

				Project Management Professional (PMP) [®] Certification Exam and increase your competitive edge in the project management profession.
Project Leadership and Communication	3 Days	15	30	This three-day elective course explores different types of project leadership and how to produce the best outcomes based on the chosen type of leadership styles. Typically, small projects have a single manager, and larger projects often have a team or multiple interested parties – some of whom may be from different branches of the same agency
Project Management for Contracting Professionals	3 Days	15	30	This course explores the distinct issues in project management faced by contracting professionals, such as regulations, procedures, evaluation, and personnel. You will learn priority setting, personnel management, expectation setting, negotiating, simple writing, and effective communications
Project Management Intermediate Training	3 Days	15	30	As Project Management is one of the most crucial elements of USAID work, this course is intended to ensure participants learn how to apply the core skills of project management in their work.
Project Risk Management	3 Days	15	30	This three-day elective course will give you an overview on risk management for projects. It will teach you to identify, assess, and mitigate risk. You will learn different approaches to the risk management process, which will enable you maintain project momentum.
Project Team Building	3 Days	15	30	Studies in this area explores what makes teams work, and how to build a team of disparate views around a single goal. Team building begins at the top. Choose leaders wisely and follow the principles of good teams, including establishing a common mission, defining roles and responsibilities to gain buy-in, ensuring responsible oversight, leveraging skillsets, building a culture of trust, and communicating effectively.

Requirements Definition and Acquisition Approaches for Mission Success	5 Days	15	30	Effective elicitation, analysis, and management of a project's requirement, particularly as they change, can ensure that the project's solution accurately aligns with the stated needs. In this course you will, learn to plan for the requirements activities, manage project stakeholders and use a requirements management lifecycle, including phases from elicitation to acceptance.
Work Breakdown Structures	1 Day	15	30	This one-day elective course will provide the best practices of building a Work Breakdown Structure (WBS) and building upon the WBS to complete a schedule with activities and a WBS dictionary to manage and control the scope.
Assistance Agreements: Development and Award	2 Days	15	30	Choosing this course will develop working familiarity with a risk-based approach to monitoring, apply techniques for assessing recipients, and gain insight into potential problem areas in grants administration. These insights inform how you can ensure proper spending of Federal funds on approved activities.
Auditing of Federal Grants	1 Day	15	30	Taking this elective course helps you understand the full grants management process (OMB Revised 2020 Guidance). Audits provide a mechanism for monitoring grants, ensuring that recipients meet financial and performance goals, and correct issues.
Cooperative Agreements and Substantial Involvement	1 Day	15	30	This elective provides training and insight about cooperative agreements and substantial involvements. Unlike other award types, cooperative agreements allow for significant agency involvement.
Cost Principles for Federal Grants	1 Day	15	30	This course is designed to cover grant-related financial actions, including but not limited to, budget review, required recipient reporting, and audits. Most federal personnel deal with more than one type of recipient during their career and many recipients sub-grant funds to organizations subject to a different set of cost principles.

Detecting and Preventing Fraud in Grants	2 Days	15	30	This course helps participants gain an in-depth understanding of potential fraud risks inherent in various programs and entity types, as well as practical experience applying fraud prevention and detection techniques.
Developing and Initiating Federal Grants and Other Financial Assistance Instruments	1 Day	15	30	After taking the course the student will understand the basic requirements that Federal government Agencies require for organizations to win government grants.
Ethical Considerations in Federal Financial Assistance Management	1 Day	15	30	This one-day elective course discusses how federal financial assistance programs pose unique ethical situations. This course should expose participants to those situations and offer guidance on how to evaluate and address them.
Ethics in a Grant Environment	1 Day	15	30	The instructor discusses the federal financial assistance programs pose unique ethical situations. This course should expose participants to those situations and offer guidance on how to evaluate and address them.
Evaluating Financial Capabilities of Grant Recipients	2 Days	15	30	Grant funders, both Federal and pass-through, need tools and know-how to assess the financial capabilities of their recipients — before, during, and after a Federal grant award. The ability to know when and how to evaluate recipients, conduct risk assessments, and monitor activities through financial statements, audit reports, and cost analysis is vital to both a recipient's success and yours. You will learn to apply effective methods and leverage the tools and resources to take on the responsibility of protecting grant funds.
Federal Financial Assistance	2 Days	15	30	This course is designed to give you the basic information you need to manage federal assistance awards at your agency. This course will summarize a brief history of Federal grants and assistance, as well as provide valuable background information on roles and responsibilities of all parties in the world of Federal grants. B

Federal Funds Management - Evaluating Risk and Auditing Performance	1 Day	15	30	Taking this course will allow the student to understand how Agencies should assess grant risk and design periodic audits to review and mitigate risks.
Internal Controls For Grants	1 Day	15	30	Agencies typically make this a requirements course for grants. You will learn the skills necessary to ensure agency compliance with requirements under relevant laws and regulations, including the Federal Managers' Financial Integrity Act and Government Accountability Office (GAO) standards of internal controls
Introduction to Grants & Cooperative Agreements	3 Days	15	30	This course will teach you the foundations of grants and cooperative agreements in the government grant making and monitoring process. You will walk away with a thorough understanding of grants policy and procedures, as well as the grant management process from concept definition through closeout.
Introduction to Grants: Pre-Award and Award	1 Day	15	30	This two-day elective course will help you build fundamental knowledge of the pre-award phase in the financial assistance life cycle. The course is intended for federal personnel who award or administer grants and/or cooperative agreements.
Managing and Monitoring Federal Grants and Other Financial Assistance Instruments	3 Days	15	30	By taking this course the student will increase students' knowledge of essential monitoring techniques and their ability to identify possible problem areas when administering federal grants. This course is designed for federal personnel who are responsible for overseeing the administrative, financial, or programmatic performance of grant recipients
Negotiating Federal Financial Assistance	2 Days	15	30	This course is designed to give you the basic information you need to understand negotiating Federal financial assistance agreements and to help you develop the skills needed to do so. Fairly negotiated agreements will result in better outcomes for recipient projects, if both the government and the recipient organization enter into negotiations with the goals and objectives of the project at the top of their minds

Overview of National Grants, Policy, and Law	3 Days	15	30	Federal personnel who award and manage grants and cooperative agreements need a complete understanding of the Federal grants lifecycle. This includes recognizing the legal basis for issuing Federal financial assistance and all the responsibilities that come with it. From preaward through closeout, knowing the fundamentals enables you to more effectively issue Federal financial assistance.
Performance Measurement for Federal Grants Under 2 CFR 200	2 Days	15	30	The Office of Management and Budget's (OMB) Uniform Guidance (2 CFR 200) guides the performance measurement and management activities required for all Federal financial assistance awards. Develop a foundational understanding of performance measurement approaches and the specific requirements and definitions in the Uniform Guidance. Learn to apply performance-based principles to grant projects by gaining critical insight on how performance measurement affects each phase of the Federal grants lifecycle.
Uniform Administrative Requirements for Administration of Grants and Cooperative Agreements	2 Days	15	30	The Office of Management and Budget's (OMB's) Uniform Guidance: Uniform Administrative Requirements, Cost Principles, and Audit Requirements for Federal Awards (2 CFR 200) is the cornerstone of Federal grants and financial assistance. You will learn when and how these requirements apply to program awards throughout the grant lifecycle.
The Anti-Deficiency Act	2 Days	15	30	Courses in this elective area provide you with an overview of the Anti-Deficiency Act (ADA). You will discuss the Federal appropriations and budget process, key features of the ADA, how to comply with ADA requirements, how to avoid ADA violations, and how to investigate and/or report suspected ADA violations.
Appropriations Law (3,4, or 5) Day	5 Days	15	30	Introduces you to the purposes and principles of Federal fiscal law. It blends lecture, case studies, and participation in a way that will engage and challenge you, while maximizing the exchange of both practical and theoretical information.

Appropriations Law Refresher	2 Days	15	30	Instructors provide you with a refresher in skills ranging from the proper interpretation and application of Federal appropriations law to the use of appropriated funds.
Advanced Cost Principles: Avoiding Problem Areas and Responding to Questions	1 Day	15	30	Develop a comprehensive understanding of cost principles around grants, including allowable costs and the difference between direct and indirect costs. You will learn how to use the principles throughout the grants lifecycle: budget development and review, spending decisions, and site visits and desk reviews or audits.
Appropriations Law Refresher	1 Day	15	30	This one-day elective course will provide you with a refresher in skills ranging from the proper interpretation and application of Federal appropriations law to the use of appropriated funds. You will review the Government Accountability Office (GAO) Principles of Federal Appropriations Law (Red Book).
Budget and Accounting Principles	2 Days	15	30	Taking this course will help you understand the importance of budgeting and how this process relies on accuracy in accounting. This course will cover the primary differences between accounting and budgeting, why each is important, and what information is available due to each practice.
Cost Accounting Principles	2 Days	15	30	Using this course instructors will discuss the basics of cost accounting and how it differs from managerial, financial, or project accounting. You will understand the various costs associated with a project, program, product, or service and derive ways to create efficiencies by analyzing the cost components.
Federal Budget Process	2 Days	15	30	This will explore the major phases and timing of the Federal budget process. This course will provide you with an overview of the Federal budget process, its history, and how it impacts current legislative decisions.
Federal Budgeting for Non-Budget Personnel	2 Days	15	30	In this two-day elective course presents a strong introduction to the federal budget process and the procedures for formulating, justifying and executing organizational budgets.

Fiscal Law in DoD	2 Days	15	30	This course introduce you to the purposes and principles of Federal fiscal law used in the Department of Defense (DoD). You will use the Government Accountability Office (GAO) Principles of Federal Appropriations Law (Red Book) to search for and reference real-world case studies.
Fundamentals of Budget Formulation and Execution	4 Days	15	30	Instructors teaching this course will help you hone your financial manager or budget analyst skills and understand the importance of having accurate budget formulation and a solid execution strategy. This course will walk through the relevant legislation and financial principles associated with proper budget formulation.
Internal Controls	1 Day	15	30	This course will help you understand the responsibility for assessing internal controls and performing internal control activities. You will learn the skills necessary to ensure agency compliance with requirements under relevant laws and regulations, including the Federal Managers' Financial Integrity Act and Government Accountability Office (GAO) standards of internal controls.
Planning, Programming, Budgeting and Execution	3 Days	15	30	This course will cover the importance of having accurate budget formulation and a solid execution strategy as a financial manager or budget analyst. This course will provide you with knowledge of the procedures, processes, and rules governing budget formulation under PPBE. You will learn how to utilize best practices and collaborative tools to create a good budget formulation, laying the foundation for excellent execution strategies.
Working Capital Funds	2 Days	15	30	Understanding the intricacies of the Defense Working Capital Fund (DWCF), a revolving fund financial structure used by DoD for businesslike activities, is a challenge for even the most skilled Federal financial managers. Supporting the effective and accurate operation of these funds is integral to the success of DoD

FCN 406: Lease Acquisition Training	5 Days	15	30	This elective course is designed for professional women, you will explore the unique challenges women face in the work environment, as well as the contributions and perspectives women can offer as leaders. You will have the opportunity to engage with other women, increase your support network, and further define your leadership style and mindset.
FCN 408: Cost and Price Analysis of Lease Proposals	5 Days	15	30	Students will tackle the difficult task of analyzing lease proposals from a cost and price perspective. You will learn how to evaluate lease proposals, negotiate lease terms, properly contract and monitor lease buildouts, and use cost inputs in evaluating the technical portion of proposals.
FCN 409: Negotiating Federal Real Property Leases	5 Days	15	30	Instructors will provide you with the basics of lease contract negotiation techniques. Course topics will include competition range determinations, development of a negotiation plan, how to properly conduct discussions with lessors, and what techniques can be used in a noncompetitive lease situation.
FCN 411: Federal Real Property Lease Law	5 Days	15	30	When this course is taken it will explain the origin of lease law and discuss the legal implications of the solicitation process. This course will also detail the dispute resolution process, legal principles involved in contract interpretation, and the legal implications of leasing clauses.
FCN 412: Lease Administration	5 Days	15	30	LCOs will provide a general overview of how to properly prepare for, document, and administer GSA Leases from an oversight and performance perspective. This course will teach you the lease administration steps used in the GSA Circulars, Leasing Desk Guide, and Lease File Checklist.
Real Estate Finance and Marketing Fundamentals	5 Days	15	30	This five-day elective course is intended to provide government leasing professionals with the ability to analyze the financial viability of real estate investment opportunities. The skills learned here will help participants to understand the best investment opportunities for the benefit of the government.

Adapting to Change While Maintaining Accountability	1 Day	15	30	Instructors teach students the skills needed to adapt to changing situations in the workplace. You will learn the importance of maintaining professional and accountable behavior during times of change to demonstrate confidence and help the transition process run smoothly.
Briefing and Presentation Skills	2 Days	15	30	An elective course you will be provided with the know-how to deliver effective briefings and presentations that resonate with audiences large and small. A briefing or presentation requires more than just speaking to an audience, thoughtful organization of topics and ideas while keeping audiences engaged is at the heart of every impactful briefing or presentation
Building Networks and Maximizing your Relationships	4 Days	15	30	An elective course instructor will provide students with the tools needed to improve your interpersonal effectiveness. This course will cover essential concepts such as communication strategies, network building, emotional intelligence, and managing conflict.
Business Writing	8 Days	15	30	This class will provide you with technical writing guidance, set standards for creating logical and professional written material, and describe the process of writing good documentation
Business Writing for Contracting Officers	1 Day	15	30	This one-day elective course will provide you with technical writing guidance, set standards for creating logical and professional written material and describe the process of writing good documentation.
Communicating with Diplomacy, Tact, and Credibility	2 Days	15	30	This two-day elective course will teach you how to advance your credibility, career standing, and confidence using diplomatic techniques. You will learn how to engage in a diplomatic communication style that promotes mutual respect and civility among the conversational partners.
Communicating Up, Down, and Across Organizations	2 Days	15	30	Instructors will teach you how to apply techniques geared to how people act and react to communication styles. Utilizing Everything DiSC Workplace® assessments, you will understand your own communication style and how to interact with those you work with effectively

Creativity and Innovation	2 Days	15	30	This two-day elective course will enable you to promote creative thinking in the workplace. Not only will you practice a variety of techniques to access creative capacities, but you will also learn to develop persuasive cases to implement new ideas.
Critical Thinking for Problem Solving	3 Days	15	30	Students taking this course should better understand how to tackle problems, seize opportunities, and make effective decisions. This course will address the five types of critical thinking needed in business environments and teach a proven five-step process for responding to business problems and opportunities.
Data Driven Decision Making	2 Days	15	30	elective course will focus on developing the skills needed to make an educated decision based on available data. This class will cover how increased access to data-based information, supported by more accurate and accessible computer programs, can help you make better decisions backed by hard data points.
Design Thinking for Results	2 Days	15	30	This two-day elective course will teach you how to create an iterative design process which bridges imagination and implementation to help organizations address complex challenges, learn from them, and grow.
Driving and Influencing Change	2 Days	15	30	This elective course will focus on the process of creating and facilitating change in the workplace. In this course, you will learn the different forms change takes and how you can shape those outcomes in the workplace.
Effective Leadership Communication and Behavior	2 Days	15	30	This two-day elective course will examine the leadership skills necessary for contracting professionals to succeed in their careers.
Emotional Intelligence	3 Days	15	30	Taking this elective course will help students understand the practical application of emotional intelligence. You will learn how to use these concepts to create effective workplace relationships and facilitate productivity.

Engaging Leadership	2 Days	15	30	This two-day elective course will examine the styles and characteristics that are important to being an engaging leader in order to support employee engagement and happiness in the workplace.
Establishing a Business Mindset	3 Days	15	30	This course will outline the elements of leadership in a business environment by discussing traits, theories, and leadership styles. You will learn how branding, motivation, and inspiration help develop your brand, personal leadership story, and business mindset.
Evaluating and Presenting Analysis Results	3 Days	15	30	Instructors will teach you how to effectively communicate and recommend solutions based on analysis results. In this course you will explore the different considerations that go into making a decision based off of available data and how data tends to “paint a picture” for what a decision’s consequence may be.
Fundamentals of Business Analysis	2 Days	15	30	This two-day elective course will introduce you to the foundational concepts, theories, methods, processes, systems, and structures used by today’s Business Analysts. In this course, you will learn how to analyze and interpret a client’s requirements, communicate effectively, and document and present your findings to stakeholders
Government Technical Writing	2 Days	15	30	Students will be provided technical writing guidance and set standards for creating logical and professional written material. You will learn how to identify the intended audience and develop content based on their needs.
High Performing Teamwork	2 Days	15	30	Instructors will cover the skills needed for you and your team to produce high-quality content and work efficiently with each other.
High Impact Communication	3 Days	15	30	This three-day elective course will teach you techniques for creating high-impact, meaningful communication with coworkers, clients, and stakeholders. You will learn how to develop your communication style, identify the communication styles of your audience, and adapt your delivery accordingly

Leadership and Communication Skills	3 Days	15	30	This elective course will examine the leadership skills necessary for you to succeed in your career. This course will teach you how to be an effective leader that can communicate with others. You will learn how to set parameters, create goals, delegate roles, manage expectations, and use clear language to convey desired outcomes.
Advanced Leadership and Communication Skills	3 Days	15	30	This elective course will teach you leadership techniques to create meaningful communication with coworkers, clients, and stakeholders. You will learn how to lead through complexity, develop strategic change management plans, identify the communication styles of various audiences, and adapt delivery accordingly.
Leadership and Management Skills for Non-Managers	3 Days	15	30	Using this elective course the instructor intends to provide leadership and management skills to non-managers. This course will teach you that you do not need a managerial title to be a leader. You will learn that successful leaders use communication, emotional intelligence, and accountability to achieve work and further interests of the organization, no matter their role.
Leading and Managing High Performing Project Teams	3 Days	15	30	An elective course that will teach you the qualities needed for project teams to produce high-quality content and work efficiently. You will learn elements of project success, such as clarity of vision, communication distinction of roles, and process definition.
Leadership Skills and Techniques	3 Days	15	30	This course will cover the essential traits and behaviors of leaders and how they can be honed throughout your career. You will learn that skills like engaging, motivating, coaching, and enhancing performance are integral to the success of all leaders.
Leadership Skills for Contract Professionals	2 Days	15	30	This elective course will cover the essential traits and behaviors of leaders and how they can be honed throughout your career. You will learn that skills like engaging, motivating, coaching, and enhancing performance are integral to the success of all leaders. You will also learn about and

				assess your own leadership style as the first step to seeking out opportunities for growth.
Managing Critical Relationships	2 Days	15	30	This elective course is designed for business professionals from all disciplines. This course will teach you about the proper techniques needed to address various stakeholder communication styles and understand the needs and wants of the critical people you engage with in the workplace.
Managing Multiple Priorities	3 Days	15	30	This three-day, elective course will provide you with an overview of strategies used to balance a series of high-demand tasks while handling multiple, urgent priorities.
Myers Briggs Type Indicator Assessment: Personality Matters	1 Day	15	30	This one-day elective course is designed for professionals who wish to use the knowledge of different personalities to be an effective communicator, teammate, and leader.
Problem Solving and Decision Making	1 Day	15	30	Taking this course will help hone your critical thinking and problem-solving skills to solve real-world problems. You will walk away with a better understanding of how to address issues in a logical manner when making important decisions, use diverse approaches, and determine risk factors.
Resiliency in the Workplace	1 Day	15	30	In this one-day elective course, you will learn how to adapt and modify work behavior and assignments. Through individual and group learning exercises, you will learn methods, ideas, and approaches that will help you grow and thrive in the face of adversity.
Responding to Conflict Strategies for Improved Communication	1 Day	15	30	Under this elective course, you will learn how to manage your response to conflict and curb destructive behaviors so that disputes can become more productive, ultimately improving workplace results and relationships.
Retirement Planning	2 Days	15	30	A student taking this elective course will provide them with the critical information needed to take an active approach in planning your retirement through the Federal Employees Retirement System (FERS).
Succession Planning Workshop	1 Day	15	30	This one-day elective course will teach you how to implement a succession plan and will prepare your organization, and protect

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				its mission, in the event of high-level change.
From Tactical to Strategic Thinking	3 Days	15	30	This elective course will cover a tactical approach for tackling tough problems, engaging in new opportunities, and making sound decisions. You will learn techniques for strategic thinking and planning that will enable better results whether you are innovating processes and procedures, managing crises, or planning for the future.
Taking Charge of Organizational Change	3 Days	15	30	This three-day elective course will help you manage, plan, and implement organizational change through different frameworks and processes. Through this course, you will develop the tools and techniques necessary to work through transitions and potential obstacles.
Women in Leadership	2 Days	15	30	This elective course is designed for professional women, you will explore the unique challenges women face in the work environment, as well as the contributions and perspectives women can offer as leaders. You will have the opportunity to engage with other women, increase your support network, and further define your leadership style and mindset.
Custom 1 Day Course	1 Day	15	30	General one day course. BMRA will provide a training course with customized content that is determined by the customer.
Custom 2 Day Course	2 Days	15	30	General two day course. BMRA will provide a training course with customized content that is determined by the customer
Custom 3 Day Course	3 Days	15	30	General three day course. BMRA will provide a training course with customized content that is determined by the customer.
Custom 4 Day Course	4 Days	15	30	General four day course . BMRA will provide a training course with customized content that is determined by the customer
Custom 5 Day Course	5 Days	15	30	General five day course. BMRA will provide a training course with customized content that is determined by the customer
Custom 6 Day Course	6 Days	15	30	General six day course. BMRA will provide a training course with customized content that is determined by the customer

Custom 7 Day Course	7 Days	15	30	General seven day course. BMRA will provide a training course with customized content that is determined by the customer
Custom 8 Day Course	8 Days	15	30	General eight day course. BMRA will provide a training course with customized content that is determined by the customer
Custom 9 Day Course	9 Day	15	30	General nine day course. BMRA will provide a training course with customized content that is determined by the customer
Custom 10 Day Course	10 Days	15	30	General ten day course. BMRA will provide a training course with customized content that is determined by the customer