

SHARED SERVICES COMMITTEE AGENDA

MAY 1, 2017

Committee Members: Beaty, MacDonald, Frasier, Merlino, Vanselow, Braymer, Montesi, Brock, Geraghty

- I. Committee meeting called to order by Chairman
- II. Motion to approve minutes of prior Committee meeting
- III. Action Agenda/New Business
 - A. None
- IV. Referrals/Pending Items
 - A. None
- V. Information for Discussion/Review
 - A. Consolidated Commodity Purchasing
 1. Update on 2017 estimated savings - see attached Schedule "A"
 2. Discuss participation/challenges - see attached Schedule "B" for overview - recent e-mail sent to municipalities
 - B. Attending "Creative Leadership for Managers, Supervisors and Team Leaders" seminar at the Queensbury Hotel on June 21, 2017 from 9:00 am to 4:00 pm. Total cost is \$149.00. Funds are available in Purchasing budget code A.1345 444 - Travel/Education/Conference - see attached Schedule "C" for details.
- VI. Privilege of the Floor to discuss any additional items to come before the Committee

SCHEDULE “A”

TOWN OF BOLTON SAVINGS - 2017

Commodity	Previous Price	County Price	Quantity	Total Savings	Percentage Savings
5 Gallon Water Bottles	\$8.95	\$2.79	63 (est Jan-March)	\$388.08	69%
HP 8740 MFP	\$299.99	\$268.99	1	\$31.00	10.33%
Ink Cartridges for 8740	\$122.96/4 color	\$95.94/4 pack (recommendation)	1	\$27.02	21.97%
8 ½ x 11 copy paper	\$24.17	\$22.61	28 cases	\$43.68	6.45%
Various Office Supplies	Varies	Varies	Varies	\$685.33 (estimated annual)	NA
4 Drawer File Cabinet	\$629.99	\$580.50 (recommendation)	1	\$49.49	7.86%
Personal Protection Equipment	Varied	Varies	Varies	\$427.20	NA
Electronics Recycling Jan-March	\$.25/lb	\$.15/lb CRTs \$.055 rebate for others	2466 lbs CRT 1610 lbs other	\$335.15	54.36%
Disposal of Processible Waste	\$56.10/ton bid for 2017	\$55.00/ton - negotiated	569.16 tons (est)	\$626.07 (est)	N/A
Engine Lubricants	Varies by Item	Varies by Item	Varies by Item	\$4,439.95 (estimated annual)	N/A
Water Treatment Chemicals	Varied	Varies	Varies	\$8,963.86 (estimated annual)	N/A
Disposable Food Service Items	Waiting for info from Town				
			TOTAL:	\$15,652.83	

WARREN COUNTY SAVINGS - 2017

Commodity/Service	Previous Price	County Price	Quantity	Total Savings	Percentage Savings
Folder Machine Maintenance	\$1,177.54	\$1,020.00 (negotiated)	Annually	\$157.54	13.38%
11 x 17 paper	\$36.99	\$29.97	23 Cases	\$161.46	19%
8 ½ x 14 paper	\$36.78	\$32.18	8 Cases	\$36.80	12.51%
8 ½ x 11 paper	\$24.17	22.61	841 Cases	\$1,311.96	6.45%
Personal Protection Equipment	Varies	Varies	Varies	\$3,032.11	NA
Construction, Reconst., of Guide Railing Posts & Component Parts	Varies	Varies	Varies	\$1,748.20 w/ County Supplies materials OR \$5,576.00 w/ vendor supplies materials	NA
Shoulder Machine Parts	Varied	Varies	Varies	\$1,335.00	N/A
Corrugated Poly Pipe	Varied	Varies	Varies	\$9,042.95	N/A
Office Supplies (January 1 - April 26)	Varied	Varies	Varies	\$13,841.29	42%
			TOTAL:	\$34,495.11	

SCHEDULE “B”

Butler, Julie

From: Butler, Julie
Sent: Friday, April 21, 2017 11:56 AM
To: 'Bolton Deputy Clerk'; 'highwaydept@yahoo.com'; Bolton Secretary (Secretary@town.bolton.ny.us); bnolin@nycap.rr.com; 'chesterhighway@yahoo.com'; 'Mindy Conway'; dhiggins@horiconny.gov; highway@horiconny.gov; 'johnsburghwy1@frontiernet.net'; 'Highway, Town'; 'Debra Mckinney'; 'lgwtp@hotmail.com'; 'lakeluzerne2@albany.twcbc.com'; 'lakeluzernehighwydept@yahoo.com'; Joanne Watkins; 'babarat@queensbury.net'; 'markd@queensbury.net'; 'highwaydept@yahoo.com'; edward.pennock@townofwarrensburg.net; 'Monahan, Patty'; Chris Miller (CMiller@cityofglensfalls.com); 'dpw@cityofglensfalls.com'; firesec@cityofglensfalls.com; Jason Vilander (jvilander@cityofglensfalls.com); Iglasheen@cityofglensfalls.com; Judy Villa White (personnel@cityofglensfalls.com); 'Debbie Vaughn'; 'recreation@cityofglensfalls.com'; Scott Sopczyk (ssggft@choiceonemail.com); 'tgirard@cityofglensfalls.com'
Cc: Conover, Ronald (supervisor@town.bolton.ny.us); 'Craig Leggett'; Frasier, Edna; Simpson, Matthew; 'secretary@johnsburghny.com'; Dickinson, Dennis L.; Merlino, Eugene; Strough, John; Thomas, Frank; chydethurman@gmail.com; Geraghty, Kevin; Beaty, Douglas (dougsales30@gmail.com)
Subject: Cooperative Purchasing

Good Morning,

Since we've almost completed 4 full months of consolidated commodity purchasing and this office has a better idea of how things are progressing, I wanted to take the opportunity to send out some reminders and let you know what some of our challenges have been and continue to be:

- 1) Not all Towns have been trained on the Town Bid System. If you have not done so, please call me to schedule a training session. It only takes 30 minutes to an hour and should include any staff that is involved in your purchasing process. This is a resource for all municipalities, not just those included in the Efficiency Plan.
- 2) Most Municipalities that have been trained have provided positive feedback, but others don't seem to be utilizing it to its full potential. If your staff needs additional training on how to look up vendors, state contract info, etc., please let me know and I can schedule an additional session.
- 3) This Office is not currently contracted with the municipalities to handle public works or professional service bids, RFPs or quotes. As noted in the training sessions, there are some County bids that are available on the Town Bid System for the municipalities to piggyback on, however, I do not have the time, nor the resources to assist in the review of specifications other than for commodities at this time.
- 4) I can't stress enough how important it is for us to receive correct and complete estimates, descriptions, etc. to aid in getting you the best pricing possible. There have been multiples instances where estimates have been allocated to the wrong line items, the wrong item was bid based on incorrect descriptions, or estimates weren't provided at all relative to bids that were going out and then we were told after the fact that something should have been added. Vendors are relying on our specifications to be accurate and are basing their pricing on our data. Therefore, to be fair to them and to get you what you require, the info must be correct.
- 5) Typically we have to send multiple requests/reminders that we need previous/current prices for purposes of tracking savings. If this is difficult at the agency level, please contact your vendors and request reports. Let them do the work for you. Also, when we request pricing for multiple items (for which you submitted estimates), we often only get pricing back for a couple of items or we don't get any response at all. Again, we need this information, and for it to be correct and complete. We spend countless hours tracking down information that should/could be responded to in one correspondence. Savings reporting is a very important part of this process.

If anyone has comments relative to the above, or has suggestions as to how we can further streamline the process, please let me know ASAP. I'm all for making changes within reason, if it's going to help me help you.

Have a great weekend!

Julie A. Butler
Warren County Purchasing Agent
Human Services Building
1340 State Route 9
Lake George, NY 12845
PH: 518-761-6538
Fax: 518-761-6395
eMail: butlerj@warrencountyny.gov

SCHEDULE “C”

SCHEDULE "A"
AUTHORIZATION TO ATTEND MEETING OR CONVENTION

Check one:

- In-State (Must be approved by Department Head, County Administrator & Committee Chair)
 Out-of-State (Requires Board resolution)

The Shared Services Committee hereby authorizes Julie Butler
(Supervisory Committee) (Employee Name)
to attend Creative Leadership for Managers, Supervisors and Team Leaders
(Name of meeting or organization)
at The Queensbury Hotel on June 21, 2017
(Address) (Dates)

Meeting/Convention Cost: \$149 Mode of transportation to be used: Personal Vehicle
(County Vehicle or Mass Transportation)

If the mode of transportation is **not** a county vehicle or mass transportation, please explain:
Seminar is closer to home than the Municipal Center.

Proper documentation must be attached when submitting for approval.

(Please check documents attached)

Notice of meeting or convention including cost. Total Cost of Travel \$ \$149
(travel and meeting/convention cost)

For Overnight Travel

Room rate \$ _____ GSA* Rate \$ _____

Funding in Budget? Y N

Meal costs - GSA* per diem rate \$ _____ Budget Code: A.1345 444
* www.gsa.gov

Date: 4/26/17

Julie A. Butler
Department Head Signature

Date: _____

County Administrator Signature

Date: _____

Committee Chairman Signature

Please refer to the Warren County Travel Policy and County Vehicle Use Regulations for general policy guidelines.

Please check to request a fleet vehicle.

REQUEST FOR USE OF FLEET VEHICLE

Filing Instructions:

1. Original with voucher to Auditor.
2. Copy to Buildings & Grounds if fleet vehicle is needed.
3. Copy to Clerk of the Board with Resolution Request form if out-of-State travel.
4. Copy to Purchasing with Purchase Order, if required.
5. Copy to Clerk of the Board if credit card will be used.
6. Copy of executed form needs to be included in next agenda for reporting to oversight Committee.

This breakthrough leadership program is coming to your area soon! Don't miss your chance to gain an arsenal of powerful skills, strategies and techniques!

Creative Leadership

for Managers, Supervisors and Team Leaders

June & July 2017 Locations and Dates

ALABAMA

Birmingham – July 26
Mobile – July 24
Tuscaloosa – July 25

FLORIDA

Fort Lauderdale – June 12
Jacksonville – June 16
Orlando – June 15
Tampa – June 14
West Palm Beach – June 13

INDIANA

Fort Wayne – June 7
South Bend – June 6

MASSACHUSETTS

Pittsfield – June 23

MICHIGAN

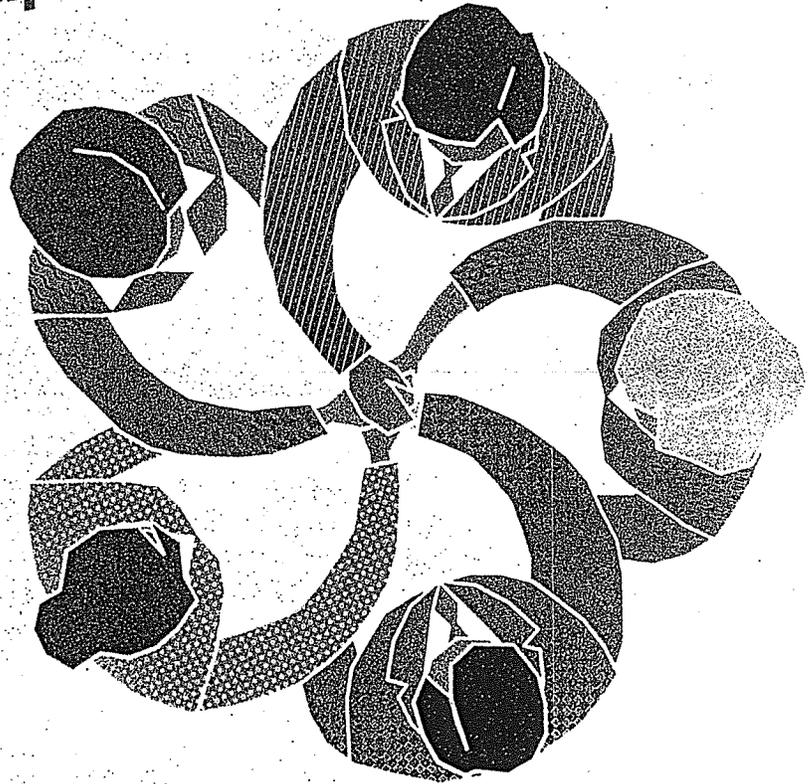
Ann Arbor – June 8
Grand Rapids – June 28
Kalamazoo – June 5
Saginaw – June 9
Traverse City – June 27
Troy – June 26

NEW YORK

Albany – June 22
Glens Falls – June 21
Rochester – June 28
Syracuse – June 27
Utica – June 26
Watertown – June 20

PENNSYLVANIA

Erie – June 29



Motivate and re-energize your team by developing an environment of creativity and collaboration

- **Create** a team environment that's supportive, productive and *fun*
- **Strengthen** morale and keep employees satisfied
- **Inspire** your people to reach — and exceed — their potential
- **Gain** more credibility and respect from your coworkers, colleagues and employees
- **Discover** the secrets to a foolproof reward system
- **Eliminate** negativity, lackluster work and poor attitudes from your team

 CAREERTRACK

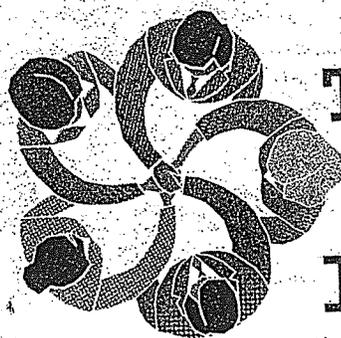
EXPRESS ENROLLMENT! Only \$149

events.careertrack.com

This course qualifies for CPE and HRCI credits. See details on page 6.

Lighten up your leadership style

Leadership is serious business — or is it? The truth is, a fun, friendly, high-energy atmosphere at work definitely makes for happier employees. Employees work harder when they are happier and feel valued by their organization. They are also more productive and more likely to tap into their creativity to solve problems and come up with workable solutions. In this course, you'll discover dozens of ways to create an enjoyable, exciting work environment that stimulates and rewards creativity. When employees enjoy coming to work, you can bet they will put more effort into their jobs!



This is not your ordinary leadership course

This is training for today's leaders — people like you who are pulled in a million different directions, expected to get more done with fewer resources and forced to cope with budget cuts, corporate crises, reduction of employee benefits, hiring and wage freezes and much more. Tough times call for creativity and innovation in leadership, and that's why this revolutionary course was developed.

In one day of lightning-paced, high-energy training, you'll learn techniques for turbo-charging your leadership skills and getting your employees on track for super performance and a significant boost in productivity. You'll learn how to support an environment of creativity, innovation and passion, regardless of what type of company you work for. You'll learn once and for all what people need from their leaders, and more importantly, you'll learn exactly how to give it to them.

You'll discover new ideas for motivating your best talent to continue performing at the top of their game, while giving your less-than-stellar performers the encouragement they need to really shine. You'll explore ways to tap into your own personal leadership strengths, minimize your weaknesses and develop a unique leadership style that is highly effective yet reflects your core beliefs and personality.

Fun, fast and highly effective, this training will stimulate your thinking, recharge your batteries and spark your outside-the-lines creativity as you inspire your employees to excellence.

Is this course for you?

If you are looking for a training experience that's enriching, fun, fast-paced, innovative and jam-packed with ideas, tips and strategies you haven't heard before, don't miss this course! It's designed specifically for people who are ready to commit to developing others and raising organization productivity to a higher level, ready to restore energy and enthusiasm to their workplace and ready to champion an environment of creativity and collaboration. It's perfect for:

- **Managers and supervisors** who have moved into a leadership role
- **Team leaders** responsible for the growth, development and performance of others
- **Anyone who wants to enjoy expanded career choices** and step into a leadership role

What you will learn in just one day will affect your lifelong leadership effectiveness!

Leadership isn't something you check at the door when you leave the office. It's a state of mind, a way of living your life and a part of who you are as a person. This workshop will help you set the stage for lifelong leadership effectiveness and give you the strategies and techniques to transform yourself into an effective, compassionate and influential leader.

You'll learn how to:

- **Coach and mentor** your people by encouraging growth and improvement
- **Motivate** others to consistently perform at their personal best
- **Inspire** others through your own enthusiasm and energy
- **Devise** new approaches for solving those same old problems and dilemmas
- **Transform** negative thinking into positive action
- **Set priorities**, delegate when necessary and ask for help when you need it
- **Explore** ideas for reducing stress and burnout on the job — for yourself and your staff

If you lead, they will follow. Or will they?

They will if you are the type of leader people trust, respect and believe in. Being a leader is more than just convincing others your way is the "right" way. Leadership begins with bringing out the best in others — praising jobs well done, offering encouragement during the rough spots, establishing friendly, supportive working relationships and allowing people free rein to solve problems, make mistakes and get back on track. This course is packed with dozens of fresh ideas and savvy strategies for recognizing, rewarding and valuing achievements, effort and performance. You'll discover the keys to building solid team relationships as you get all types of personalities to collaborate and pull together. And you'll learn how to conquer negative thinking, reduce conflict and foster a cooperative spirit within every one of your team members.

Don't miss this exciting opportunity to achieve leadership excellence!

Enroll Today!
Only \$149

www.careertrack.com

Creativity and leadership go hand in hand

A characteristic of great leaders is they are open to original ideas, innovative solutions and bold thinking. In this course, we'll help you find your creative side and approach your role as a leader in a whole new way. You'll learn how to foster creativity in your people, reward diversity and stimulate free thinking. You'll gain tips and tools for getting your own creative juices flowing, and learn how to overcome "we've always done it this way" thinking by embracing change, experimentation and new workplace initiatives.

Creative Leadership

for Managers, Supervisors and Team Leaders

Course Content

9:00 a.m. to 4:00 p.m.

Start Here to Become a Creative Leader

- Your "leadership quotient" — why it's absolutely critical to your success as a leader!
- 11 essential skills every leader *must* know
- How to avoid common self-sabotaging behaviors that often plague both new and seasoned leaders
- What employees *really* want from you as a leader: The answers are guaranteed to surprise you!
- Why traditional management models just don't measure up in today's workplace and what to use instead
- Your Personal Action Plan — a super tool to build character, strengthen leadership skills and boost your overall effectiveness
- How to implement a leadership style that builds trust, communicates a clear vision and guides your team to higher productivity and organization profits
- Why it's best to "aim for the impossible" (you'll be amazed at how close you come!)
- How to build a culture of accountability that rewards ethical behavior
- Ways to create an atmosphere of trust and respect that values employees and promotes loyalty between coworkers
- How to teach and train others to approach challenges and problems with a positive attitude
- Why it's essential to reward those who keep their word even in the most difficult situations
- What it means to be ethical: key behaviors necessary to model values-based, ethical character

Establish Communication — the Foundation of Effective Leadership

- What to say and how to say it — "leadership language" that supports synergy and encourages others to agree with you
- How to infuse your communication style with confidence and power
- Fresh strategies and exciting techniques to open up the communication pipeline and keep ideas flowing freely
- Words, phrases and gestures to help you come across as poised, intelligent and trustworthy every time you speak
- Communication guidelines that recognize and respect the individuality of every employee
- Why positive reinforcement is key to gaining support and recognition from your people
- How to effectively overcome communication challenges and roadblocks without steamrolling your opponent
- The secrets of effective praise — when, how and where to give your employees the applause they deserve
- How to offer constructive criticism in a positive light — and what not to say, even with the best intentions

Support Innovation, Experimentation and Free Thinking in Your Workplace

- How to convert your workplace into a risk-free zone where calculated risks are accepted and encouraged
- Clever ways to reward those who stretch their mental muscles, think outside the box and share their great ideas
- Why it's crucial to kick the habit of "that's the way we've always done it" and approach tasks from a fresh perspective
- Tips for working around establishment restrictions that can stifle creativity and crush employee

Enroll Today!

Only \$149

- How to create a safe haven in your workplace, recognizing and rewarding diversity in every form
- Ways to eliminate workplace dynamics that can smother creative thought and action
- Why it is important to always support your employees in public (not following this management edict can destroy your leadership effectiveness)
- How to help employees feel confident in their own good judgment when they make decisions

Build Teams That Pull Together, Instead of Apart

- Ways to celebrate the strengths unique to each player on your team
- How the role of team leader differs from leader
- Why your team's ability to delegate effectively is the key to *your* success as a leader
- Strategies and techniques to encourage teammates to collaborate, cooperate and turn to one another for help and inspiration
- Fantastic ideas to encourage and support team creativity and growth, including team retreats, think tanks and other team-based activities
- How to create a team culture based on trusting relationships and an "all for one" mentality
- The tools your team members need as they work together to overcome differences and resolve conflicts

Guide Your People to Peak Performance Through Coaching and Positive Discipline

- The truth about character: how much of an effect does it really have on performance?
- How to help people take responsibility and become accountable for their actions
- Motivational techniques to turn average players into superstars — even your most reluctant employees will show amazing improvement!
- The 80/20 principle: Use it to encourage employees to move beyond their defined jobs to deliver breakthrough ideas and exceptional performance
- How to use goal-setting as an incredible empowerment tool and reap the benefits of increased productivity

- Why poor morale occurs even when benefits and pay are good: Discover the surprising truth!
- When a team is in danger of self-destructing — how to tackle and resolve employee differences and restore team harmony
- Poor attitudes? Negativity? Innovative techniques to make these problems a thing of the past!

Be Creative in Solving Problems, Conquering Stress and Burnout and Building Morale

- Strategies to flex your creative muscles and arrive at workable solutions from a different perspective
- Change happens! Tips and tools for meeting the challenges of change head-on while keeping your big-picture focus
- Flexibility and adaptability skills that will enable you to respond quickly, professionally and effectively in virtually every crisis situation
- How to encourage your team members to apply their brain power and develop creative options to traditional problems
- What to do when creativity creates a mess: how to salvage the situation and chalk it up to lessons learned for next time
- The warning signs of stress and burnout in yourself and your team
- Why creating an atmosphere of laughter and humor can be more valuable than a pay raise
- The secret of playing to your employees' strengths by structuring work and responsibilities around things they love doing
- Low-cost and no-cost ways to build morale and create a fun, positive work environment
- How you can share the spotlight and recognize employee contributions to develop your people into leaders for tomorrow
- Clever techniques for using stressful situations to positively challenge and stretch employees
- How to identify stress red flags and lighten an employee's responsibilities *before* burnout occurs
- Ways to transform stress into positive motivation — here's how!
- Your own personal "leadership survival kit" for even the most challenging and stressful situations

On-Site Training Solutions

Get the Results You're Looking For!

Bring our powerful, high-impact training programs to your organization and show your employees you're serious about their professional growth and achieving critical organizational goals and objectives.

Choose From Over 150 Courses!

From management development to customer service, our comprehensive library of courses provides a learning experience that is engaging, interesting and intriguing!

Tailor the Training to Meet Your Specific Needs!

We'll help you choose the appropriate courses for your organization and tailor each one to address your specific goals, issues and scheduling concerns.

Maximize Your Training Budget!

On-Site Training allows you to train work groups, teams and entire departments for less than the cost of traditional public seminars or other training options. Give your staff the skills, knowledge and confidence they need to meet tough workplace challenges head-on, realize their full potential and perform at their peak.

For a free consultation,
visit us online at
careertrack.com/onsite
or call us at
1-800-944-8503

Registration Information

Enroll Today! \$149 per person; only \$139 per person for groups of 5 or more from the same organization attending the same event. Hurry, our seats fill *fast*. Guarantee your enrollment by paying your tuition today. You will receive a confirmation once your registration is complete. **Payment is due before the program.**

Quick Confirmation! To receive your confirmation within 48 hours, please complete the Quick Confirmation section of the registration form. Be sure to provide us with your email address and/or fax number.

Program Schedule

Check-in: 8:30 a.m. – 9:00 a.m.
Program: 9:00 a.m. – 4:00 p.m.

Cancellations and Substitutions

You may cancel your registration up to 10 business days before the program, and we will refund your tuition less a \$25 cancellation fee. Substitutions and transfers may be made any time to another program of your choice scheduled within 12 months of your original event. Please note, if you do not cancel and do not attend, you are still responsible for payment.

Please Note

- You will be notified by email, fax and/or mail if any changes are made to your scheduled program (i.e., date, venue, city or cancellation).
- Walk-in registrations will be accepted as space allows.
- For seminar age requirements, please visit <http://www.careertrack.com/faq.asp#agerequirements>.
- Please, no audio or video recording.
- Lunch and parking expenses are not included.
- Dressing in layers is recommended due to room temperature variations.
- You will receive a Certificate of Attendance at the end of the program.

Tax-Exempt Organizations

If you are tax-exempt, enter your tax-exempt number in Section 6 on the Registration Form. Please mail or fax a copy of your Tax-Exempt Certificate with your registration for payment processing.

Tax Deduction

If the purpose of attending a CareerTrack program is to help you maintain or improve skills related to employment or business, expenses related to the program may be tax-deductible according to I.R.C Reg. 1.162-5. Please consult your tax adviser.

Continuing Education Units (CEUs)

CareerTrack offers CEU credits based on program length and completion. Credits are issued according to the National Task Force for Continuing Education guidelines and approval is at the discretion of your licensing board. **Questions or concerns should be directed your professional licensing board or agency.**

Continuing Professional Education (CPE)

Fred Pryor Seminars and CareerTrack, divisions of Pryor Learning Solutions, Inc. are registered with the National Association of State Boards of Accountancy (NASBA) as a sponsor of continuing professional education on the National Registry of CPE Sponsors. State Boards of Accountancy have the final authority on the acceptance of individual course for CPE credit. Complaints regarding registered sponsors may be submitted to the National Registry of CPE Sponsors through its website: www.nasbaregistry.org. Fred Pryor Seminars and CareerTrack Sponsor ID number is 109474. This course qualifies for 6 CPE credits.

HRCI Recertification Credits (HRCI)

This program has been approved for recertification credit hours through the HR Certification Institute. For more information about certification or recertification, please visit the HR Certification Institute homepage at www.hrci.org. This course qualifies for 5.5 HRCI recertification credits.

Completion & Continuing Education Certificates

To obtain a certificate documenting your completion and/or CEU, CPE or HRCI credits, please visit www.careertrack.com/certificate. Certificates will be available 10 days after your event has ended.

Update Your Contact Information!

Simply make corrections to the mailing label on the back page of this brochure. Mail corrections to P.O. Box 413884, Kansas City, MO 64141-3884 or fax to 913-967-8847. We'll change our records for the very next update. Thanks!

To update your contact information, see page 6.

Time-Sensitive Material

*****ECRLOT**R-003

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MANAGER
WARREN COUNTY STOCK ROOM
1340 STATE ROUTE 9
LAKE GEORGE NY 12845-3484

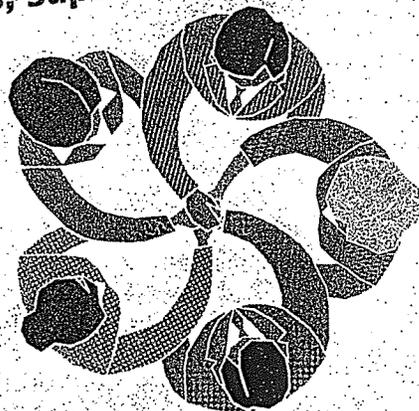
EXPRESS ENROLLMENT! Only \$149

events.careertrack.com



Creative Leadership

for Managers, Supervisors and Team Leaders



Motivate and re-energize your team by developing an environment of creativity and collaboration

Become a stronger, more effective leader in just one high-energy, intensive day of power-packed training!

- Boost your employees' productivity and effectiveness to amazing new levels
- Develop and empower your people by encouraging them to take initiative and responsibility
- Reduce employee turnover and absenteeism by promoting a fun, exciting and supportive work environment
- Overcome challenges and avert disasters with creative strategies and advanced thinking
- Inspire loyalty, increase your credibility and earn greater respect as a leader

June & July 2017 Locations and Dates

ALABAMA

Birmingham - July 26
Mobile - July 24
Tuscaloosa - July 25

FLORIDA

Fort Lauderdale - June 12
Jacksonville - June 16
Orlando - June 15
Tampa - June 14
West Palm Beach - June 13

INDIANA

Fort Wayne - June 7
South Bend - June 6

MASSACHUSETTS

Pittsfield - June 23

MICHIGAN

Ann Arbor - June 8
Grand Rapids - June 28
Kalamazoo - June 5
Saginaw - June 9
Traverse City - June 27
Troy - June 26

NEW YORK

Albany - June 22
Glens Falls - June 21
Rochester - June 28
Syracuse - June 27
Utica - June 26
Watertown - June 20

PENNSYLVANIA

Erie - June 29

