



PROFESSIONAL DEVELOPMENT

ENGAGE | GROW | INSPIRE | LEAD




2022
COURSE CATALOG





ENGAGE | GROW | INSPIRE | LEAD



United Contractors (UCON's) ongoing Professional Development Program supports member skill development, leadership capacity and problem-solving.

- **75+ classes:** Leadership, Continuing Education, and Industry Specific courses to give your team the advantage
- Most courses **FREE TO MEMBERS IN 2022!**
- **Inspiring Leadership Speaker Series** rated 4.8 out of 5 (in 2021)
- **Over 3,300 individuals** from **over 200 companies** attended in 2021



UCON'S 2022 PROFESSIONAL DEVELOPMENT PROGRAM

INVEST IN YOUR PEOPLE

The United Contractors Board of Directors invites you to invest in your people. UCON has expanded your Professional Development Program for 2022. Many of the classes are FREE to members!

TAKE ADVANTAGE OF THIS UNIQUE MEMBER BENEFIT

Encourage your teams to sign up. You will find classes focused for field, office, shop, safety, finance and senior leadership—something for everyone.

LEAD, MANAGE, INFLUENCE, COACH AND ELEVATE OTHERS

Participants are more effective in the workplace, make meaningful contributions to teams, and advance in their careers.

Stay on top of additional classes and seminars—visit **[UNITEDCONTRACTORS.ORG/CALENDAR](https://unitedcontractors.org/calendar)** for the very latest. For any questions regarding UCON's programs, contact Angelica Gouig, Education Manager, via email at agouig@unitedcontractors.org or (925) 362-7309.



ACCESS GRANTED: WELCOME TO THE UCON APP

The UCON App is your mobile portal for all UCON Professional Development classes.

Right from your phone (or on your desktop), UCON members can level up with scheduled and on-demand classes. In addition, the UCON App has On-demand CRL, Alerts, Member Directory, Event Registration, and more.

Download today:



Scan the QR code to download the app

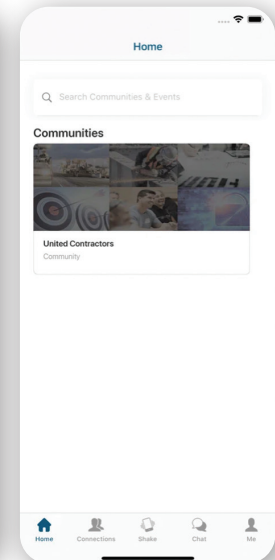
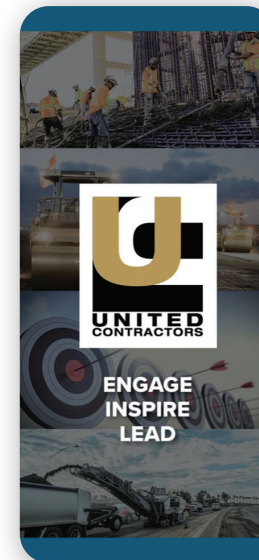
DOWNLOAD THE UNITED CONTRACTORS APP

To provide the best experience for all professional development classes, attendees will access virtual courses through the UCON App on your mobile device, or desktop view, through unitedcontractors.org.



United Contractors

Download our official app:



FOLLOW THESE STEPS TO REGISTER & ACCESS UCON COURSES:

STEP 1

Register for any UCON courses:
[UNITEDCONTRACTORS.ORG/CALENDAR](https://www.unitedcontractors.org/calendar)

STEP 2

Download the United Contractors App

Download from the App Store or Google Play Store on your mobile device (for desktop version access, click the link from our home page or calendar page on our website).

STEP 3

Create a Member Account in the App

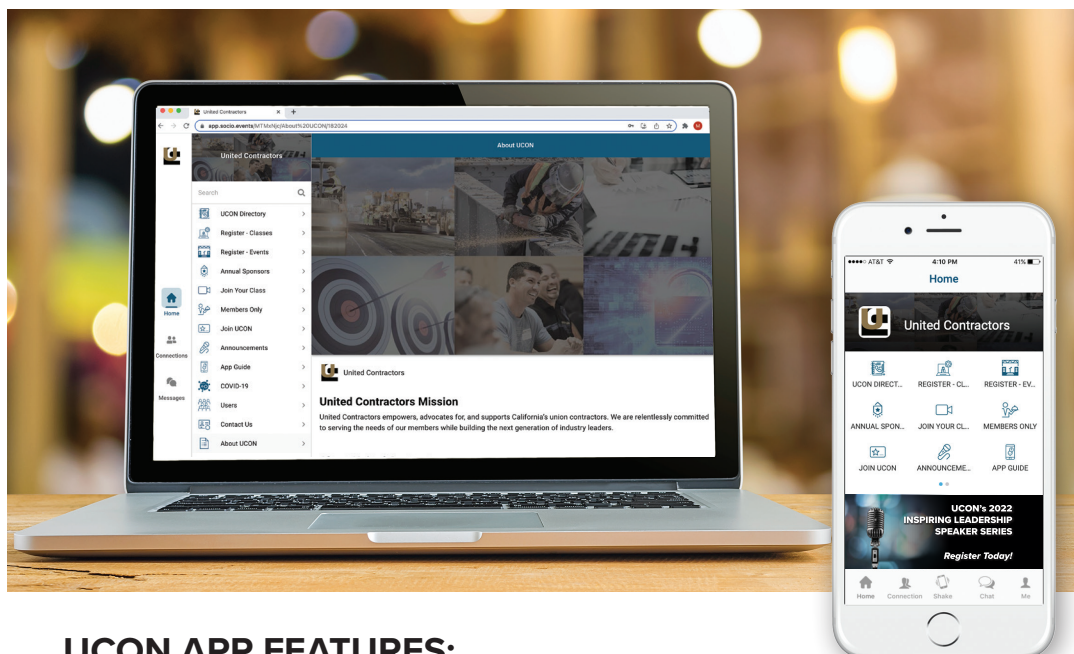
Register in the App with your company email and current UCON member password.

When registering, select **Allow Notifications** to remind you of your classes, as well as upcoming events and training.

STEP 4

Open the App and Select Communities

Clicking on United Contractors in Communities will get you to the App features.



UCON APP FEATURES:



UCON's Member Directory
 Members in alphabetical order



Register – Classes
 Register for all UCON Classes



Register – Events
 Register for all UCON Events



Annual Sponsors
 UCON's 2022 Annual Sponsors



Join Your Class
 Click to join your class in-session



Members Only
 Access to UCON's Contractor Resources Library and the On-Demand Education Library



Join UCON
 Learn about UCON membership



Announcements
 Notifications on classes and events



App Guide
 About the App and Help Center



Covid-19
 UCON's Covid-19 Resources



Users
 Your industry connections from UCON's education and events



Contact Us
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About UCON
 Learn about UCON

DESKTOP ACCESS:

Experience classes wherever you are, however you want. For desktop view, login as usual at [UNITEDCONTRACTORS.ORG](https://www.unitedcontractors.org), register for classes, and stream/join your class.

2022 INSPIRING LEADERSHIP SPEAKER SERIES



UCON's popular speaker series returns! In 2021 UCON Members utilized this series to develop team-building and inspiring events—
“Great team building!” – *Traffic Management, Inc.*
“My entire office was moved.” – *Alliant Insurance Services, Inc.*

Over 1,000 industry professionals benefitted from these inspiring, well-recognized speakers. These high-impact programs will motivate and encourage your teams whether they are working in the field or the office, answering phones, managing a project, running a department, or the overall business, everyone will gain new insights—see opposite page on how to use this series for your next team-building event!

This series is FREE to both Contractor and Associate members, as well as industry professionals, and is sponsored by UCON's 2022 Annual Sponsors (page 59).

2022 SPEAKERS:

Turning No Around: How to Use Rejection as a Superpower

Speaker: Jia Jang,
Bestselling Author, 3rd Highest-Viewed TED Talk of 2017

WEDNESDAY, FEBRUARY 2; 1:00pm-2:00pm

Great for teams, this Ted-circuit favorite inspires with his talk on using “no” to fuel your next success—8,270,000+ views of his compelling TED Talk can't be wrong!



Do you avoid rejection or accept it? The fear of rejection can hold you back, and our natural tendency is to avoid it at all costs, which can be detrimental to our businesses, careers, and lives. In 2012, to overcome his own fear of rejection, entrepreneur Jia Jiang started an experiment to test the limits in order to be rejected every day for 100 days. The result became the basis of his **#3 viewed TED talk of 2017** and **bestselling book: *Rejection Proof***. In this engaging presentation, Jia shares stories from his rejection experiment to teach you the importance of becoming rejection-proof, the basic principles of turning a NO into YES, as well as how to get more YESes.



High Stakes, High Performance from the Oscar-Nominated Film *Molly's Game*, Molly Bloom Shares Her Playbook for Success

Speaker: Molly Bloom,
US Ski Team Member, Underground
World Poker Madam

WEDNESDAY, JUNE 15; 2:30pm-3:30pm

*Knocked Down Six, Get Up Seven:
Where Character is Defined*

Molly Bloom shares her playbook for winning, derived from her experiences skiing for the US Ski Team, running the largest poker games in the world, writing a best-selling memoir, and making an Oscar-nominated movie. Throughout her presentation, she breaks down her philosophy for growth and success into seven major points, which audiences will leave invigorated, informed, and primed for their own success.



1. The importance of unequivocally believing in yourself
2. The science of overcoming fear
3. Cultivating power
4. Making use of mindfulness
5. Finding allies and becoming an ally for others
6. The art of pivoting when it's time to move
7. How to cultivate relationships with absolutely anyone

127 Hours: Between a Rock and a Hard Place

Speaker: Aron Ralston,
Rock Climber, Inspirational Speaker
WEDNESDAY, NOVEMBER 2; 2:30pm-3:30pm

Your Team will Leave Inspired after hearing from Aron, the Subject of the Heart-Stopping Biographical Drama, 127 Hours.

An extraordinary example of the human spirit pushed to the extreme, Aron's legendary tale of survival and post-traumatic growth personifies resilience, perseverance, and the power of our minds.



Using evocative detail and bright humor, Ralston captivates and transports audiences into the intense darkness of his entrapment through to the euphoric release of his amputation. In his adept storytelling, the boulder that crushed his arm becomes a metaphor for the adversity we all experience in our personal and professional lives. Aron urges us to reframe those challenges as the crucibles that clarify what's important to us and what's possible. Aron teaches simple steps for embracing a crisis rather than resisting it. At a time when life's boulders are more intense than ever, Aron Ralston helps us each find the possibility in our problems, the transformation in our traumas, and the blessings in our boulders.

INSPIRATION IS BETTER WHEN SHARED!
Include UCON's Speaker Series in Your Team-Building

- ✓ Schedule a watch party with your team.
- ✓ Play the keynote in your conference or break room.
- ✓ Follow up the keynote with a discussion—how your team was inspired—how they will utilize the advice in their careers and at home.
- ✓ What actions will YOU commit to as a leader?
- ✓ Share your experience with UCON!



CLASS SCHEDULE - BY CATEGORY

CATEGORY	PROGRAM	DATE • TIME	INSTRUCTOR	CLASS LIMIT	COST \$\$ MEMBER/NON-MEMBER	PAGE
ACCOUNTING	Construction Finance	May 24 • 2:30pm-4:30pm	Russ Rigler and David Ternes, CliftonLarsonAllen LLP	None	FREE/\$100	47
	WIP It! Upgrading the WIP Schedule to a Management Tool — 2 sessions	August 2, and 9 • 2:30pm-3:30pm	Matthew Hennagin, Moss Adams	None	FREE/\$100	47
	How to Get Paid/Prompt Payment	October 11 • 2:30am-4:30am	Janette Leonidou, Leonidou & Rosin Professional Corp.	None	FREE/\$100	47
BUSINESS & COMPUTER SKILLS	Basic Business Writing for Professionals	January 27 • 2:30pm-4:30pm	Rae Ann Ianniello, Chabot-Las Positas Community College	32	\$55/\$100	34
	Advanced Business Writing for Professionals	February 3 • 2:30pm-4:30pm	Rae Ann Ianniello, Chabot-Las Positas Community College	32	\$55/\$100	35
	Writing Effective Email	February 10 • 2:30pm-4:30pm	Rae Ann Ianniello, Chabot-Las Positas Community College	32	\$55/\$100	35
	Microsoft Core Four Training: Word	April 5 • 2:30pm-4:30pm	Robert Bennett, Chabot-Las Positas Community College	32	\$55/\$100	35
	Microsoft Core Four Training: Excel	May 3 • 2:30pm-4:30pm	Robert Bennett, Chabot-Las Positas Community College	32	\$55/\$100	36
	Best Practices for Written Construction Correspondence	May 12 • 2:30pm-4:30pm	Paul Stout, Power Summit	None	FREE/\$100	36
	Microsoft Core Four Training: Outlook	June 7 • 2:30pm-4:30pm	Robert Bennett, Chabot-Las Positas Community College	32	\$55/\$100	36
	Microsoft Core Four Training: PowerPoint	July 12 • 2:30pm-4:30pm	Robert Bennett, Chabot-Las Positas Community College	32	\$55/\$100	37
	How to Build a Sustainable Relationship with Owners/Agencies	October 25 • 2:30pm-4:30pm	Abigail Brown, CPM Logistics	None	FREE/\$100	37
COMPLIANCE	USA-CYA!	March 15 • 2:30pm-4:30pm	Logan Downer and Jordan Thomas, Preston Pipelines, Inc.	None	FREE/\$100	43
	2022 CARB Updates (from the California Air Resources Board)	March 22 • 2:30pm-4:00pm	Beth White, CARB	None	FREE/\$100	44
	Claims Documentation and Change Orders	April 26 • 2:30pm-4:30pm	Janette Leonidou, Leonidou & Rosin Professional Corp.	None	FREE/\$100	44
	Cybersecurity and Insurance	July 19 • 2:30pm-4:00pm	Dan Burke, Woodruff-Sawyer and Nicole Laurence, Graniterock	None	FREE/\$100	44
	Working with Labor Compliance Officers/Programs	August 23 • 2:30pm-4:30pm	Paul Stout, Power Summit	None	FREE/\$100	44-45
	Construction Insurance and Bonding	October 4 • 2:30pm-4:30pm	Wyatt Lockhart and Boyd Bowring, Arthur J. Gallagher & Co.	None	FREE/\$100	45
	Harassment Prevention Training	November 8 • 2:30pm-4:30pm	Rachael Brown, Sweeney Mason LLP	None	FREE/\$100	45
	New Industry Law Updates	December 8 • 2:30am-4:30am	Roger Mason, Esq., Sweeney Mason LLP	None	FREE/\$100	45

CATEGORY	PROGRAM	DATE • TIME	INSTRUCTOR	CLASS LIMIT	COST \$\$ MEMBER/NON-MEMBER	PAGE
CONTRACTS	How to Administer a Construction Contract	April 7 • 2:30pm-4:30pm	Paul Stout, Power Summit	None	FREE/\$100	38
	Prime Contractor: Contract Writing Series Course 1: Contract Types and Owner Responsibilities	May 19 • 2:30pm-4:30pm	Daniel McLennon & Dino Velez, Smith, Currie & Hancock LLP	None	FREE/\$100	39
	Prime Contractor: Contract Writing Series Course 2: Scope of Work	June 23 • 2:30pm-4:30pm	Karissa Fox & Ross Steinbach, Smith, Currie & Hancock LLP	None	FREE/\$100	39
	Prime Contractor: Contract Writing Series Course 3: Schedule Provisions	July 28 • 2:30pm-4:30pm	Craig Wallace & Dino Velez, Smith, Currie & Hancock LLP	None	FREE/\$100	39
	Prime Contractor: Contract Writing Series Course 4: Change Provisions	August 25 • 2:30pm-4:30pm	Craig Wallace & Karissa Fox, Smith, Currie & Hancock LLP	None	FREE/\$100	40
	Prime Contractor: Contract Writing Series Course 5: Risk Shifting and Sub Contractual Relations	September 29 • 2:30pm-4:30pm	Daniel McLennon & Dino Velez, Smith, Currie & Hancock LLP	None	FREE/\$100	40
	Prime Contractor: Contract Writing Series Course 6: Claims, Dispute Resolution and Termination	October 27 • 2:30pm-4:30pm	Daniel McLennon & Ross Steinbach, Smith, Currie & Hancock LLP	None	FREE/\$100	40
	Sub-Contractor: Contract Writing Series Course 1: Contract Types and Scope of Work	June 9 • 2:30pm-4:30pm	Daniel McLennon & Dino Velez, Smith, Currie & Hancock LLP	None	FREE/\$100	41
	Sub-Contractor: Contract Writing Series Course 2: Schedule and Delays	July 14 • 2:30pm-4:30pm	Dino Velez & Karissa Fox, Smith, Currie & Hancock LLP	None	FREE/\$100	41
	Prime Contractor: Contract Writing Series Course 3: Subcontract Price and Payment	August 11 • 2:30pm-4:30pm	Daniel McLennon & Ross Steinbach, Smith, Currie & Hancock LLP	None	FREE/\$100	41
	Prime Contractor: Contract Writing Series Course 4: Change Orders	September 15 • 2:30pm-4:30pm	Karissa Fox & Ross Steinbach, Smith, Currie & Hancock LLP	None	FREE/\$100	42
	Prime Contractor: Contract Writing Series Course 5: Insurance and Indemnity	October 13 • 2:30pm-4:30pm	Craig Wallace & Karissa Fox, Smith, Currie & Hancock LLP	None	FREE/\$100	42
	Prime Contractor: Contract Writing Series Course 6: Claims, Dispute Resolution and Termination	November 10 • 2:30pm-4:30pm	Craig Wallace & Karissa Fox, Smith, Currie & Hancock LLP	None	FREE/\$100	42
	ESTIMATING/ PROJECT DELIVERY	Alternative Project Delivery	February 8 • 2:30pm-4:00pm	Paul Stout, Power Summit	None	FREE/\$100
Reading and Understanding Civil Construction Drawings (2 sessions)		March 17, and 31 • 2:30pm-4:30pm	Paul Stout, Power Summit	None	FREE/\$100	31
Performing Quantity and Material Takeoffs		June 16 • 2:30pm-4:30pm	Paul Stout, Power Summit	None	FREE/\$100	31
HR (HUMAN RESOURCES)	High Risk Terminations	April 14 • 2:30pm-4:00pm	Paul Simpson, Simpson, Garrity, Innes & Jacuzzi, PC	None	FREE/\$100	46
	Certified Payroll—Answering Contractors Most Frequently Asked Questions	August 30 • 2:30pm-4:30pm	Darbi Griffin and Jesse Jimenez, FFC and Ruby Varnadore, United Contractors	None	FREE/\$100	47
	Harassment Prevention Training	November 8 • 2:30pm-4:30pm	Rachael Brown, Sweeney Mason LLP	None	FREE/\$100	47

Schedule continued on next page

CLASS SCHEDULE - BY CATEGORY

CATEGORY	PROGRAM	DATE • TIME	INSTRUCTOR	CLASS LIMIT	COST \$\$ MEMBER/NON-MEMBER	PAGE
LEADERSHIP	How to Overcome Barriers to Team Success and Achieve High Performance	February 1 • 2:30pm-4:30pm	Eric Anderton, Construction Genius	None	FREE/\$100	12
	Risk Taking and Decision Making	March 8 • 2:30pm-4:30pm	Bill Treasurer, Giant Leap Consulting	None	FREE/\$100	13
	Advancing Women in Leadership	March 10 • 2:30pm-5:00pm	Brenda Wells, Dale Carnegie	None	FREE/\$100	13
	Fearless Field Leader (SoCal)	March 23 • 5:00pm-8:00pm	Mark Breslin, United Contractors	150	\$210/\$310	13
	Inclusive Leader Workshop for People Leaders	March 24 • 2:30pm-4:30pm	Elfi Martinez, Jennifer Brown Consulting	100	\$55/\$100	14
	Effective Virtual Leadership	March 29 • 2:30pm-4:00pm	Salvatore Manzi	45	\$55/\$100	14
	Leadership Fundamentals Program	April 6, 20, 27, May 4–9:00am-12:30pm; June 8–9:00am-11:00am	Bill Treasurer, Giant Leap Consulting and Craig Atkinson, Walsh Construction	28	\$2,100/\$3,100	14
	Introduction to Emotional Intelligence: Building Self Awareness	April 12 • 2:30pm-4:00pm	Estie Briggs, Briggs Performance Consulting	None	FREE/\$100	15
	Construction Leaders Dashboard	April 21 • 2:30pm-4:30pm	Eric Anderton, Construction Genius	None	FREE/\$100	15
	Conflict Resolution in the Construction Industry	April 28 • 2:30pm-4:30pm	Rob Reaugh, OrgMetrics LLC	None	FREE/\$100	15
	EQ for Leading Change	May 10 • 2:30pm-4:00pm	Estie Briggs, Briggs Performance Consulting	None	FREE/\$100	16
	The Glue: How Project Managers and Superintendents Excel in High-Pressure Environments	May 17 • 2:30pm-4:30pm	Eric Anderton, Construction Genius	None	FREE/\$100	16
	Fearless Field Leader (NorCal)	May 18 • 5:00pm-8:00pm	Mark Breslin, United Contractors	150	\$210/\$310	16
	No BS Leadership	May 26 • 2:30pm-4:30pm	Mark Breslin, United Contractors	None	FREE/\$100	17
	Negotiation for Project Managers	June 22 • 8:00am-Noon	Stephane McShane, Maxim Consulting Group	150	\$200/\$300	17
	Project Manager Career Advancement (PMCA) Program	June 29 - October 5, Wednesdays • 9:00am-Noon, Graduation October 12	Instructors Vary Per Topic	25	\$2,200/\$3,200	18
	Cultivating Power Without Being Intimidating	July 21 • 2:30pm-5:00pm	Jonathan Wisniewski, Dale Carnegie	None	FREE/\$100	18
	Effective Virtual Leadership	August 16 • 2:30pm-4:00pm	Salvatore Manzi	45	\$55/\$100	19
	How to Make Yourself Indispensable and Build a Rewarding Career	August 18 • 2:30pm-4:30pm	Eric Anderton, Construction Genius	None	FREE/\$100	19
	Key Performance Indicators that Drive Best Practices	September 20 • 2:30pm-4:30pm	Luke Matelan, FMI	None	FREE/\$100	19

CATEGORY	PROGRAM	DATE • TIME	INSTRUCTOR	CLASS LIMIT	COST \$\$ MEMBER/NON-MEMBER	PAGE
LEADERSHIP	Overcoming Workplace Negativity with Enthusiasm	September 27 • 2:30pm-5:00pm	Jonathan Wisniewski, Dale Carnegie	None	FREE/\$100	20
	Effective Planning Tools for Field Leaders	October 18 • 2:30pm-4:30pm	Luke Matelan, FMI	None	FREE/\$100	20
	Inclusive Leader Workshop for Potential Leaders	November 3 • 2:30am-4:30pm	Elfi Martinez, Jennifer Brown Consulting	100	\$55/\$100	20
SAFETY	Jobsite Safety Leadership	February 15 • 2:30pm-4:30pm	Myron Brown, OSHA Training Institute Education Center at Chabot-Las Positas Community College	49	\$55/\$100	28
	Workplace Violence Prevention	March 3 • 2:30pm-4:30pm	Juan Calderon, CalOSHA DIR	None	FREE/\$100	29
	Wildfire Preparedness	July 26 • 2:30pm-4:30pm	Juan Calderon, CalOSHA DIR	None	FREE/\$100	29
	Surviving an Active Shooter on the Jobsite and Office	September 1 • 2:30pm-4:30pm	Carol Cambridge, The Stay Safe Project	None	FREE/\$100	29
SALES & MARKETING	A Systematic Approach to Winning Work in Complex, Competitive Environments	June 14 • 2:30pm-4:30pm	Eric Anderton, Construction Genius	None	FREE/\$100	48
	How to Attract Your Ideal Clients Using Strategic Educational Marketing	June 21 • 2:30pm-4:30pm	Eric Anderton, Construction Genius	None	FREE/\$100	49
	Social Selling	June 28 • 2:30am-4:30am	Eric Anderton, Construction Genius	None	FREE/\$100	49
TRANSPORTATION	How to Survive a BIT Inspection	September 22 • 2:30pm-3:30pm	Mark Fisher and Simon DeCasas, CHP	None	FREE/\$100	32
	What We Look for at the Scales	October 6 • 2:30pm-3:30pm	Mark Fisher and Simon DeCasas, CHP	None	FREE/\$100	33
	How the Drug and Alcohol Testing Regulations Apply to Me a Motor Carrier	October 20 • 2:30am-3:30am	Dave Helge, Idealease	None	FREE/\$100	33
WELLNESS	Managing Workplace Stress	April 19 • 2:30pm-5:00pm	Jenna Reid, Dale Carnegie	None	FREE/\$100	50
	Martial Arts for the Mind—Stress and Resilience Training	June 30 • 2:30pm-4:00pm	Karen and David Gamow, Clarity Seminars	None	FREE/\$100	51
	Balancing Work Life and Personal Responsibilities for Professionals	September 13 • 2:30pm-5:00pm	Eric Herdman	None	FREE/\$100	51

LEADERSHIP



United Contractors provides first-class leadership training for members to enhance industry growth at all levels. We gather thought leaders with inspiring stories—driving teams, leaders, and individuals to realize their full potential.

FEBRUARY 1

How to Overcome Barriers to Team Success and Achieve High Performance

Tuesday, February 1; 2:30pm-4:30pm

Instructor: Eric Anderton, Construction Genius

Class Style: Virtual | Class Limit: Unlimited

Cost – Member: Free | Non-member: \$100

Construction is a team sport. To succeed, leaders must understand how to build and lead high-performing teams that execute safe, high-quality projects on time. This session teaches leaders the mindset that leads to high-performance, how to achieve excellence by identifying and improving the execution of their most important tasks, and how to teach their teams to achieve consistently high performance on every project they build.



- The mindset of a high performer
- How to identify and focus on spheres of control
- How to restore order amid chaos
- How to identify and improve the execution of your most important tasks that lead to your most important outcomes
- The 90 Day High-Performance Dashboard

Who Should Attend: Company owners and executives, Project Executives, Project Managers, Superintendents.

MARCH 8

Risk Taking and Decision Making

Tuesday, March 8; 2:30pm-4:30pm

Instructor: Bill Treasurer, Giant Leap Consulting

Class Style: Virtual | Class Limit: Unlimited

Cost – Member: Free | Non-member: \$100

Most people agree that they could stand to take more risks in work and life. Of course, doing so in a thoughtful and calculated way is the key because it reduces the likelihood of getting harmed. This workshop is about getting an edge so that when faced with situations and decisions involving risk, you stack the odds in your favor. Bill Treasurer, the facilitator of this workshop, has been writing about risk for a long time. His first book, *Right Risk*, drew on his experiences as a former professional high diver and fire diver!



- Real versus perceived risk and true probabilities of risky activities
- Staying calm and composed during risky and fearful moments
- Tools: The 5Ps of risk-taking, and the Worst Case Grid (WCG)
- The impact of ignorance on decision making (the Dunning Kruger Effect)
- Characteristics of good decision-makers
- Decision frameworks for making bold moves

Who Should Attend: Anyone interested in furthering their careers, emerging leaders, new and middle managers.

MARCH 10

Advancing Women in Leadership

Thursday, March 10; 2:30pm-5:00pm

Instructor: Brenda Wells, Dale Carnegie

Class Style: Virtual | Class Limit: Unlimited

Cost – Member: Free | Non-member: \$100

According to the Center for American Progress, women make up 50.8 percent of the U.S. population and earn almost 57 percent of the undergraduate degrees and 59 percent of all master's degrees. They account for 47 percent of the U.S. labor force and 52.5 percent of the college-educated workforce. And yet, women make up just 26.5 percent of executive and senior officials and managers, 11 percent of top earners, and 4.8 percent of CEOs in S&P 500 companies.



What do women need to do to make sure their voices are heard equally in their place of business? In this workshop, we will look at behaviors and techniques for women leaders that will help them assess and build their skills to achieve their full potential.

- Heighten your awareness of the current reality professional women face
- Define gaps in achievement and identify behaviors to close the gaps
- Define opportunities to add value, influence, and drive impact
- Increase connections, relationships, and networks

Who Should Attend: All persons and leaders interested in closing the gender gap, and advancing women in the industry. Anyone who would like to define opportunities to add value, influence, and drive impact.

MARCH 23

Fearless Field Leader (SoCal)

Previously Fearless Foreman

Wednesday, March 23; 5:00pm-8:00pm

Instructor: Mark Breslin, United Contractors

Class Style: In-person | Class Limit: 150

Cost – Member: \$210 | Non-member: \$310

Location: Sheraton Cerritos Hotel
12725 Center Dr S, Cerritos, CA 90703

Do you want to be recognized as a Professional Foreman, Leader, and Manager? Take the following steps and register for this seminar that focuses



on key strategies and techniques to emerge as leaders, mentors, and innovators on the jobsite. There is no other program in the construction industry that provides a more comprehensive, uniquely focused people skills training specifically for construction Foremen. This class includes a copy of *Fearless Foreman* by Mark Breslin.

- Improve productivity, accountability, motivation, and performance
- Communicate and connect with your team
- Increase buy-in and loyalty for the crew and company
- Present yourself as a Leader
- Motivate with positive reinforcement
- Learn to identify qualities of team performance
- Kill status quo obstacles to change
- Elevate your potential as a true professional, not just a craft person in charge

Who Should Attend: Foreman, General Foremen, Superintendents, and upcoming future field leaders.

(See also page 16)

MARCH 24 Inclusive Leader Workshop for People Leaders

Thursday, March 24; 2:30pm-4:30pm

Instructor: Elfi Martinez, Jennifer Brown Consulting

Class Style: Virtual | Class Limit: 100

Cost – Member: \$55 | Non-member: \$100

This workshop will offer cultural intelligence insights across multiple levels of Diversity and Inclusion (DE&I) acumen and provide a framework for reinforcing the connection between diversity, leadership, and business results to their constituents. Your leadership teams will better understand the role effective and ineffective DE&I methodologies play during manager/employee/customer engagement and their crucial role in the ability for individuals, teams, and your organizations to achieve goals.



Discussions will include how cultural intelligence paired with inclusion can aid and create the space for each person to optimize productivity and ROI results. It is essential to believe in, and advocate for the importance DE&I plays when creating a Respectful Culture of Inclusion at your organization.

- Prioritizing Inclusion
- Awareness of Intent vs. Impact
- Embracing Change
- Bias Awareness
- Inclusive Language

Who Should Attend: Anyone who leads people.

MARCH 29 Effective Virtual Leadership

Tuesday, March 29; 2:30pm-4:00pm

Instructor: Salvatore Manzi

Class Style: Virtual | Class Limit: 45

Cost – Member: \$55 | Non-member: \$100

Your online meetings run differently. Your audience is more easily distracted, and hybrid meetings create challenges. Effective Virtual Leadership gives proven techniques to help you lead your next virtual meeting, training, sales pitch, & up-level your presentations.



- Audience engagement techniques
- Tools for managing challenging behaviors
- Conveying confidence through online presence
- Inclusive hybrid meetings
- Cross-Cultural Awareness Strategies
- Plus, many more Virtual Best Practices

Who Should Attend: Anyone who leads or participates in virtual programs.
(Class also taught August 16)

APRIL 6 (Series Begins) Leadership Fundamentals

Session Dates/Times: Wednesdays:

April 6, 20, 27, and May 4; 9:00am-12:30pm

June 8, 9:00am-11:00am

This Leadership track includes two, 1-hour, 1:1 executive coaching sessions with Craig or Bill—see pages 21-22 for details on each class

Instructors: Bill Treasurer, Giant Leap Consulting,

and Craig Atkinson, Walsh Construction

Class Style: Virtual | Class Limit: 28

Cost – Member: \$2,100 | Non-member: \$3,100

Leadership is hard... and it doesn't come with a playbook! Too many new leaders flounder. But with personal attention, earnest commitment, and clear guidance, you can quickly



master the fundamentals of leadership. Drawing on practical leadership wisdom and advice, you'll learn what works and what doesn't when it comes to the essentials of leading yourself, leading people, and leading the work you've got to get done. It turns out that new leader floundering is entirely optional!

- Get one-on-one coaching to help you build an individual leadership development plan
- Become versed in the fundamentals of sound and effective leadership
- Learn strategies for controlling your temper and keeping your team "emotionally level"
- Identify ways to keep your team motivated and aligned, even when facing tough challenges

- Learn tips you can immediately apply to be more effective on the job
- Taught by Bill Treasurer and Craig Atkinson, who have over five decades of leadership experience between them

Who Should Attend: New and emerging leaders.

APRIL 12 Introduction to Emotional Intelligence: Building Self Awareness

Tuesday, April 12; 2:30pm-4:00pm

Instructor: Estie Briggs, Briggs Performance Consulting

Class Style: Virtual | Class Limit: Unlimited
Cost – Member: FREE | Non-member: \$100

Emotional Intelligence (EQ) isn't just a set of soft skills that are "nice to have." It's been proven to be an essential factor in work and life success.



Learn to understand the impact your emotions and reactions have on others. Leverage your strengths to build stronger interpersonal skills, cultivate self-awareness, and positively impact performance.

- Understand why EQ is critical for success in life and work
- Understand why self-awareness is the foundation for building EQ
- Learn exercises you can start using immediately to build self-awareness

Who Should Attend: Anyone who interacts with other humans.

APRIL 21 Construction Leaders Dashboard

Thursday, April 21; 2:30pm-4:30pm

Instructor: Eric Anderton, Construction Genius

Class Style: Virtual | Class Limit: Unlimited
Cost – Member: FREE | Non-member: \$100

Do You Struggle to Focus on What Matters Most? The Construction Leaders Dashboard is the right tool to help you clarify what's most



important to your leadership, so you can stop struggling, stay grounded and focused, and maximize your leadership impact. Learning how to use the Dashboard will help you understand eight critical areas that have a tremendous effect on your leadership effectiveness: Vision, Mission, Values, Edge, Performance Metrics, Initiatives, Relationships, Development Opportunities. No project gets completed without identifying and using the right tools. The Construction Leaders Dashboard is the right tool to help you beat overwhelm, stay focused, and maximize your leadership impact.

- How to clarify your five-year career vision
- Why understanding your "thick" motivations can help you feel more fulfilled
- How to articulate your values and why that's important to your leadership
- How to identify and develop the relationships that have the most significant impact on your leadership success
- How to track key metrics that result in leadership success
- How to understand your edge and make a unique contribution to your company's success

- Why figuring out your "why" is important and how to do it quickly
- Why a misalignment between your vision and values is damaging, and how to fix that

Who Should Attend: Company owners and executives, Project Executives, Project Managers, Superintendents.

APRIL 28 Conflict Resolution in the Construction Industry

Thursday, April 28; 2:30pm-4:30pm

Instructor: Rob Reaugh, OrgMetrics LLC
Class Style: Virtual | Class Limit: Unlimited
Cost – Member: FREE | Non-member: \$100

Up to 25% of a manager's time is spent dealing with conflict—in construction, that number is even higher. Different people have different approaches to conflict—some want to charge and fight, while others want



to run away. This course will cover strategies for approaching difficult conversations, teach you how to think like a mediator, and share tips and techniques for breaking down team conflict into its parts so that you can work through them.

- Learn active listening skills
- Define common types of project conflict
- Learn how to have the "third conversation" to go from anger to joint problem solving
- Learn the STAR approach to mediating conflict

Who Should Attend: Project leaders—from field to executive.

MAY 10 EQ for Leading Change

Tuesday, May 10; 2:30pm-4:00pm

Instructor: Estie Briggs, Briggs

Performance Consulting

Class Style: Virtual | Class Limit: Unlimited

Cost – Member: FREE | Non-member: \$100

Building a project plan to implement change is one thing, but it's another challenge to influence how people behave and adapt to change.

What's perceived as resistance is often just a result of fear and uncertainty. Learn the skills necessary to lead your team through changes in the workplace effectively.

- Learn the psychological stages people experience during change
- Self-assess their own empathy and self-awareness skills
- Learn strategies for increasing flexibility and building self-awareness

Who Should Attend: Anyone responsible for implementing change: Project Managers, team leaders, executives, supervisors.



MAY 17 The Glue: How Project Managers and Superintendents Excel in High-Pressure Environments

Tuesday, May 17; 2:30pm-4:30pm

Instructor: Eric Anderton, Construction Genius

Class Style: Virtual | Class Limit: Unlimited

Cost – Member: FREE | Non-member: \$100

Project Managers and Superintendents are the glue that binds construction companies together. To succeed, they must grasp the essentials of leadership: How to communicate with their teams, have difficult conversations, and tap the creativity of their teams to solve challenging project problems. This session will teach Project Managers and Superintendents how to improve their leadership to build their projects safely, efficiently, and profitably day-in, day-out.

- How to build trust through consistent communication
- Getting the most from Project Engineers and Foremen: Encouragement, Accountability, Recognition
- How to have difficult conversations that build relationships and profit
- Tapping the creativity of their teams to solve challenging project problems

Who Should Attend: Project Managers and Superintendents.



MAY 18 Fearless Field Leader (NorCal) *(Previously Fearless Foreman)*

Wednesday, May 18; 5:00pm-8:00pm

Instructor: Mark Breslin, United Contractors

Class Style: In-person | Class Limit: 150

Cost – Member: \$210 | Non-member: \$310

Location: San Ramon Marriott, San Ramon
2600 Bishop Drive, San Ramon, CA 94583

Do you want to be recognized as a Professional Foreman, Leader, and Manager? Take the following steps and register for this seminar that focuses on key strategies and techniques to emerge as leaders, mentors, and innovators on the jobsite. There is no other program in the construction industry that provides a more comprehensive, uniquely focused people skills training specifically for construction Foremen. This class includes a copy of *Fearless Foreman* by Mark Breslin.

- Improve productivity, accountability, motivation, and performance
- Communicate and connect with your team
- Increase buy-in and loyalty for the crew and company
- Present yourself as a Leader
- Motivate with positive reinforcement
- Learn to identify qualities of team performance
- Kill status quo obstacles to change
- Elevate your potential as a true professional, not just a craft person in charge

Who Should Attend: Foreman, General Foremen, Superintendents, and upcoming future field leaders.

(See also page 13)



MAY 26 No BS Leadership

Wednesday, May 26; 2:30pm-4:30pm

Instructor: Mark Breslin, United Contractors

Class Style: Virtual | Class Limit: Unlimited

Cost – Member: FREE | Non-member: \$100

This class takes a no BS approach to teach you how to be an effective leader. By looking at your performance, behavior, strengths, and weaknesses,



you can become a change leader to advance your career and organization. You will learn how to take ownership of your personal development and professional advancement.

- Define performance criteria for yourself and others
- Embrace a real-life self-assessment reality check
- Examine the defining characteristics of outstanding leaders and companies
- Develop strategies to improve your company's market position

Who Should Attend: Project Engineers, Project Managers, Superintendents, Contract Administrators. All Management Career Advancement Candidates.

JUNE 22 Negotiation for Project Managers

Wednesday, June 22; 8:00am-Noon

Instructor: Stephane McShane, Maxim

Consulting Group

Class Style: In-person | Class Limit: 150

Cost – Member: \$200 | Non-member: \$300

Location: Long Beach Marriott, Long Beach
4700 Airport Plaza Dr, Long Beach, CA 90815

Compromise is a no-win situation for either party in a negotiation yet is the most used methodology. In this module, participants will understand how to design a win-win negotiation, some alternative methodologies for approaching negotiations, and ascertain when negative negotiation tactics are being used against them. Participants will learn the basics of good negotiation practices and identify the techniques to use when negotiating with contractors, subcontractors, employees, and others. Participants will develop a better understanding of the negotiation process and how they can consistently get beneficial results.

- Understanding the competing interests of a negotiation
- Negotiation to effectively manage conflict
- BATNA—Best Alternative to a Negotiated Alternative
- Negotiation Strategies



Who Should Attend: Project Managers.



“Full of great, to the point information that I plan on putting to use immediately.”

— Guy F. Atkinson
Construction, LLC

“Best presentation I have ever attended, and that is saying a lot. I would highly recommend.”

— Shimmick Construction Company, Inc.

“Excellent. The fact that it was so specific to the industry, and also gave practical methods of improvement, was great.”

— Toro Enterprises, Inc.

“Diversity is such a hot topic in this industry, especially for Women. We should have more of these classes.”

— Silverado Contractors, Inc.



JUNE 29 (Series Begins) UCON's Project Management Career Advancement (PMCA) Program

**Session Dates/Times: Wednesdays:
6/29/22 through 10/5/22; Graduation 10/12/22;
9:00am-Noon
(See pages 23-27 for details on each class)**

Instructors: vary per topic
Class Style: Virtual | Class Limit: 25
Cost – Member: \$2,200 | Non-member: \$3,200

This innovative program reveals the essentials of Construction Project

Management with an engaging and interactive learning environment that encourages team collaboration and will increase overall job



performance. The courses offered in this thirteen-week program go deeper and are more interactive than the classes offered to the general membership. You will learn new strategies and gain valuable insight on courses related to your profession and further your personal growth and development.

- Emotionally Intelligent Leader with EQ-i 20. Assessment with Estie Briggs, Briggs Consulting
- Communication for Construction Professionals with Eric Herdman
- Conflict Resolution in the Construction Industry with Rob Reaugh, OrgMetrics LLC
- Productivity with Eric Herdman
- Customer Connected with Bill Treasurer, Giant Leap Consulting

- Negotiation and Deception Detection with Andrew Boughton, The Edge Negotiation Group
- No BS Leadership with Mark Breslin, United Contractors
- Construction Contracts with Janette Leonidou, Leonidou & Rosin Professional Corp.
- Documentation and Change orders with Janette Leonidou, Leonidou & Rosin Professional Corp.
- Construction Finance with Russ Riggler and David Ternes, CliftonLarsonAllen
- Construction Insurance and Bonding with Gallagher Construction Services
- Project Documentation with Paul Stout, Power Summit
- Project Closeout with Paul Stout, Power Summit



Who Should Attend: Project Managers.

JULY 21 Cultivating Power Without Being Intimidating

Thursday, July 21; 2:30pm-5:00pm
Instructor: Jonathan Wisniewski, Dale Carnegie
Class Style: Virtual | Class Limit: Unlimited
Cost – Member: FREE | Non-member: \$100

Part of successful organizational leadership is having the ability to assert the power of your position without intimidating others to the point where they are hesitant to take initiative. For staff members to respect you, they need to feel that you are approachable and able to keep your emotions in check.



- Differentiate between power and authority
- Use the nine tips to changing behavior without creating resentment
- Give and receive constructive feedback
- Better handle the nine types of people with difficult attitudes and behaviors
- Navigate difficult people and difficult situations
- Develop strategies to deal more effectively with different emotions
- Use a 6-step process to maintain your cool under pressure

Who Should Attend: Managers, Supervisors, and Leaders.

AUGUST 16

Effective Virtual Leadership

Tuesday, August 16; 2:30pm-4:00pm

Instructor: Salvatore Manzi

Class Style: Virtual | Class Limit: 45

Cost – Member: \$55 | Non-member: \$100

Your online meetings run differently. Your audience is more easily distracted, and hybrid meetings create challenges. Effective Virtual Leadership gives proven techniques to help you lead your next virtual meeting, training, sales pitch, & up-level your presentations.



- Audience engagement techniques
- Tools for managing challenging behaviors
- Conveying confidence through online presence
- Inclusive hybrid meetings
- Cross-Cultural Awareness Strategies
- Plus many more Virtual Best Practices

Who Should Attend: Anyone who leads or participates in virtual programs. (Class also taught March 29).

AUGUST 18

How to Make Yourself Indispensable and Build a Rewarding Career

Thursday, August 18; 2:30pm-4:30pm

Instructor: Eric Anderton, Construction Genius

Class Style: Virtual | Class Limit: Unlimited

Cost – Member: FREE | Non-member: \$100

When you start your career, you have no skills and no friends. You have to get busy acquiring skills and building your network. This session will show you how to craft a realistic career goal.

Understand where you are in your career journey. Figure out the roadblocks to achieving your goals, and build a plan to overcome the roadblocks so you make yourself indispensable and build a rewarding career.

- The Seven Qualities of High Performers
- The Secret of Being Indispensable: Balancing Technical Skill and Relationship Development
- The One Page Career Dashboard

Who Should Attend: Project Engineers, Project Managers, New, and Emerging Leaders.



SEPTEMBER 20

Key Performance Indicators that Drive Best Practices

Tuesday, September 20; 2:30pm-4:30pm

Instructor: Luke Matelan, FMI

Class Style: Virtual | Class Limit: Unlimited

Cost – Member: FREE | Non-member: \$100

If you are going to win at the game of contracting, you have to know the score. The score, however, is made up of more than profit. Success is determined by more than whether you made or lost money at the end of the job.

- Identify Key Performance Indicators (KPIs) so that contractors can develop the components of a solid game plan for tracking performance through the life of the project
- Compile the results of the KPIs to develop your overall company performance on a timely basis to be able to make corrections to keep your team on course
- Measure a business's everyday processes to define success factors and measure progress toward strategic goals

Who Should Attend: Company owners, Executives, Senior leaders, Project Managers.



SEPTEMBER 27

Overcoming Workplace Negativity with Enthusiasm

Tuesday, September 27; 2:30pm-5:00pm
 Instructor: Jonathan Wisniewski, Dale Carnegie
 Class Style: Virtual | Class Limit: Unlimited
 Cost – Member: FREE | Non-member: \$100

Overcoming Workplace Negativity with Enthusiasm will show you how to use Dale Carnegie's proven ways to prevent the naysayers, whiners, and downers from robbing you and your group of the energy to succeed. In just 3 hours, you'll learn specific techniques for dealing with that burned-out feeling so that you can lead with confidence and enthusiasm. Take a positive step toward success right now. Negative attitudes spread to the point where they eventually affect performance and decision-making. That's the bad news. The good news is that enthusiasm and positive attitudes spread just as quickly and affect performance just as much—in the right direction.



- Assess their own attitudes in relation to the workplace around them
- Identify sources of negativity
- Use principles to gain cooperation from negative people
- Use a process to disagree agreeably
- Identify solutions for specific workplace negativity problems
- Be able to recognize 12 common negotiating tactics

Who Should Attend: Anyone who wants to learn how to create a work atmosphere of success and positive thinking.

OCTOBER 18

Effective Planning Tools for Field Leaders

Tuesday, October 18; 2:30pm-4:30pm
 Instructor: Luke Matelan, FMI
 Class Style: Virtual | Class Limit: Unlimited
 Cost – Member: FREE | Non-member: \$100

Being a world-class field leader requires more than being able to put work in place. It requires being able to plan your work and work your plan.



- Gain an understanding of the critical nature behind planning work, including the tools and best practices that will facilitate effective planning
- Learn the techniques to get the maximum productivity out of your crews through enhanced daily huddles

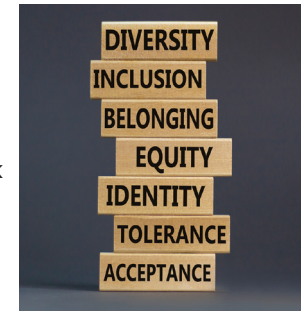
Who Should Attend: Field Leaders.

NOVEMBER 3

Inclusive Leader Workshop for Potential Leaders

Tuesday, November 3; 2:30pm-4:30pm
 Instructor: Elfi Martinez, Jennifer Brown Consulting
 Class Style: Virtual | Class Limit: 100
 Cost – Member: \$55 | Non-member: \$100

This workshop will offer cultural intelligence insights across multiple levels of Diversity and Inclusion (D&I) acumen and provide a framework for reinforcing the connection between diversity, leadership, and business results to their constituents. Your leadership teams will better understand the role effective and ineffective D&I methodologies play during manager/employee/customer engagement, and their crucial role in the ability for individuals, teams, and your organizations to achieve goals.



Discussions will include how cultural intelligence paired with inclusion can aid and create the space for each person to optimize productivity and ROI results. It is essential to believe in, and advocate for the importance D&I plays when creating a Respectful Culture of Inclusion at your organization.

- Prioritizing Inclusion
- Awareness of Intent vs. Impact
- Embracing Change
- Bias Awareness
- Inclusive Language

Who Should Attend: Anyone who inspires to lead people and is looking for advancement.

LEADERSHIP FUNDAMENTALS PROGRAM

Session Dates/Times: Wednesdays:
April 6, 20, 27, and May 4; 9:00am-12:30pm
June 8, 9:00am-11:00am

Instructors: Bill Treasurer, Giant Leap Consulting,
 and Craig Atkinson, Walsh Construction
 Class Style: Virtual | Class Limit: 28
 Cost – Member: \$2,100 | Non-member: \$3,100

Leadership is hard...and it doesn't come with a playbook! Too many new leaders flounder. But with personal attention, earnest commitment, and clear guidance, you can quickly master the fundamentals of leadership. Drawing on practical leadership wisdom and advice, you'll learn what works and what doesn't when it comes to the essentials of leading yourself, leading people, and leading the work you've got to get done. It turns out that new leader floundering is entirely optional!

This Leadership Fundamentals track includes two, 1-hour, 1:1 executive coaching sessions, with Bill Treasurer or Craig Atkinson (scheduled individually)—one, which will develop a personalized learning plan with goals; and the second session at the end of the program to review and redefine strategies to lead. The Program includes all of the following class sessions:

SESSION 1: Leadership Essentials

Wednesday, April 6; 9:00am-12:30pm

The Leadership Essentials workshop lays the groundwork for the entire leadership program. Areas of focus include defining "leadership," ingredients that make for outstanding leadership, and identifying the kind of leader each attendee wants to be in the world. Content will be drawn from numerous sources, including the three leadership books written by Bill Treasurer.

- Why leadership is important
- "Bad" leadership and its consequences
- Facts/Stats about leadership
- Leadership defined
- Leaders as opportunity creators
- Overcoming setbacks and challenges
- Keeping your ego in check



SESSION 2: Effective Communication

Wednesday, April 20; 9:00am-12:30pm

Leadership requires persuasion. Leaders need to enlist people around a compelling vision, which involves communicating that vision effectively. A leader can be a great strategist, developer of people, and salesman, but if they can't communicate, none of the other stuff will matter. This workshop focuses on the importance of communication and listening.

- Communication "fails"
- The communication process
- Lean and rich communication channels
- Dealing with difficult people
- "Radical Candor"
- "Leader Language" & aggressive vs. assertive
- Electronic communication
- Listening skills



Program continued on next page



LEADERSHIP FUNDAMENTALS PROGRAM

(CONTINUED)

SESSION 3: Optimizing Conflict

Wednesday, April 27; 9:00am-12:30pm

Conflict—it's a reality with which all leaders contend. The trick is to make it productive and not destructive. This workshop focuses on understanding how to navigate situations where the potential for conflict is high. This workshop will also include communication techniques for managing conflict maturely.



- What makes conflict so uncomfortable...and necessary
- Facts and stats about the cost of conflict at work
- Healthy versus unhealthy conflict
- “Emotional leveling” and “tactical empathy” based on advice from FBI hostage negotiators
- The importance of leading to promote Psychological Safety
- “Leader Language” communication that promotes reception, not shutting down or causing resentments
- Practical tips and strategies for “optimizing” conflict at work

SESSION 4: Coaching Excellence

Wednesday, May 4; 9:00am-12:30pm

Achieving high levels of human performance takes excellent coaching. Too many leaders see themselves as enforcers of rules versus nurturers of performance. This workshop focuses on leaders as coaches.

- The differences between a cop, coach, and counselor
- Characteristics of a great coach
- Great coaching questions (with Q Cards)
- Coaching conversations
- How to give tough feedback
- *Feedforward*



Momentum Webinar

Wednesday, June 8; 9:00am-11:00am

All Leadership Fundamentals attendees will reconvene virtually to discuss:

- What they've put into practice as a result of what they learned during the workshops
- Examples of situations where they responded differently because of what they learned, and the outcomes that were yielded
- Challenges they experienced applying some of the tips/guidance
- Ways they plan on extending the value of what they've learned by further developing themselves
- Questions that remain for them about leadership effectiveness

PROJECT MANAGEMENT CAREER ADVANCEMENT (PMCA) PROGRAM

Session Dates/Times: Wednesdays:
June 29 through October 5; 9:00am-Noon
Graduation: October 12

Instructors: Vary per class
 Class Style: Virtual | Class Limit: 25
 Cost – Member: \$2,200 | Non-member: \$3,200

This innovative program reveals the essentials of Construction Project Management with an engaging and interactive learning environment that encourages team collaboration and will increase overall job performance. The courses offered in this thirteen-week program go deeper and are more interactive than the classes offered to the general membership. You will learn new strategies and gain valuable insight on courses related to your profession, and further your personal growth and development.

UCON's PMCA Program includes all of the following class sessions:

SESSION 1: Emotionally Intelligent Leader

Wednesday, June 29; 9:00am-Noon
 Instructor: Estie Briggs, Briggs Performance Consulting

Construction executives, managers, and supervisors who lead with emotional intelligence (EQ) create a culture of success in their workplaces. Their high EQ allows them to run teams and projects effectively; it helps them in everyday tasks like decision-making and stress management. EQ is proven to be among the most important factors that build strong relationships and enable collaboration.

This interactive online EQ workshop provides participants with the foundation of emotional intelligence and individual results of their EQ-i 2.0 Assessment. Their results will help them identify and leverage their current skill strengths and recognize development opportunities. This half-day program includes a personalized EQ-i 2.0® Workplace Report.



In addition to the half-day program, participants are invited to meet individually to discuss their EQ-I assessment findings in a confidential 50-minute session with the instructor within 60 days of completing the workshop.

- Explore emotional intelligence and its role in effective leadership and workplace relations
- Identify emotional intelligence strengths and areas for development in the five EQ competencies: self-perception, self-expression, interpersonal skills, decision making, and stress management
- Understand the characteristics of under and over-use of each competency
- Define and craft an individual EQ development plan

Program continued on next page

PROJECT MANAGEMENT CAREER ADVANCEMENT (PMCA) PROGRAM

(CONTINUED)

SESSION 2: Communication for Construction Professionals

Wednesday, July 13; 9:00am-Noon
Instructor: Eric Herdman

After completing this course, you will walk away with powerful techniques, tools, and strategies that will significantly impact your communication skills in the office, job site, or out in the field, including strategies for remote and hybrid workers. This training offers the easiest, most effective way to build essential communication skills and rapport that solid communication is built upon.



- Discover why body language and micro-expressions are crucial for critical discussions
- Discover the one tactic to do when you hear someone mention feelings and emotions
- Learn how to avoid jumping to conclusions and judging when listening
- How to respond to over-generalizations like “you always”
- How to resolve conflict and disagreements
- Develop critical rapport builders that help you connect with others within seconds of meeting them
- The power in knowing how to use the three types of questions

SESSION 3: Conflict Resolution in Construction

Wednesday, July 20; 9:00am-Noon
Instructor: Rob Reaugh, OrgMetrics LLC

Effective communication is the cornerstone of high-functioning teams. And up to 25% of a manager’s time is spent dealing with conflict in the office and the field. In this course, you will learn practical skills that will help you improve as a communicator, negotiator, and project leader.



- Learn the difference between passive and active listening
- Understand common types of project and organizational conflict
- Understand how communication and work style impacts negotiation
- Negotiate a project conflict

SESSION 4: Productivity

Wednesday, July 27; 9:00am-Noon
Instructor: Eric Herdman

Productivity isn’t about time management; it’s about attention and energy management. Constantly reacting to fires and crises is causing people to feel overwhelmed. Trying to ignore distractions is not working. Decision fatigue is real and avoidable. By the end of this virtual seminar, you will know how to squeeze every ounce of productivity out of yourself, make quality decisions, do meaningful work, and have a definitive plan for getting things done.



- What the two most important items to put on your task list or calendar every day are
- How to find your high energy cycles - you have three of them
- How to use your personal energy to get things done and overcome procrastination
- How to develop the muscles of focus and prolonged attention
- How to get yourself into deep focused work
- Some of the top causes of procrastination
- The best time of day to make decisions and plan

SESSION 5: Customer Connected

Wednesday, August 3; 9:00am-Noon

Instructor: Bill Treasurer, Giant Leap Consulting

Why does the organization you work for exist? If you answered, “To make money,” you are wrong! Your company exists to get and keep customers.

Without customers, you won’t have money. So customers come first. That said, customers can be challenging, fickle, and



overly demanding. Before long, we may find ourselves complaining behind the backs of the very people who provide our livelihoods! This workshop will provide you with practical strategies for initiating, building, and capitalizing on strong customer relationships.

- Why customer loyalty matters more than satisfaction
- The customer loyalty matrix and the four main customer types
- How treating internal customers makes you better with external ones
- The four phases of customer relationships
- Working with difficult customers without losing your dignity
- Tips for strengthening your customer relationships

SESSION 6: Negotiation Skills for Construction Professionals

Wednesday, August 10;

Group A – 9:00am-Noon

Group B – 1:00pm-4:00pm

Instructor: Andrew Boughton, The Edge Negotiation Group

Concession Trading, negotiating price while managing the relationship, and how to get the best deal while strengthening the relationship for future projects.

- Managing the climate & setting the agenda
- Questioning the other party & exchanging information
- Creating proposals & planning your moves
- Closing the deal

SESSION 7: No BS Leadership

Wednesday, August 17; 9:00am-Noon

Instructor: Mark Breslin, United Contractors

This class will teach you how to be an effective leader with a no BS approach as you; take a hard look at your own performance and behaviors; assess what strengths



you can lead from and what issues you need to address now; focus on how to be a change leader in advancing your career and organization; obtain resources and ideas on taking ownership of your own development and advancement.

- Define performance criteria for yourself and others
- Embrace a real-life self-assessment reality check
- Examine the defining characteristics of outstanding leaders and companies
- Develop strategies to improve your company’s market position

SESSION 8: Construction Contracts

Wednesday, August 24; 9:00am-Noon

Instructor: Janette Leonidou, Leonidou & Rosin Professional Corp.

This course will teach you how to become familiar with what clauses you should include in your contracts, and more importantly,



which clauses to avoid and why. Also, gain valuable tips on modifying contract language and the impact those changes may have.

- Which clauses you should have in your contracts
- Which clauses to avoid and why
- Valuable tips on how to modify contract language and the impact those changes may have

Program continued on next page

PROJECT MANAGEMENT CAREER ADVANCEMENT (PMCA) PROGRAM

(CONTINUED)

SESSION 9: Change Orders

Wednesday, August 31; 9:00am-Noon

Instructor: Janette Leonidou, Leonidou & Rosin Professional Corp.

Learn how to identify the warning signs of a claim and processes for recovering appropriate losses, including the use of the change order method and presentation of claims. This class will discuss key differences between public and private projects, general causes of claims, and basic procedures to follow. Learn how to identify, preserve, document, perfect and quantify your delay and disruption damages.



- Entitlement (contract, case law, statutes)
- Risk Shifting Provisions (statutes and contract provisions)
- Notice (purpose, types, content, tips)
- Documentation (correspondence, change order log, meeting minutes, problem log, etc.)
- Scheduling and Scheduling Problems for Contractors
- Common Contract Requirements
- Quantifying Claims

SESSION 10: Construction Finance

Wednesday, September 14; 9:00am-Noon

Instructors: Russ Riger and David Ternes, CliftonLarsonAllen LLP

This class covers detailed topics and best practices for construction accounting and finance geared towards project managers and project accountants.

Throughout the course, interactive conversations and a hands-on approach will focus on the percentage of completion method, job costing, estimated costs to complete, and cash flow examples.

- The basics of construction revenue recognition, WIP schedules, and balance sheet
- Understanding key cash flow issues
- Being familiar with financial issues related to unapproved change orders/claims
- Understanding the importance of job cost control and estimated costs to complete



SESSION 11: Insurance and Bonding

Wednesday, September 21; 9:00am-Noon

Instructors: Tyler Kannon and Kevin Re, Arthur J. Gallagher & Co.

This course will introduce the concepts of insurance, surety, and risk management for construction companies and projects. We will take a deep dive into specific insurance coverages, types of surety bonds PMs can expect to see in their contracts, establishing and enhancing safety programs, ways to mitigate risk, and how to turn your insurance program into a profit center. The course includes case studies and breakout rooms to practice applying the principles learned in class.

- Insurance and how it relates to the project
- Claims management
- Bidding wrap-up projects and what to watch for
- Safety-Loss prevention tactics
- Surety bonding 101



SESSION 12: Project Documentation

Wednesday, September 28; 9:00am-Noon
Instructor: Paul Stout, Power Summit

This fast-paced, informative and practical session discusses the vital elements of proper project communications and documentation.



Participants will be challenged to understand both the why and the how of communicating within the industry. From construction submittals to RFIs, Change Order Requests, and routine emails, they will learn the value of gathering, compiling, distributing, storing, and retrieving information associated with standard processes and key issues. Special emphasis will be given to dispute avoidance and resolution through the documentation process.

This truly is a practical learning session focused on writing, sending, receiving, understanding, and responding to standard communication mediums and protocol on typical construction projects.

- What is Documentation?
- Why document?
- Must-Have Logs and Reports
- RFIs
- Construction Submittals
- Change Orders
- Daily Reports
- Why logs are still important
- Email Communications
- Notices
- Meetings
- Photos

SESSION 13: Project Closeout

Wednesday, October 5; 9:00am-Noon
Instructor: Paul Stout, Power Summit

Working through a comprehensive closeout checklist, participants will be forced to consider common factors that work against the successful completion of the project. By “asking a thousand questions” and keeping a shortlist of critical tasks, they will also be forced to think outside the matrix of conventional wisdom to seek new ways to expedite project closeout.



This truly is a practical learning session focused on writing, sending, receiving, understanding, and responding to standard communication mediums and protocol on typical construction projects.

- Be able to formulate and implement a comprehensive project closeout “manual.”
- Understand the rush toward profit loss in the waning days of the project
- Know how to mitigate the “poor behavior” of non-responsive players
- Know how to monitor and report success and debrief with the team for future reference

Final Session: PMCA Graduation:

Wednesday, October 12; 9:00am-Noon

A celebration of the PMCA completion!
Construction Owners roundtable discussions—
Cohort submits questions for owners in advance.



*“Awesome program—
it really uses day to day
examples, and UCON
personnel was great!
I will encourage anyone to
take this course.”*

2018 PMCA Graduate

— St. Francis Electric

*“Extremely useful for anyone
that wants to advance their
careers in construction.
The material is interesting
and allows you to better
understand the ins and
outs of construction in
addition to increasing your
understanding of what goes
on in the background or at a
higher level in the industry.”*

2020 PMCA Graduate

— Joseph J. Albanese, Inc.



SAFETY

United Contractors assists members in keeping Safety a top priority. Providing everything union construction leaders and staff need to stay on top of emerging trends or support a safety-first culture, our training and classes help members and their teams prepare for anything that comes their way on the job site.

FEBRUARY 15

Jobsite Safety Leadership

Tuesday, February 15; 2:30pm-4:30pm

Instructor: Myron Brown, OSHA Training Institute Education Center at Chabot-Las Positas Community College

Class Style: Virtual | Class Limit: 49

Cost – Member: \$55 | Non-member: \$100

It's not just the person who wears the safety hat who's responsible for safety; everyone is! As a leader, you influence employee behavior, and encouraging positive safety behaviors benefits you, your company, and the people you lead.



- 5 Reasons Safety is Important on Every Jobsite
- What's in it for me? A Case for Safety
- Financial and Human Implications of Worker injury/illness

Who Should Attend: Construction industry Foremen and Superintendents, or those who have some jobsite responsibility and oversight.

MARCH 3

Workplace Violence Prevention

Thursday, March 3; 2:30pm-4:30pm

Instructor: Juan Calderon, Cal/OSHA
Class Style: Virtual | Class Limit: Unlimited
Cost – Member: FREE | Non-member: \$100

This presentation will address the employer and worker's role in preventing workplace violence.



- Understand what workplace violence is
- Understand the employer's Injury and Illness Prevention Program (IIPP) requirement for preventing incidents of workplace violence
- Identify worker behavior that may lead to incidents of workplace violence
- How to effectively communicate to the employer outside work issues that may result in worksite incidents

Who Should Attend: Supervisory and Field staff.

JULY 26

Wildfire Preparedness

Tuesday, July 26; 2:30pm-4:30pm

Instructor: Juan A. Calderon, Cal/OSHA
Class Style: Virtual | Class Limit: Unlimited
Cost – Member: FREE | Non-member: \$100

Smoke from wildfires contains chemicals, gases, and fine particles that can harm health. The most significant hazard comes from breathing fine particles in the air, reducing lung function, worsening asthma and other existing heart and lung conditions, and causing coughing, wheezing, and difficulty breathing. This class will teach workers prevention and treatment strategies when working in wildfire smoke affected environments. Upon completion, participants will understand the health hazards associated with airborne particulate matter generated by wildfires and employer's requirement to provide the worker exposed to wildfire smoke training, N-95 respirators for voluntary use and Cal/OSHA Wildfire Smoke Standard.



- Airborne particulate matter 2 microns in size
- Airborne fumes
- Monitoring air quality
- Worker training
 - Health hazards
 - Understanding my health condition.
 - Use of N-95 respirator, donning duration of use and change
 - The Wildfire Standard T8 CCR 5141.1

Who Should Attend: Supervisory and Field staff.

SEPTEMBER 1

Surviving an Active Shooter on the Jobsite and Office

Thursday, September 1; 2:30pm-4:30pm

Instructor: Carol Cambridge, The Stay Safe Project
Class Style: Virtual | Class Limit: Unlimited
Cost – Member: FREE | Non-member: \$100

Active shooter situations are becoming all too common. They are unpredictable, evolve quickly, and are over in minutes. In this webinar, we focus on "survival," not on fear. In an active shooter scenario, you have only seconds to make a decision!



This program answers your questions & concerns, calms your fears, trains your brain to respond to an active shooter situation, and gives you the information you need to make quick life-saving decisions.

- Understand how we respond physically and mentally in a crisis
- Discover common myths & beliefs that can get us hurt or killed
- Learn seven tips to "Survive" an active shooter
- Learn the behavior that may be predictive of violence and how to report it

Who Should Attend: Everyone.

ESTIMATING/ PROJECT DELIVERY



United Contractors delivers relevant, challenging, and industry-specific training to help your people and your business grow. Our Estimating and Project Delivery Classes support skill development and professional excellence in union construction.

FEBRUARY 8 **Alternative Project Delivery**

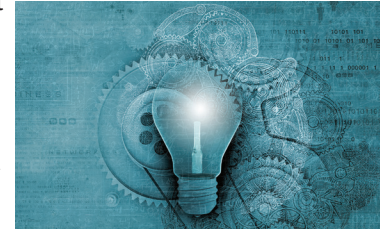
Tuesday, February 8; 2:30pm-4:00pm

Instructor: Paul Stout, Power Summit

Class Style: Virtual | Class Limit: Unlimited

Cost – Member: FREE | Non-member: \$100

Alternative project delivery methods are not new but are becoming increasingly more popular as project owners search for more efficient



ways to finance, design, build, operate, maintain, and manage facilities. This 90-minute overview of various methods of delivering completed projects provides a high-level analysis of their advantages and disadvantages for stakeholders.

- Design-Bid Build
- Design-Build
- Construction Management
- Lease-Lease Back
- Public/Private Partnerships
- Multiple Prime
- This overview will help participants understand the roles, responsibilities, and risks of project stakeholders working within each delivery method

Who Should Attend: Project Engineers, Project Managers, Superintendents.

MARCH 17 & MARCH 31

Reading and Understanding Civil Construction Drawings

Thursdays, March 17 & 31; 2:30pm-4:30pm

Instructor: Paul Stout, Power Summit
 Class Style: Virtual | Class Limit: Unlimited
 Cost – Member: FREE | Non-member: \$100

The ability to read and understand construction drawings is an essential industry skill set. This quick-start approach exposes participants to the fundamental nomenclature of construction drawings and specifications and works systematically through the plan set with a specific focus on the Civil drawings.



- Know how to navigate commercial plans and specifications
- Be able to follow the ‘roadmaps’ to find the required information
- Learn how to read various plan and detail notes
- Understand the various views
- Understand what material schedules are and how to use them
- Perform basic plan takeoff activities
- Know the fundamental relationship between plans and specs

Who Should Attend: Junior-level Estimators, Estimating Assistants, Project Engineers, Field Level Supervisors.

JUNE 16

Performing Quantity and Material Takeoffs

Thursday, June 16; 2:30pm-4:30pm

Instructor: Paul Stout, Power Summit
 Class Style: Virtual | Class Limit: Unlimited
 Cost – Member: FREE | Non-member: \$100

Performing accurate quantity and material takeoffs is essential to arriving at the proper project price and procuring materials and construction services. This overview of principles and techniques will guide participants through various takeoff exercises, arriving at quantities and materials required for several essential construction elements.



- Grading for a small building pad
- Concrete footings with steel re-enforcement
- Underground Pipe

Who Should Attend: Junior-level Estimators, Estimating Assistants, Project Engineers, Field Level Supervisors.

“

“This is my favorite kind of learning. The instructor was funny and engaging and brought relevant content. I learned so much from this session and I wanted to share it immediately with my co-workers.”

— Poms Landscaping, Inc.

“This webinar was valuable time spent— speaker was very easy to listen to and at no point did I find myself bored.”

— Preston Pipelines, Inc.

“This was a really great session! Enjoyed the content and learned some really good practical applications to utilize.”

— Ghilotti Bros., Inc.

“All the classes you provide are very helpful.”

— California Engineering Contractors

(Quotes: 2021)

”

TRANSPORTATION

United Contractors supports union construction companies with highly specialized classes and training. Our members and the industry get the tools to remain compliant with all their transportation needs to stay ahead of issues and regulations to keep their people safe.

SEPTEMBER 22 How to Survive a BIT Inspection

Thursday, September 22; 2:30pm-3:30pm

Instructors: Mark Fisher and Simon DeCasas, CHP

Class Style: Virtual | Class Limit: Unlimited

Cost – Member: FREE | Non-member: \$100

This class will be an overview of the Basic Inspection of Terminal (BIT) program with a brief history and how it has evolved into what it is now. You will gain and retain Compliance with the California BIT Program.



- What a BIT is, and how it has evolved
- Who is Subject to a BIT Inspection
- How a smaller truck pulling a trailer can cause you to be subject to a BIT Inspection
- What we will need from you to complete a BIT Inspection—Actual Equipment and Records
- What causes a “Satisfactory” vs. “Unsatisfactory” vs “Conditional” rating

Who Should Attend: Anyone who operates a vehicle or vehicles with a GVWR of 10000 lbs.+ and/or requires a commercial license or Hazardous material permit.



OCTOBER 6**What We Look For at the Scales****Thursday, October 6; 2:30pm-3:30pm**

Instructors: Mark Fisher and Simon DeCasas, CHP

Class Style: Virtual | Class Limit: Unlimited

Cost – Member: FREE | Non-member: \$100

Basic Level 1

Inspection criteria for a roadside inspection and the purpose of the Scales is to inspect the size, weight, equipment, and emissions of the vehicles. We will discuss what triggers a Level I Inspection and how a PrePass works at the scales.



- This class will give vehicle owners an idea of precisely what the Officers are looking for when trucks go through the scales
- We will also discuss what we consider to be “red flags” that cause us to take a closer look at the truck and the driver’s paperwork
- We will discuss what is considered a “Fix-It” ticket vs. a violation vs. an out-of-service (OOS) violation and how they impact your CSA score
- Do you have proper operating authority? DOT number?

Who Should Attend: Anyone who operates a vehicle or vehicles with a GVWR of 10000 lbs. or more and or requires a commercial license or a Hazardous material permit.

OCTOBER 20**How the Drug and Alcohol Testing Regulations Apply to Me, a Motor Carrier****Thursday, October 20; 2:30pm-3:30pm**

Instructor: Dave Helge, Idealease

Class Style: Virtual | Class Limit: Unlimited

Cost – Member: FREE | Non-member: \$100

This course will review the Federal Motor Carrier Safety Administration drug and alcohol testing regulations for drivers with a CDL.



- Pre-employment testing
- Random testing
- Post-Accident testing
- Reasonable suspicion testing
- Supervisor required training

Who Should Attend: Managers of commercial motor vehicle drivers.

94% of employees say that they would stay at a company longer if it simply invested in helping them learn.

(Source: Gallup)

Employee retention tip: offer and encourage professional training and development—

Personal growth and development are crucial elements of what your organization can offer to any employee, and the benefits extend in every direction. Supporting their development ensures they’ll be more engaged, more productive, and better at what they do.

(Source: Bosusly.com)

40% of employees with poor training will leave the company within the first year.

(Source: Gallup)

BUSINESS & COMPUTER SKILLS



United Contractors' commitment to serve members and the industry extends to all areas of an organization. Providing training and tools for staff at every level to improve skills in communicating, writing, and technology applications allows every member company the opportunity to improve and stay competitive.

JANUARY 27 **Basic Business Writing for Professionals**

Thursday, January 27; 2:30pm-4:30pm

Instructor: Rae Ann Ianniello, Chabot-Las Positas Community College

Class Style: Virtual | Class Limit: 32

Cost – Member: \$55 | Non-member: \$100

Do you struggle with putting your ideas into writing? Sharpen your skills in this practical, interactive course. You'll review the basics AND get feedback on your writing style.



- Selecting the best way to communicate
- Adapting to multiple audiences
- Structuring messages to get the results you want
- Avoiding the most common mistakes

Who Should Attend: Anyone who wants to improve their writing.

FEBRUARY 3**Advanced Business Writing for Professionals****Thursday, February 3; 2:30pm-4:30pm**

Instructor: Rae Ann Ianniello, Chabot-Las Positas Community College
 Class Style: Virtual | Class Limit: 32
 Cost – Member: \$55 | Non-member: \$100

If you write frequently, you already know the basics. But could you write more clearly and concisely? Would you like to use fewer words to get better results? If so, then this interactive workshop is for you.



- Clarifying your goal
- Structuring messages for maximum impact
- Formatting to enhance readability
- Avoiding confidentiality and legal issues
- Editing and proofreading to enhance credibility

Who Should Attend: Anyone who knows writing basics but wants to be more precise and concise.

FEBRUARY 10**Writing Effective Email****Thursday, February 10; 2:30pm-4:30pm**

Instructor: Rae Ann Ianniello, Chabot-Las Positas Community College
 Class Style: Virtual | Class Limit: 32
 Cost – Member: \$55 | Non-member: \$100

Do you spend too much time writing and responding to emails? Could you write more clearly and concisely? If you answered yes to either question, then this workshop is for you. Through hands-on exercises, you will learn how to plan, organize, write, and edit messages to get the results you want.



- Write to your reader's expectations
- Focus on tone and style
- Organize ideas
- Gain and hold attention with strong subjects, openings, and closings
- Edit ruthlessly

Who Should Attend: Anyone who wants to improve their email writing.

APRIL 5**Microsoft Core Four Training: Word****Tuesday, April 5; 2:30pm-4:30pm**

Instructor: Robert Bennett, Chabot-Las Positas Community College
 Class Style: Virtual | Class Limit: 32
 Cost – Member: \$55 | Non-member: \$100

Even though many people use Microsoft Word, not everyone knows how to maximize the program's capabilities. Word is packed with a multitude of features that can help make the creation of documents and reports easier. And when your day-to-day work becomes faster and easier, you become more productive and more efficient—the ultimate goal for using any piece of software.



In this course, you'll learn valuable shortcuts, tips, tricks, and timesavers to maximize your use of Microsoft Word and leave with a concise handout for easy future reference.

- Create, open, and save documents in multiple formats—including PDF
- Learn quick shortcuts to accelerate your work
- Find words and phrases in your document—and change them automatically
- Master the art of document formatting—headers, tabs, and tables
- Empower your writing with spelling and grammar checking
- And more!

Who Should Attend: Beginning to intermediate users of Microsoft Word.

MAY 3**Microsoft Core Four Training: Excel****Tuesday, May 3; 2:30pm-4:30pm**

Instructor: Robert Bennett, Chabot-Las Positas

Community College

Class Style: Virtual | Class Limit: 32

Cost – Member: \$55 | Non-member: \$100

Excel has many features that can help make the creation of spreadsheets and reports easier. And when your day-to-day work becomes faster and easier, you become more productive and more efficient—the ultimate goal for using any piece of software.



In this course, you'll learn valuable shortcuts, tips, tricks, and timesavers to maximize your use of Microsoft Excel and leave with a concise handout for easy future reference.

- Create, open, and save documents in multiple formats—including PDF
- Learn quick shortcuts to accelerate your work
- Search, sort, and filter your data like a pro
- Supercharge your data with formulas
- Add intelligent color to your spreadsheets
- And more!

Who Should Attend: Beginning to intermediate users of Microsoft Excel.

MAY 12**Best Practices for Written Construction Correspondence****Thursday, May 12; 2:30pm-4:30pm**

Instructor: Paul Stout, Power Summit

Class Style: Virtual | Class Limit: Unlimited

Cost – Member: FREE | Non-member: \$100

The construction industry has specific project documentation, communications, and correspondence requirements that demand focused efforts. The major pieces of construction correspondence will be the launching pad for this workshop. Participants will deal with everything from the basic rules of grammar to industry—specific documentation requirements.



- Recognize ten keys to better writing
- Know the unique ways in which the construction industry uses correspondence
- Know how to recognize and correct ambiguities
- Be more effective by writing in a more specific, shorter, and understandable way

Who Should Attend: Project Engineers, Project Managers, Admin Staff, Field level Supervisors, Superintendents.

JUNE 7**Microsoft Core Four Training: Outlook****Tuesday, June 7; 2:30pm-4:30pm**

Instructor: Robert Bennett, Chabot-Las Positas

Community College

Class Style: Virtual | Class Limit: 32

Cost – Member: \$55 | Non-member: \$100

Outlook has features that can help make the creation and storage of emails easier. In this course, you'll learn valuable shortcuts, tips, tricks, and timesavers to maximize your use of Microsoft Outlook and leave with a concise handout for easy future reference.



- Create and manage folders to organize your email
- Learn quick shortcuts to accelerate your work
- Control your responses with automatic signatures and out-of-office messages
- Color code your emails and calendar events
- Master the rules tool to mark and move your emails and events automatically
- And more!

Who Should Attend: Beginning to intermediate users of Microsoft Outlook.

JULY 12**Microsoft Core Four Training:
PowerPoint****Tuesday, July 12; 2:30pm-4:30pm**

Instructor: Robert Bennett, Chabot-Las Positas
Community College
Class Style: Virtual | Class Limit: 32
Cost – Member: \$55 | Non-member: \$100

PowerPoint has features that can help make the creation of presentations easier. In this course, you'll learn valuable shortcuts, tips, tricks, and timesavers to maximize your use of Microsoft PowerPoint and leave with a concise handout for easy future reference.



- Create, open, and save documents in multiple formats—including PDF
- Learn quick shortcuts to accelerate your work
- Line up those images and words quickly and easily
- Unleash PowerPoint's hidden drawing tools
- Shift effortlessly between editing and presentation modes
- And more!

Who Should Attend: Beginning to intermediate users of Microsoft PowerPoint.

OCTOBER 25**How to Build a Sustainable
Relationship with Owners/Agencies****Tuesday, October 25; 2:30pm-4:30pm**

Instructor: Abigail Brown, CPM Logistics
Class Style: Virtual | Class Limit: Unlimited
Cost – Member: FREE | Non-member: \$100

Often owners will approach project pursuit awards with an eye towards trusted industry partners. Identifying owners that align with your company's approach to winning work can sometimes be challenging. Developing relationships with those owners can seem like an uphill battle.



This class introduces developing lasting, responsive relationships with agencies that support better communication, identifying their concerns, and providing solutions for them.

- Why do you want to build a relationship with a public agency?
- Identify agencies that are in line with your business goals
- Research and understand the unique agency perspectives
- Find the right person to connect with
- Start the dialogue/conversation
- Identify the best partnership variables with this owner—how do you align your collective strengths
- The more you understand owner concerns, the more you can help them address them
- What can you do to build a team relationship with an owner?

Who Should Attend: Contractors.

75% of jobs will require advanced digital skills by 2030 as GenZ becomes the most digitally-capable generation yet.
(Source: Oxford Economics)

Increase productivity:

As an employer, motivating your employees to become computer literate will increase productivity and also stave off problems that can cost time and significant amounts of money.

(Source: Business News)

**Some of the most important
computer skills to learn
include the following:**

(Source: indeed.com, December 2021)

- Operating systems (Windows and MacOS)
- Office suites (Microsoft Office, G Suite)
- Presentation software (PowerPoint, Keynote)
- Spreadsheets (Excel, Google Spreadsheets, etc.)
- Communication and collaboration tools (Slack, Skype, etc.)

CONTRACTS



United Contractors provides the tools and training members need to improve at every level with industry-specific skills. Our professional development series focuses on several aspects of contracting, a crucial competency for all union contractors to achieve success.

APRIL 7

How to Administer a Construction Contract

Thursday, April 7; 2:30pm-4:30pm

Instructor: Paul Stout, Power Summit

Class Style: Virtual | Class Limit: Unlimited

Cost – Member: FREE | Non-member: \$100

Contracts are at the heart of every construction project. And whether administering prime contracts, sub-contracts, or purchase orders, the required contractual tasks can be overwhelming. This 2-hour window into the life of a Contract Administrator will serve as an excellent overview of the contracting life cycle and critical associated tasks. Participants will work through identifying essential requirements, setting up effective systems, and managing within them. From negotiations to final closeout, every important step is considered.

- How to create essential tools that assist in the administration of contracts
- Define and understand roles, responsibilities, and authority levels under the contract
- How prudent contract administration helps to build healthy relationships
- Learn how the contract itself is a management tool, minimizing problems and issues
- What happens when things change? Understand and manage contract modifications
- Understand inspection, acceptance, and payment provisions of the contract
- Understand, apply, and enforce flow-down provisions
- The relationship between project closeout and contract administration

Who Should Attend: Project Admins, Project Engineers, Project Managers who have no supporting Contract Administrators.

PRIME CONTRACTOR CONTRACT WRITING SERIES

MAY 19

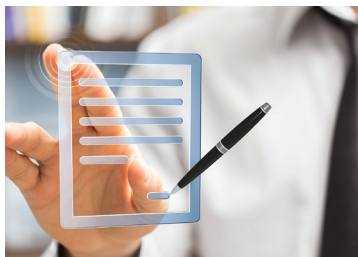
Prime Contractor Contract Writing Series Course 1: Contract Types and Owner Responsibilities

Thursday, May 19; 2:30pm-4:30pm

Instructors: Daniel McLennon & Dino Velez, Smith, Currie & Hancock LLP

Class Style: Virtual | Class Limit: Unlimited
Cost – Member: FREE | Non-member: \$100

In this opening session, the discussion will include the different types of contracts, from lump sum to design-build, explore clauses addressing the owner's responsibilities for financing disclosures, time for processing submittals, RFIs, change orders, and payments, and the contractor's right to stop work.



- Learn about different types of project delivery structures
- Understand contract clauses defining owner obligations and how to negotiate them

Who Should Attend: Owners, developers, and prime contractors.

(SEE CONTINUING SERIES COURSES—note: you must register for each course separately)

JUNE 23

Prime Contractor Contract Writing Series Course 2: Scope of Work

Thursday, June 23; 2:30pm-4:30pm

Instructors: Karissa Fox & Ross Steinbach, Smith, Currie & Hancock LLP

Class Style: Virtual | Class Limit: Unlimited
Cost – Member: FREE | Non-member: \$100

The focus of this course will be clauses about the scope of work, the contractor's responsibility for inspection and conditions, protection of persons and property, warranties, and uncovering and correction of work.



- Learn about typical Prime Contractor obligations regarding the scope of work, including responsibility for project conditions, protection, and quality of work
- Learn to draft and negotiate clauses covering these responsibilities

Who Should Attend: Owners, developers, and prime contractors.

(SEE CONTINUING SERIES COURSES—note: you must register for each course separately)

JULY 28

Prime Contractor Contract Writing Series Course 3: Schedule Provisions

Thursday, July 28; 2:30pm-4:30pm

Instructors: Craig Wallace & Dino Velez, Smith, Currie & Hancock LLP

Class Style: Virtual | Class Limit: Unlimited
Cost – Member: FREE | Non-member: \$100

We will zero in on schedule clauses, including commencement, delays, impacts, efficiency, acceleration, substantial and final completion, and consequential and liquidated damages.



- Learn about typical Prime Contractor obligations regarding Project schedule, completion, and consequences for delay
- Explore strategies negotiating allocating risks of delay

Who Should Attend: Owners, developers, and prime contractors.

(SEE CONTINUING SERIES COURSES—note: you must register for each course separately)

PRIME CONTRACTOR CONTRACT WRITING SERIES

AUGUST 25

Prime Contractor Contract Writing Series Course 4: Changes Provisions

Thursday, August 25; 2:30pm-4:30pm

Instructors: Craig Wallace & Karissa Fox, Smith, Currie & Hancock LLP
 Class Style: Virtual | Class Limit: Unlimited
 Cost – Member: FREE | Non-member: \$100

This session deals with clauses addressing changes in work. What are the written requirements for changes? How are claims for extra work waived? What about oral change orders? How do differences in conditions impact contract price and time?



- Learn about typical clauses governing identifying and presenting requests for extra work and adjustments to compensation and schedule for them
- Learn to negotiate terms to avoid prejudice to both sides in the handling of requests for extras

Who Should Attend: Owners, developers, and prime contractors.

(SEE CONTINUING SERIES COURSES—note: you must register for each course separately)

SEPTEMBER 29

Prime Contractor Contract Writing Series Course 5: Risk Shifting and Sub Contractual Relations

Thursday, September 29; 2:30pm-4:30pm

Instructors: Daniel McLennon & Dino Velez, Smith, Currie & Hancock LLP
 Class Style: Virtual | Class Limit: Unlimited
 Cost – Member: FREE | Non-member: \$100

In this session, participants will consider different indemnity and insurance requirements, owner requirements for subcontract qualifications and subcontracts, and the owner’s rights to communicate with and pay subcontractors.



- Learn the impact of different types of indemnity clauses and how subtle language changes can have significant implications on responsibility
- Consider how much the parties can agree the Owner may interfere with the Contractor’s relationship with subcontractors

Who Should Attend: Owners, developers, and prime contractors.

(SEE CONTINUING SERIES COURSES—note: you must register for each course separately)

OCTOBER 27

Prime Contractor Contract Writing Series Course 6: Claims, Dispute Resolution, and Termination

Thursday, October 27; 2:30pm-4:30pm

Instructors: Daniel McLennon & Ross Steinbach, Smith, Currie & Hancock LLP
 Class Style: Virtual | Class Limit: Unlimited
 Cost – Member: FREE | Non-member: \$100

The final session in this prime-contracts series will focus on contractual provisions for claims, limitations of liability—including waiver of consequential damages and liquidated damages—claim dispute resolution processes, as well as suspension and termination.



- Explore dealing with conflict in the Owner-Prime Contractor relationship and how to protect both sides fairly
- Learn about arbitration vs. litigation and when to use either
- Discuss clauses handling project suspensions and terminations and damages flowing from them

Who Should Attend: Owners, developers, and prime contractors.

(SEE CONTINUING SERIES COURSES—note: you must register for each course separately)

SUB-CONTRACTOR CONTRACT WRITING SERIES

JUNE 9

Sub-Contractor Contract Writing Series Course 1: Contract Types and Scope of Work

Thursday, June 9; 2:30pm-4:30pm

Instructors: Daniel McLennon & Dino Velez, Smith, Currie & Hancock LLP

Class Style: Virtual | Class Limit: Unlimited
Cost – Member: FREE | Non-member: \$100

Explore standard and master contract forms and how they are used. Learn the power of inclusions, exclusions, and conditions in proposals and how they



influence subcontract terms. Identify traps for the unwary that expand scope and liability, such as responsibility for the design and unforeseen conditions, and learn how to avoid them.

- Learn about standard and master contract forms and when they are used
- Learn about the impact of subcontractor bid/proposal terms and conditions
- Learn how to negotiate to avoid common subcontract 'traps'

Who Should Attend: Prime and subcontractors.

(SEE CONTINUING SERIES COURSES—note: you must register for each course separately)

JULY 14

Sub-Contractor Contract Writing Series Course 2: Schedule and Delays

Thursday, July 14; 2:30pm-4:30pm

Instructors: Dino Velez & Karissa Fox, Smith, Currie & Hancock LLP

Class Style: Virtual | Class Limit: Unlimited
Cost – Member: FREE | Non-member: \$100

Here we discuss subcontract clauses impacting scheduling issues—including schedule control and input, coordination, sequencing, efficiency, and acceleration—compensation and/or liability for delays, consequential and liquidated damages, and damages waivers.



- Explore ways subcontractors may seek shared control over schedule and handling of consequences when schedule problems happen
- Learn to negotiate clauses that allocate and mitigate damages for schedule problems

Who Should Attend: Prime and subcontractors.

(SEE CONTINUING SERIES COURSES—note: you must register for each course separately)

AUGUST 11

Sub-Contractor Contract Writing Series Course 3: Subcontract Price and Payment

Thursday, August 11; 2:30pm-4:30pm

Instructors: Daniel McLennon & Ross Steinbach, Smith, Currie & Hancock LLP

Class Style: Virtual | Class Limit: Unlimited
Cost – Member: FREE | Non-member: \$100

Explore how subcontracts allocate “credit risk”—the ability of owner and contractor to pay—including a subcontractor’s right



to access financial information. When is payment due, and what conditions must be met before a contractor is obligated to pay? What security is available to assure subcontractors that funds will be there to pay subcontractor’s invoices, including liens, stop payment notices, and bond claims, and how may contract terms affect these? Terms addressing withholding and release of retention will also be discussed.

- Explore a broad range of issues surrounding all-important payment rights
- Learn to negotiate payment rights and obligations of Prime and Subcontractors
- Learn about the use of tools to protect the right to be paid

Who Should Attend: Prime and subcontractors.

(SEE CONTINUING SERIES COURSES—note: you must register for each course separately)

SUB-CONTRACTOR CONTRACT WRITING SERIES

SEPTEMBER 15

Sub-Contractor Contract Writing Series Course 4: Change Orders

Thursday, September 15; 2:30pm-4:30pm

Instructors: Karissa Fox & Ross Steinbach, Smith, Currie & Hancock
 Class Style: Virtual | Class Limit: Unlimited
 Cost – Member: FREE | Non-member: \$100

This session takes on changes and extra work for which subcontractors may have rights to be paid and given extra time, such as changes in scope, cost increases, unforeseen conditions, and force majeure. Participants will review language setting up processes and requirements for requesting and documenting the extra work, the amount charged, and the time to be given, and conclude with notice and waiver provisions, their consequences, and how to avoid them.



- Learn about typical clauses governing identifying and presenting requests for extra work and adjustments to compensation and schedule for them
- Learn to negotiate terms to avoid prejudice to both sides in the handling of requests for extras

Who Should Attend: Prime and subcontractors.

(SEE CONTINUING SERIES COURSES—note: you must register for each course separately)

OCTOBER 13

Sub-Contractor Contract Writing Series Course 5: Insurance and Indemnity

Thursday, October 13; 2:30pm-4:30pm

Instructors: Craig Wallace & Karissa Fox, Smith, Currie & Hancock LLP
 Class Style: Virtual | Class Limit: Unlimited
 Cost – Member: FREE | Non-member: \$100

In this class, participants will learn about different types of indemnity clauses, how subtle differences in indemnity clauses can have large impacts, and how California law limits indemnity and defense obligations owners and general contractors may extract from others. The interplay between indemnity and insurance will be explained, and typical insurance requirements will be analyzed for type of coverage, reasonable limits, acceptable and nonacceptable exclusions, and differences in additional insured endorsements. The role of subrogation waivers will also be considered.



- Learn the impact of different types of indemnity clauses and how subtle language changes can have big impacts on responsibility
- Learn strategies for negotiating indemnity provisions, including statutory prohibitions
- Learn the meaning of different types and terms of insurance to be provided

Who Should Attend: Prime and subcontractors.

(SEE CONTINUING SERIES COURSES—note: you must register for each course separately)

NOVEMBER 10

Sub-Contractor Contract Writing Series Course 6: Claims, Dispute Resolution, and Termination

Thursday, November 10; 2:30pm-4:30pm

Instructors: Craig Wallace & Karissa Fox, Smith, Currie & Hancock LLP
 Class Style: Virtual | Class Limit: Unlimited
 Cost – Member: FREE | Non-member: \$100

The final session focuses on contractual provisions for claims (and hoops that must be jumped through to preserve them), limitations of liability—including waiver of consequential damages and liquidated damages—claim dispute resolution processes, as well as suspension and termination, for cause or convenience, by contractor or subcontractor, and related compensation or liability.



- Learn about contract clauses governing the claims process
- Understand clauses posing the potential loss of rights by failing to preserve and present claims properly
- Discuss clauses handling project suspensions and terminations and damages flowing from them

Who Should Attend: Prime and subcontractors.

(SEE CONTINUING SERIES COURSES—note: you must register for each course separately)

COMPLIANCE



United Contractors prepares members with tools and training to meet the evolving needs of union construction. Staying in front of the dizzying array of rules governing the work, training, tools, alerts, and updates can give members the edge they need to avoid big problems.

MARCH 15 USA-CYA!

Tuesday, March 15; 2:30pm-4:30pm

Instructors: Logan Downer and Jordan Thomas, Preston Pipelines, Inc.

Class Style: Virtual | Class Limit: Unlimited
Cost – Member: FREE | Non-member: \$100

This course is an overview of CA Code 4216 and how to apply it in your USA Ticket Management.



As an industry, it benefits all of us to master this and use it so that our interactions with utility operators are more productive and less contentious. Each party's obligations will be less a matter of opinion and more the execution and conformance to the designated standard, the law. The end goal is to work together as excavators to hold utility operators to the same standard as we are.

- Build an understanding of CA Code 4216 and how to apply it
- Best management practices
- Working together as an industry to institute change and work toward easier communications with utility operators in the future

Who Should Attend: Contractors who call in USA tickets.

MARCH 22 2022 CARB Updates

Tuesday, March 22; 2:30pm-4:00pm

Instructor: Beth White, California Air Resources Board (CARB)

Class Style: Virtual | Class Limit: Unlimited
Cost – Member: FREE | Non-member: \$100

This course overviews heavy crane (subject to the SWCV regulation) and the Truck and Bus regulation requirements. These on-road vehicle overviews will include frequently asked questions, Truck



Regulation Upload, Compliance and Reporting System (TRUCRS), the impact of Senate Bill 1, and funding/loan opportunities. In addition, a brief overview of the Advanced Clean Trucks Regulation and proposed Advanced Clean Fleets and Heavy-Duty Inspection and Maintenance regulations will be provided.

- Review of current requirements and deadlines for on-road trucks and buses, including Heavy Cranes
 - Reporting requirements, enforcement, and FAQs
 - Compliance and funding assistance
- Advanced Clean Trucks regulation requirements overview
- Proposed Advanced Clean Fleets (ACF) and Heavy-Duty Inspection and Maintenance (HD I&M) regulations overview
 - Development and implementation timelines
 - Proposed requirements

Who Should Attend: Owners of heavy cranes who are now subject to the Solid Waste Collection Vehicle (SWCV) regulation, and diesel trucks and

buses are subject to the Truck and Bus regulation. We will also include fleets subject to the Advanced Clean Trucks regulation and the ACF and HD I&M regulations.

APRIL 26 Claims Documentation and Change Orders

Tuesday, April 26; 2:30pm-4:30pm

Instructor: Janette Leonidou, Leonidou & Rosin Professional Corp.

Class Style: Virtual | Class Limit: Unlimited
Cost – Member: FREE | Non-member: \$100

Learn how to identify the warning signs of a claim and processes for recovering appropriate losses, including the use of the change order method and presentation of claims. This class



will discuss key differences between public and private projects, general causes of claims, and basic procedures to follow. Learn how to identify, preserve, document, perfect and quantify your delay and disruption damages.

- Entitlement (contract, case law, statutes)
- Risk Shifting Provisions (statutes and contract provisions)
- Notice (purpose, types, content, tips)
- Documentation (correspondence, change order log, meeting minutes, problem log, etc.)
- Scheduling and Scheduling Problems for Contractors
- Common Contract Requirements
- Quantifying Claims

Who Should Attend: Project Managers, Superintendents, Project Engineers, and others should have at least a sense of how claims work.

JULY 19 Cybersecurity and Insurance

Tuesday, July 19; 2:30pm-4:00pm

Instructors: Dan Burke, Woodruff-Sawyer and Nicole Laurence, Graniterock

Class Style: Virtual | Class Limit: Unlimited
Cost – Member: FREE | Non-member: \$100

Every company faces increased cyber risk in today's modern world—and contractors are no exception. The rise of ransomware and social engineering attacks has led many contractors to face crippling financial losses throughout the past few years. Join UCON to learn



from cybersecurity and cyber liability insurance experts on best practices required to protect your company and how cyber insurance can support your business when an attack occurs.

- Understand the cyber risks facing contractor companies of all sizes
- Discover the best practice security controls to protect your organization
- Learn the nuances of cyber liability insurance and how it can support you before, during, and after a cyber attack

Who Should Attend: Everyone.

AUGUST 23 Working with Labor Compliance Officers/Programs

Tuesday, August 23; 2:30pm-4:30pm

Instructor: Paul Stout, Power Summit

Class Style: Virtual | Class Limit: Unlimited
Cost – Member: FREE | Non-member: \$100

Every Contractor performing prevailing wage work at either the State or Federal levels must be willing and able to work within Awarding Body's and third party Labor Compliance Programs to achieve compliance. A Prevailing Wage Specialist will present this 2-hour overview.

- Developing relationships with Labor Compliance personnel
- Establishing and enforcing tracking and accountability measures
- Common problems between Contractors and the Awarding Body
- Common problems between GCs and Subs
- Where most problems begin
- How problems escalate
- Best advice for staying in compliance



Who Should Attend: Admin Staff, Project Engineers, Project Managers, Field-level Supervisors, and Superintendents.

OCTOBER 4
Construction Insurance and Bonding

Tuesday, October 4; 2:30pm-4:30pm
 Instructors: Wyatt Lockhart and Boyd Bowring, Arthur J. Gallagher & Co.
 Class Style: Virtual | Class Limit: Unlimited
 Cost – Member: FREE | Non-member: \$100

This course will introduce the concepts of insurance, surety, and risk management for construction companies and projects. We will review specific insurance coverages, types of surety bonds contractors can expect to see in their contracts, establishing and enhancing safety

programs, ways to mitigate risk, and turning your insurance program into a profit center.

- Insurance and how it relates to the project
- Claims management
- Bidding wrap-up projects and what to watch for
- Safety-Loss prevention tactics
- Surety bonding 101

Who Should Attend: Project managers and office staff for contractors/anyone who deals with insurance or bonds on construction projects.

NOVEMBER 8
Harassment Prevention Training

Tuesday, November 8; 2:30pm-4:30pm
 Instructor: Rachael Brown, Sweeney Mason LLP
 Class Style: Virtual | Class Limit: Unlimited
 Cost – Member: FREE | Non-member: \$100

Under SB 1343, all California companies with five or more employees must provide sexual harassment training to all employees. Non-supervisory employees must receive at least one hour of sexual harassment training, and supervisors must receive two hours of sexual harassment training. This training must be renewed every two years and be provided to any new hire within six months of their hire date or promotion to a supervisory position. This course meets the state-mandated requirements. The first hour is designed for all employees, and the second hour contains information specifically for supervisors.



- How state and federal laws define “sexual

harassment” and how to identify it in the workplace

- What to do if you experience sexual harassment
- How to develop a sexual harassment policy
- How to respond to a complaint of harassment and discrimination
- How to conduct an internal sexual harassment investigation to avoid liability

Who Should Attend: Employees of companies with five or more employees. Non-Supervisory and Supervisory employees.

DECEMBER 8
New Industry Law Updates

Thursday, December 8; 2:30pm-4:30pm
 Instructor: Roger Mason, Esq., Sweeney Mason LLP
 Class Style: Virtual | Class Limit: Unlimited
 Cost – Member: FREE | Non-member: \$100

Get up to date with new construction industry employment laws affecting your organization's policies and practices. This program will discuss new laws and court decisions and provide strategies to implement new requirements at your company.



- Review the labor & employment laws that were passed in 2022 that will affect the construction industry
- Discuss what the new laws mean for you
- Discuss implementation of the new requirements

Who Should Attend: Everyone.

HUMAN RESOURCES (HR)

ACCOUNTING

United Contractors provides classes for members at every level of their business. For members large and small, we curate management courses that can help your organization run more efficiently.

APRIL 14 **High Risk Terminations**

Thursday, April 14; 2:30pm-4:00pm

Instructor: Paul Simpson, Simpson, Garrity, Innes & Jacuzzi, P.C.

Class Style: Virtual | Class Limit: Unlimited

Cost – Member: FREE | Non-member: \$100

Identify potentially high liability risk employee terminations and strategies for reducing/eliminating liability risks associated with terminations. The program will also discuss legal and practical strategies for reducing a terminated employee's hostility towards managers and co-workers, as well as legal avenues available for addressing potential workplace violence threats posed by certain terminated employees.



- Provide strategies for reducing liability risk exposure in connection with employee terminations
- Provide expert insight into how judges, juries, and arbitrators assess employer termination decisions
- Explain legal advantages and limitations of union agreements in resolving employee wrongful termination claims
- Provide an understanding of the pros and cons of Employment Liability Insurance

Who Should Attend: High-level Executives and Managers.

MAY 24
Construction Finance

Tuesday, May 24; 2:30pm-4:30pm
 Instructors: Russ Rigler and David Ternes, CliftonLarsonAllen LLP
 Class Style: Virtual | Class Limit: Unlimited
 Cost – Member: FREE | Non-member: \$100

This class covers detailed topics and best practices for construction accounting and finance.



- The basics of construction revenue recognition, WIP schedules, and balance sheet
- Understanding key cash flow issues
- Being familiar with financial issues related to unapproved change orders/claims
- Understanding the importance of job cost control and estimated costs to complete

Who Should Attend: Accounting Managers, Project Accountants, and Project Management.

AUGUST 2, AND AUGUST 9
WIP It! Upgrading the WIP Schedule to a Management Tool

Tuesdays, August 2, and August 9; 2:30pm-3:30pm
 Instructor: Matthew Hennagin, Moss Adams
 Class Style: Virtual | Class Limit: Unlimited
 Cost – Member: FREE | Non-member: \$100

The class takes a deep dive into preparing the work in process (WIP) schedule and how these schedules can provide value to many segments of the Contractor’s business. The goal is to create

a tool that expands further than just financial reporting.

- Best practice for Work in Process reporting
- Effect of change orders and estimate changes
- Using the WIP schedule for Forecasting
- Using the WIP schedule for Cash Management

Who Should Attend: CFO’s, Controllers, Accounting Staff, Project Managers.

AUGUST 30
Certified Payroll–Answering Contractors Most Frequently Asked Questions

Tuesday, August 30; 2:30pm-4:30pm
 Instructors: Darbi Griffin and Jesse Jimenez, FFC and Ruby Varnadore, United Contractors
 Class Style: Virtual | Class Limit: Unlimited
 Cost – Member: FREE | Non-member: \$100

This class will cover UCON members’ most frequently asked certified payroll questions and common pitfalls. Including Compliance requirements of Labor Code 1776, which is covered by certified payroll and contractor registration; apprenticeship requirements. Foundation for Fair Contracting (FFC) will walk attendees through finding prevailing wage determinations, completing necessary forms, and accessing other resources. The last 30 minutes of the meeting will be a moderated Q&A with Ruby Varnadore. Attendees can pre-submit their questions or ask during the session.



- How to avoid common compliance-related pitfalls
- Overview of compliance documents and how to complete them correctly
- Apprenticeship compliance

Who Should Attend: Employers.

OCTOBER 11
How to Get Paid/Prompt Payment

Tuesday, October 11; 2:30pm-4:30pm
 Instructor: Janette Leonidou, Leonidou & Rosin Professional Corp.
 Class Style: Virtual | Class Limit: Unlimited
 Cost – Member: FREE | Non-member: \$100

This class will cover mechanic’s liens, stop payment notices, and bond claims. You will learn practical tips to get paid!



- Mechanic’s liens
- Stop payment notices
- Bond claims
- Practical tips

Who Should Attend: Everyone: even if you are not responsible for collections in the company, it is good to have at least a basic understanding of time frames and requirements.

SALES & MARKETING



United Contractors provides the tools and training for members to take their business to the next level. Our professional development classes offer action-based strategies for your people and organization to succeed. Elevating our industry and supporting our members' capacity and growth is at the core of our mission.

JUNE 14 **A Systematic Approach to Winning Work in Complex, Competitive Environments**

Tuesday, June 14; 2:30pm-4:30pm

Instructor: Eric Anderton, Construction Genius

Class Style: Virtual | Class Limit: Unlimited

Cost – Member: FREE | Non-member: \$100

Learn how to craft strategic approaches to bidding specific opportunities so that you increase the likelihood of your company being selected to build the project.



- How to identify the four buying influencers in every project opportunity
- Recognizing the “red flags” that threaten a sale and what to do about them
- How to discover the “buying modes” that jeopardize your success, regardless of price
- How to develop a strategic action plan to leverage your strengths and eliminate the threats that endanger your efforts

Who Should Attend: Company owners, Executives, Senior leaders, Estimators, Business development professionals.

JUNE 21 How to Attract Your Ideal Clients Using Strategic Educational Marketing

Tuesday, June 21; 2:30pm-4:30pm

Instructor: Eric Anderton, Construction Genius
Class Style: Virtual | Class Limit: Unlimited
Cost – Member: FREE | Non-member: \$100

The aim of marketing is about attracting the right project opportunities from the right clients; one's that build profitably because you understand the



work and have a team in place, ready and able to bid, plan and build the project. During the session, you'll learn how to improve your marketing by answering these questions:

- Who is your ideal client?
- Why do they (in their own words) contract for your type of construction services?
- How do you craft and deliver a targeted message to your ideal client that motivates them to want to get to know you?

Who Should Attend: Company owners, Executives, Senior leaders, Estimators, Business development professionals.

JUNE 28 Social Selling

Tuesday, June 28; 2:30pm-4:30pm

Instructor: Eric Anderton, Construction Genius
Class Style: Virtual | Class Limit: Unlimited
Cost – Member: FREE | Non-member: \$100

Learn a step-by-step process to leveraging LinkedIn to raise your company's profile, connect with your target audience, and share relevant, high-quality content.



- Connect
 - Target
 - Outreach
 - Follow Up
- Engage
 - Relevance of content
 - Quality of content
 - Consistency of content
- Mediums
 - Written
 - Video
 - Podcast

Who Should Attend: Company owners, Executives, Senior leaders, Estimators, Business development professionals.

“

“Very engaging and the information was broken down in ways I could relate to and understand. I learned a lot about how I may come across when communicating.”
— Goebel Construction, Inc.

“I really enjoy how these UCON Classes fit our field and we can relate—they talk in our language. I learned some things in regards to co-worker rapport and how to help start conversations to build that.”
— McGuire and Hester

“Relevant and innovative content. Great presenters. We’ve had great engagement and enthusiasm from our team members that have attended.”

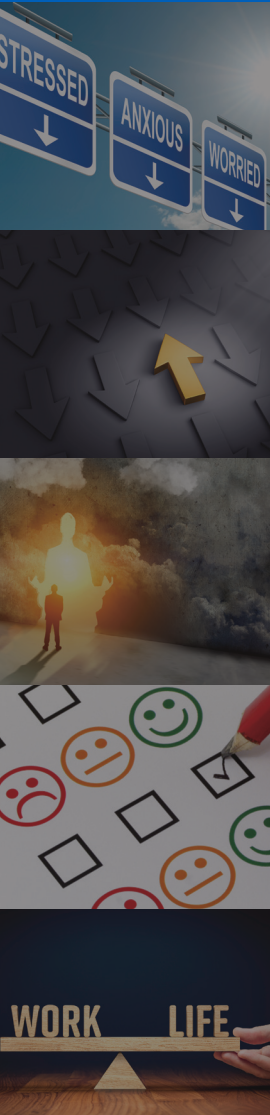
— Sunbelt Rentals

(Quotes: 2021)

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WELLNESS



United Contractors empowers and serves union contractors. Workplace wellness is an important part of a thriving, positive company culture. Training and classes specifically for our industry and designed to support you and your teams are at the center of our service.

APRIL 19 **Managing Workplace Stress**

Tuesday, April 19; 2:30pm-5:00pm

Instructor: Jenna Reid, Dale Carnegie

Class Style: Virtual | Class Limit: Unlimited

Cost – Member: FREE | Non-member: \$100

The list of stress factors in today's world grows longer every day. People react differently to living in this pressure cooker. Some become aggressive, while others become passive or just shut down altogether.



Regardless of the reaction, the results are the same—individual and organizational productivity grind to a halt, creativity dies, and momentum vanishes. Now you can do something about the destructive forces of stress in the workplace. Learn to assess your current reactions to stress so that you can stop worrying and start working up to your full potential.

- Examine different types of stress and their impact
- Explore principles for handling stress more effectively
- Identify ways to convert common adverse reactions into positive outlooks
- Develop strategies for managing stress with peers
- Focus your energies to be more productive

Who Should Attend: Anyone interested in examining how work habits add to stress levels and finding ways to make changes for the better.

JUNE 30**Martial Arts for the Mind–Stress and Resilience Training****Thursday, June 30; 2:30pm-4:00pm**

Instructors: Karen and David Gamow, Clarity Seminars

Class Style: Virtual | Class Limit: Unlimited

Cost – Member: FREE | Non-member: \$100

Gain clarity of mind and an increased capacity to meet and overcome life's challenges. This training provides both physiological and cognitive techniques to overcome the



negative impacts of stress and increase our capacity to bounce back from adversity. Navy Seals use these techniques to calm intense fear before combat. Actors and athletes use them to enhance performance under pressure. Learn how to stop the stress response before it arises and find effective ways to release it once present.

- Understand and communicate more sensitively with people without denying or sacrificing your feelings
- Manage challenging work situations with greater calm and clarity of mind
- Release stress with clinically proven relaxation, breathing, and meditation techniques that can be done in just a few moments
- Achieve significant relief from chronic pain, insomnia, and high blood pressure
- Increase focus amidst 24/7 hyper-connectivity and distractions

Who Should Attend: Everyone.**SEPTEMBER 13****Balancing Work Life and Personal Responsibilities for Professionals****Tuesday, September 13; 2:30pm-5:00pm**

Instructor: Eric Herdman

Class Style: Virtual | Class Limit: Unlimited

Cost – Member: FREE | Non-member: \$100

When work and home have overlapping and conflicting priorities, workdays grow longer, and professional life can begin to

intrude into personal life. This course is designed to help audiences mitigate stress and pressure and establish boundaries for home and work modes.



- Strategies for establishing boundaries between work and home life
- The benefit to unplugging and disconnecting from work
- Stress management techniques that work in under 5 minutes
- The number one stress management technique of all time
- How to make sure you are your best self every day

Who Should Attend: All professionals, including Project Managers and Team members.

55% of Americans reported feeling stress on a daily basis, up by 8% from the year prior.

(Source: Gallup 2021)

Management stress is contagious—one of the real problems with management stress is that it's often transferred, meaning that managers who feel stress actually tend to pass it on to their employees by their own high-tension behavior.

(Source: Forbes 2019)

Reduce work-related stress:

(Source: 3btraining.com)

- Stay organized
- Manage your time
- Have a healthy diet
- Be active
- Take a time-out
- Positive attitude
- Get enough sleep
- Talk to someone

Eric Anderton, Construction Genius

Eric Anderton founded Construction Genius in 2013 after working with construction companies for nine years. He has over 30 years of experience in public speaking, small group facilitation, and one-on-one mentoring. As an executive coach, Eric provides leaders with a knowledgeable sounding board to help them maximize their wealth and happiness while developing the next generation of leaders and securing their legacy. Eric's clients include large General and Specialty Contractors.



Craig Atkinson, Walsh Construction

Craig Atkinson is VP of Communications for Walsh Construction, a \$5 billion international construction company based in Chicago. Craig is responsible for driving a corporate culture grounded in a commitment to education, staff development and self-improvement as integral, untouchable priorities. He designs and develops programs for personnel at all levels, and has extensive experience with executive coaching, presentation coaching, & public speaking.



David Bement, Idealease

David Bement is the director of technical training for Idealsafe. David has been teaching automotive and diesel service and maintenance for 22 years. He has been with Idealease for ten years, 6 of which spent presenting Idealsafe Safety Seminars.



Robert Bennett, Chabot-Las Positas Community College

Robert brings decades of experience using the Microsoft Office suite in high-tech business settings and is a certified expert user of Excel, creating and maintaining large and complex reporting and analysis spreadsheets. He has produced presentations and reports for individuals at every level, from technician to CEO. Robert is currently the vice president and co-owner of WorkVantage, Inc., a small business providing technology consulting and workplace training.



Andrew Boughton, The Edge Negotiation Group

Andrew spent 15-years in the music business learning about deception from some of the most notorious liars, cheats, thieves, and psychopaths. And those were just his colleagues. He was negotiating deals with high-profile artists, strategic accounts, and 3rd party partners in the entertainment industry. He spent the last 16 years working with individuals to help them become THE ULTIMATE NEGOTIATOR and works primarily with corporate clients training their sales teams, and project managers.



Boyd Bowring, Arthur J. Gallagher & Co.

Boyd started with Gallagher in June 2015 as a summer intern. After graduating from Auburn University with a degree in Finance, Boyd became a full time employee of Gallagher in the insurance department, San Jose, in 2018.



Mark Breslin, United Contractors

Mark is a fourth-generation leader in the construction industry, going from field to CEO, and has served for three decades as CEO of United Contractors. He is also an author, speaker, and influencer at the highest levels of construction in North America. As a top-rated public speaker, he has spoken live to more than 400,000 people, including over 25,000 foremen and superintendents. His five bestselling books have improved leadership, accountability, innovation, and engagement in the construction industry



Estie Briggs, Briggs Performance Consulting

Estie is an accomplished leadership coach and performance consultant with over 15 years of experience helping teams and individuals master their interpersonal skills and build their strengths. She leverages a blend of boots-on-the-ground leadership experience, a passion for learning and teaching, and a suite of evidence-based methodologies to develop people to their highest potential. Estie believes that to get the most meaning out of work, we have to bring our most authentic version of ourselves to our roles.



Abigail Brown, CPM Logistics, LLC

Ms. Brown has over two decades of experience in the fields of Program, Construction, and Project Management with specific emphasis on public projects. She focuses on program and construction management for heavy civil and transportation projects and specializes in providing support to contractors and private companies managing new and existing construction projects. CPM Logistics recently partnered with public and private entities to help small, and minority businesses form lasting working partnerships with prime contractors.



Myron Brown, OSHA Training Center

Myron Brown has been instructing at the Dublin OSHA Training Center for eleven years. He has worked in the health and safety field for over 25 years with experience in heavy civil construction, commercial construction, and manufacturing environments. Myron has developed and provided training on various subjects, including OSHA and Cal/OSHA standards and trainer-level courses.



Rachael Brown, Sweeney Mason LLP

Rachael Brown focuses her practice on labor and employment matters, representing employers in connection with all types of employment-related cases under state and federal law. She handles trade secret misappropriation claims and issues involving confidentiality, customer and employee solicitation, and unfair competition. Rachael also advises employers on a wide range of employment policies, including wage and hour law, personnel management, and employee leave issues, and has significant experience drafting and reviewing employee handbooks, confidentiality and non-disclosure agreements, and settlement agreements.



Dan Burke, Woodruff-Sawyer & Co.

Dan joined Woodruff-Sawyer in 2018 and is National Cyber Practice Leader for the firm. Under his watch, the Cyber Practice has been nominated as Cyber Broking Team of the Year by Advisen two years in a row. He led Woodruff-Sawyer's designation as Champion for Cyber Security by the National Cybersecurity Alliance..



Juan A. Calderon, Cal/OSHA

Calderon is the District Manager of Cal/OSHA's Enforcement Outreach Coordination Program Unit. Before that, he was the District Manager for the San Francisco District Office Enforcement and Fremont/San Jose District Office Enforcement. He has approximately 30 years of experience in Occupational Safety and Health, 20 of which have been with Cal/OSHA.



Carol Cambridge, The Stay Safe Project

Carol Cambridge, Founder of The Stay Safe Project, is an authority on workplace violence, active shooter, and workplace conflict. Carol shows people how to navigate fear & use their critical thinking skills to guide them through an emergency or a crisis. From a career beginning in emergency services and disaster preparedness with a Law Enforcement Agency to an International Conference Speaker, Carol has taught over a quarter of a million people how to make intelligent, powerful, and life-saving decisions.



Simon DeCasas, California Highway Patrol (CHP)

Simon Decasas has 17 years of experience with the CA Highway Patrol, for the last 12 years in San Leandro and Oakland as a Motor Carrier Specialist 1 performing BIT Terminal Inspections on Commercial Carriers.



Logan Downer, Preston Pipelines, Inc.

Logan Downer is the Field Operations Coordinator at Preston Pipelines Infrastructure; he has been with the company for over eight years. He is the point person at Preston for all USA and CA Code 4216 related issues while working closely with both Jordan Thomas and Ron Bianchini.

Mark Fisher, California Highway Patrol (CHP)

Mark Fisher has 25 years of law enforcement experience, with 18 of those being with the C.A. Highway Patrol and ten years as a Mobile Commercial Enforcement Officer/DOT Officer. He has spent the last three years as an Instructor to the Commercial Industry within the Bay Area teaching Commercial Regulations.



Karissa L. Fox, Smith, Currie & Hancock LLP

Karissa Fox represents contractors, subcontractors, major trade contractors, construction managers, sureties, architects, and engineers in a wide range of construction law and litigation matters. Karissa works for plaintiffs and defendants; this dual-perspective experience enhances her ability to reach favorable outcomes for clients. Karissa finds opportunities to help smaller companies thrive, larger companies continue to grow, and governmental entities complete projects that benefit everyone, including the taxpayers who fund them.



David and Karen Gamow, Clarity Seminars

David and Karen Gamow have trained over 35,000 employees in public and private sectors since founding Clarity Seminars in 1996. Clients include NASA, Rosendin Electric, the Teamsters, U.S. Navy, and the U.S. Army. Their training has been an integral part of NASA's week-long Leadership Through Influence training for managers, G.E. Healthcare's Management Development training for fast-rising managers, and GE RISE-a year-long leadership development for new managers. The Gamow's are co-authors of the book Freedom From Stress.



Darbi Griffin, Foundation for Fair Contracting (FFC)

Darbi Griffin is the Director of Operations and has worked for the Foundation for Fair Contracting (FFC) since its inception in 1985. During her 36-year tenure at the FFC, Darbi has been involved in all aspects of labor compliance. She specializes in auditing certified payroll records, worker interviews, and worker/employer resolution assistance.

Dave Helge, Idealease

Dave Helge joined Idealease in 2006 as Director of Idealsafe after spending six years as a safety and compliance consultant. Previously, Dave spent twenty years in transportation safety as a consultant and safety director. In June 2007, Dave was promoted to Vice President of Maintenance and Safety. Dave currently sits on the National Private Truck Council (NPTC) Institute Board of Governors and in 2010 received the NPTC Allied Member of the year award.



Matthew Hennagin, Moss Adams LLP

Matthew graduated with a BS in accounting from Indiana University in 2013 and is a Certified Construction Industry Financial Professional and CPA. Matthew has worked in accounting and financial services for over ten years. Matthew joined Moss Adams in July 2021, before which he spent six years in public accounting focusing on construction.



Eric Herdman, Speaker and Author

Eric Herdman is a speaker, business leader, coach, and facilitator, who has been speaking professionally for almost 3 decades, ten of which were spent training construction associations and businesses. Eric has also experienced the start-up and development side of the business, opening, and growing a running company into one of the largest specialty retailers in the southwestern United States. Eric has published several books but most recently, Eric's "Time, Energy, and Focus" book has been expanded online as a Masterclass.



Rae Ann Ianniello, Chabot-Las Positas Community College

Rae Ann Ianniello holds a master's degree in Communication, two teaching credentials, a certificate in Human Resources Management, and a Master Trainer certificate from NUMMI (Toyota affiliate). She has served as the President of the HR Connection (a professional educational and networking group) and is a member of the Association for Talent Development.



Jesse Jimenez, Foundation for Fair Contracting (FFC)

Jesse Jimenez is the Director of Field Operations for the Foundation for Fair Contracting. Jesse has worked in and around the construction industry for over 17 years. He currently oversees the day-to-day field operations and provides education, training, and outreach to the public works construction community. Jesse is passionate about his work and enjoys assisting all stakeholders with their public work needs.

Tyler Kannon, Arthur J. Gallagher & Co.

At Gallagher, Tyler's role is to provide expert service and advice for mid to large range General Contractors and Specialty Subcontractors. Tyler helps many clients with overall risk management programs, improving their safety cultures and bottom lines. He graduated from the University of San Diego with a degree in Business Administration and has an Associate in Risk Management. Active in SMACNA, ADSC, and CFMA, Tyler is a past member of the Board of Directors at UCON.

Nicole Laurence, Graniterock

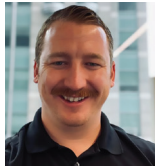
Nicole Laurence is a multifaceted I.T. professional with over 20 years of experience in the construction industry, currently serving as CIO at Graniterock. Nicole's strategy focuses on processes and capabilities, so technology investments directly align with business goals. She provides leadership for developing an innovative, robust, and secure information technology environment throughout Graniterock.

**Janette Leonidou, Leonidou & Rosin Professional Corp.**

For twenty years, Ms. Leonidou was managing director for the construction law firm Leonidou & Rosin. She has litigated countless complex public and private work cases on behalf of California-based and national owners, general contractors, subcontractors, and suppliers. Since 2009, Ms. Leonidou has been recognized annually by Northern California Super Lawyer. In 2015, she was in Fortune Magazine among national "Women Leaders in the Law." Her tenacity, and creative approach to negotiation and settlement, have consistent positive outcomes in many instances where resolution seemed impossible.

**Wyatt Lockhart, Arthur J. Gallagher & Co.**

Wyatt has been at Gallagher for ten years working in construction risk management for his whole career. After six years in Chicago working on surety business, he moved out to Gallagher's construction headquarters in San Francisco. He now handles contractors' property & casualty, surety, and subcontractor default insurance. Wyatt and his team's clients span East to West Coast and include everything from small local subcontractors to large multi-billion dollar general contractors.

**Salvatore Manzi, Leadership Coach**

Salvatore brings 21+ years of Organizational and Leadership Development to organizations around the globe. He helps leaders motivate and align their teams to strategically navigate change, resolve conflicts, and create a culture of trust and collaboration. Salvatore has had the honor of working with leaders in various industries, facilitating one-to-multi-day events for Gap, Microsoft, Genentech, Facebook, NYTimes, Sephora, Habitat for Humanity, Kaiser, and NBC Universal.

**Elfi Martinez, Jennifer Brown Consulting**

Elfi Martinez is an independent Organizational Development Consultant specializing in Leadership Development, Emotional Intelligence, Visioning/Business Development, and Diversity & Inclusion for nonprofits and Fortune 500 clients. Elfi enjoys giving back to the Latino Community as a member of Prospanica (formerly the National Society of Hispanic MBA's)—where he held several leadership positions, including Vice-President of Marketing and Corporate Relations for the Philadelphia chapter.

**Roger Mason, Esq., Sweeney Mason LLP**

Since 1983, Roger has successfully advised employers in all aspects of Labor and Employment Law, including proper employment documentation, employee leaves of absence, wage and hour matters, employee discipline and termination, and avoiding discrimination, retaliation, and sexual harassment claims. Roger also advises on prevailing wage/public works issues and union matters such as terminating collective bargaining agreements, withdrawal liability assessments, grievance arbitrations, and unfair labor practices claims before the National Labor Relations Board.

**Luke Matelan, FMI**

As a consultant at FMI, Luke is passionate about helping construction companies progress to more valuable positions. Luke achieves this by working with clients to define their short and long-term business objectives then helps craft and implement a strategy that guides them. Luke is a facilitator at FMI's Project Manager Academy and the FMI CFO Forum. Before joining FMI, Luke worked as a project manager in the rail industry.

**Daniel F. McLennon, Smith, Currie & Hancock LLP**

Daniel F. McLennon is a Partner in the San Francisco office of Smith, Currie & Hancock LLP. Dan's legal career has focused on cases litigated in California's state and federal courts and has resolved hundreds of cases through mediation, arbitration, and trial. He has been awarded Martindale-Hubbell's "AV" rating, the highest rating in legal ability and ethics as established by confidential opinions of members of the Bar. Dan has been recognized as a Northern California Construction "Super Lawyer" for several years.

**Stephane McShane, Maxim Consulting Group, LLP**

Stephane possesses the rare combination of talent from being in the field as an apprentice, electrician, foreman, then working her way through each operational chair within a successful electrical construction firm. Her ability and drive defined her as "best in class" at each position held. This talent makes her tremendously effective at operational and organizational assessments today. She has built, trained, and led her teams to become the undisputed leaders in their markets. She can quickly identify organizational positives and negatives and assess appropriate action steps and throughputs.

**Kevin Re, Arthur J. Gallagher & Co.**

Kevin is an Area Vice President at Gallagher focusing solely on surety, and has over 13 years of experience in this area. His client base comprises various industries, including construction, development, technology, higher education, entertainment, and financial institutions, and is spread across the United States and internationally. Kevin is active in various construction and surety industry associations, including UCON, CFMA, NASBP, and the Surety Association of America.

**Rob Reaugh, OrgMetrics LLC**

Rob Reaugh is the President of OrgMetrics LLC and serves as the partnering facilitator for the City and County of San Francisco Collaborative Partnering Steering Committee. He works with Caltrans, BART, San Jose International Airport, San Francisco International Airport, and many other agencies across the United States. He holds a Master's Degree in Alternative Dispute Resolution from the Straus Institute for Dispute Resolution and is a professional Mediator.



Jenna Reid, Dale Carnegie

Jenna works for clients of all sizes, and is known for her ability to ask powerful questions and continued curiosity. As a trainer for Dale Carnegie, her passion for helping and empowering others has served her corporate clients and individual participants to improve their team communication and efficacy, strengthen company culture, and drive innovation and profitability.



Russ Rigler, CliftonLarsenAllen LLP

Russ is a Principal at CliftonLarsenAllen, with over thirteen years of experience working with private GC's and subcontractors ranging from small regional clients to large multi-state and multi-entity corporations. Russ specializes in analyzing complex construction accounting matters, work-in-progress schedule analysis, best practices recommendations, joint venture accounting, and consulting related to implementing accounting standards and policies. Russ enjoys working on special consulting projects to spend more one-on-one time with clients.



Paul Simpson, Simpson, Garrity, Innes & Jacuzzi, P.C.

Paul Simpson is a founding principal of Simpson, Garrity, Innes, and Jacuzzi P.C., a boutique Labor and Employment Law firm. Mr. Simpson has served as one of UCON's outside labor attorneys for over 35 years and has represented hundreds of California employers for more than four decades. Mr. Simpson has litigated cases in state and federal trial courts and appeared multiple times before California appellate courts and the federal Ninth Circuit Court of Appeals. Mr. Simpson has represented union employers in more than 200 arbitrations.



Ross Steinbach, Smith, Currie & Hancock LLP

Ross received a BA degree in International Affairs from George Washington University and his JD degree from George Washington University Law School (bar admission pending). While living in Washington, DC, and attending Law School, he developed an interest and focus on government contracts and construction law and authored a thesis on California lien law.



Paul Stout, Power Summit

Paul Stout is a construction project manager, estimator, LEED Accredited Professional, seminar instructor, and AGC of America's 2009 National Instructor of the Year. He brings more than twenty-three years of practical, hands-on construction experience and twenty-two years of training and facilitation experience to the arena. From Laborer to Project Manager, Paul advanced through the ranks to learn the industry from the inside out, managing projects and more.



David Ternes, CliftonLarsenAllen LLP

David is a manager with CLA and joined the firm in 2017 after graduating with a Master's of Science in Accountancy from California State University. David focuses on providing opportunities for privately held companies in the construction industry, working in assurance and tax departments. His tax experience includes the preparation of Individuals, Partnerships, S-Corporations, and C-Corporations. His assurance experience includes working on attestation engagements such as audits, reviews, and compilations.



Jordan Thomas, Preston Pipelines, Inc.

Jordan Thomas is the Vice President/General Manager of Preston Pipelines Infrastructure. He has been with the company and in the construction industry for 17 years. Jordan works closely with Logan Downer on the interaction between the Preston Operations Team and the Call Center, utility locators, and utility operators.



Bill Treasurer, Giant Leap Consulting

Bill Treasurer founded Giant Leap Consulting, a courage-building company, and authored the international bestseller; *Courage Goes to Work* and four other books. Bill's courage-building workshops have been taught to thousands of executives in twelve countries on five continents. For over two decades, Bill has worked with leaders from such renowned organizations as NASA, Saks Fifth Avenue, The Home Depot, Spanx, the U.S. Department of Veterans Affairs, and Southern Nuclear. Before founding Giant Leap Consulting, Bill served as an executive in Accenture's change management and human performance practice, eventually becoming the \$36 billion company's first full-time internal executive coach.



Donald A. Velez, Smith, Currie & Hancock LLP

Practicing for three decades as a career litigator, Dino advises clients on labor and employment, construction and contract matters, and general civil litigation. He guides clients through labor and employment matters such as discrimination, retaliation, employee misconduct claims; wage and hour suits; labor negotiations and arbitration of labor grievances; employee discipline cases; and issues arising from many leave issues.



Craig Wallace, Smith, Currie & Hancock LLP

Craig, a partner at Smith, Currie, is also a licensed mechanical engineer and practiced construction and building-related engineering before starting his legal career in 1994. He successfully represents plaintiffs and defendants through all phases of litigation, with extensive experience in all forms of alternative dispute resolution, including arbitration and mediation.



Brenda Wells, Dale Carnegie

Brenda Wells is a Certified Senior Trainer with Dale Carnegie and Associates. She is the founder and Executive Director of the i-5 Freedom Network, a 501(c)3 corporation to fight human trafficking, and a corporate trainer for Evolution/Aimbridge Hospitality for e-commerce optimization.



Beth White, California Air Resources Board (CARB)

Beth has overseen the implementation of the Truck and Bus and Solid Waste Collection Vehicle regulations at CARB for over ten years. Currently, she is on the Mobile Source Control Division team, and works with external stakeholders on zero-emission vehicle infrastructure strategy. She has been with CARB for 15+ years and is committed to assisting heavy-duty diesel vehicle owners.



Jonathan Wisniewski, Dale Carnegie

Jonathan Wisniewski has 20+ years of experience in leadership roles for various training and enablement positions. He believes in engaging clients in the learning process and leveraging their experiences and strengths to increase self-awareness, while inspiring sustainment for improved personal and professional breakthroughs.



UCON'S SMALL BUSINESS COUNCIL



United Contractors was founded by union contractors for union contractors—large and small. The purpose of our Small Business Council is to represent the needs and concerns of small contractors in the association and industry.

WE ARE MEMBER-DRIVEN

**INVOLVEMENT:
TOGETHER EVERYONE
ACHIEVES MORE**



UCON's Small Business Council is made up of member contractors to identify and prioritize the needs of small contractors in the association and industry, and to create a forum for sharing of information, resources and advice. The group meets monthly, on the second Wednesday of each month.

UCON's Professional Development Program for 2022 includes classes for ALL business sizes and individuals. Our Small Business Council selects and approves classes of particular value to smaller contractor members.



For any questions regarding UCON's Small Business Council, contact UCON Staff liaisons:

- Marlo Fregulia, Senior Member Relations Manager, mfregulia@unitedcontractors.org, (925) 362-7317
- Dave Jenkins, Contractor Services, SoCal, djenkins@unitedcontractors.org, (714) 501-5967

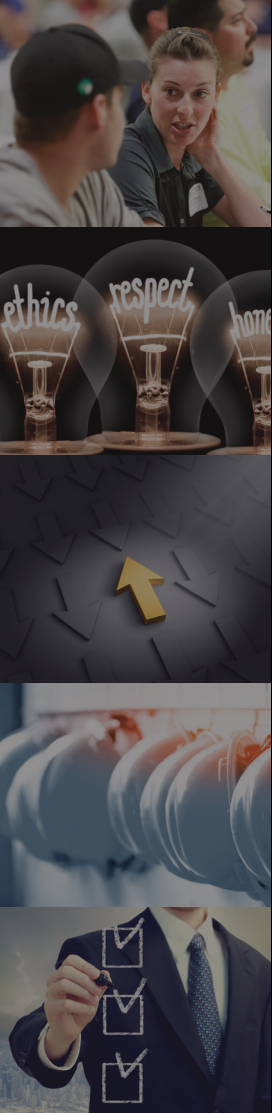
CATEGORY	PROGRAM	DATE • TIME	PAGE
ACCOUNTING	Construction Finance	May 24 2:30pm-4:30pm	47
	WIP It! Upgrading the WIP Schedule to a Management Tool — 2 sessions	August 2, and 9 2:30pm-3:30pm	47
	How to Get Paid/Prompt Payment	October 11 2:30am-4:30am	47
BUSINESS/ COMPUTER SKILLS	Best Practices for Written Construction Correspondence	May 12 2:30pm-4:30pm	36
	How to Build a Sustainable Relationship with Owners/Agencies	October 25 2:30pm-4:30pm	37
COMPLIANCE	USA-CYA!	March 15 2:30pm-4:30pm	43
	2022 CARB Updates (from the California Air Resources Board)	March 22 2:30pm-4:00pm	44
	Claims Documentation and Change Orders	April 26 2:30pm-4:30pm	44
	Cybersecurity and Insurance	July 19 2:30pm-4:00pm	44
	Working with Labor Compliance Officers/Programs	August 23 2:30pm-4:30pm	44-45
	Construction Insurance and Bonding	October 4 2:30pm-4:30pm	45
	Harassment Prevention Training	November 8 2:30pm-4:30pm	45
	New Industry Law Updates	December 8 2:30am-4:30am	45
CONTRACTS	How to Administer a Construction Contract	April 7 2:30pm-4:30pm	38
	Prime Contractor: Contract Writing Series Course 1: Contract Types and Owner Responsibilities	May 19 2:30pm-4:30pm	39
	Sub-Contractor: Contract Writing Series Course 1: Contract Types and Scope of Work	June 9 2:30pm-4:30pm	41
	Sub-Contractor: Contract Writing Series Course 2: Schedule and Delays	July 14 2:30pm-4:30pm	41
	Sub-Contractor: Contract Writing Series Course 4: Change Orders	September 15 2:30pm-4:30pm	42
	Sub-Contractor: Contract Writing Series Course 5: Insurance and Indemnity	October 13 2:30pm-4:30pm	42

CATEGORY	PROGRAM	DATE • TIME	PAGE
ESTIMATING/ PROJECT DELIVERY	Alternative Project Delivery	February 8 2:30pm-4:30pm	30
	Reading and Understanding Civil Construction Drawings (2 sessions)	March 17, and 31 2:30pm-4:30pm	31
	Performing Quantity and Material Takeoffs	June 16 2:30am-4:30am	31
HR (HUMAN RESOURCES)	High Risk Terminations	April 14 2:30pm-4:00pm	46
	Certified Payroll—Answering Contractors Most Frequently Asked Questions	August 30 2:30pm-4:30pm	47
LEADERSHIP	Risk Taking and Decision Making	March 8 2:30pm-4:30pm	13
	Construction Leaders Dashboard	April 21 2:30pm-4:30pm	15
SAFETY	Jobsite Safety Leadership	February 15 2:30pm-4:30pm	28
	Wildfire Preparedness	July 26 2:30pm-4:30pm	29
TRANSPORTATION	How to Survive a BIT Inspection	September 22 2:30pm-3:30pm	32
	What We Look for at the Scales	October 6 2:30pm-3:30pm	33
	How the Drug and Alcohol Testing Regulations Apply to Me, a Motor Carrier	October 20 2:30am-3:30am	33
WELLNESS	Managing Workplace Stress	April 19 2:30pm-5:00pm	50
	Martial Arts for the Mind—Stress and Resilience Training	June 30 2:30pm-4:00pm	51
	Balancing Work Life and Personal Responsibilities for Professionals	September 13 2:30pm-5:00pm	51



The classes listed on this page are developed for ALL sizes of construction firms: large, medium, and small. The UCON Small Business Council has highlighted them as an interest and high recommendation.

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