



PROFESSIONAL DEVELOPMENT

ENGAGE | GROW | INSPIRE | LEAD



2023
COURSE CATALOG



ENGAGE | GROW | INSPIRE | LEAD

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

- Leadership, Continuing Education, and Industry Specific courses to give your team the advantage.
- Most courses **FREE TO MEMBERS IN 2023!**
- **Over 4,200 registrations** from **over 265 companies** attended in 2022.
- Professional Development rated **4.7/5** on UCON's annual survey proving to be an integral member benefit.



UCON'S 2023 PROFESSIONAL DEVELOPMENT PROGRAM

INVEST IN YOUR PEOPLE

The United Contractors Board of Directors invites you to invest in your people. UCON has elevated your Professional Development Program for 2023. Most 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, safety, H/R, 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, Director of Events and Education, 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 virtual 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

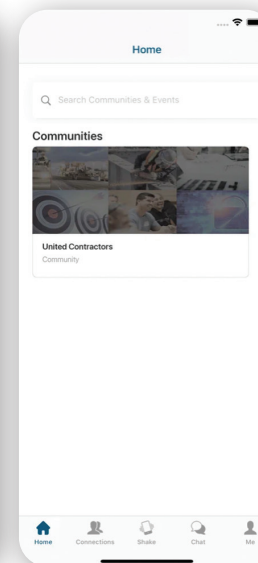
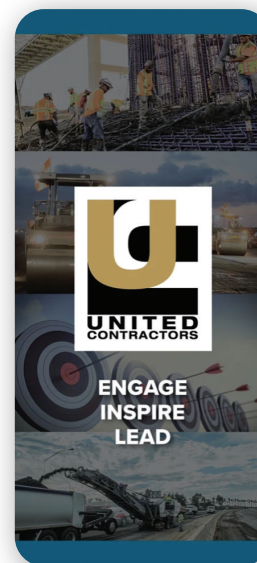
DOWNLOAD THE UNITED CONTRACTORS APP

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



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.

STEP 3

Create a Member Account in the App
Register in the App with your company email and current UCON member password.

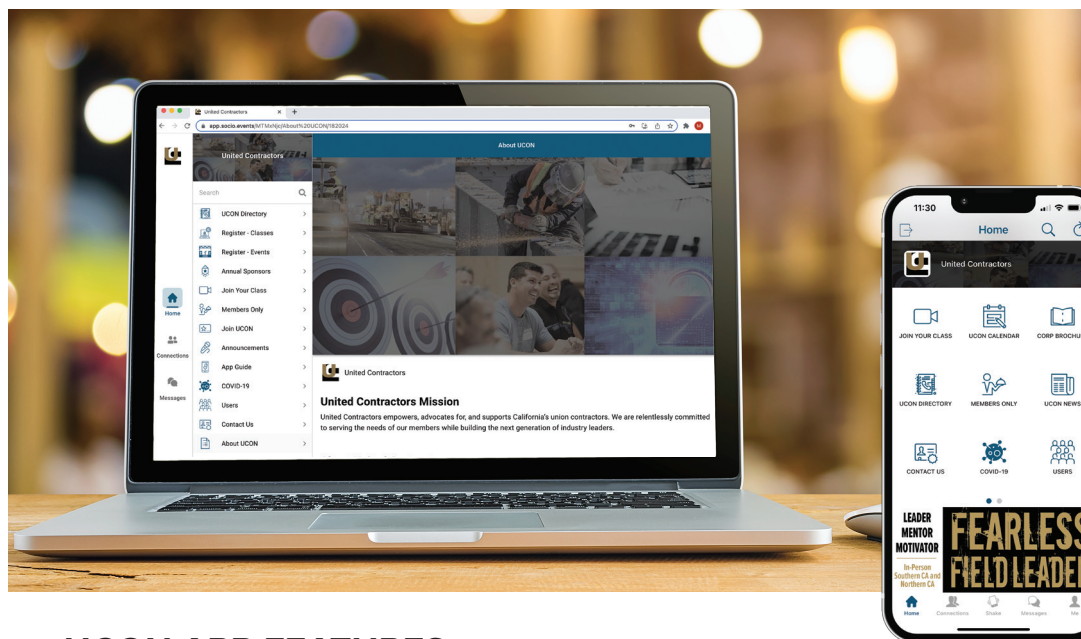
When registering, select **Allow Notifications** to remind you of your classes, as well as upcoming events and training.

STEP 4

Open the App and Select Communities
Clicking on the United Contractors Community will get you to the UCON App features.

DESKTOP ACCESS:

Experience classes wherever you are, however you want. For desktop view, www.unitedcontractors.org/ucon-app-access and click Desktop App on the right hand side.



UCON APP FEATURES:



UCON's Member Directory
Members in alphabetical order



UCON Calendar
Register for all Classes, Events and Committee Meetings



Annual Sponsors
UCON's 2023 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



Corporate Brochure
Who We Are, What We Do, Who We Serve



Join UCON
Learn about UCON membership



Announcements
Notifications on classes and events



Covid-19
UCON's Covid-19 Resources



Users
Your industry connections through UCON



Contact Us
How to contact UCON



UCON News
Connect to the latest News from UCON and the industry

CLASS SCHEDULE - BY DATE

PROGRAM	DATE • TIME • LOCATION	INSTRUCTOR	CLASS LIMIT	COST \$\$ MEMBER/NON-MEMBER	PAGE
USA-CYA	February 2 • 2:30pm-4:30pm • UCON App	Logan Downer & Chris Ramos, Preston Pipelines, Inc.	None	FREE/\$100	28
High-Risk Terminations	February 9 • 2:30pm-4:30pm • UCON App	Carol Cambridge, The Stay Safe Project	None	FREE/\$100	20, 31
How to Make Networking Events Effective and Fun Even If You're an Introvert	February 14 • 2:30pm-4:00pm • UCON App	Eric Anderton, Construction Genius	None	FREE/\$100	23
Everything You Need to Know: Skilled & Trained Workforce	February 28 • 2:30pm-3:15pm • UCON App	Victor Sella, United Contractors	None	FREE/\$100	28
Succession Planning for You and Your Manager	March 7 • 2:30pm-4:30pm • UCON App	Brenda Wells, Dale Carnegie	None	FREE/\$100	9
The First 90: How to Guarantee New Leaders Succeed	March 9 • 2:30pm-4:00pm • UCON App	Eric Anderton, Construction Genius	None	FREE/\$100	9
Everything You Need to Know: CBA Subcontracting Rules	March 14 • 2:30pm-3:30pm • UCON App	Victor Sella, United Contractors	None	FREE/\$100	29
Fearless Field Leader (Southern CA)	March 15 • 4:30pm-8:00pm Sheraton Cerritos: 12725 Center Ct. Dr. S, Cerritos	Mark Breslin, United Contractors	75	Early Bird: \$210/\$310 Standard: \$225/\$325	10
Everything You Need to Know: Overtime & Special Shifts – Northern California	March 28 • 2:30pm-3:30pm • UCON App	Victor Sella, United Contractors	None	FREE/\$100	29
Supply Chain Management	March 30 • 2:00pm-5:00pm • UCON App	Stephane McShane, Maxim Consulting Group	None	FREE/\$100	26
Transforming Customer Complaints to Opportunities	April 4 • 2:30pm-5:30pm • UCON App	Catherine Brinkman, Dale Carnegie	None	FREE/\$100	23
Everything You Need to Know: Overtime & Special Shifts – Southern California	April 11 • 2:30pm-3:30pm • UCON App	Victor Sella, United Contractors	None	FREE/\$100	29
Control Your Calendar, Not Your Time	April 18 • 2:30pm-4:00pm • UCON App	Eric Anderton, Construction Genius	None	FREE/\$100	24
Avoiding Decision Fatigue	April 20 • 2:30pm-4:30pm • UCON App	Eric Herdman, Speaker	None	FREE/\$100	24
On High Alert	April 25 • 2:30pm-4:30pm • UCON App	Carol Cambridge, The Stay Safe Project	30	FREE/\$100	20
Mind the Gaps in Wraps! Risks to Contractors in Wrap Insurance Programs	April 27 • 2:30pm-4:00pm • UCON App	Dan McLennon, Smith, Currie & Hancock LLP, Kevin Reimers, Woodruff-Sawyer & Co.	None	FREE/\$100	25
Analyze Problems and Make Decisions	May 11 • 2:30pm-5:30pm • UCON App	Cayly Dixon, Dale Carnegie	None	FREE/\$100	25
Transition from Doing the Job to Manager	May 18 • 2:30pm-4:30pm • UCON App	Eric Herdman, Speaker	None	FREE/\$100	10

CLASS SCHEDULE - BY DATE

PROGRAM	DATE • TIME	INSTRUCTOR	CLASS LIMIT	COST \$\$ MEMBER/NON-MEMBER	PAGE
The Art of Supportive Leadership	June 6 • 2:30pm-4:00pm • UCON App	David Gamow, Clarity Seminars	None	FREE/\$100	11
The Critical Processes that Drive Project Success	June 8 • 2:30pm-4:30pm • UCON App	Luke Matelan, FMI	None	FREE/\$100	26
Fearless Field Leader (Northern CA)	June 14 • 4:30pm-8:00pm San Ramon Marriott, 2600 Bishop Drive, San Ramon, CA	Mark Breslin, United Contractors	110	Early Bird: \$210/\$310 Standard: \$225/\$325	10, 11
Construction Estimating – A Quick-Start Guide	June 27 • 2:30pm-4:30pm • UCON App	Paul Stout, Power Summit	None	FREE/\$100	21
Creating Pathways into Construction	June 29 • 2:30pm-4:30pm • UCON App	Stephane McShane, Maxim Consulting Group	None	FREE/\$100	27
CPM Scheduling – Just the Basics	July 13 • 2:30pm-4:30pm • UCON App	Paul Stout, Power Summit	None	FREE/\$100	27
UCON's Project Management Career Advancement (PMCA) Program	July 19 - October 11 • 9:00am-12Noon • UCON App	Various Instructors	25	Early Bird: \$2,185/ \$2,285 Standard: \$2,200/\$2,300	12, 15-19
Communicate with Different Personality Styles	July 26 • 2:30pm-4:30pm • UCON App	Cayly Dixon, Dale Carnegie	None	FREE/\$100	12
Career Path Mapping	August 8 • 2:30pm-5:00pm • UCON App	Stephane McShane, Maxim Consulting Group	None	FREE/\$100	31
Certified Payroll – Answering Contractors Most Frequently Asked Questions	August 10 • 2:30pm-4:30pm • UCON App	Darbi Griffin and Jesse Jimenez, FFC, and Ruby Varnadore, United Contractors	None	FREE/\$100	32
Leading Across Generations	August 15 • 2:30pm-4:30pm • UCON App	Cayly Dixon, Dale Carnegie	None	FREE/\$100	13
Getting Results without Authority	August 22 • 2:30pm-4:30pm • UCON App	Cayly Dixon, Dale Carnegie	None	FREE/\$100	13
Surviving an Active Shooter in the Office and on the Jobsite	August 29 • 2:30pm-4:30pm • UCON App	Carol Cambridge, The Stay Safe Project	None	FREE/\$100	20
2023 Agile EQ	August 31 & September 1 • 8:30pm-12:00pm UCON Conference Room, 17 Crow Canyon Ct., Suite 200	Estie Briggs, Briggs Performance Consulting	None	Early Bird: \$375/\$475 Standard: \$390/\$490	32
Get to Agreement: How Diverse Leadership Teams Identify, Discuss, and Solve Their Toughest Problems in Less Than an Hour	September 12 • 2:30pm-4:00pm • UCON App	Eric Anderton, Construction Genius	None	FREE/\$100	13
Working with Labor Compliance Officers / Programs	September 19 • 2:30pm-4:30pm • UCON App	Paul Stout, Power Summit	None	FREE/\$100	30

CLASS SCHEDULE - BY DATE

PROGRAM	DATE • TIME	INSTRUCTOR	CLASS LIMIT	COST \$\$ MEMBER/NON-MEMBER	PAGE
Fearless Field Leader (Southern CA)	September 21 • 4:30pm-8:00pm Long Beach Marriott, 4700 Airport Plaza Dr, Long Beach	Mark Breslin, United Contractors	100	Early Bird: \$210/\$310 Standard: \$225/\$325	10, 14
Diversity and Inclusion Workshop	September 26 • 2:30pm-4:30pm • UCON App	Elfie Martinez, Jennifer Brown Consulting	None	FREE/\$100	14
The Life Cycle of Estimating	October 5 • 2:30pm-4:30pm • UCON App	Stephane McShane, Maxim Consulting Group	None	FREE/\$100	21
High Impact Performance Reviews: How to Develop and Retain Talent in a Competitive Job-Market	October 10 • 2:30pm-4:00pm • UCON App	Eric Anderton, Construction Genius	None	FREE/\$100	14
How to Administer a Construction Project	October 17 • 2:30pm-4:30pm • UCON App	Paul Stout, Power Summit	None	FREE/\$100	22
California Public Works Administrator Course	October 24, October 31, and November 7 2:30pm-4:30pm • UCON App	Sara Rolin, Contractor Compliance Solutions	None	FREE/\$100	30
Managing Up	October 26 • 2:30pm-4:30pm • UCON App	Elasha Racks, Dale Carnegie	None	FREE/\$100	14
Leadership Communication	November 2 • 2:30pm-4:30pm • UCON App	Salvatori Manzi	None	FREE/\$100	15
Project Start-Up	November 14 • 2:30pm-4:30pm • UCON App	Paul Stout, Power Summit	None	FREE/\$100	22
Project Closeout	November 16 • 2:30pm-4:30pm • UCON App	Paul Stout, Power Summit	None	FREE/\$100	22
Harassment Prevention Training	December 7 • 2:30pm-4:30pm • UCON App	Rachael Brown, Esq., Sweeney Mason LLP	None	FREE/\$100	30
New Industry Laws Updates	December 14 • 2:30pm-4:30pm • UCON App	Roger Mason, Esq., Sweeney Mason LLP	None	FREE/\$100	27

LEADERSHIP



MARCH 7 Succession Planning for You and Your Manager

Tuesday, March 7; 2:30pm-4:30pm

Instructor: Brenda Wells, Dale Carnegie
Class Style: Virtual | Class Limit: Unlimited
Cost – Member: Free | Non-member: \$100

Many leaders in key positions are becoming eligible for retirement. There is a great sense of urgency to plan to replace an essential talent proactively. The expense and risk of bringing in candidates from the outside are high. Compounding this problem, the supply of job-ready replacement candidates is often limited. If you're unsure where to begin or are looking for a fresh approach to speed up the process, this webinar can help.



- Complete your succession plan using the Dale Carnegie Succession Plan template.
- Apply a seven-step process for succession planning.
- Understand the critical inputs to a strong succession plan.
- Use sample succession plans, sample scripts, and other tools to clarify and simplify the process.
- Follow over a dozen Do's and Don'ts to get succession planning results.
- Encourage your managers to be accountable for developing their own succession plans so that they engage with the process, rather than become defensive or disinterested.

Who Should Attend: Leaders looking to retire, and their managers.

MARCH 9 The First 90: How to Guarantee New Leaders Succeed

Thursday, March 9; 2:30pm-4:00pm

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

Become the ultimate coach for a new leader with this course. Learn how to structure and conduct impactful one-to-one meetings, empower your new leader to evaluate their team, and confidently guide them through their first 90 days with our High-Performance Dashboard. These tools will set your new leader up for long-term success.



- How to structure and conduct one-to-one meetings that surface the biggest challenges the new leader is facing, in addition to identifying opportunities for you to provide them help.
- How to empower the new leader to evaluate their direct reports and take accountability for the performance of their team.
- How to coach the new leader through their first 90 days using the High-Performance Dashboard.

Who Should Attend: Owners, Executives, Field and Office Leaders.

MARCH 15**Fearless Field Leader (Southern CA)***Previously Fearless Foreman***Wednesday, March 15; 4:30pm-8:00pm**

Instructor: Mark Breslin, United Contractors

Class Style: In-person | Class Limit: 75

Cost – Member: Early-Bird \$210; Standard \$225 |

Non-member: Early-Bird \$310; Standard \$325

(Early-Bird pricing expires February 15)

Location: Sheraton Cerritos Hotel

12725 Center Ct. 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.

More 2023 Fearless Field Leader Classes:**JUNE 14****Fearless Field Leader (Northern CA)****Wednesday, June 14; 4:30pm-8:00pm**

Instructor: Mark Breslin, United Contractors

Class Style: In-person | Class Limit: 110

Cost – Member: Early-Bird \$210; Standard \$225 |

Non-member: Early-Bird \$310; Standard \$325

(Early-Bird pricing expires May 14)

Location: San Ramon Marriott, San Ramon

2600 Bishop Drive, San Ramon, CA 94583

SEPTEMBER 21**Fearless Field Leader (Southern CA)****Thursday, September 21; 4:30pm-8:00pm**

Instructor: Mark Breslin, United Contractors

Class Style: In-person | Class Limit: 100

Cost – Member: Early-Bird \$210; Standard \$225 |

Non-member: Early-Bird \$310; Standard \$325

(Early-Bird pricing expires August 21)

Location: Long Beach Marriott

4700 Airport Plaza Drive, Long Beach, CA 90815

**MAY 18****Transition from Doing the Job to Manager****Thursday, May 18; 2:30pm-4:30pm**

Instructor: Eric Herdman, Speaker

Class Style: Virtual | Class Limit: Unlimited

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

Becoming a leader doesn't happen overnight; it is a process of learning and growth, both personal and professional.



Leadership philosophies and styles can change over time and with experience. Although the early days of a new leadership position can be stressful, it is vital to the individual and the organization that they are successful. In this course, you will learn some of the issues that confront new managers and how to meet the goals of becoming a successful team leader.

- Challenges new managers face.
- How to hold others accountable.
- Why it is okay to ask for help.
- How to lead with Emotional Intelligence.
- Nonverbal communication skills.
- How to communicate with different personality types.

Who Should Attend: Inspiring leaders, up-and-coming emerging leaders, emerging leaders, and new leaders in the 'storming' team phase.

JUNE 6**The Art of Supportive Leadership****Tuesday, June 6; 2:30pm-4:00pm**

Instructor: David Gannow, Clarity Seminars

Class Style: Virtual | Class Limit: Unlimited

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

People rarely leave an organization; they leave their manager. Nearly all of us have worked for a poor manager at



some point in our careers. And most of us have worked for a great one. The difference is night and day, especially for your most creative, productive employees. Learn proven approaches for inspiring the best from your staff and colleagues through the principles of supportive leadership.

- Don't waste time wishing employees were different. Instead, help them move to the top end of their range of performance.
- Set priorities in a way that don't feel deflating or impossible for staff to achieve.
- Sensitively relate to a wide range of personality types, especially those who are different from you.
- Exercise discipline and consequences through clearer upfront communication with employees.
- Learn methods for communicating with subordinates that encourage and develop the best in them.

Who Should Attend: Leaders and influencers.**JUNE 14****Fearless Field Leader (Northern CA)***Previously Fearless Foreman***Wednesday, June 14; 4:30pm-8:00pm**

Instructor: Mark Breslin, United Contractors

Class Style: In-person | Class Limit: 110

Cost – Member: Early-Bird \$210; Standard \$225 |

Non-member: Early-Bird \$310; Standard \$325

(Early-Bird pricing expires May 14)

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

See page 9, March 15, for more detailed class information. Southern CA seminar coming to Long Beach (below).

**SEPTEMBER 21****Fearless Field Leader (Southern CA)****Thursday, September 21; 4:30pm-8:00pm**

Instructor: Mark Breslin, United Contractors

Class Style: In-person | Class Limit: 100

Cost – Member: Early-Bird \$210; Standard \$225 |

Non-member: Early-Bird \$310; Standard \$325

(Early-Bird pricing expires August 21)

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



"These 3 hours of your time will open your eyes to untapped success"

— Kerex Engineering Inc.

"I came in ready for just another motivational talk, but came away with a new mindset."

— Gordon N. Ball, Inc.

"I wish I had the opportunity to take this training earlier in my career."

— Pavement Recycling Systems, Inc.



(Fearless Field Leader Attendees)

JULY 19 (Series Begins) UCON's Project Management Career Advancement (PMCA) Program

**Session Dates/Times: Wednesdays:
July 19 through October 11; 9:00am-Noon
Graduation: October 18
(See pages 23-27 for details on each class)**

Instructors: Vary per class
Class Style: Virtual | Class Limit: 25
Early-Bird Cost (expires June 19):
Member: \$2,185 | Non-member: \$2,285
Standard: Member: \$2,200 | Non-member \$2,300

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 Performance Consulting
- Customer Connected with Bill Treasurer, Giant Leap Consulting
- Conflict Resolution in the Construction Industry with Rob Reaugh, OrgMetrics LLC
- Communication for Construction Professionals with Eric Herdman

- Construction Contracts with A. Robert Rosin, Leonidou & Rosin Professional Corp.
- Change Orders with A. Robert Rosin, Leonidou & Rosin Professional Corp.
- Construction Finance with Russ Riggler and David Ternes, CliftonLarsonAllen
- Construction Insurance and Bonding with Tyler Kannon and Kevin Re, Gallagher & Co.
- No BS Leadership with Mark Breslin, United Contractors
- Project Documentation with Paul Stout, Power Summit
- Project Closeout with Paul Stout, Power Summit



Who Should Attend: Project Managers.

JULY 26 Communicate with Different Personality Styles

Wednesday, July 26; 2:30pm-4:30pm
Instructor: Cayly Dixon, Dale Carnegie
Class Style: Virtual | Class Limit: Unlimited
Cost – Member: Free | Non-member: \$100

This webinar helps people understand the four dominant personality styles: Driver, Expressor, Amiable, and Analytical. Knowing your style is an important element



to help you reach across barriers and connect with others. You need to identify your strengths and weaknesses to take control of your actions and feelings. Then you can focus on understanding others and use effective approaches to build collaboration.

- Identify your personality style and how you react under pressure.
- Modify your behaviors to be able to connect with people of different styles.
- Influence the attitudes and behaviors of others.

Who Should Attend: Anyone looking to improve/develop communication skills with different personality types.

AUGUST 15**Leading Across Generations****Tuesday, August 15; 2:30pm-4:30pm**

Instructor: Cayly Dixon, Dale Carnegie

Class Style: Virtual | Class Limit: Unlimited

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

Leading a team of diverse generations can be an incredibly rich and productive experience when you have the skills to capitalize on each generation's strengths. This program provides insights and tools to help you turn the attitudes and skills each generation brings to the table into powerful performance drivers. You will learn the approaches that will most often help you lead members of each generation, resulting in an engaging and productive work environment for everyone.



- Identify the values, expectations, and issues that shape the multigenerational work environment.
- Follow the eight guidelines for fostering cross-generational relationships.
- Leverage the many communication tips specific to each generation.
- Use the tools provided to coach and provide feedback to typical members of each generation.
- Commit to motivating and inspiring individuals from all generations.

Who Should Attend: Anyone looking to improve/develop/learn new skills surrounding leading a generationally diverse team.

AUGUST 22**Getting Results without Authority****Wednesday, August 22; 2:30pm-4:30pm**

Instructor: Cayly Dixon, Dale Carnegie

Class Style: Virtual | Class Limit: Unlimited

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

In this webinar, you will learn the characteristics you need to have and the actions you need to take to get maximum results from people who don't work directly for you. You'll learn to influence others by building authentic trust, credibility, and respect, thereby gaining their cooperation when you need it most.



- Define and identify the critical role of trust, credibility, and respect for getting results.
- Follow the 5 steps to overcome self-doubt and build self-confidence.
- Utilize Dale Carnegie's 12 principles that help you to build cooperation with colleagues.
- Overcome the 10 most common obstacles to getting results without authority.
- Identify the critical outcomes of leading with accountability.

Who Should Attend: Anyone looking to improve/develop/learn new skills surrounding how to get results without authority.

SEPTEMBER 12**Get to Agreement: How Diverse Leadership Teams Identify, Discuss, and Solve Their Toughest Problems in Less Than an Hour****Tuesday, September 12; 2:30pm-4:00pm**

Instructor: Eric Anderton, Construction Genius

Class Style: Virtual | Class Limit: Unlimited

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

Want to turn your team into a problem-solving powerhouse? This course will show you how to tap into their genius and lead them to an agreement on the best solutions. You'll learn how to identify problems, invite the right attendees, and establish ground rules for an effective meeting. Plus, we'll show you how to create a one-page action plan to track progress and ensure execution. Sign up now and revolutionize the way you approach problem-solving in meetings!

- Before the meeting: How to identify problems using numbers and conversations. Whom to invite and whom to exclude from the meetings. Three vital ground rules everyone must agree on.
- During the meeting: How to rapidly generate a list of unfiltered top-notch ideas. How to clarify and gather the ideas so everyone is heard. How to eliminate the good and identify the best ideas for overcoming your problems. How to reach a unanimous agreement on how to solve the problem.
- At the end of the meeting: How to build a simple one-page action plan with a Rally Cry, areas of Fierce Focus, and Critical Numbers to track progress. How to follow up on and ensure the execution of the Action Plan.

Who Should Attend: Owners, Executives, Field and Office Leaders.

SEPTEMBER 21

Fearless Field Leader (Southern CA)

Previously Fearless Foreman

Thursday, September 21; 4:30pm-8:00pm
 Instructor: Mark Breslin, United Contractors
 Class Style: In-person | Class Limit: 100
 Cost – Member: Early-Bird \$210; Standard \$225 |
 Non-member: Early-Bird \$310; Standard \$325
 (Early-Bird pricing expires August 21)

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

See page 9, March 15, for more information.

SEPTEMBER 26

Diversity and Inclusion Workshop

Tuesday, September 26; 2:30pm-4:30pm
 Instructor: Elfie Martinez, Jennifer Brown Consulting
 Class Style: Virtual | Class Limit: Unlimited
 Cost – Member: FREE | Non-member: \$100

As aspiring leaders and people managers, knowing how to develop diverse talent can be challenging. This workshop will help you create a more equitable experience for all employees by focusing on three pillars of developing diverse talent—Coaching, Mentoring, and Sponsoring.



- Learn more about how to provide equitable opportunities to diverse talent.
- Identify the essential attributes of an effective coach, mentor, and sponsor.
- Explore ways to launch Coaching, Mentoring, and Sponsoring programs and relationships to effectively recruit and retain diverse talent.

Who Should Attend: Current and aspiring managers and leaders.

OCTOBER 10

High Impact Performance Reviews: How to Develop and Retain Talent in a Competitive Job Market

Tuesday, October 10; 2:30pm-4:00pm
 Instructor: Eric Anderton, Construction Genius
 Class Style: Virtual | Class Limit: Unlimited
 Cost – Member: FREE | Non-member: \$100

Get ready to ace your performance reviews with our comprehensive course. You'll learn how to prepare by understanding the purpose of the review, setting clear objectives and behaviors for the role you are reviewing, and using 360s to gather feedback. During the review, you'll learn how to individualize your approach, handle conflict gracefully, and be patient but demanding. And when it's time to wrap up, you'll learn how to co-create a development plan with your direct report so that they continue to grow and improve. After this course, you'll be well-equipped to knock your performance reviews out of the park.



- **Prepare:** Understanding the purpose of a performance review. The “never settle” mindset that drives reviews. Clarify the core purpose, objectives, and behaviors of the role. How to use 360s to get feedback from peers and direct reports.
- **Conduct:** How to individualize your approach, be precise as possible, and be patient but demanding. Seven conversational principles to use when conflict arises.

- **Conclude:** How to co-create a development plan that focuses on improving the execution of vital tasks that lead to high-priority outcomes.

Who Should Attend: Owners, Executives, Field and Office Leaders.

OCTOBER 26

Managing Up

Thursday, October 26; 2:30pm-4:30pm
 Instructor: Elasha Racks, Dale Carnegie
 Class Style: Virtual | Class Limit: Unlimited
 Cost – Member: FREE | Non-member: \$100

In this workshop, we examine how we can influence the efficiency and effectiveness of our organization and work team, even if we are not giving all the orders. We also commit to being more flexible in responding to others. Finally, we explore ways of managing our priorities and expectations while simultaneously accomplishing our goals and our manager's goals.



- Plan the way we communicate with managers and colleagues
- Manage priorities and expectations
- Effectively receive suggestions and feedback
- Sell an idea up the organization

Who Should Attend: Anyone looking to influence the efficiency and effectiveness of their organization and work team.

NOVEMBER 2

Leadership Communication

Thursday, November 2; 2:30pm-4:00pm

Instructor: Salvatori Manzi

Class Style: Virtual | Class Limit: Unlimited

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

The way we communicate determines just how much traction we can get with proposals, tough



conversations, and presentations. Join this session and elevate the way you and your team are communicating internally and externally to have influence and impact.

- Tools to create connections & engagement when sharing your perspective
- Methods to improve your leadership presence and convey confidence
- Key elements to make storytelling (case studies) effective and memorable.
- Proven tactics for answering difficult questions

Who Should Attend: Leaders who want to inspire, build trust, and share a clear vision around their vision will benefit from practicing the techniques shared in this class to increase engagement, build relationships, and unite key stakeholders.

PROJECT MANAGEMENT CAREER ADVANCEMENT (PMCA) PROGRAM

**Session Dates/Times: Wednesdays:
July 19 through October 11; 9:00am-Noon
Graduation: October 18**

Instructors: Vary per class

Class Style: Virtual | Class Limit: 25

Early-Bird Cost (expires June 19): Member: \$2,185;

Non-member: \$2,285

Standard Cost: Member: \$2,200; Non-member \$2,300

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 eleven class sessions outlined on the following pages.

“

“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.



PROJECT MANAGEMENT CAREER ADVANCEMENT (PMCA) PROGRAM

(CONTINUED)

SESSION 1 (2-part): Emotionally Intelligent Leader

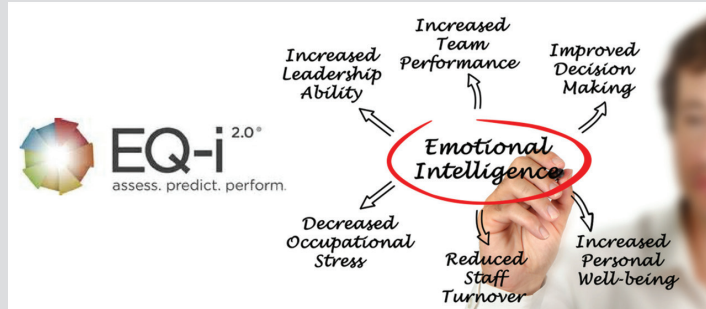
**Session 1a: Wednesday, July 19;
9:00am-Noon**

**Session 1b: Wednesday, July 26;
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. Not only does their high EQ allow them to run teams and projects effectively, but it also helps them in everyday tasks like decision-making and stress management. EQ is 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 EQ-i 2.0 assessment results. Their results will help them identify and leverage their current skill strengths and recognize development opportunities. This 2-part program includes a personalized EQ-i 2.0® Workplace Report at the beginning of the PMCA series, a 50-minute one-on-one session with the instructor after the first assessment, a second EQi 2.0 assessment at the end of the PMCA program to see how the participants Emotional Intelligence has changed over the course, and a 30-minute session after the final



evaluation to discuss the participant's growth and areas for continued improvement.

The course is divided into two sections. The first workshop focuses on self and strategies for regulating emotion. The second workshop builds on the first and takes a deep dive into empathy and building skills for more effective interpersonal communication.

- 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.

SESSION 2: Customer Connected

Wednesday, August 2; 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.

Program continued on next page

PROJECT MANAGEMENT CAREER ADVANCEMENT (PMCA) PROGRAM

(CONTINUED)

SESSION 3: Conflict Resolution in Construction

Wednesday, August 9; 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: Communication for Construction Professionals

Wednesday, August 16; 9:30am-12:30pm
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 5: Construction Contracts

Wednesday, August 23; 9:00am-Noon
Instructor: A. Robert Rosin, 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.

PROJECT MANAGEMENT CAREER ADVANCEMENT (PMCA) PROGRAM

(CONTINUED)

SESSION 6: Change Orders

Wednesday, August 30; 9:00am-Noon

Instructor: A. Robert Rosin, 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 7: Construction Finance

Wednesday, September 13; 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 8: Insurance and Bonding

Wednesday, September 20; 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.

Program continued on next page

PROJECT MANAGEMENT CAREER ADVANCEMENT (PMCA) PROGRAM

(CONTINUED)

SESSION 9: No BS Leadership

Wednesday, September 27; 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 10: Project Documentation

Wednesday, October 4; 9:00am-Noon
Instructor: Paul Stout, Power Summit

Participants will be challenged to understand 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 critical issues. Emphasis will be given to dispute avoidance and resolution through the documentation process.



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

SESSION 11: Project Closeout

Wednesday, October 11; 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.



- 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 18; 9:00am-10:00am

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

SAFETY

FEBRUARY 9 High-Risk Terminations

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

Instructor: Carol Cambridge, The Stay Safe Project

Class Style: Virtual | Class Limit: Unlimited

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

(See HR—Page 24)

APRIL 25 On High Alert

Tuesday, April 25; 2:30pm-4:30pm

Instructor: Carol Cambridge,

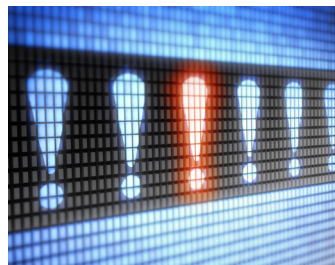
The Stay Safe Project

Class Style: Interactive | Class Limit: 30

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

Increasingly, Owners, Managers & Supervisors are challenged with emotional, stressful & potentially volatile situations. Threats, high-risk terminations, and disgruntled & violent employees can become costly and dangerous if not handled properly. Faced with the need for quick decisions, fear often constrains their thinking as they attempt to sort through an overwhelming situation. In this highly facilitated session, participants become the investigators of real-world cases. They will assess the risks, raise vital questions, identify assumptions & biases, and determine the relevance – ultimately guiding their next steps & problem-solving to a safe conclusion

- Improved judgment in stressful situations.
- Understanding the value of a collaborative approach.



- Expanded investigative skills based on context & facts.

Who Should Attend: Supervisors, Managers, Team Leads, H/R, Safety Professionals.

AUGUST 29 Surviving an Active Shooter in the Office and on the Jobsite

Thursday, August 29; 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 only have seconds to decide! 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



JUNE 27

Construction Estimating— A Quick Start Guide

Tuesday, June 27; 2:30pm-4:30pm

Instructor: Paul Stout, Power Summit

Class Style: Virtual | Class Limit: Unlimited

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

Get a jump start on understanding the basics of construction estimating. This workshop exposes participants to the necessary basic components of construction estimating through dynamic, fast-paced instruction and hands-on segments designed to illustrate the entire estimating process.



- Develop Work Breakdown Structures.
- How to establish bid items.
- Understand, identify and calculate overhead and profit.
- Know the importance of building and using reliable cost data.

Who Should Attend: First-time Estimators, Estimating Assistants, and anyone responsible for pricing and negotiating Change Orders.

OCTOBER 5

The Lifecycle of Estimating

Thursday, October 5; 2:30pm-4:30pm

Instructor: Stephane McShane, Maxim Consulting Group

Class Style: Virtual | Class Limit: Unlimited

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

With the technology available to the industry, it is possible to price work utilizing data instead of estimating software with the “hope” that it contains the correct information to help land the job AND not lose profit. During this session, we will discuss the life cycle of estimating and the critical path of information that must be shared through to get work, do work, and keep score functions to allow for this critical information to be gathered, extracted, and utilized.



- Define bid selection criteria—not all opportunities are good ones.
- Discuss the utilization of data and data mining in the bid strategy.
- Outline the link of consistency required between estimating and work breakdown structure.
- Show the critical role of the estimator in the essential preconstruction planning process.
- List the lessons learned needed to close the information loop. This is the most valuable information that is so seldom shared.

Who Should Attend: Field Leaders, Estimators, Project Managers.

OCTOBER 17

How to Administer a Construction Project

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

Instructors: 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 a great 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 close-out and contract administration.

Who Should Attend: Project Engineers and Contract Administrators

NOVEMBER 14

Project Start-Up

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

Instructors: Paul Stout, Power Summit

Class Style: Virtual | Class Limit: Unlimited

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

Project start-up is one of many construction firms' most challenging aspects of the project life cycle. The amount of money, time, and advantage lost during pre-construction and mobilization activities can be astounding. Often there is little hope for recovery. While there are many things beyond our control during this critical process, there are many more that should be within the control of our project team. This short webinar addresses the processes, systems, people, and strategies at the heart of successful project start-ups.



- How to recognize bottlenecks.
- How to create a project-specific start-up checklist.
- Who and how to engage in early project strategy development.
- Have more confidence to collaborate through the process,

Who Should Attend: Construction Project Engineers, Project Managers, Estimators, Superintendents

NOVEMBER 16

Project Closeout

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

Instructors: Paul Stout, Power Summit

Class Style: Virtual | Class Limit: Unlimited

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

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 short list of critical tasks, they will also be forced to think outside the matrix of conventional wisdom to seek new ways to expedite project closeout.



- Be able to formulate and implement a comprehensive project-close out “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.

Who Should Attend: Construction Project Engineers, Project Managers, Estimators,

BUSINESS & PRODUCTIVITY



FEBRUARY 14 How to Make Networking Events Effective and Fun Even If You're an Introvert

Tuesday, February 14; 2:30pm-4:00pm

Instructor: Eric Anderton, Construction Genius

Class Style: Virtual | Class Limit: Unlimited

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

Are you looking to boost your networking skills and make meaningful connections with current and potential clients and industry partners?



Our course has you covered with guidance on choosing suitable networking events and preparing to make a splash.

You'll learn how to perfect your elevator pitch and work a room. Plus, discover how to start and end conversations, read body language, and be likable and memorable.

Following this session, you'll be able to confidently navigate any networking event and come away with valuable new connections.

- Step-by-step guidance for choosing which networking events to attend to maximize your ability to develop relationships with current and potential clients and industry partners.
- How to prepare for networking events: creating and practicing your elevator pitch. Setting your goals for the event, including targeting key individuals, having your fun facts ready, and correctly setting your expectations.

- How to work a room and the art of conversation: How to start a conversation. How to read body language. How to be likable. How to use open and close-ended questions. How to be memorable. When and how to end a conversation.

Who Should Attend: Owners, Executives, Leaders, Business Development Professionals.

APRIL 4 Transforming Customer Complaints to Opportunities

Tuesday, April 4; 2:30pm-5:30pm

Instructor: Catherine Brinkman, Dale Carnegie

Class Style: Virtual | Class Limit: Unlimited

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

This three-hour Live Online workshop provides useful strategies and guidelines for successfully resolving customer complaints.



Using the Recovery Formula can help turn a complaint into an opportunity to create a loyal customer. Cross and up-selling opportunities can result from a well-handled complaint. Finally, examining the root causes of your common complaints can help you find ways to reduce or eliminate them. By effectively resolving complaints, you can reduce stress, build relationships, and improve customer loyalty and retention.

- Use a consistent process to resolve and recover from complaints.
- Transform complaints into additional sales and service opportunities.
- Deal with emotional and logical aspects of complaints.
- Analyze the root causes of complaints to identify opportunities for strengthening customer relationships.
- Apply methods to manage emotions and reduce stress when resolving complaints.

Who Should Attend: Anyone looking to improve/develop/learn new skills surrounding successfully resolving customer complaints.

APRIL 18

Control Your Calendar, Not Your Time

Tuesday, April 18; 2:30pm-4:00pm

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

This course teaches you how to ditch time management and use calendar management instead. Plus, you'll learn how to plan for and conquer the daily fire drills, chaos, and inevitable interruptions in construction. Use our Time Blocks technique to focus your energy on critical tasks, projects, and people and get more done in less time. Say goodbye to time management struggles and hello to productivity.



- Why time management doesn't work in Construction and how to replace it with calendar management.
- How to plan for and conquer everyday fire drills, chaos, and interruptions.
- How to use Time Blocks to focus your energy on critical tasks, projects, and people.

Who Should Attend: Owners, Executives, Field and Office Leaders.

APRIL 20

Avoiding Decision Fatigue

Thursday, April 20; 2:30pm-4:30pm

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

Each day is made up of a string of minor and major decisions that can add up and lead to feelings of stress, anxiety, and being generally overwhelmed. As a result, people can make poor decisions, take longer to make decisions, or even avoid decision-making altogether. In this course, you will learn why it can be so challenging to make up your mind and how to make decisions more easily.



- What causes a decrease in the ability to make decisions.
- The signs of mental overload.
- Possible effects of decision fatigue.
- Steps to take to make decisions more easily.

- One HUGE side effect of decision fatigue.
- How anxiety and stress affect decision-making.
- Methods to prioritize your decisions.

Who Should Attend: Office staff, project managers, support staff, current, and emerging leaders, and individuals that work at or on a job site—anyone who makes high-quality decisions.

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)

APRIL 27**Mind the Gaps in Wraps! Risks to Contractors in Wrap Insurance Programs****Thursday, April 27; 2:30pm-4:00pm**

Instructor: Dan McLennon, Smith, Currie & Hancock LLP, and Kevin Reimers, Woodruff-Sawyer & Co.

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

Beware of “gaps in wraps”! There is no standard “wrap” or consolidated insurance program (e.g. OCIPs and CCIPs). Issues to consider: Are limits adequate, both for ongoing and completed operations? How strong is the carrier? How broad is the coverage—limiting definitions, inappropriate exclusions? How long will the insurance remain in place—full statute of repose?



- What is a Wrap Up or Controlled Insurance Program, and why do Wrap policies exist?
- What should concern contractors in a Wrap Up / OCIP?
- How Contractors can protect themselves against weak programs?

Who Should Attend: Contractors, Subcontractors, Insurance Brokers, Attorneys and anyone interested in the financial consequences of potentially uncovered claims.

MAY 11**Analyze Problems and Make Decisions****Thursday, May 11; 2:30pm-5:30pm**

Instructor: Cayly Dixon, Dale Carnegie
Class Style: Virtual | Class Limit: Unlimited
Cost – Member: FREE | Non-member: \$100

This 3-hour Live Online workshop highlights several different problem-solving tools and methods for gathering and analyzing data to make the process efficient and interactive. Decisions often need to be made quickly or under pressure which can lead to stress on individuals and teams. Learn to apply practical principles that can minimize stress that impedes sound decision-making.



- Use six proven tools and methods to solve challenging problems.
- Apply decision-making techniques to reach more sound decisions.
- Apply principles for controlling stress and worry that can get in the way of making good decisions and problem-solving.

Who Should Attend: Anyone looking to improve/develop/learn new skills surrounding analyzing and making decisions.

CONSTRUCTION SPECIFIC

MARCH 30 Supply Chain Management

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

Instructors: Stephane McShane, Maxim

Consulting Group

Class Style: Virtual | Class Limit: Unlimited

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

Nearly 40% of every dollar that runs through an organization is materials. However, the industry needs to pay more attention

to the supply chain because the risk is in the labor rather than the materials. This session will explore how to leverage your supply chain better to not only drive down material prices and costs associated with the “ing’s” of finding, buying, invoicing, payment, shipping, handling, etc., but also how to drive improvements in labor productivity through more effective use of your supply chain. Participants will explore basic supply chain principles, purchasing contracts, vendor-managed inventory, consignment, full-blow supply chain mechanics, and material requirements planning software and systems.

- Understand the economics of materials and their impact on productivity and profitability
- Understand supply chain terminology and key concepts
- Evaluate options for improving your own supply chain
- Understand the impact of the material requirements planning system



Who Should Attend: Project administrators, project engineers, project managers, project executives, group/branch executives, purchasing managers, corporate executives, and owners.

JUNE 8 The Critical Processes that Drive Project Success

Thursday, June 8; 2:30pm-4:30pm

Instructors: Luke Matelan, FMI

Class Style: Virtual | Class Limit: Unlimited

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

In construction, we build complicated projects. Too often delivering successful projects gets over complicated.

There are a handful of key processes that a project manager must focus on to beat the estimate and grow profit margin. This course will review these processes and arm you with some actionable tools that you can put into practice on your projects.

- A deeper dive into each process and their stated objectives.
- Review project management tools that you can start using on your projects.
- Learn how to implement these processes on your projects and within your organization.

Who Should Attend: Field Leaders, Project Managers, APMs, PE's, Executives.



JUNE 29**Creating Pathways into Construction****Thursday, June 29; 2:30pm-4:30pm**

Instructors: Stephane McShane, Maxim Consulting Group

Class Style: Virtual | Class Limit: Unlimited

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

For so many kids, unless they have a relative or close friend in the construction industry, few will take advantage of the tremendous opportunities available. Creating a network and donating time and resources to key organizations can help expand your influence into the future workforce.



- Discuss methods of raising awareness of careers in construction.
- Outline programs that exist for contractors to interact with potential future employees.
- Discuss the concept and tools behind growing from within.

Who Should Attend: Anyone.**JULY 13****CPM Scheduling—Just the Basics****Thursday, July 13; 2:30pm-4:30pm**

Instructors: Paul Stout, Power Summit

Class Style: Virtual | Class Limit: Unlimited

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

Construction contracts require the creation and maintenance of construction schedules. Most construction projects are driven by the Critical Path Method



of scheduling (CPM). This workshop equips participants with the knowledge base required to create and understand a critical path schedule. Participants will engage in a hands-on learning session that works methodically through the schedule creation process (manually —no computer).

- Create schedule activities.
- Develop the logic for a construction schedule.
- Assign and understand relationships between activities and assign durations.
- Discover the critical path.

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

DECEMBER 14**New Industry Law Updates****Thursday, December 14; 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: UCON Members.

COMPLIANCE



FEBRUARY 2 USA-CYA!

Thursday, February 2; 2:30pm-4:30pm

Instructors: Logan Downer and Chris Ramos,
Preston Pipelines, Inc.

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

How to navigate and protect yourself while using USA North's new online ticket management software, OneCallAccess. The class will also include 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 and apply this so that our interactions with utility operators are more productive and less contentious. The obligations of each party will be less a matter of opinion and more the execution and conformance to the designated standard, the law. The end goal is that, as excavators, we can work together to hold utility operators to the same standard as we are.



- Understand how to use OneCallAccess and why you must be careful with the new ticket fields.
- 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.

FEBRUARY 28 Everything You Need to Know: Skilled & Trained Workforce

Tuesday, February 28; 2:30pm-3:15pm

Instructor: Victor Sella, United Contractors
Class Style: Virtual | Class Limit: Unlimited
Cost – Member: FREE | Non-member: \$100

This class is for anyone responsible for ensuring that their company has a workforce compliant with Skilled & Trained Workforce (STW) guidelines. STW is not just a compliance issue; it's a competitive issue that increasingly favors those who get up to speed early. In 45 minutes, you and your team will clearly understand the STW framework, get clear steps on the fastest ways to get compliant, and learn how to respond effectively to STW compliance requests.



- Deliver a complete understanding of the Skilled & Trained Workforce (STW) framework.
- Clarify STW qualifications and journeyman apprenticeship requirements.
- Develop clear pathways to getting workers into journeyman apprenticeship programs.
- Offer simple yet effective guidelines for responding to STW compliance requests and getting compliant.

Who Should Attend: Operations, Project Managers, HR.

MARCH 14**Everything You Need to Know: CBA Subcontracting Rules****Tuesday, March 14; 2:30pm-3:30pm**

Instructor: Victor Sella, United Contractors

Class Style: Virtual | Class Limit: Unlimited

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

Subcontracting violations are the most common and most costly grievance union contractors face. Yet, most of these issues can be mitigated or avoided entirely through sound subcontracts and strong labor relations advocacy. But that's not enough; ensuring project managers know their rights, taking advantage of subcontracting exclusions where available, and can properly advise subs on how to comply are all essentials covered in this course. Covering Northern California and Southern California Master Agreements, we will cover subcontracting rules for the Laborers, Operators, Carpenters, and Cement Masons.

- Deliver a clear summary on subcontracting rules of the Master Agreements of the Laborers, Operators, Carpenters, and Cement Masons of Northern California and Southern California.
- Clarify when and how to seek one jobs, terms and conditions, or special requests from the union.
- Learn when and where subcontracting exclusions may apply.
- Offer simple yet effective guidelines on how to anticipate and deal with union and trust fund compliance issues.

Who Should Attend: Operations, Project Managers, Estimators.

MARCH 28**Everything You Need to Know: Overtime & Special Shifts (Northern California)****Tuesday, March 28; 2:30pm-3:30pm**

Instructor: Victor Sella, United Contractors

Class Style: Virtual | Class Limit: Unlimited

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

Unexpected overtime can make or break your bottom line. Yet, the rules are easy to misinterpret or take for granted, causing cost creep and wage claims. Join this class to ensure your team knows how to take advantage of overtime and Special Single Shift (SSS) rules under the Laborers, OE3, Carpenters, and Cement Masons Master Agreements.



- Review when different overtime rules apply for NorCal Master Agreements – Laborers, OE3, Carpenters, and Cement Masons .
- Clarify when Special Single Shifts (SSS) apply and how to best use them to support your bottom line.
- Common overtime and SSS mistakes and how to avoid them.

Who Should Attend: Operations, Project Managers, Estimators.

APRIL 11**Everything You Need to Know: Overtime & Special Shifts (Southern California)****Tuesday, April 11; 2:30pm-3:30pm**

Instructor: Victor Sella, United Contractors

Class Style: Virtual | Class Limit: Unlimited

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

Unexpected overtime can make or break your bottom line. Yet, the rules are easy to misinterpret or take for granted, causing cost creep and wage claims. Join this class to ensure your team knows how to take advantage of overtime and Special Shift (SS) rules under the Laborers, OE12, Carpenters, and Cement Masons Master Agreements.



- Review when different overtime rules apply for Southern California Master Agreements —Laborers, OE12, Carpenters, and Cement Masons.
- Clarify when Special Shifts (SS) apply and how to best use them to support your bottom line.
- Common overtime and SS mistakes and how to avoid them.

Who Should Attend: Operations, Project Managers, Estimators.

SEPTEMBER 19**Working with Labor Compliance Officers/Programs****Tuesday, September 19; 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: Operations, Project Managers, Estimators.

**OCTOBER 24, 31 & NOVEMBER 7
California Public Works
Administrator Course****Tuesday, October 24, Tuesday, October 31,
and Tuesday, November 7; 1:00pm-5:00pm**

Instructor: Sara Rolin, Contractor Compliance Solutions

Class Style: Virtual | Class Limit: Unlimited

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

Designed for those with no prior knowledge of the California public works requirements. You will be introduced to terms, key players, and your overall responsibility as a contractor. All the key components - proper wages, apprentice requirements, training fund contributions, certified payroll, and fringe benefits —will be reviewed.



- CA Prevailing Wages
- CA Certified Payroll
- CA Apprenticeship Requirements
- CA Training Fund Contributions
- CA Forms

Who Should Attend: General and subcontractors who already work in Public Work or who are interested in working in Public Works. This is for owners, office staff, and project managers.

DECEMBER 7**Harassment Prevention Training****Thursday, December 7; 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.



HUMAN RESOURCES (HR)

FEBRUARY 9 High-Risk Terminations

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

Instructor: Carol Cambridge, The Stay Safe Project

Class Style: Virtual | Class Limit: Unlimited

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

Layoffs and terminations can trigger unexpected emotional outbursts, but when it's a high-risk termination, planning and preparation are key. The tragedy of violent & deadly terminations is that, in most cases, it's preventable. In this presentation, you will learn how to reduce fear and anxiety to achieve the best possible outcome during and after the termination.



- 5 Best Practices to lessen the impact of the termination.
- How to rationally evaluate the risk.
- Learn what safety protocols NEED to be followed.
- 3 Follow Up Considerations to prevent violence by former disgruntled employees.
- Create a step-by-step plan to reduce the risk of violence.

Who Should Attend: Supervisors, Managers, H/R, EHS, OHS, Anyone who handles terminations.

AUGUST 8 Career Path Mapping

Tuesday, August 8; 2:30pm-5:00pm

Instructors: Stephane McShane, Maxim Consulting Group

Class Style: Virtual | Class Limit: Unlimited

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

Organizations are justifiably concerned about the ability to retain talent in an environment where workers are so scarce. Additionally, the changing needs of today's workforce require employers to reassess their employee development programs. Career path mapping brings clarity to an otherwise cloaked path of progression, allowing the employee to understand the opportunities within the firm and engage them in creating, and owning, their own map.

- Understand the driving force behind the need for career path mapping.
- Develop a strategy for creating an effective career path map that focuses and engages today's construction staff.
- Discuss the deployment and implementation needed to create a positive, building culture.

Who Should Attend: Human resources and branch/ executive level management.



AUGUST 10

Certified Payroll–Answering Contractors Most Frequently Asked Questions

Thursday, August 10; 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.

AUGUST 31 & SEPTEMBER 1

2023 Agile EQ

Thursday, August 31 and Friday, September 1; 8:30am-12:30pm

Instructor: Estie Briggs,
Briggs Performance Consulting
Class Style: In-Person | Class Limit: 18
Early-Bird: Member: \$375; Non-member: \$475
Standard Cost: Member: \$390; Non-member \$490

(Early-Bird pricing expires July 21)

Location: United Contractors Conference Room
17 Crow Canyon Ct., Suite 100, San Ramon, CA

Breakfast provided.

Agile EQ is a personalized learning experience to teach participants how to read the emotional



and interpersonal needs of a situation and respond accordingly. Each participant will earn 8 SHRM Professional Development Credits (PDCs) after completing the course (For HRCI credits, submit as non-preapproved training).

- Discover the instinctive mindsets that shape their responses and interactions
- Recognize opportunities to stretch beyond what comes naturally to them
- Take action to become more agile in their approach to social and emotional situations

- Receive a personalized Everything DiSC Agile EQ assessment: This 26-page profile helps learners discover the instinctive mindsets that shape their responses and interactions, recognize opportunities to stretch beyond what comes naturally to them, and gain actionable strategies to become more agile in their approach to social and emotional situations.

Who Should Attend: HR Professionals.

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 and helps them to develop the next generation of leaders so that they (the current leaders) can maximize their wealth and happiness and secure a legacy. Eric's clients include General and Specialty Contractors with annual revenues ranging from \$5M - \$1B+.

**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.

**Catherine Brinkman, Dale Carnegie**

Catherine Brinkman is the Vice President of Client Experience at Dale Carnegie and has 13 years of training experience with Dale Carnegie. Catherine has her Masters in Communication from San Jose State University, experience working with CalTrans and clients such as Google, Roche, Kaiser and General Mills.

**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.

Rachael Brown, Esq., Sweeney Mason LLP

Rachael Brown focuses her practice on labor and employment matters. She represents 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.

**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.

**Cayly Dixon, Dale Carnegie**

Cayly Dixon has been with Dale Carnegie for 15 years; working her way up from Youth Initiative Lead to her current position as Vice President of Operations. Cayly earned an MS in Information and Knowledge Strategy from Columbia University and a BA in Business & Corporate Communications from the University of Toronto. Cayly has worked with clients such as ADP, Google, JP Morgan Bank and Thermofisher.

**Logan Downer, Preston Pipelines, Inc.**

Logan Downer is the Field Operations Coordinator at Preston Pipelines Infrastructure; he has been with the company for nearly ten 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.

**David Gamow, Clarity Seminars**

David Gamow has trained over 35,000 people in a wide range of settings, from high-tech to government. His Martial Arts for the Mind stress and resilience session was offered thru FEB 2021. His training has been an integral part of management development programs for GE Healthcare, NASA, and the Social Security Administration. He has provided training for the military and UN peacekeepers. He knows much, personally, about how these leadership principles work under pressure and shares freely his successes and failures. He managed several small business turnarounds, applying these skills to support a widely divergent group of staff. Author of Freedom from Stress, his work has been featured in Gannett News, Industry Week, Investor's Business Daily, and Money Magazine.

**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 38-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.



Eric Herdman, International Professional Speaker

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.

**Jesse Jimenez, Foundation for Fair Contracting (FFC)**

Jesse Jimenez is the Executive Director for the Foundation for Fair Contracting. Jesse has worked in and around the construction industry for over 18 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.

**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.

**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, along with the FMI CFO Forum. He enjoys speaking to industry associations about construction-related topics and presenting customized training programs to FMI clients. 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.

**Elasha Racks, Dale Carnegie**

Elasha Racks, a bay area native, has been a certified Dale Carnegie trainer since May 2018 and has a Master of Science in Integrative Health Sciences from the American College of Healthcare Sciences.

**Chris Ramos, Preston Pipelines Infrastructure**

Chris Ramos is the Vice President of Field Operations of Preston Pipelines Infrastructure. He has been in the construction industry for 15 years and with Preston for 12 years. Chris works closely with Logan Downer on interaction between the Preston Operations Team and the Call Center, utility locators, and utility operators.



Kevin Reimers, Woodruff-Sawyer & Co.

Kevin has over 12 years' experience in the insurance and risk management industry focusing on the needs of contractors and developers. Kevin's experience includes risk management support and implementation of tailored insurance programs for construction firms, owners and developers that meets the unique needs of each client. Using a comprehensive approach including review of safety programs, contractual risk transfer protocols, bid process and appetite for risk Kevin helps lower client's total cost of risk. Kevin is active in several industry associations including the American Subcontractor's Association (Board Member) and United Contractors Associate Committee (UCON).

**Victor Sella, United Contractors**

Victor oversees labor relations advocacy, contract negotiations, and support services to UCON's 380+ contractor members across the state. By providing labor, operations, and human resources consulting to our members, Victor gets the satisfaction of resolving people's problems and improving contractors' abilities to get work done and stay competitive.

**Paul Stout, Power Summit**

Paul Stout is a construction project manager, estimator, LEED Accredited Professional, facilitator, seminar instructor, and the 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. This progression of personal and career growth included labor, supervision, and management for hundreds of projects. Additionally, Paul has managed projects from the position of both Subcontractor and Prime Contractor (GC).

**Bill Treasurer, Giant Leap Consulting**

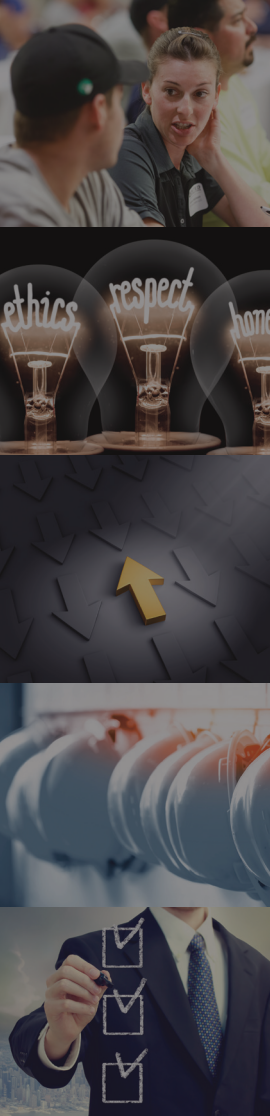
Bill Treasurer founded Giant Leap Consulting, a courage-building company, and authored the international bestseller; *Courage Goes to Work* and four other books. Bill's courage-building workshops have been taught to thousands of executives in twelve countries on five continents. For over two decades, 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.

**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.



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