



# PROFESSIONAL DEVELOPMENT

ENGAGE | GROW | INSPIRE | LEAD



2024  
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 2024!**
- **Over 2,800 registrations** from **over 260 companies** attended in 2023.
- Professional Development rated **4.6/5** on UCON's annual survey, proving to be an integral member benefit; **over 10 classes rated 5/5.**



# UCON'S 2024 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 2024. 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, 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](mailto: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

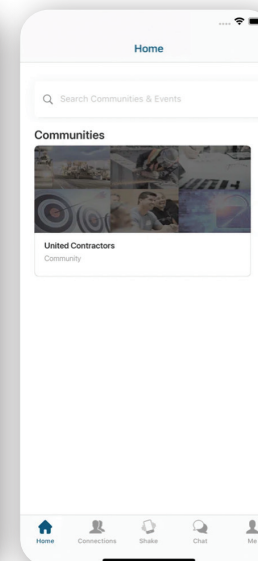
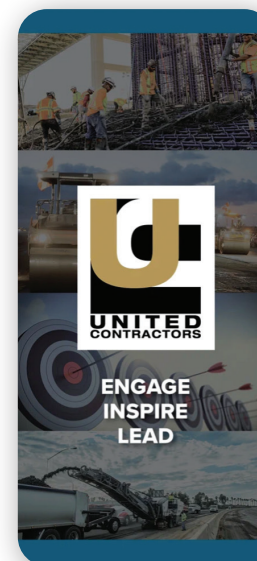
## DOWNLOAD THE UNITED CONTRACTORS APP

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.

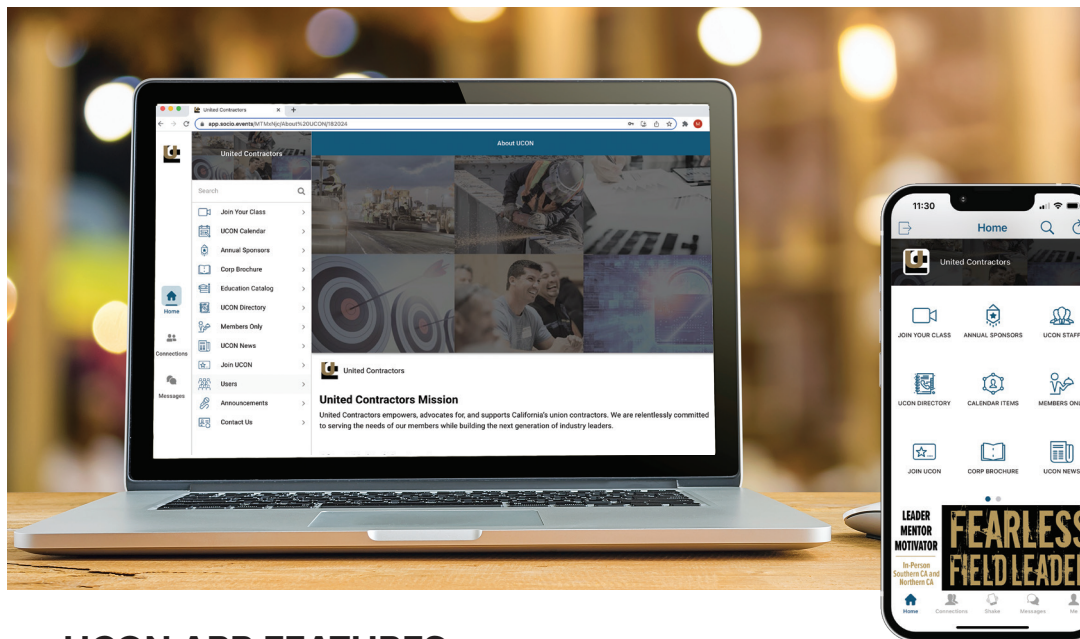
When registering, select **Allow Notifications** to remind you of your classes, as well as upcoming events and training.

### STEP 4

**Open the App and Select Communities**  
Clicking on 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](https://www.unitedcontractors.org/ucon-app-access) and click Desktop App on the right hand side.



## UCON APP FEATURES:



### Join Your Class

Click to join your class in-session



### Calendar Items

Register for all Classes, Events and Committee Meetings



### Annual Sponsors

UCON's 2024 Annual Sponsors



### Member Directory

UCON Members in alphabetical order



### Members Only

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



### UCON Staff

Who We Are, What We Do, Who We Serve



### Join UCON

Learn about UCON membership



### Announcements

Notifications on classes and events



### Users

Your industry connections through UCON



### Contact Us

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### UCON News

Connect to the latest News from UCON and the industry

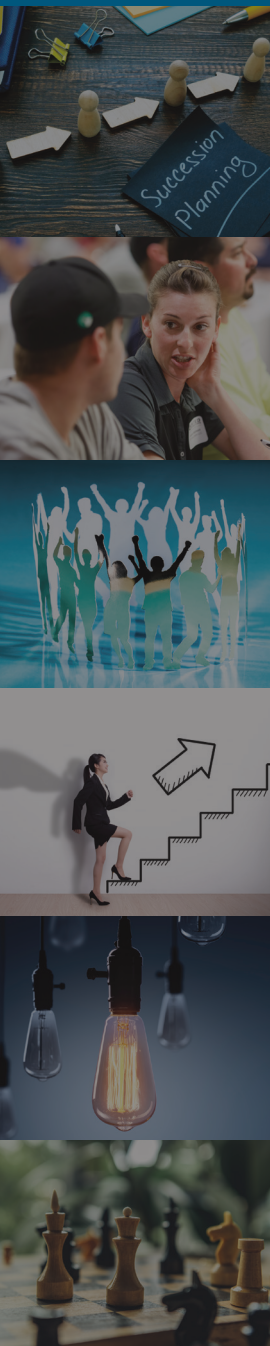
# CLASS SCHEDULE - BY DATE

PROGRAM	DATE • TIME • LOCATION	INSTRUCTOR	CLASS LIMIT	COST \$\$ MEMBER/NON-MEMBER	PAGE
CBA Subcontracting Rules (N. CA + S. CA)	February 8 • 12:00pm-1:00pm • UCON App	Victor Sella, United Contractors	None	FREE/\$100	27
Cheese Free Rapport: Networking Success with the Construction Industry	February 13 • 2:30pm-4:30pm • UCON App	Eric Anderton, Construction Genius	None	FREE/\$100	22
Legal Armor: How to Harness Your Union Agreement against PAGA and Legal Claims	February 27 • 12:00pm-1:00pm • UCON App	Victor Sella, Dilpreet Mayall, United Contractors and Paul Simpson, Simpson, Garrity, Innes & Jacuzzi, P.C. and Brent Garrett, Atkinson, Andelson, Loya, Ruud & Romo	None	FREE/\$100	27
Foundations of Leadership: Core Values for Team Success	March 5 • 2:30pm-4:30pm • UCON App	John Peterson, Threshold Rising	None	FREE/\$100	8
Skilled & Trained Workforce	March 7 • 12:00pm-1:00pm • UCON App	Victor Sella, United Contractors	None	FREE/\$100	28
Getting Unstuck: 10 Tips for Fighting Depression and Anxiety	March 7 • 2:30pm-4:30pm • UCON App	Sally Spencer-Thomas, United Suicide Survivors International	None	FREE/\$100	19
How to Create an Empowered Culture	March 12 • 12:00pm-1:00pm • UCON App	Cody Miller, MPWR	None	FREE/\$100	8
Blueprint for Continuity: How to Craft Your Succession Strategy	March 19 • 2:30pm-4:30pm • UCON App	Eric Anderton, Construction Genius	None	FREE/\$100	24
A Day in the Life of a Construction Supervisor / Foreman	March 28 • 2:30pm-4:30pm • UCON App	Paul Stout, Power Summit	None	FREE/\$100	9
Five Steps to Fearless Negotiating	April 11 • 2:30pm-4:30pm • UCON App	Paul Stout, Power Summit	None	FREE/\$100	22
Leadership Essentials Academy (New Class Series - April - June)	April 16 • 9:00am-10:00am—then Asynchronous at your own pace; final class June 17 • 9:00am-10:00am	Bill Treasurer, Giant Leap Consulting	None	\$1,000/\$1,297	13
Overtime & Special Shift Rules (N. CA)	April 16 • 12:00pm-1:00 • UCON App	Victor Sella, United Contractors	None	FREE/\$100	28
Overtime & Special Shift Rules (S. CA)	April 18 • 12:00pm-1:00pm • UCON App	Victor Sella, United Contractors	None	FREE/\$100	28
Corporate Identity Meets Personal Brand: The Art of Social Selling	April 23 • 2:30pm-4:30pm • UCON App	Eric Anderton, Construction Genius	None	FREE/\$100	23
Psychological Safety	April 25 • 2:30pm-4:30pm • UCON App	Bill Treasurer, Giant Leap Consulting	None	FREE/\$100	19
Building Excellence: The Power of Trust in Teams	April 30 • 2:30pm-4:30pm • UCON App	John Peterson, Threshold Rsing	None	FREE/\$100	9
Insider Advantage: Mastering the Complexities and Challenges of Internal Leadership Buyouts	May 2 • 2:30pm-4:30pm • UCON App	Eric Anderton, Construction Genius	None	FREE/\$100	24
Transforming a Follower To a Leader	May 7 • 12:00pm-1:00pm • UCON App	Cody Miller, MPWR	None	FREE/\$100	9
Mastering PLAs and Pre-Jobs	May 9 • 12:00pm-1:00pm • UCON App	Victor Sella, United Contractors	None	FREE/\$100	29
Up on the High Wire: Cultivating Mental Resiliency to Get Us through Tough Times	May 14 • 2:30pm-4:30pm • UCON App	Sally Spencer-Thomas, United Suicide Survivors International	None	FREE/\$100	20
Mastering the Workers' Comp Maze: Expert Strategies for Success	May 16 • 12:00pm-1:00pm • UCON App	Victor Sella, United Contractors	None	FREE/\$100	29
Delegation Skills	May 23 • 2:30pm-4:30pm • UCON App	Eric Herdman	None	FREE/\$100	10
Improving Team Communication	June 4 • 2:30pm-4:30pm • UCON App	Eric Herdman	None	FREE/\$100	10
ESOP Empowerment: Building a Legacy in Construction	June 11 • 2:30pm-4:30pm • UCON App	Eric Anderton, Construction Genius	None	FREE/\$100	25
Ignite the Fire Within: Mitigating Burnout and Rekindling Passion for Work and Life	July 9 • 2:30pm-4:30pm • UCON App	Sally Spencer-Thomas, United Suicide Survivors International	None	FREE/\$100	20



PROGRAM	DATE • TIME	INSTRUCTOR	CLASS LIMIT	COST \$ MEMBER/NON-MEMBER	PAGE
Leading Culture	July 23 • 2:30pm-4:30pm • UCON App	Bill Treasurer, Giant Leap Consulting	None	FREE/\$100	10
Project Management Career Advancement (PMCA) Series	Wednesdays • July 24 - November 6 9:00am-12:00pm • UCON App	Various Instructors	25	Early Bird: \$2200/\$2300 Standard: \$2215/\$2315	14-18
Developing a Strategic Plan that Actually Does Something	August 6 • 12:00pm-1:00pm • UCON App	Cody Miller, MPWR	None	FREE/\$100	11
Certified Payroll – Answering Contractors Most Frequently Asked Questions	August 13 • 2:30pm-4:30pm • UCON App	Darbi Griffin and Jesse Jimenez, FFC, and Ruby Varnadore, United Contractors	None	FREE/\$100	29
Sale-Ready Strategies: Prepping Your Construction Firm for Acquisition	August 20 • 2:30pm-4:30pm • UCON App	Eric Anderton, Construction Genius	None	FREE/\$100	25
Surviving an Active Shooter in the Office and on the Jobsite	August 27 • 2:30pm-4:30pm • UCON App	Carol Cambridge, The Stay Safe Project	None	FREE/\$100	20
Increasing Your Influence	September 12 • 2:30pm-4:30pm • UCON App	Bill Treasurer, Giant Leap Consulting	None	FREE/\$100	11
Fearless Field Leader (Cerritos, CA)	September 19 • 4:30pm-8:00pm Sheraton Cerritos Hotel (12725 Center Court Dr S, Cerritos, CA 90703)	Mark Breslin, United Contractors	100	Early Bird: \$210/\$310 Standard: \$225/\$325 Onsite: \$275/\$375	11
Building Relationships with Labor Compliance 101	September 26 • 2:30pm-4:30pm • UCON App	Paul Stout, Power Summit	None	FREE/\$100	30
Fearless Field Leader (San Ramon, CA)	October 3 • 4:30pm-8:00pm San Ramon Marriott (2600 Bishop Dr, San Ramon, CA 94583)	Mark Breslin, United Contractor	100	Early Bird: \$210/\$310 Standard: \$225/\$325 Onsite: \$275/\$375	12
Project Engineer Bootcamp	Mondays • October 7 - October 21 9:00am-12:00pm • UCON App	Paul Stout, Power Summit	None	Early Bird: \$500/\$600 Standard: \$515/\$615	26
Legacy or Liability: Navigating the Handover of a Family Construction Business	October 24 • 2:30pm-4:30pm • UCON App	Eric Anderton, Construction Genius	None	FREE/\$100	25
How to Lead with Composure and Confidence on a Jobsite	November 5 • 12:00pm-1:00pm • UCON App	Cody Miller, MPWR	None	FREE/\$100	12
You Can't Fix Your Mental Health with Duct Tape: Why Burnout Mitigation, Mental Health Promotion and Suicide Prevention are Priorities in Safety-Critical Industries	November 12 • 2:30pm-4:30pm • UCON App	Sally Spencer-Thomas, United Suicide Survivors International	None	FREE/\$100	21
Harassment Prevention Training	December 5 • 2:30pm-4:30pm • UCON App	Rachael Brown, Esq., Sweeney Mason LLP	None	FREE/\$100	30
New Industry Law Updates	December 10 • 2:30pm-4:30pm • UCON App	Roger Mason, Esq., Sweeney Mason LLP	None	FREE/\$100	26

# LEADERSHIP



## MARCH 5

### Foundations of Leadership: Core Values for Team Success

**Tuesday, March 5; 2:30pm-4:30pm**

Instructor: John Peterson, Threshold Rising  
Class Style: Virtual | Class Limit: Unlimited  
Cost – Member: Free | Non-member: \$100

Step one in getting good at this whole relationship game is knowing who you are. And the quickest way to get that self-awareness is by taking a real look at your core values. This course takes a look at your core values, how you live them, how to reckon with them, and how to make them visible to others. Making you a better leader, and a better person.



Benefit from the unique perspective of the course instructor, a world-record-holding athlete whose success was founded in teamwork rather than individual strength, providing valuable insights and practical wisdom for building and leading winning teams.

- Participants will identify their core values and how to utilize them successfully with their teams.
- Participants will examine their values and how they can both benefit and hinder their leadership, making sure their style works with others.
- Participants will design agreements to use with their teams and engage their teams through shared values and commitments.
- Participants will draft an action plan to make their values visible to others and boost team effectiveness.

**Who Should Attend:** Management, Operations, C-Suite, HR, Legal

## MARCH 12

### How to Create an Empowered Culture

**Tuesday, March 12; 12:00-1:00pm**

Instructor: Cody Miller, MPWR  
Class Style: Virtual | Class Limit: Unlimited  
Cost – Member: Free | Non-member: \$100

Leaders define culture, for better and worse. Is our culture empowering for those in it? How would our teams describe their prevailing experience? Empowering? Burned Out? Stressed?

Complacent? Stuck? Our greatest asset as leaders are empowered team members. Developing an empowered culture is essential for sustainable health and team productivity.



The secret to creating an empowered culture is learning to calibrate a healthy balance between Support and Challenge. Too much support and we find our teams becoming complacent, unfocused, and stunted. Too much challenge and burnout eventually set in.

- Assessing whether you are creating and leading an empowering culture.
- Discovering what's at stake if we cannot lead with both support and challenge.
- Creating a vision for the growth and development of ourselves and our team members.
- Calibrating appropriate support and challenge in the workplace.
- Defining clear values and expectations to guide our teams toward growth. .

**Who Should Attend:** People with a growth mindset!



**MARCH 28****A Day in the Life of a Construction Supervisor/Foreman****Thursday, March 28; 2:30pm-4:30pm**

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

Project Foremen and Superintendents have some of the most difficult jobs in the construction industry. The more they know and understand about



leadership, communication, planning, organization and cooperation, the more value they bring to the project team. This program teaches many of the most important concepts and skills required to launch field level Foremen, supervisors, and lead persons to new levels of effectiveness.

- Know how to prioritize and face daily challenges
- Have a better understanding of key processes
- Have discovered the truth about respect and authority
- Know how leaders engage in self motivation and the motivation of others
- Have tools to help become more organized
- Be validated in many well established practices while looking for ways to improve

**Who Should Attend:** Field Supervisors and Foremen.

**APRIL 30****Building Excellence: The Power of Trust in Teams****Tuesday, April 30; 2:30pm-4:30pm**

Instructor: John Peterson, Threshold Rising  
 Class Style: Virtual | Class Limit: Unlimited  
 Cost – Member: Free | Non-member: \$100

This course is crafted for industry leaders who know how crucial teamwork is on the job site. Enroll to get the latest tools on building teams that always hit the mark, especially with the next generation of workers.



Benefit from the instructor's unique perspective as a world-record-holding athlete whose success was founded in teamwork rather than individual strength—providing valuable insights and practical wisdom for building and leading winning teams.

- Learn to identify and communicate potential barriers to success, and develop skills to navigate team and organizational performance.
- Practice new skills through hands-on application, simulated feedback and practical meeting scenarios that can be immediately implemented to enhance both office and job site processes and overall efficiency.
- Explore strategies to retain high-performing team members, creating a supportive and engaging work culture that fosters organizational loyalty and team commitment.

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

**MAY 7****Transforming a Follower To a Leader****Tuesday, May 7; 12:00pm-1:00pm**

Instructor: Cody Miller, MPWR  
 Class Style: Virtual | Class Limit: Unlimited  
 Cost – Member: Free | Non-member: \$100

Leadership is not a title, but a way of being. Transforming a follower into a leader is a strategic journey that demands a focused commitment



to personal and professional growth. We have crystallized this journey into four developmental stages marked by consistent growth curves.

This workshop will provide you with a simple framework to map this journey and invite each participant to take radical ownership of how they can choose to grow in whatever phase they find themselves in.

- Understanding the four core phases of the Leadership Square to facilitate the follower-to-leader journey.
- Evaluating where you are in your own journey of leadership development.
- Identifying and committing to next steps to move you on to the next phase of your development.
- Promoting a culture of leadership and continuous growth within teams and organizations.

**Who Should Attend:** Leaders and influencers.

## MAY 23

### Delegation Skills

**Thursday, May 23; 2:30pm-4:30pm**

Instructor: Eric Herdman

Class Style: Virtual | Class Limit: Unlimited

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

The primary goal of this training session is to enhance productivity and team efficiency while nurturing team members' growth.

Throughout the training, participants engage in discussions and role-playing exercises, fostering a collaborative learning environment.



The Training imparts practical strategies for effective delegation, including assessing tasks, selecting appropriate team members, and improving communication. This training is suitable for the well established leader or your emerging leaders.

- Understanding the importance of delegation.
- Identifying tasks suitable for delegation.
- Selecting the right team members for delegation.
- Communicating clear and specific instructions.
- Setting expectations and objectives.
- Delegation techniques and strategies.
- Overcoming barriers to delegation.
- Building trust and empowerment.
- Monitoring progress and providing feedback.
- Handling delegation challenges and mistakes.
- Delegation in time management.
- Assessing the impact of effective delegation.

**Who Should Attend:** Well-established leaders or emerging leaders.

## JUNE 4

### Improving Team Communication

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

Instructor: Eric Herdman

Class Style: Virtual | Class Limit: Unlimited

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

This training empowers participants with a rich toolkit of strategies, emphasizing active listening and reflectively listening, empathy, word choice, tone and nonverbal cues.

By addressing communication pitfalls and fostering trust and psychological safety, it creates an atmosphere where team members collaborate seamlessly and elevate collective performance.



At its core, the training aims to enhance communication, recognizing its crucial role in relationships and successful teamwork. It equips attendees with means to address challenges, fostering engagement and clarity in messages. This emphasis on effective communication extends beyond words, encompassing nonverbal cues and body language. Ultimately, the Training's goal is to create an environment where the sum is greater than its parts, where teams thrive and perform at their best.

- Assessing current communication patterns.
- Enhancing active listening and reflective listening skills.
- Developing empathy.
- Understanding different communication styles.
- How to make your message clear, concise, and understood.
- Three ways to deliver constructive feedback.
- Conflict resolution solutions that work.

- Building trust and psychological safety.
- Nonverbal communication and body language.
- Technology and virtual team communication.
- Creating communication plans and guidelines that work with all communication styles.
- Strategies that will improve team communication.

**Who Should Attend:** Team members and leaders

## JULY 23

### Leading Culture

**Tuesday, July 23; 2:30pm-4:30pm**

Instructor: Bill Treasurer, Giant Leap Consulting

Class Style: Virtual | Class Limit: Unlimited

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

Leaders create the cultural climate that others work within.

The culture we work within impacts people's attitudes, morale, and performance. Because of the impact leaders have on culture, it's important to understand how culture is influenced, fortified, and strengthened. It's also important to know when the culture needs to change to meet the needs of a shifting customer base.



- Understanding the impact of culture on performance and discipline.
- Learning how values drive culture.
- How to identify a predominant culture.
- Four different "types" of cultures.
- A leader's role in creating, recreating, and dismantling culture.

**Who Should Attend:** People who aspire to add more value to their companies. People who give a rip about their careers and their advancement. People who aim to lead!



## **JULY 24-November 6** **UCON's Project Management Career Advancement Program (PMCA)**

**Wednesdays, July 24 - November 6;**  
**2:30pm-4:30pm**  
(See pages 14-18 for more details)

## **AUGUST 6** **Developing a Strategic Plan that Actually Does Something**

**Tuesday, August 6; 12:00pm-1:00pm**  
Instructor: Cody Miller, MPWR  
Class Style: Virtual | Class Limit: Unlimited  
Cost – Member: FREE | Non-member: \$100

Strategic planning plays a critical role in achieving organizational goals. However, many struggle to turn these plans into tangible outcomes. These plans are either far too stuffy and reserved for executive board rooms or they lack the simplicity and clarity to be effectively implemented. We believe that any good strategic plan should fit on a single page and be easily translated by those who weren't in the room when it was drafted. It is with this guiding belief that participants will be able to craft a strategic plan that has the teeth to make a difference in the short term and the long term of their team or organization.

- Reflecting on historical successes, failures and growth gaps from the last year or six months.
- Defining three to see key priorities for growth in the next six to twelve months.
- Clarifying found measurable goals that make progress toward the key priorities.
- Committing to weekly and quarterly plans that will expedite the growth progress and achieve the stated goals.

**Who Should Attend:** Individuals currently managing or leading others

## **SEPTEMBER 12** **Increasing Your Influence**

**Thursday, September 12; 2:30pm-4:30pm**  
Instructor: Bill Treasurer, Giant Leap Consulting  
Class Style: Virtual | Class Limit: Unlimited  
Cost – Member: Free | Non-member: \$100

The most common word shared across many definitions of leadership is influence. Because there are many ways you can assert influence – e.g. influencing a decision, how a task is performed, the development of others, etc. – there are many ways you can demonstrate leadership. In other words, because of all the ways you can have a positive influence at work without having direct reports, anyone can be a leader...not just people in formal leadership roles. But how do you do it? How can you develop and strengthen your ability to influence people and situations? What are the factors that go into being an influential person in the workplace, and what are the benefits to one's career for doing so. This virtual training explores all of those questions, and more.



- The connection between influence and leadership.
- How to influence others...even when you're not in charge.
- Selling your ideas and building a business case.
- Specific tips for growing your influence.

**Who Should Attend:** People who aspire to add more value to their companies. People who give a rip about their careers and their advancement. People who aim to lead!

## **SEPTEMBER 19** **Fearless Field Leader (Cerritos)**

**Thursday, September 19; 4:30pm-8:00pm**  
Instructor: Mark Breslin, United Contractors  
Class Style: In-person | Class Limit: 100  
Cost – Member: Early Bird \$210; Standard \$225; Onsite \$275 | Non-member: \$310; Standard \$325; Onsite \$375

Location: Sheraton Cerritos Hotel (12725 Center Court 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.

## OCTOBER 3

### Fearless Field Leader (San Ramon)

**Thursday, October 3; 4:30pm-8:00pm**

Instructor: Mark Breslin, United Contractors

Class Style: In-person | Class Limit: 100

Cost – Member: Early Bird \$210; Standard \$225;  
Onsite \$275 | Non-member: \$310; Standard \$325;  
Onsite \$375

Location: San Ramon Marriott (2600 Bishop Dr, San Ramon, CA 94583)

See page 11, September 19, for more information.



## NOVEMBER 5

### How to Lead with Composure and Confidence on a Jobsite

**Tuesday, November 5; 12:00pm-1:00pm**

Instructor: Cody Miller, MPWR

Class Style: Virtual | Class Limit: Unlimited

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

The construction industry presents its unique set of challenges that test a leader's composure and confidence. How do leaders maintain their equilibrium in a high-stakes, fast-paced



jobsite environment? Are the workers feeling confident, safe, and valued? Or are they feeling overworked, stressed, and uncertain? As leaders, our composure and confidence can immensely influence the jobsite culture, bolstering team cohesion, morale, and productivity. Balancing clear communication with active listening is crucial. Too much directive, and the team may feel undervalued, leading to low morale. Too much leniency and the work may lose direction, leading to inefficiency and safety risks. The magic lies in calibrating a healthy balance, where leaders can assert their confidence and maintain composure, keeping the team motivated, safe, and productive.

Our practice has found that leaders who are grounded in Emotional Intelligence have the ability not only to convey confidence but elevate the experience of confidence in their people. And with a simple tool, the EQ Matrix, we give every participant the opportunity to level up this vital "soft" skill set.

- Understanding the impact of a leader's composure and confidence on a jobsite.
- Recognizing the consequences of failing to lead with adequate composure and confidence.
- Learning strategies to maintain composure and exude confidence in challenging jobsite scenarios when the triggers arise.
- Developing skills to lead those who lack confidence or are easily hijacked.

**Who Should Attend:** Leaders and Influencers

## LUNCH & LEARN

SPEND YOUR LUNCH WITH US!

**LEADERSHIP  
FOCUSED  
LUNCH & LEARNS:**



## MARCH 12

### How to Create an Empowered Culture

**Tuesday, March 12; 12:00-1:00pm**

Cost – Member: FREE | Non-member: \$100  
(See page 8 for more details)

## MAY 7

### Transforming a Follower To a Leader

**Tuesday, May 7; 12:00pm-1:00pm**

(See page 9 for more details)

## AUGUST 6

### Developing a Strategic Plan that Actually Does Something

**Tuesday, August 6; 12:00pm-1:00pm**

(See page 11 for more details)

## NOVEMBER 5

### How to Lead with Composure and Confidence on a Jobsite

**Tuesday, November 5; 12:00pm-1:00pm**

(See this page for more details)

All of the above Leadership "Lunch & Learns"—  
Instructor: Cody Miller, MPWR  
Class Style: Virtual | Class Limit: Unlimited  
Cost – Member: FREE | Non-member: \$100



UCON & GIANT LEAP CONSULTING PRESENT:

# LEADERSHIP ESSENTIALS ACADEMY

**APRIL 15 - JUNE 17**

**Start Date: April 15; End Date: June 17;  
9:00am-10:00am**

Instructor: Bill Treasurer, Giant Leap Consulting

Class Style: Zoom and Asynchronous

Class Limit: 25

Cost – \$1,297 per person;

UCON Member price: \$1,000 (with \$297 discount,  
use code LEADUCON)

The Leadership Essentials Academy kicks off on April 15, 9:00-12:00pm, as you meet with instructor and program developer Bill Treasurer of Giant Leap Consulting, and one of UCON's highly rated leadership instructors. After this meeting, complete 1 module per week asynchronous, on your own time, until the closing class on June 17 from 9:00-12:00pm.

Here's what Bill has to say about the course: *Leadership, as a practice, may be, and often is, hard to do. But it doesn't have to be hard to understand. For over three decades I've been a student of leadership and a practitioner of leadership development. This course is a collection of all the essential lessons I've learned that I believe are critical to effective leadership. It is delivered in a way that will remove the complexity and confusion that many new leaders face.*

NEW—ASYNCHRONOUS  
SERIES TO LEARN AT  
YOUR OWN PACE!

The Leadership Essentials Academy provides high-quality best practices in leadership that you can immediately apply at work. Throughout the self-paced program, you'll be introduced to practical tips and strategies for getting the best out of everyone you're charged with leading.

The program includes over 65 video lessons, and bonus content from a former US Navy SEAL officer, a former director of the FBI hostage negotiating team, a world-record holding athlete, and a recognized DEI expert.

As you journey through the program, you'll have access to downloadable materials, surveys and quizzes, and your very own leadership development plan. By the end of the course, you'll be a stronger, more confident, and more capable LEADER!

As an exclusive feature of the UCON and Giant Leap partnership, you will have two opportunities to have real-time interaction with Bill Treasurer, founder of the Leadership Essentials Academy, and the author of six leadership books. You'll be able to bring your toughest leadership challenges and questions to your session with Bill, and get practical advice for addressing them.

**NEW!**



LEADERSHIP

This course is perfect for:

- Construction personnel who are shifting from being an “individual contributor” to leading a team.
- New Project Managers and/or new field crew leaders.
- Seasoned leaders in the construction industry who are in need of a boost or leadership refresher.
- Any leader who is looking to improve!

UCON and Giant Leap are confident that signing up for the Leadership Essentials Academy will be one of the best investments you've ever made in your leadership development. You're worth investing in!

Members: Use this special discount code to receive \$297 off the program fee: LEADUCON



# PROJECT MANAGEMENT CAREER ADVANCEMENT (PMCA) PROGRAM

**Session Dates/Times: Wednesdays:  
July 24 through October 30; 9:00am-Noon  
Graduation: November 6, 9:00am-10:00am**

Instructors: Vary per class  
Class Style: Zoom | Class Limit: 25  
Cost – Member: \$2,200 (EB)/\$2,315 (Standard)  
Non-member: \$2,300 (EB)/\$2,415 (Standard)  
Early Bird (EB) Expires: June 24

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 and 2: Emotionally Intelligent Leader**

**Wednesday, July 24, July 31; 9:00am-Noon**  
Instructor: Estie Briggs, Briggs Performance Consulting

Construction executives, managers, and supervisors who lead with emotional intelligence 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 understand

how to identify and leverage their current skill strengths and recognize development opportunities. This two-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 EQ-i 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.



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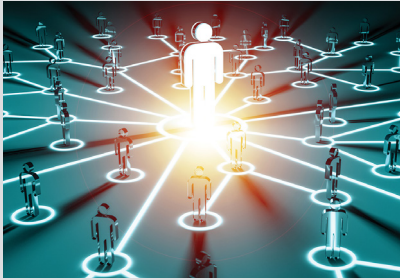
### SESSION 3: Customer Connected

**Wednesday, August 7; 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 4: Communication for Construction Professionals

**Wednesday, August 14; 9:00am-Noon**

Instructor: Eric Herdman

After completing this course, you will walk away with powerful techniques, tools, and strategies that will make a significant impact on 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 of knowing how to use the three types of questions

### SESSION 5: Productivity

**Wednesday, August 21; 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 distraction 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

*Program continued on next page*



# PROJECT MANAGEMENT CAREER ADVANCEMENT (PMCA) PROGRAM

(CONTINUED)

## SESSION 6: No BS Leadership

**Wednesday, August 28: 9:00am-Noon**  
Instructor: Mark Breslin, United Contractors.

This class will teach you how to be an effective leader with a no-BS set of exercises for you to do the following; 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 to advance 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 7: Conflict Resolution in Construction

**Wednesday, September 11: 9:00am-Noon**  
Instructors: Rob Reaugh, OrgMetics 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 in 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 projects and organizational conflict
- Understand how communication and work style impacts the negotiation
- Negotiate a project conflict



## SESSION 8: Construction Contracts

**Wednesday, September 18: 9:00am-Noon**  
Instructors: Bob Rosin, Leonidou & Rosin Professional Corp.

This course will teach you how to become more familiar with contracts, what clauses you should include in your contracts, and, more importantly, which clauses to avoid and why. You will gain valuable tips on how to modify contract language and what impact those changes may have.

- Which clauses should you 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



## SESSION 9: Change Orders

**Wednesday, September 25; 9:00am-Noon**

Instructor: Bob Rosin, Leonidou & Rosin Professional Corp.

Learn about warning signs for claims and the processes for obtaining time extensions and reimbursement for additional costs, including change order methods for preserving and prosecuting claims. This class will discuss key differences between public and private, general causes of claims, and basic procedures to follow. Learn how to identify, preserve, document, perfect, and quantify your damages, including delay 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: Project Documentation

**Wednesday, October 2; 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 Reports
- RFIs
- Construction Submittals
- Change Orders
- Daily Reports
- Why logs are still important
- Email Communications
- Notices
- Meetings
- Photos

## SESSION 11: Construction Finance

**Wednesday, October 9; 9:00am-Noon**

Instructor: 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 hands-on training 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

# PROJECT MANAGEMENT CAREER ADVANCEMENT (PMCA) PROGRAM

(CONTINUED)

## SESSION 12: Insurance and Bonding

**Wednesday, October 23: 9:00am-Noon**

Instructor: Andrew Holloway and Kevin Reimers, Woodruff-Sawyer & 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 13: Project Closeout

**Wednesday, October 30: 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 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 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



## SESSION 14: PMCA Graduation

**Wednesday, November 6: 9:00am-10:00am**

“

*“The class was awesome. I felt that each session built on each other and progressed in a very relatable way for the construction trades. I’d recommend this course for all those who are in project management. The full picture this class provided will make dealing with projects, customers, and construction admins easier to navigate and transition into their new roles.”*

*2022 PMCA Graduate*

*— Compass Engineering Contractors, Inc.*

*“I thought that this class was well presented, useful and applicable to companies of all sizes. It covered the tactical aspect of career path program, as well as the why. It really resonated. Thank you!”*

*— Ghilotti Bros., Inc.*

”



# SAFETY & MENTAL HEALTH



## MARCH 7

### Getting Unstuck: 10 Tips for Fighting Depression and Anxiety

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

Instructor: Sally-Spencer-Thomas, United Suicide Survivors International

Class Style: Virtual | Class Limit: Unlimited

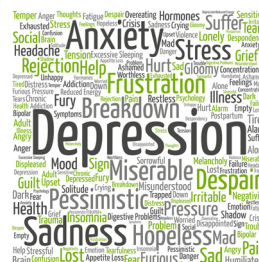
Cost – Member: FREE | Non-member: \$100

You are not alone. About 1 in four people are living with a mental health condition that is impacting their quality of life.

In this interactive workshop, we explore the ways that different forms of anxiety and depression show up in people's lives and 10 easy-to-learn coping tools to help regulate thoughts and emotions.

- Do you sometimes feel like an imposter who doesn't deserve happiness?
- Do you regularly feel like your life is on the edge of disaster – even when there is no real evidence to support this?
- Are you able to “put on the mask” and convince everyone you are “fine” while really you are suffering in silence?
- Are you supporting someone who seems to be stuck in the fog of depression?

**Who Should Attend:** People interested in building skills and awareness to help themselves and others.



## APRIL 25

### Psychological Safety

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

Instructor: Bill Treasurer, Giant Leap Consulting

Class Style: Virtual | Class Limit: Unlimited

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

“Safety is our most important job.” All companies say that. Many even have excellent practices for preventing injuries. But there’s a difference

between being a safe company and creating an environment where people feel they can speak without fear, be themselves, and perform their best. Those things require psychological safety. During this workshop you’ll learn about Project Aristotle, a 5-year research study Google did to identify why some of their teams were stellar, and other teams stumbled.

- An overview of Google’s Project Aristotle.
- What a psychologically unsafe workplace looks like (hint: it has to do with fear!).
- Hallmarks of psychological safety.
- What leaders can do to create a healthy team environment and promote high levels of team accountability.

**Who Should Attend:** Everyone.



**MAY 14****Up on the High Wire: Cultivating Mental Resiliency to Get Us through Tough Times****Tuesday, May 14; 2:30pm-4:30pm**

Instructor: Sally Spencer-Thomas, United Suicide Survivors International

Class Style: Virtual | Class Limit: Unlimited

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

Are we doing enough to invest in mental health and “mental resiliency”? What does it actually mean to be emotionally fit and psychologically hardy? With increasing demands to do more with less and perform with polish, people need coping tools and emotional inoculation to get them through challenges. This keynote looks at the issue of mental wellness and gives participants the tools to help themselves and others sustain a passion for living over the long haul. As a psychologist, mental health advocate, and survivor of her brother’s suicide, Dr. Sally Spencer-Thomas brings a unique perspective to the topic. From storytelling to discussing the effects of stress on the brain, Sally will help participants know how to stay mentally fit, avoid burnout, and remain focused on wellness. Sally gives participants four key ways to build mental strength, flexibility, and endurance: be bold, belong, be well, and believe.



- Make a case for a comprehensive “upstream” mental health
- Define mental resiliency
- Articulate the four approaches to resiliency – be bold, belong, be well, and believe

**Who Should Attend:** People interested in building skills and awareness to help themselves and others.

**JULY 9****Ignite the Fire Within: Mitigating Burnout and Rekindling Passion for Work and Life****Tuesday, July 9; 2:30pm-4:30pm**

Instructor: Sally Spencer-Thomas, United Suicide Survivors International

Class Style: Virtual | Class Limit: Unlimited

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

“Ignite the Fire Within” is a transformative workshop designed to address burnout, helping participants rediscover their passion for work and life. In this engaging session, attendees learn to identify signs of burnout, explore its root causes, and develop six personalized tools for healing and “soul care” for themselves and their teams. The workshop employs a comprehensive workbook that guides participants through self-reflection and soul-care exercises. Through interactive discussions and practical strategies, attendees gain insights into fostering resilience, setting boundaries, and creating a supportive work-life balance. This workshop equips participants with actionable techniques to reignite their inner fire, enhancing well-being, job satisfaction, and overall life fulfillment.



- Recognize the signs and symptoms of burnout in both personal and professional contexts.
- Understand the root causes of burnout at multiple levels.
- Develop personal practical strategies and team action plans to mitigate burnout, foster resilience, and rekindle passion for work and life.

**Who Should Attend:** People interested in building skills and awareness to help themselves and others.

**AUGUST 27****Surviving an Active Shooter in the Office and on the Jobsite****Tuesday, August 27; 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 physical & 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

## NOVEMBER 12

### You Can't Fix Your Mental Health with Duct Tape: Why Burnout Mitigation, Mental Health Promotion and Suicide Prevention are Priorities in Safety-Critical Industries

**Tuesday, November 12; 2:30pm-4:30pm**

Instructors: Sally Spencer-Thomas, United Suicide Survivors International

Class Style: Virtual | Class Limit: Unlimited

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

With humor and storytelling, Dr. Sally makes the case why mental health matters in safety-critical industries, why



attention needs to be paid to risk factors and environmental drivers, and what workers can do to help themselves and help others.

- To make the case for why psychological safety and mental health is a priority in safety-critical industries.
- To consider the psychosocial hazards in your company and appreciate how these hazards contribute to distress and despair in workers.
- To gain general awareness for warning signs and risk factors for burnout and mental health emergencies.
- To commit to three action steps for improving wellbeing for yourself and your teams and contract administration.

**Who Should Attend:** People interested in building skills and awareness to help themselves and others.



# BUSINESS, SALES, NETWORKING AND NEGOTIATION



## FEBRUARY 13

### Cheese Free Report: Networking Success with the Construction Industry

**Thursday, February 13; 2:30pm-4:30pm**

Instructors: Eric Anderton, Construction Genius

Class Style: Virtual | Class Limit: Unlimited

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

Step into construction networking with a clear plan and a confident smile, even if you're naturally more reserved. Say

goodbye to awkward exchanges and discover how to network with authenticity and impact. Learn to strategically select events, create an engaging elevator pitch without the fluff, and set meaningful goals to foster relationships with key industry players. Enhance your conversational skills to engage, influence, and leave a memorable impression—without resorting to cheesy tactics. Equip yourself with the tools to navigate networking events confidently and transform them into opportunities for growth and collaboration.



- **Authentic Networking Techniques:** Acquire the skills to network effectively, avoiding clichés and fostering genuine connections.
- **Elevator Pitch Perfection:** Develop a succinct, compelling personal pitch that captures attention and conveys your value proposition clearly and confidently.
- **Goal-Oriented Interaction:** Learn how to set and achieve specific networking objectives, from initiating meaningful dialogues to securing follow-up meetings with key industry contacts.

**Who Should Attend:** Service providers to the construction industry, including insurance brokers, consultants, and vendors who want to network more effectively, sales professionals seeking to expand their industry connections, and anyone within the professional sphere who aims to network with purpose and authenticity.

## APRIL 11

### Five Steps to Fearless Negotiating

**Thursday, April 11; 2:30pm-4:30pm**

Instructors: Paul Stout, Power Summit

Class Style: Virtual | Class Limit: Unlimited

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

This workshop teaches the concepts of “fearless negotiating” as they relate to the construction industry. Using examples

from “real-job” scenarios, this fast-paced session nails down five of the most important elements of successful negotiating and attaches tactics and strategies to each. Participants will be equipped to enter their very next negotiating session with more confidence than ever before.



Special consideration is given to pre-con meetings, scheduling and progress meetings, change order and contract negotiations and employee / team relations

- Know what it means to prepare for any negotiation
- Be comfortable setting expectations for every negotiation

- Know strategies and tactics that will give them an advantage
- Understand various options for reaching an agreement

**Who Should Attend:** Estimators, Supervisors, and All levels of Management

## APRIL 23

### Corporate Identity Meets Personal Brand: The Art of Social Selling

**Tuesday, April 23; 2:30pm-4:30pm**

Instructor: Eric Anderton, Construction Genius

Class Style: Virtual | Class Limit: Unlimited

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

Unlock the potential of social selling to boost your personal brand within the landscape of your company's corporate identity. This class offers a strategic process

for professionals aiming to make an impact. Learn to target and connect with key audiences, follow up effectively, and establish your voice through compelling content across various mediums. Whether through insightful articles, engaging videos, or dynamic podcasts, we'll guide you on becoming an ambassador for your brand and an influencer in your industry.



- Integrate Brands with Personal Appeal: Master the skill of blending your personal brand with the corporate identity to create a unified presence that resonates with your audience.
- Strategic Audience Engagement: Learn to identify and connect with your target demographic, cultivating relationships that lead to business opportunities.

- Content Mastery Across Platforms: Gain the know-how to craft and distribute content that engages, from thought-provoking articles to captivating videos, solidifying your position as an industry thought leader.

**Who Should Attend:** Professionals looking to elevate their personal brand within the context of their company's image, marketers aiming to sharpen their social selling strategies, and corporate ambassadors ready to expand their influence in the digital realm.

## AUGUST 6

### Developing a Strategic Plan that Actually Does Something

**Tuesday, August 6; 12:00pm-1:00pm**

Instructor: Cody Miller, MPWR

Class Style: Virtual | Class Limit: Unlimited

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

Strategic planning plays a critical role in achieving organizational goals. However, many struggle to turn these plans into tangible outcomes. These plans are either far too stuffy and reserved for executive board rooms or they lack the simplicity and clarity to be effectively implemented.

We believe that any good strategic plan should fit on a single page and be easily translated by those who weren't in the room when it was drafted. It is with this guiding belief that participants will be able to craft a strategic plan that has the teeth to make a difference in the short term and the long term of their team or organization.



- Reflecting on historical successes, failures and growth gaps from the last year or six months.
- Defining three to see key priorities for growth in the next six to twelve months.
- Clarifying found measurable goals that make progress toward the key priorities.
- Committing to weekly and quarterly plans that will expedite the growth progress and achieve the stated goals.

**Who Should Attend:** Individuals currently managing or leading others

# SUCCESSION



## MARCH 19

### Blueprint for Continuity: How to Craft Your Succession Strategy

**Tuesday, March 19; 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 a strategy that ensures your company thrives through transitions. Uncover how to identify critical roles,



define performance paths, and nurture internal talent for future leadership. This session is your toolkit to create a robust framework that not only prepares your firm for change but also fortifies its growth for the long haul. Join us to transform your succession plan from an abstract idea to a concrete reality.

- Master the components of a robust succession plan that aligns with the growth trajectory of your construction firm.
- Learn how to identify and prepare for key roles that require succession planning.
- Gain insights into creating a culture that supports continuous leadership development and transition.

**Who Should Attend:** Business owners, HR directors, and leadership development managers in the construction industry seeking to establish a sustainable succession plan are the target audience for this workshop.

## MAY 2

### Insider Advantage: Mastering the Complexities and Challenges of Internal Leadership Buyouts

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

Instructor: Eric Anderton, Construction Genius

Class Style: Virtual | Class Limit: Unlimited

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

Sit in with Eric Anderton as he breaks down, with a seasoned expert, the essentials of an internal sale of your company



to the next generation. Discover how to design a buyout plan that safeguards the company's future while giving rising leaders a stake in the game. Eric has a knack for simplifying complex topics, making this session a must for understanding the strategic moves, money management, and team dynamics involved in passing the torch within a company. Walk away with clear, actionable advice to help cement a smooth leadership transition and bolster your firm's enduring success.

- Learn how to create a fair and strategic internal buyout plan that offers continuity and opportunity within your firm.
- Understand the financial implications of an internal buyout and how to manage them effectively.
- Explore the critical role of leadership development and internal communication in ensuring a successful buyout process.

**Who Should Attend:** Current business owners, internal leaders aspiring to ownership, and financial managers will gain practical knowledge for orchestrating an internal leadership buyout.



**JUNE 11****ESOP Empowerment: Building a Legacy in Construction****Tuesday, June 11; 2:30pm-4:30pm**

Instructor: Eric Anderton, Construction Genius

Class Style: Virtual | Class Limit: Unlimited

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

Join Eric Anderton as he sits down with a leading expert to unpack the ESOP model. This discussion focuses on clarity and strategy, providing actionable insights for integrating employee ownership into your company's vision. Learn how ESOPs can boost motivation, support your operational goals, and safeguard your firm's future.



- Understand the key benefits and potential drawbacks of implementing an ESOP in the construction industry.
- Identify the steps and requirements for setting up an ESOP, including valuation and employee eligibility criteria.
- Explore real-world examples of construction companies that have successfully integrated ESOPs into their business models.

**Who Should Attend:** This session is ideal for construction company owners, CFOs, HR managers, and any leaders considering an ESOP as a succession or employee incentive plan.

**AUGUST 20****Sale-Ready Strategies: Prepping Your Construction Firm for Acquisition****Tuesday, August 20; 2:30pm-4:30pm**

Instructor: Eric Anderton, Construction Genius

Class Style: Virtual | Class Limit: Unlimited

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

Join Eric Anderton as he has a deep dive discussion with a top M&A to learn how to prepare your construction business for a high-value sale. This session will teach you to align your firm with market expectations and enhance its desirability to prospective buyers. Join us to pave the way for a lasting legacy in the construction industry.



- Discover how to position your construction firm to attract and secure the right buyer.
- Learn the key financial and organizational preparations necessary for an optimal sale process.
- Gain insights into market trends and buyer expectations to ensure your construction firm meets acquisition criteria.

**Who Should Attend:** Construction business owners, executives, and managers looking to understand the process and strategies for selling their firm will find this discussion invaluable.

**OCTOBER 24****Legacy or Liability: Navigating the Handover of a Family Construction Business****Thursday, October 24; 2:30pm-4:30pm**

Instructors: Eric Anderton, Construction Genius

Class Style: Virtual | Class Limit: Unlimited

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

Join Eric Anderton as he delves into the delicate dynamics of transitioning a family-owned construction company to the next generation. This candid conversation with a succession planning expert will spotlight the perils and pitfalls that accompany such a critical handover. With Eric's straightforward, leadership-focused guidance, uncover how to avoid the traps that can undermine your legacy and learn the strategic moves that secure a seamless and successful power transfer. This session promises to give you the actionable insights needed to build upon your family's foundation without compromising the future.



- Discuss the unique challenges of transferring a family-owned construction business to the next generation.
- Create a roadmap for succession that balances family dynamics with business continuity.
- Identify strategies to manage expectations and ensure that new leaders are equipped to sustain the business's legacy.

**Who Should Attend:** Family business owners, prospective successors, and family business advisors interested in the complexities of family business transition will benefit from this session.

# CONSTRUCTION SPECIFIC

## OCTOBER 6 (SERIES BEGINS) Project Engineer Bootcamp

Session 1 | October 7, 9:00 am - 12:00 pm

Session 2 | October 14, 9:00 am - 12:00 pm

Session 3 | October 21, 9:00 am - 12:00 pm

Instructors: Paul Stout, Power Summit

Class Style: Zoom | Class Limit: 25

Cost – Member: \$500 (EB)/\$515 (Standard)

Non-member: \$600 (EB)/\$615 (Standard)

Early Bird (EB) Expires: 9/6

What must  
Project Engineers  
know and do  
to become  
truly great  
Project Support  
Specialists?



Whether you  
are validating current practices, searching for  
new techniques, or learning from the ground up,  
this workshop covers all the essentials. From  
discovering the role of Project Engineers to  
methodically working through common tasks  
required for success, participants will benefit from  
the vast experience of the instructors and the  
practical advice and work sessions offered.

- Know what your boss wants and what the industry expects from Project Engineers
- Understand key processes by engaging in hands-on exercises
- Get a jump start on an understanding of project requirements

**Who Should Attend:** Project Engineers

## DECEMBER 10 New Industry Law Updates

Tuesday, December 10; 2:30pm-4:30pm

Instructors: 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 on how to implement new requirements  
at your company.



- Review the labor & employment laws that were passed in 2022 that will effect the Construction Industry
- Discuss what the new laws mean for you.
- Discuss the implementation of the new requirements

**Who Should Attend:** UCON Members

# COMPLIANCE



## FEBRUARY 8

### CBA Subcontracting Rules (N. CA + S. CA)

**Thursday, February 8; 12:00pm-1:00pm**

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.

## FEBRUARY 27

### Legal Armor: How to Harness Your Union Agreement against PAGA and Legal Claims

**Tuesday, February 27; 12:00pm-1:00pm**

Instructor: Victor Sella, Dilpreet Mayall, United Contractors and Paul Simpson, Simpson, Garrity, Innes & Jacuzzi, P.C. and Brent Garrett, Atkinson, Andelson, Loya, Ruud & Romo

Class Style: Virtual | Class Limit: Unlimited

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

Contractors are unfortunately easy targets to all kinds of legal claims. But did you know that your CBAs contain provisions that, if used correctly, can deter, divert, or eliminate PAGA and other employment-related claims. Join United Contractors along with our legal partners Paul Simpson of Simpson, Garrity, Innes, & Jacuzzi and Brent Garrett of AALRR on how to mitigate and prevail in outside claims.



- Understand the most common types of legal claims and how to avoid them
- Get familiar with the PAGA waivers and statutory claims provision of your CBAs
- Learn what to do in the event you receive a PAGA or legal claim

**Who Should Attend:** Management, Operations, C-Suite, HR, Legal.



**MARCH 7****Skilled & Trained Workforce****Thursday, March 7; 12:00pm-1:00pm**

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, etc.

**APRIL 16****Overtime & Special Shift Rules (N. CA)****Tuesday, April 16; 12:00pm-1:00pm**

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 18****Overtime & Special Shift Rules (S. CA)****Thursday, April 18; 12:00pm-1:00pm**

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.

**MAY 9****Mastering PLAs and Pre-Jobs****Thursday, May 9; 12:00pm-1:00pm**

Instructor: Victor Sella, United Contractors

Class Style: Virtual | Class Limit: Unlimited

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

Love them or hate them, PLAs are an increasingly common feature of the industry, and one that contractors need to get more sophisticated at to survive. If you or your organization is not confident in how to navigate PLAs, you're not alone. UCON can show you how through this short training on that will teach participants how to quickly read and interpret PLAs, anticipate issues, and effectively maneuver through targeted hiring and other requirements.



If you or your organization is not confident in how to navigate PLAs, you're not alone. UCON can show you how through this short training on that will teach participants how to quickly read and interpret PLAs, anticipate issues, and effectively maneuver through targeted hiring and other requirements.

- 'Fully understand what PLAs are, why they exist, and the two PLA "types"
- Learn how to quickly read and interpret PLAs, including the 6 issues to look out for in every PLA
- Handle jurisdictional claims/disputes from crafts you're not otherwise signatory to
- Get your team to ace pre-jobs by avoiding common pitfalls and ensuring they set you up for success on the project.

**Who Should Attend:** Operations, Estimators, Project Managers / Project Engineers, HR

**MAY 16****Mastering the Workers' Comp Maze: Expert Strategies for Success****Thursday, May 16; 12:00pm-1:00pm**

Instructor: Victor Sella, United Contractors

Class Style: Virtual | Class Limit: Unlimited

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

This course, presented by Workers Comp experts, will cover best practices for contractors around dealing with Workers comp, including the value of Workers Comp Alternative Dispute Resolution (ADR) programs available to union contractors, union agreement provisions that can help limit lost work days and impacts to your mod rate, and strategic guidance for contractors from a former Workers Comp judge.



- Identify the different tools, programs, and union contract provisions available to contractors to mitigate the cost and headaches associated with Workers Comp claims
- Grasp the potential value of Workers Comp ADR programs
- Capture best practices from and ask questions to a former Workers Comp judge:

**Who Should Attend:** Management, HR, Operations

**AUGUST 13****Certified Payroll – Answering Contractors Most Frequently Asked Questions****Tuesday, August 13; 2:30pm-4:30pm**

Instructor: 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. 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.



**SEPTEMBER 26****Building Relationships with Labor Compliance 101****Thursday, September 26; 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:** Construction Project Engineers, Project Managers, Estimators, Superintendents

**DECEMBER 5****Harassment Prevention Training****Thursday, December 5; 2:30pm-4:30pm**

Instructor: Rachael Brown, Esq.,

Sweeney Mason LLP

Class Style: Virtual | Class Limit: Unlimited

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

Under SB 1343, all California companies with 5 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 at least 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 5 or more employees. Non-Supervisory and Supervisory employees

**LUNCH & LEARN****SPEND YOUR LUNCH WITH US!**

**COMPLIANCE  
FOCUSED  
LUNCH & LEARNS**

**All sessions: 12:00pm-1:00pm****FEBRUARY 8****CBA Subcontracting Rules (N. CA + S. CA)****Thursday, February 8; See page 27****FEBRUARY 27****Legal Armor: How to Harness Your Union Agreement against PAGA and Legal Claims****Tuesday, February 27; See page 27****MARCH 7****Skilled & Trained Workforce****Thursday, March 7; See page 28**



**APRIL 16****Overtime & Special Shift Rules  
(N. CA)**

Tuesday, April 16; See page 28

**APRIL 18****Overtime & Special Shift Rules  
(S. CA)**

Thursday, April 18; See page 28

**MAY 9****Mastering PLAs and Pre-Jobs**

Thursday, May 9; See page 29

**MAY 16****Mastering the Workers' Comp Maze:  
Expert Strategies for Success**

Thursday, May 16; See page 29

All of the above Leadership “Lunch & Learns”—

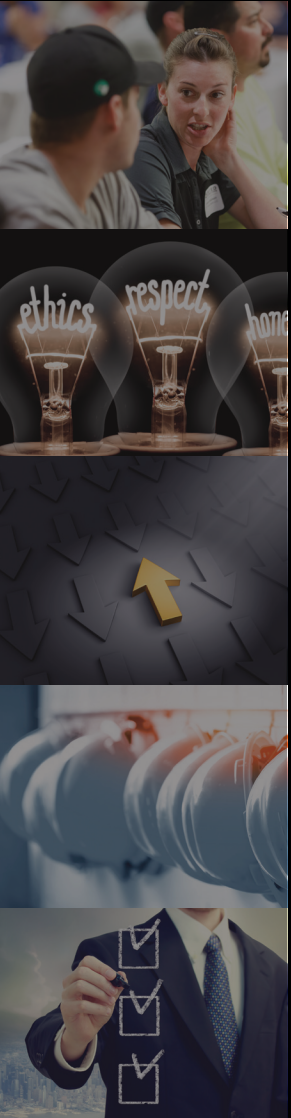
Instructor: Victor Stella, United Contractors

Class Style: Virtual | Class Limit: Unlimited

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

**Who Should Attend:** (varies, see each class description)

# THANK YOU



Thank you to UCON's  
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Kevin Reimers, *Woodruff-Sawyer & Co., Associate Director-Elect*

**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.

**Estie Briggs**

Estie is an accomplished leadership coach and performance consultant. Estie has over 15 years of experience helping teams and individuals master their interpersonal skills and build their strengths to realize their fullest potential. 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., Sweeny 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.

**Brent Garrett, Atkinson, Andelson, Loya, Ruud & Romo**

Brent Garrett is a seasoned labor lawyer with 20 years of experience representing employers in complex labor relations matters. He has been the lead negotiator in over 100 union contract negotiations, including successor bargaining, first contract bargaining, plant closures, and work relocations. In the construction industry, Mr. Garrett works with many prominent multi-employer associations. He negotiates and advises on developer and project labor agreements, including for clean energy projects; represents associations and contractors in grievance arbitrations and jurisdictional disputes; and is an expert on prevailing wage compliance under state and federal law.

**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.

**Andrew Holloway, Woodruff Sawyer**

Andrew has nearly 20 years of experience in the surety bond industry, during which time he has managed the surety programs for contractors ranging from start-ups to ENR 20 firms – and everything in between. Having spent 15+ years working for a major surety, Andrew brings deep technical underwriting expertise to Woodruff Sawyer's Surety practice and clientele. Andrew is an active member of UCON and has a passion for helping contractors succeed, especially when it comes to educating them about how to maximize their bonding capacity. Andrew received his bachelor's degree in Economics from UC San Diego, where he was a four-year letterman on the baseball team and earned minors in Political Science and Spanish Literature. Andrew also earned, with honors, his MBA from UCLA's Anderson School of Management.





**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.

**Roger Mason, Esq., Sweeny Mason LLP**

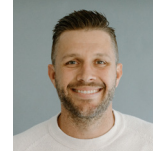
Since 1983, Roger has successfully advised employers in all aspects of Labor and Employment Law, including proper employment documentation, employee leaves of absence, wage and hour matters, employee discipline and termination, and avoiding discrimination, retaliation, and sexual harassment claims. Roger 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.

**Dilpreet Mayall, United Contractors**

Dilpreet provides key guidance in contract interpretation, consultation services to UCON's contractor member companies and their labor relations, operations and human resources departments, as well as assistance with grievances. Dilpreet is a licensed attorney with the State Bar of California and comes to UCON after recently acquiring his Juris Doctor (J.D.) Degree from Santa Clara Law School and is looking forward to utilizing his legal background to assist our members.

**Cody Miller, MPWR**

Cody Miller is passionate about helping teams honestly address their cultural dysfunction and empowering high performing leaders. He has worked with teams and individuals across industries like professional sports, public utilities, construction and engineering. He is committed to investing in others the same tools that have transformed his own life and leadership. Cody is happily married to his middle school sweetheart, Shauna. They are raising three rambunctious boys (Milo, Kasen and Renley) in Long Beach, California.

**John Peterson, Threshold Rising**

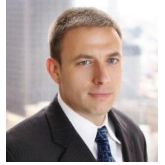
John is founder of Threshold LLC a company focused on 'leadership as fellowship,' the belief that trust is the currency of relationships. Relationships are the cornerstone of teams. And, teams, more than individuals, fulfill amazing outcomes. Through 'embedded leadership' John goes deep with teams rather than broad to build lasting trust focused relationships to help teams fulfill amazing outcomes. Committed to testing his philosophy on teamwork, John embarked on a rowing project dubbed 'The Impossible Row' in 2019 from Chile to Antarctica with a team of six to become the first fully human-powered vessel to cross the Drake Passage, setting five world records in the process.

**Rob Reaugh, OrgMetrics LLC**

Rob Reaugh is the President of OrgMetrics LLC. He serves as the partnering facilitator for the City and County of San Francisco Collaborative Partnering Steering Committee and currently 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 has been a professional Mediator since 2009.

**Kevin Reimers, Woodruff-Sawyer & Co.**

Kevin has over 14 years' experience in the insurance and risk management industry focusing on the needs of contractors and developers. Kevin's experience includes risk management analysis 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 clients total cost of risk. Kevin is active in several industry associations.

**Russ Riger, CliftonLarsonAllen LLP**

Russ Riger is a Principal with CLA's Bay Area in the Walnut Creek office. CLA is a national professional services firm, with over 8,000 people across the US, that provides audit, tax, outsourcing, and wealth management. Russ has over 15 years of experience working with privately held general contractors and subcontractors ranging from small regional clients to large multi-state and multi-entity corporations. Russ specializes in analysis of complex construction accounting matters, work-in-progress schedule analysis and best practices recommendations, joint venture accounting, and consulting related to implementation of accounting standards and policies. CLA's construction industry specialization has recently been ranked as the number one independent construction accounting firm for the fourth consecutive year by Construction Executive.

**Robert A. Rosin, Leonidou & Rosin Professional Corp.**

Mr. Rosin is recognized for his knowledge of construction law. Experienced in state, federal, and administrative litigation, as well as arbitration and mediation, Mr. Rosin has successfully prosecuted his client's claims and defended their interests in disputes arising from the construction of schools, hospitals, bridges, office developments, residential projects, highways, energy production and waste treatment facilities, jails and prisons, manufacturing plants, dams, pipelines, site utilities and aqueducts, heavy rail transit vehicles. Based



on his experience, he develops strategies to resolve disputes efficiently and expeditiously. The matters on which he represents clients include, without limitation, bid protests and subcontractor substitutions, drafting and interpretation of contract documents, contractor licensing, controversies regarding interpretation of plans, construction defect claims, including defense of defect claims hearings before the Armed Services Board of Contract Appeals and other administrative agencies.

#### **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 Simpson, Simpson, Garrity, Innes & Jacuzzi, P.C.**

With over 45 years of experience in labor and employment law, Paul Simpson is a founding shareholder and the President/Director of Simpson Garrity Innes & Jacuzzi, P.C., a leading employment law firm in California. He specializes in representing employers in a variety of legal matters, including wage & hour class action and PAGA defense harassment and discrimination defense, wrongful termination defense, human resources counseling, Paul also has extensive experience in collective bargaining and labor arbitration. His mission is to provide effective legal representation that enables his business clients to survive and thrive in an increasingly complex and hostile legal environment.



#### **Dr. Sally Spencer-Thomas, United Suicide Survivors International**

Sally is the lead author on the National Guidelines for Workplace Suicide Prevention and president of United Suicide Survivors International. She is an accomplished speaker with a popular TEDx talk and a White House address to her credits. Her construction clients past and present



include JE Dunn, Hensel Phelps, Sundt, Ames, Granite, Mortenson, Whiting-Turner, Quanta Services, the United Association, the SMART Union, and many others. For this work, she was recognized as one of ENR's top 25 Newsmakers in construction in 2021. Dr. Sally Spencer-Thomas holds a deep commitment to not only help prevent suicide but also encourage people to sustain a passion for living. As a clinical psychologist, mental health advocate, and researcher, she sees the issues from many perspectives.

#### **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).



#### **David Ternes, CliftonLarsonAllen LLP**

David Ternes is with CLA, a national professional services firm, with over 8,000 people across the US, that provides audit, tax, outsourcing, and wealth management. David has many years of experience working with privately held general contractors and subcontractors ranging from small regional contractors to large multi-state corporations. CLA's construction industry specialization has recently been ranked as the number one independent construction accounting firm for the fourth consecutive year by Construction Executive.



#### **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.



#### **Ruby Varnadore, United Contractors**

Ruby oversees association labor contracts and supports UCON's contractor member companies and their teams. Her focus is researching and answering inquiries related to contract interpretation, payroll, prevailing wages, employment law, and more. Ruby also prepares and educates members by creating reference guides and bulletins that address critical issues, and her work is crucial to serving UCON members.



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## PLATINUM



## GOLD

