



PROFESSIONAL DEVELOPMENT

ENGAGE | GROW | INSPIRE | LEAD



2026
COURSE CATALOG





Investing in People Who Build

United Contractors' Professional Development programs exist to help contractors solve the real challenges they face every day. These programs focus on developing capable leaders, improving decision-making, reducing risk, and building stronger teams.

From field leaders to executives, our programs provide practical tools and real-world insight. Companies use these skills to operate more effectively, retain talent, and stay competitive in a rapidly changing industry.

Develop confident leaders at every level

- Strengthen communication, accountability, and decision-making
- Reduce costly mistakes and operational risk
- Build a pipeline of future leaders
- Equip teams with practical skills they can apply immediately
- Connect with peers facing similar challenges



UCON'S 2026 PROFESSIONAL DEVELOPMENT PROGRAM

INVEST IN YOUR PEOPLE

Contractors succeed when their people succeed. UCON's Professional Development programs provide structured opportunities to grow skills, strengthen leadership, and support long-term career development across your organization.

MEMBER BENEFIT

Your membership provides access to high-quality training designed specifically for the construction industry, taught by construction professionals. Many programs are included as a benefit, making it easier to invest in your team without added cost.

LESS THEORY. MORE ACTION.

Participants gain practical tools they can apply immediately, improving team performance, strengthening relationships, and driving better project outcomes.

Stay on top of additional classes and webinars. Visit **[UNITEDCONTRACTORS.ORG/CALENDAR](https://unitedcontractors.org/calendar)** for the latest updates. For any questions regarding UCON's programs, contact Angelica Gouig, Director of Member Experience, at agouig@unitedcontractors.org or (925) 362-7309.



CLASS SCHEDULE - BY DATE

PROGRAM	DATE • TIME • LOCATION	INSTRUCTOR	CLASS LIMIT	COST \$\$ MEMBER/NON-MEMBER
Basics & Best Practices Apprenticeship	January 29 • 12:00pm-1:00pm • Virtual Labor Essentials Training	Victor Sella, United Contractors	None	FREE/\$100
Member Exclusive LCPTracker Training	January 29 • 10:00am-12:00pm • Virtual	LCP Tracker	None	FREE/NA
Project Management Career Advancement [Virtual]	February 3 • 10:00pm-1:00pm • Virtual	Multiple - See pages 12-16	25	Standard: \$2400/\$2500
AI for Construction Management: Practical Tools for Everyday Projects	February 12 • 2:00pm-4:00pm • Virtual	Cory Fisk, Construction Management Online	None	FREE/\$100
Best Practices Dispatching, Hiring, layoffs, & Termination (S. CA)	February 19 • 12:00pm-1:00pm • Virtual Labor Essentials Training	Victor Sella, United Contractors	None	FREE/\$100
Bridging Generations: Effective Communication for Leaders and Emerging Professionals	February 25 • 2:00pm-4:00pm • Virtual	Eric Herdman	None	FREE/\$100
Best Practices Dispatching, Hiring, layoffs, & Termination (N. CA)	February 26 • 12:00pm-1:00pm • Virtual Labor Essentials Training	Victor Sella, United Contractors	None	FREE/\$100
Save 5+ Hours a Week with ChatGPT for Construction	March 4 • 2:00pm-4:00pm • Virtual	Eric Anderton, Construction Genius. Dylan Davis, Gradient Labs	None	FREE/\$100
Union Payroll Rules (N. CA)	March 5 • 12:00pm-1:00pm • Virtual Labor Essentials Training	Victor Sella, United Contractors	None	FREE/\$100
Building Blocks for Savings Success	March 11 • 12:00pm-1:00pm • Virtual Labor Essentials Training	Joseph D. Silla, Westpac Wealth Partners	None	FREE/\$100
Union Payroll Rules (S. CA)	March 12 • 12:00pm-1:00pm • Virtual Labor Essentials Training	Victor Sella, United Contractors	None	FREE/\$100
Project Engineer Bootcamp [Q1]	March 19 • 10:00pm-1:00pm • Virtual	Paul Stout, Power Summit	25	\$500/\$600
Leading and Managing Change	March 31 • 2:00pm-4:00pm • Virtual	Bill Treasurer, Giant Leap Consulting	None	FREE/\$100
The Five Minute Foreman - (Dublin)	April 7 • 4:00pm-8:00pm	Mark Breslin, Breslin Strategies, Inc.	100	\$245/\$345
Union Payroll Rules (Striping Highway Improvement)	April 16 • 2:00pm-4:00pm • Virtual	Victor Sella, United Contractors	None	FREE/\$100
Project Accountant Best Best Practices	April 16 • 12:00pm-1:00pm • Virtual Labor Essentials Training	Hiromi Young, Young and Mikubo	None	FREE/\$100
Union Payroll Rules (Traffic Control)	April 23 • 12:00pm-1:00pm • Virtual Labor Essentials Training	Victor Sella, United Contractors	None	FREE/\$100
Deep Dive into Contractors’ Financial Statements	April 28 • 12:00pm-1:00pm • Virtual Labor Essentials Training	Hiromi Young, Young and Mikubo	None	FREE/\$100
Busting Imposter Syndrome	April 30 • 2:00pm-4:00pm • Virtual	Estie Briggs, Briggs Performance Consulting	None	FREE/\$100

PROGRAM	DATE • TIME • LOCATION	INSTRUCTOR	CLASS LIMIT	COST \$\$ MEMBER/NON-MEMBER
Building Blocks for Financial Success	May 6 • 12:00pm-1:00pm • Virtual Labor Essentials Training	Joseph D. Silla, Westpac Wealth Partners	None	FREE/\$100
Communication Masterclass Series	May 7 • 10:00am-1:00pm • Virtual	Eric Herdman	25	\$550/\$650
Mastering Prevailing Wage CPRs to 3rd Party Compliance	May 12 • 12:00pm-1:00pm • Virtual Labor Essentials Training	Victor Sella, United Contractors	None	FREE/\$100
Leadership Essentials for Construction Professionals	May 13 • 2:00pm-4:00pm • Virtual	Eric Herdman	25	\$550/\$650
Mastering Meal & Rest Periods	May 26 • 12:00pm-1:00pm • Virtual Labor Essentials Training	Victor Sella, United Contractors	None	FREE/\$100
Mastering Prevailing Wage CPRs to 3rd Party Compliance	May 28 • 12:00pm-1:00pm • Virtual Labor Essentials Training	Victor Sella, United Contractors	None	FREE/\$100
Conflict Management for Field Leaders	June 2 • 2:00pm-4:30pm • Virtual	Kate Stewart, OrgMetrics	None	FREE/\$100
Grievance Procedures and Dispute Resolution	June 18 • 12:00pm-1:00pm • Virtual Labor Essentials Training	Derek Borghi & Victor Sella, United Contractors	None	FREE/\$100
Project Management Career Advancement [San Ramon]	July 30 • 2:00pm-4:00pm • In-Person	Multiple - See pages 12-16	25	\$2900/\$3000
CBA Subcontracting Rules	Aug 4 • 12:00pm-1:00pm • Virtual Labor Essentials Training	Victor Sella, United Contractors	None	FREE/\$100
Fraud Prevention	Aug 11, 12:00pm-1:00pm • Virtual Labor Essentials Training	Jason Krankota, Kelly Attebery, CorPay and F&M Bank	None	FREE/\$100
Surviving an Active Shooter in the Office and on the Jobsite	Aug 19 • 2:00pm-4:00pm • Virtual	Carol Cambridge, The Stay Safe Project	None	FREE/\$100
Mastering the Workers’ Comp Maze Expert Strategies for Success	Aug 18 • 12:00pm-1:00pm • Virtual Labor Essentials Training	Derek Borghi & Liz Castro, United Contractors	None	FREE/\$100
Certified Payroll– Answering Contractors Most Frequently Asked Questions	Aug 25 • 2:00pm-4:00pm • Virtual	Darbi Griffin and Jesse Jimenez, FFC and Ruby Varnadore, United Contractor	None	FREE/\$100
Project Management Career Advancement [ANAHEIM]	Aug 26 • 2:00pm-5:00pm • In-Person	Multiple - See pages 12-16	20	\$2900/\$3000
Key Accounting and Bookkeeping Overview	Sept 1 • 2:00pm-4:00pm • Virtual	Hiromi Young, Young and Mikubo	None	FREE/\$100
Beyond the Hard Hat: Tackling Suicide Prevention Head-On	Sept 8 • 2:00pm-4:00pm • Virtual	Eric Herdman	None	FREE/\$100
Conflict Management for Construction Leaders	Sept 9 • 2:00pm-4:00pm • Virtual	Kate Stewart, OrgMetrics	None	FREE/\$100
Skilled & Trained Workforce	Sept 10 • 12:00pm-1:00pm • Virtual Labor Essentials Training	Victor Sella, United Contractors	None	FREE/\$100

CLASS SCHEDULE - BY DATE

PROGRAM	DATE • TIME • LOCATION	INSTRUCTOR	CLASS LIMIT	COST \$\$ MEMBER/NON-MEMBER
Project Engineer Bootcamp [Q3]	Sept 15 • 10:00pm-1:00pm • Virtual	Paul Stout, Power Summit	25	\$500/\$600
PLAs, Pre-Jobs, & Jurisdictional Disputes	Sept 16 • 12:00pm-1:00pm • Virtual Labor Essentials Training	Victor Sella, United Contractors	None	FREE/\$100
Life Cycle Of Estimating	Sept 23 • 2:00pm-4:00pm • Virtual	Stephane McShane, Maxim Consulting Group	None	FREE/\$100
Advanced Coaching Skills for the Field	Sept 30 • 2:00pm-4:00pm • Virtual	Cody Miller, Novus Global	None	FREE/\$100
Practical Performance Management for Construction Leaders	Oct 6 • 2:00pm-4:00pm • Virtual	John Petersen, Threshold Rising	25	\$550/\$650
The Five Minute Foreman - (SoCal)	Oct 8 • 4:00pm - 8:00pm	Mark Breslin, Breslin Strategies, Inc.	100	\$245/\$345
HarassmentPrevention Training	Nov 3 • 2:00pm-4:00pm • Virtual	Rachael Brown, Sweeney Mason LLP	None	FREE/\$100
Identifying, Developing and Retaining High Potential Leaders	Nov 18 • 2:00pm-4:00pm • Virtual	Stephane McShane, Maxim Consulting Group	None	FREE/\$100
New Industry Law Updates	Dec 8 • 2:00pm-4:00pm • Virtual	Roger Mason, Sweeney Mason LLP	None	FREE/\$100

 **More Classes Added Throughout the Year!**
Visit unitedcontractors.org/calendar



LABOR ESSENTIALS TRAINING

SPEND YOUR LUNCH WITH US!



**COMPLIANCE
FOCUSED
LABOR ESSENTIALS TRAINING**
All sessions: 12:00pm-1:00pm

JANUARY 29
**Basics & Best Practices
Apprenticeship**
Thursday, January 29; See page 26

FEBRUARY 19
**Best Practices Dispatching, Hiring,
Layoffs, & Termination (S. CA)**
Thursday, February 19; See page 26

FEBRUARY 26
**Best Practices Dispatching, Hiring,
Layoffs, & Termination (N. CA)**
Thursday, February 26; See page 27

MARCH 5
Union Payroll Rules (N. CA)
Thursday, March 5; See page 27

MARCH 12
Union Payroll Rules (S. CA)
Thursday, March 12; See page 27

APRIL 16
**Union Payroll Rules
(Striping Highway Improvement)**
Thursday, April 16; See page 27

APRIL 23
Union Payroll Rules (Traffic Control)
Thursday, April 23; See page 28

MAY 26
Mastering Meal & Rest Periods
Tuesday, May 26; See page 28

MAY 28
**Mastering Prevailing Wage CPRs
to 3rd Party Compliance**
Thursday, May 28; See page 28

JUNE 18
**Grievance Procedures and
Dispute Resolution**
Thursday, June 18; See page 29

AUGUST 4
CBA Subcontracting Rules
Tuesday, August 4; See page 29

AUGUST 18
**Mastering the Workers’ Comp
Maze Expert Strategies for
Success**
Tuesday, August 18; See page 29

SEPTEMBER 10
Skilled & Trained Workforce
Thursday, Sept 10; See page 30

SEPTEMBER 16
**PLAs, Pre-Jobs, & Jurisdictional
Disputes**
Wednesday, Sept 16; See page 30

All “Lunch & Learns” –
Class Style: Virtual | Class Limit: Unlimited
Cost – Member: FREE | Non-member: \$100

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

FEBRUARY 3 - MAY 5 Project Management Career Advancement Program (PMCA) - VIRTUAL

**Tuesdays, Feb 3 - May 5;
10:00am-1:00pm**
(See pages 12-16 for more details)

APRIL 7 The Five Minute Foreman - (Dublin)

Tuesday, April 7; 4:00pm - 8:00pm
Instructor: Mark Breslin, Breslin Strategies, Inc.
Class Style: In-Person | Class Limit: 100
Cost – Member: \$245 | Non-member: \$345
Location: Shannon Center, 11600 Shannon Ave,
Dublin, CA

Be recognized as a Professional Foreman, Leader,
and Manager!

The Five Minute Foreman isn't just a workshop –
it's a bestselling leadership book that has shaped
the careers of thousands of construction leaders.
With 70,000+ books distributed and 20,000+ field
leaders trained, it's become the industry's go-to
leadership system for the people who build
the work.

Top contractors – including API Group,
Mortenson, and Michels – rely on this proven
training to strengthen field leadership, elevate
communication, and drive consistent
job-site results.

Register now for a seminar designed to equip
construction professionals with the essential
strategies and techniques to lead, mentor, and
inspire on the jobsite. No other program in

the industry offers such a comprehensive and
uniquely focused approach to people skills –
built specifically for construction Foremen.

This powerful session goes beyond technical
expertise to develop the leadership and
communication tools that boost team
performance, improve crew alignment,
and ensure job-site success.

Each participant will also receive a copy of
The Five Minute Foreman by Mark Breslin – an
essential resource for every field leader.



What You Will Learn

- Proven communication tools that boost team loyalty and performance
- Jobsite-tested leadership strategies to increase accountability and reduce rework
- A personalized action plan they can use immediately
- Increased confidence to lead crews with clarity, respect, and results
- Build stronger, more accountable crews
- Reduce costly rework
- Boost morale and jobsite performance
- Improve jobsite culture
- Increase retention of top talent
- Elevate leadership consistency

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

APRIL 30 Busting Imposter Syndrome

Thursday, April 30; 2:00pm - 4:00pm
Instructor: Estie Briggs, Briggs Performance
Consulting
Class Style: Virtual | Class Limit: Unlimited
Cost – Member: Free | Non-member: \$100

This workshop will
provide construction
professionals
with a practical
understanding of
'Imposter Syndrome'
and its impact on
their professional
and personal lives.

Participants will gain valuable insights into the
causes and manifestations of Imposter Syndrome,
and leave with actionable strategies to overcome
self-doubt and cultivate greater confidence.
This workshop aims to equip participants with
the knowledge, tools, and strategies they need
to begin overcoming Imposter Syndrome and
excel in their construction industry careers. It is
designed to be interactive, engaging, and tailored
to the specific challenges faced by professionals
in this field.



- Define Imposter Syndrome and recognize its prevalence, particularly within the construction industry.
- Explore the psychological and social factors that contribute to Imposter Syndrome.
- Identify common thought patterns and behaviors associated with Imposter Syndrome.
- Acquire practical strategies to challenge negative self-talk and build resilience.
- Understand the specific challenges women face with Imposter Syndrome in the construction industry and develop strategies to address gender-based disparities.
- Develop actionable steps to enhance self-confidence and foster a positive mindset.

Who Should Attend: Construction professionals at
all levels, including project managers, supervisors,
executives, and field personnel.

December 3, 10, 17 Leadership Essentials for Construction Professionals

**Wednesdays, December 3, 10, 17
2:00pm - 4:00pm**
Instructor: Eric Herdman
Class Style: Virtual | Class Limit: 25
Cost – Member: \$550 | Non-member: \$650

Build foundational
leadership
skills tailored to
construction – from
decision-making to
motivating diverse
crews.



This three-session leadership series is designed
to build strong, effective leaders from the inside
out. Participants begin with Leadership Essentials,
gaining an overview of leadership styles and
identifying their own approach to leadership. The
series then moves into Harnessing the Power of
Emotional Intelligence, where participants learn
how skills such as self-awareness, self-regulation,
empathy, motivation, and social awareness directly
impact leadership effectiveness – competencies
increasingly in demand in today's workforce. The
final session, Solutions to Resolve Workplace
Conflict, focuses on the communication side of
leadership, equipping participants with practical
tools for navigating difficult conversations,
practicing active listening, de-escalating conflict,
and solving problems constructively in the
workplace.

- Develop practical strategies for strategic and critical thinking.
- Apply proven frameworks for making better decisions under pressure.
- Gain confidence in motivating and influencing others across all levels.
- Strengthen emotional intelligence to lead with empathy and self-awareness.
- Navigate and resolve workplace conflicts constructively.
- Lead with integrity and self-accountability by putting ethical principles into practice.
- Adapt faster to change and guide others through transitions.
- Align leadership actions with your organization’s core values for lasting impact.
- Implement practical tools to drive measurable improvements for your team.
- Leave equipped to inspire, innovate, and deliver real results as a leader.

Who Should Attend: Emerging leaders, foremen, and new supervisors.

JULY 30 - OCTOBER 22
Project Management Career Advancement Program (PMCA) - SAN RAMON

In-Person
Thursdays, July 30 - October 22;
2:00pm - 4:00pm
17 Crow Canyon Court, Suite 200,
San Ramon, CA 94583
(See pages 12-16 for more details)

August 26 - November 11
Project Management Career Advancement Program (PMCA) - ANAHEIM

Anaheim - In-Person
Wednesdays, August 26 - November 11;
2:00pm - 5:00pm
2401 E. Katella Avenue, Suite 500
Anaheim, CA 92806
(See pages 12-16 for more details)

SEPTEMBER 30
Advanced Coaching Skills for the Field

Wednesday, September 30
2:00pm - 4:00pm
Instructor: Cody Miller, Novus Global
Class Style: Virtual | Class Limit: Unlimited
Cost – Member: Free | Non-member: \$100

Develop practical, on-the-job coaching techniques that help field leaders build trust, boost morale, and improve day-to-day performance. This session focuses on turning everyday jobsite interactions into meaningful coaching moments—helping leaders guide their teams with clarity, confidence, and consistency. Participants will learn how to motivate individuals, address challenges constructively, and strengthen team collaboration, creating a more engaged workforce and stronger results in the field.



- Enhancing on-the-job coaching and mentoring skills
- Strengthening team motivation and engagement
- Addressing performance challenges constructively
- Applying practical coaching strategies in real-world field settings

Who Should Attend: Foremen, superintendents, and field leaders.

OCTOBER 6 - 13
Practical Performance Management for Construction Leaders

Tuesdays, October 6 - 13
2:00pm - 4:00pm
Instructor: John Petersen, Threshold Rising
Class Style: Virtual | Class Limit: Unlimited
Cost – Member: \$500 | Non-member: \$600

This two-part series gives construction leaders practical tools to align performance, reduce confusion, and boost productivity in the field.

Part 1 – Setting the Standard: Learn how to define clear expectations for foremen, superintendents, and project managers using rubrics and simple tools that translate values into daily behaviors.

Part 2 – Coaching for Growth: Explore how to turn feedback into action, creating accountability without micromanagement and building a culture of continuous improvement.

- Define trust and apply tools to build buy-in across teams.
- Establish clear expectations using rubrics and actionable tools.
- Turn feedback into meaningful performance improvements.
- Build accountability without micromanagement.
- Foster a culture of continuous learning and improvement.
- Create thoughtful plans for leadership pipeline development.

Who Should Attend: Foremen, superintendents, project managers, and field leaders responsible for managing and developing construction teams.

NOVEMBER 18
Identifying, Developing and Retaining High Potential Leaders

Wednesday, November 18
2:00pm - 4:00pm
Instructor: Stephane McShane, Maxim Consulting Group
Class Style: Virtual | Class Limit: Unlimited
Cost – Member: Free | Non-member: \$100

Leadership development is once again at the forefront of executive’s thoughts as growth returns and the aging work force continues to leave the industry at an alarming rate. Realizing that leadership development efforts take years, this program presents a framework to identify those high potential leaders and to develop them using methods scaled down from the top companies in the world, so that they fit for any size contractor.

- Present the nine-box framework for assessing talent within the organization and determining high potential leaders.
- Define a broad methodology for developing leaders everyday with experiential and relationship-based development practices.
- Present a series of options that can be used to retain the high potential leaders and ensure the return-on-investment in their development is realized.

Who Should Attend: Contractors, executives, and Project managers responsible for identifying, developing, and retaining future leaders within their organizations.



“I came in ready for just another motivational talk, but came away with a new mindset.”
— Gordon N. Ball, Inc.

“I wish I had the opportunity to take this training earlier in my career.”
— Pavement Recycling Systems, Inc.



PROJECT MANAGEMENT CAREER ADVANCEMENT (PMCA) PROGRAM

Virtual: Zoom Feb 10 - May 12; 10:00am - 1:00pm Class Limit: 25 Cost – Member: \$2,400 Non-Member: \$2,500	In-Person: Anaheim Aug 26 - Nov 11 2:00pm - 5:00pm Class Limit: 20 Cost – Member: \$2,900 Non-Member: \$3,000	In-Person: San Ramon July 30 - Oct 22; 2:00pm - 5:00pm Class Limit: 25 Cost – Member: \$2,900 Non-Member: \$3,000
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PMCA develops stronger project managers who make better decisions, communicate more clearly, and lead projects more consistently. The program delivers practical tools that reduce risk, improve team performance, and prepare the next generation of leaders to successfully manage complex construction projects.

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

Emotionally Intelligent Leader

Instructor: Estie Briggs, Briggs Performance Consulting

Project managers and supervisors who lead with emotional intelligence create stronger teams and more successful projects. High emotional intelligence helps leaders communicate clearly, manage stress, make better decisions, and navigate challenges more effectively on the job. It is one of the most critical skills for building trust, strengthening relationships, and fostering collaboration across teams.

This interactive Emotional Intelligence workshop gives participants a practical framework for understanding and applying EQ in real workplace

situations. Participants complete an individual EQ-i 2.0 assessment and receive personalized results that highlight current strengths and identify opportunities for growth. The two-part program includes an EQ-i 2.0 Workplace Report at the start of the PMCA series, along with a 50-minute one-on-one coaching session with the instructor to review results and create a plan for continued development.

The workshop focuses on self-awareness, emotional regulation, empathy, and interpersonal effectiveness, giving participants tools they can apply immediately to lead more confidently, improve communication, and strengthen team performance.



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

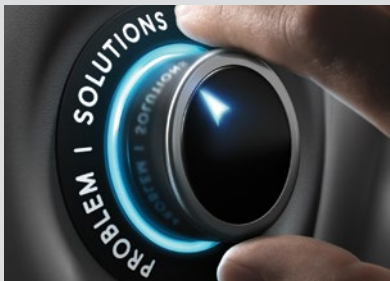
Program continued on next page

Conflict Resolution in Construction

Instructor: Kate Stewart, OrgMetrics LLC

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

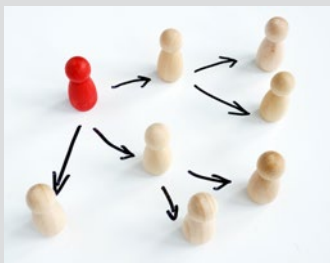
- Learn the difference between passive and active listening
- Understand common types of projects and organizational conflict
- Understand how communication and work style impacts the negotiation
- Negotiate a project conflict



Delegation Skills

Instructor: Eric Herdman, LLC

The primary goal of this training session is to enhance productivity and team efficiency while supporting the growth of team members. The session provides practical strategies for effective delegation, including how to assess tasks, choose the right team members, and communicate more clearly. It reinforces that effective delegation is not just about assigning work. It's about developing a team's potential, building trust, and strengthening collaboration.



Attendees leave with a deeper understanding of delegation and the skills needed to become more effective leaders, helping drive success for both their teams and their organizations.

- 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

Productivity

Instructor: Eric Herdman, LLC

Productivity isn't about time management. It's about attention and energy management. Constantly reacting to fires and crises leaves people feeling overwhelmed, and trying to simply ignore distractions isn't working. Decision fatigue is real, and it's avoidable.



By the end of this virtual seminar, you'll know how to squeeze every ounce of productivity out of yourself, make quality decisions, do meaningful work, and leave with a clear 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)

Customer Connected

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

Going Beyond High Performance

Instructor: Cody Miller, Novus Global

Much of your potential remains unseen – difficult to recognize, and even harder to maximize. But what if you had tools to explore the possibilities within yourself and those you lead? What if you could design a vision so compelling it redefines what you thought was possible? Let us be the first to introduce you to the idea of Meta Performance™. Participants will explore what they’re capable of and create a vision for how they want to think, feel, and operate – at work, in their leadership, and across their lives.



- Define the levels of performance and how we decide what we are capable of.
- Get clear on your vision and how it fits into the bigger picture of their role and organization
- Explore how to measure if we are on/off track and what to do about it.
- Develop strategies to improve your performance, your team’s performance, and your company’s market position.

Construction Contracts

Instructor: 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

Change Orders

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

Construction Finance

Instructors: Russ Riger, David Ternes, Brandon Emilio, Tyler Cross, CliftonLarsonAllen

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

Insurance and Bonding

Instructors: Andrew Holloway and Kevin Reimers, Woodruff Sawyer - A Gallagher Company

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

MAY7 - 21
Communication Masterclass Series

Thursdays May 7 - 21; 10:00am - 1:00pm
Instructor: Eric Herdman
Class Style: Virtual | Class Limit: 25
Cost – Member: \$550 | Non-member: \$650

Effective communication lies at the heart of successful leadership. This workshop serves as a dynamic platform to equip leaders with the essential skills and strategies needed to excel in their leadership journeys, by cultivating a culture of open and effective communication within their organizations. Participants will gain a deeper understanding of effective communication principles and strategies, allowing them to inspire and guide their teams with clarity, empathy, and purpose.

The series wraps up with a course designed to help participants learn ways to provide both positive and negative feedback to maximize team performance.



- Recognize various communication and personality styles & adapt communication to suit diverse audiences.
- Learn techniques for attentive and empathetic listening to better understand others.
- Practice strategies for conveying messages effectively to avoid miscommunication.
- Learn techniques for establishing trust, credibility, and strong connections with team members and stakeholders.
- Discover how to communicate with genuineness and authenticity
- Leverage communication as a key leadership tool to inspire, motivate, and lead teams.

Who Should Attend: Leaders, Managers, Supervisors

SEPTEMBER 9

Conflict Management for Field Leaders

Wednesday, September 9; 2:00pm - 4:30pm
Instructor: Kate Stewart, OrgMetrics
Class Style: Virtual | Class Limit: Unlimited
Cost – Member: FREE | Non-member: \$100

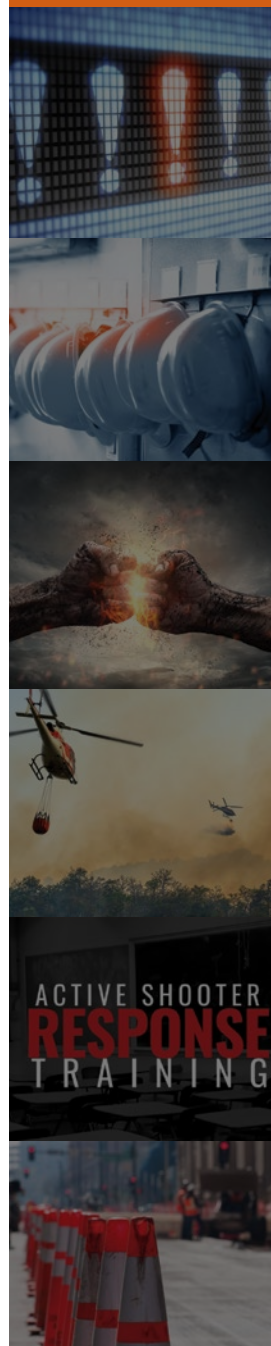
Learn practical strategies to handle project and workplace conflicts. Explore active listening, communication styles, and negotiation techniques to resolve issues and keep your construction projects on track.



- 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

Who Should Attend: Project managers, foremen, and construction professionals responsible for team management and conflict resolution.

HEALTH AND SAFETY



AUGUST 19

Surviving an Active Shooter in the Office and on the Jobsite

Wednesday, Aug 19; 2:00pm - 4:00pm
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

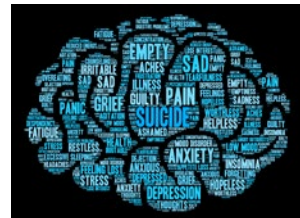


SEPTEMBER 8

Beyond the Hard Hat: Tackling Suicide Prevention Head-On

Tuesday, Sept 8; 2:00pm - 4:00pm
Instructor: Eric Herdman
Class Style: Virtual | Class Limit: Unlimited
Cost – Member: FREE | Non-member: \$100

This comprehensive webinar on suicide prevention and awareness is designed specifically for construction companies and associations, addressing the alarming rates of suicide within the industry.



This webinar not only highlights the critical risk factors but also equips your team with practical tools to foster a supportive and empathetic work environment.

By attending, you will learn how to recognize warning signs, create a culture of vulnerability, and implement effective intervention strategies.

- Understand and address mental health risks in construction
- Recognize signs of distress and suicidal thoughts
- Foster empathy, openness, and emotional support
- Implement programs, training, and crisis intervention
- Promote work-life balance and substance use awareness

Who Should Attend: Construction leaders, supervisors, and team members responsible for worker safety and mental wellbeing.

MARCH 11 Building Blocks for Savings Success

Wednesday, March 11; 12:00pm - 1:00pm
Instructor: Joseph D. Silla, Westpac Wealth Partners
Class Style: Virtual | Class Limit: Unlimited
Cost – Member: FREE | Non-member: \$100

Everyone has an income. Learn how to prioritize yourself and create great opportunities in your future. Understanding your current and future tax bracket can help you save more and help with lowering taxes.



- Understand that you need savings diversification for future opportunities
- Diversifying your savings helps with current and future taxes
- Efficient Wealth Management
- Retirement Planning, switching from accumulation to distribution planning

Who Should Attend: Managers, Executives, Business Owners

APRIL 16 Project Accountant Best Practices

Thursday, April 16; 2:00pm - 4:00pm
Instructor: Hiromi Young, Young and Mikubo
Class Style: Virtual | Class Limit: Unlimited
Cost – Member: FREE | Non-member: \$100

This class is designed for project accountants in the construction industry with a minimum of 1 year experience, who want to learn the best practice of project accountants.



- Understanding construction contract terms and conditions
- Financial gate keeper of a project
- Budget to actual (experience with Procore/HCS)
- Accurate job cost tracking
- Billing customer
- Collaboration with Project Managers
- Dream project accountants (PM's perspective – UCON member)
- Communication and relationship builder
- Understanding financial impact of your role
- Financial analysis per job

Who Should Attend: 3 years of entry level accounting experience

APRIL 28 Deep Dive into Contractors' Financial Statements

Tuesday, April 28; 2:00pm - 4:00pm
Instructor: Hiromi Young, Young and Mikubo
Class Style: Virtual | Class Limit: Unlimited
Cost – Member: FREE | Non-member: \$100



This class is designed for construction business owners, and/or decision makers COO, VP of Operations who want and need to enhance their understanding of contractors' financial statements, and accounting professionals who are new to the construction industry. It covers the required reporting framework, users of the financial statements, and interpretation of the reporting package.

- GAAP financial statements
- Industry specific supplemental schedules
- Financial Statement Interpretation and Planning tool
- Perspectives of financial statement users:
 - Surety (Gallagher)
 - General Contractor – prequalification (UCON member)
 - Prospective financial statements

Who Should Attend: Everyone

MAY 6 Building Blocks for Financial Success

Wednesday, May 6; 12:00pm -1:00pm
Instructor: Joseph D. Silla, Westpac Wealth Partners
Class Style: Virtual | Class Limit: Unlimited
Cost – Member: FREE | Non-member: \$100

Everyone has a financial balance sheet, which includes assets (real estate, 401k, investments, etc), liabilities (credit cards, loans, mortgages, etc), protection (home, auto, disability, etc), and cash flow (paycheck). You need to understand how each decision on your balance sheet Build or Drain your future wealth.



- Understanding what Assets Build Future Wealth
- Understanding how the wrong liabilities can drain your future wealth
- Understanding that your Paycheck (Cash Flow) is the driver of your wealth
- Understanding how to efficiently protect your assets

Who Should Attend: Managers, Executives, Business Owners

SEPTEMBER 1 Key Accounting and Bookkeeping Overview

Tuesday, Sept 1; 2:00pm - 4:00pm
Instructor: Hiromi Young, Young and Mikubo
Class Style: Virtual | Class Limit: Unlimited
Cost – Member: FREE | Non-member: \$100

This class is designed for accounting professionals or office personnel who are new to construction industry and who want to learn the best practice and necessary processes for core accounting duties of contractors.



- Time tracking
- Payroll processing
- Job cost reporting
- Union, certified payroll reporting
- Subcontracts/accounts payable
- Billing and collection
- Month-end, quarter-end or year-end procedures
- Financial statement preparation

Who Should Attend: Office Staff

TECHNOLOGY

FEBRUARY 12**AI for Construction Management:
Practical Tools for Everyday Projects****Thursday, Feb 12; 2:00pm - 4:00pm**

Instructor: Cory Fisk, Construction Management Online
 Class Style: Virtual | Class Limit: Unlimited
 Cost – Member: FREE | Non-member: \$100

This course explores how artificial intelligence can be strategically used to improve project management efficiency, accuracy, and profitability. Participants will gain a practical understanding of how AI supports project planning, financial forecasting, risk management, and leadership decision-making. Designed for professionals who want to future-proof their roles, this session helps construction teams harness AI to enhance productivity, optimize communication, and lead projects with confidence in a data-driven world.



- Overview of AI tools transforming project management and operations
- Integrating AI with estimating, scheduling, and cost control systems
- Using predictive analytics for risk mitigation and resource management
- Leveraging AI dashboards for executive decision-making and reporting
- Building a culture of innovation and continuous improvement

Who Should Attend: Construction Executives, Project Managers, Estimators, Schedulers, and Operations Leaders

MARCH 4**Save 5+ Hours a Week with ChatGPT
for Construction****Wednesday, March 4; 2:00pm - 4:00pm**

Instructors: Eric Anderton, Construction Genius. Dylan Davis, Gradient Labs
 Class Style: Virtual | Class Limit: Unlimited
 Cost – Member: FREE | Non-member: \$100

Your construction team is drowning in repetitive admin work – RFIs, meeting notes, safety reports, and endless follow-ups – that keeps projects compliant but crushes productivity and profit. This live, no-fluff training cuts through the noise to show how real construction leaders are using ChatGPT right now to save time, boost clarity, and streamline communication between field and office. You'll see how to automate the grind without risking data or dealing with unreliable AI outputs. It's designed for the daily realities of construction leadership – not theory or tech hype. If you want to protect margin, reduce back-and-forth, and give your team a competitive edge without adding complexity, this session is built for you.



- Where ChatGPT helps – and where it doesn't
- Prompts that actually work in construction
- How to use ChatGPT safely and maintain confidentiality
- Real examples: RFIs, scopes, change orders, payment emails, and more
- How to help your team use AI to lead better – not just type faster

Who Should Attend: Presidents, Division + Operations Executives, Senior PMs and Team Leaders

AUGUST 11**Fraud Prevention****Tuesday, August 11: 12:00pm - 1:00pm**

Instructors: Jason Krankota, CorPay and Kelly Attebery, F&M Bank
 Class Style: Virtual | Class Limit: Unlimited
 Cost – Member: FREE | Non-member: \$100

This session provides a focused look at the growing fraud and cybersecurity threats facing Accounts Payable (AP) and finance leaders today. With payments fraud surging – from Business Email Compromise and check fraud to AI-enabled impersonation – AP teams are on the front lines of defense. Participants will gain practical insight into legacy vulnerabilities, emerging threats, and the steps needed to strengthen controls, protect vendor payments, and safeguard organizational integrity.

- Best Practices – Validate; Proceed with caution; Be Vigilant. Go back to the basics.
- Recognize the most common fraud risks and evolving cyber threats impacting AP operations.
- Identify legacy weaknesses in payment processes and vendor management.
- Implement proactive strategies and internal controls to detect, prevent, and respond to fraud attempts.

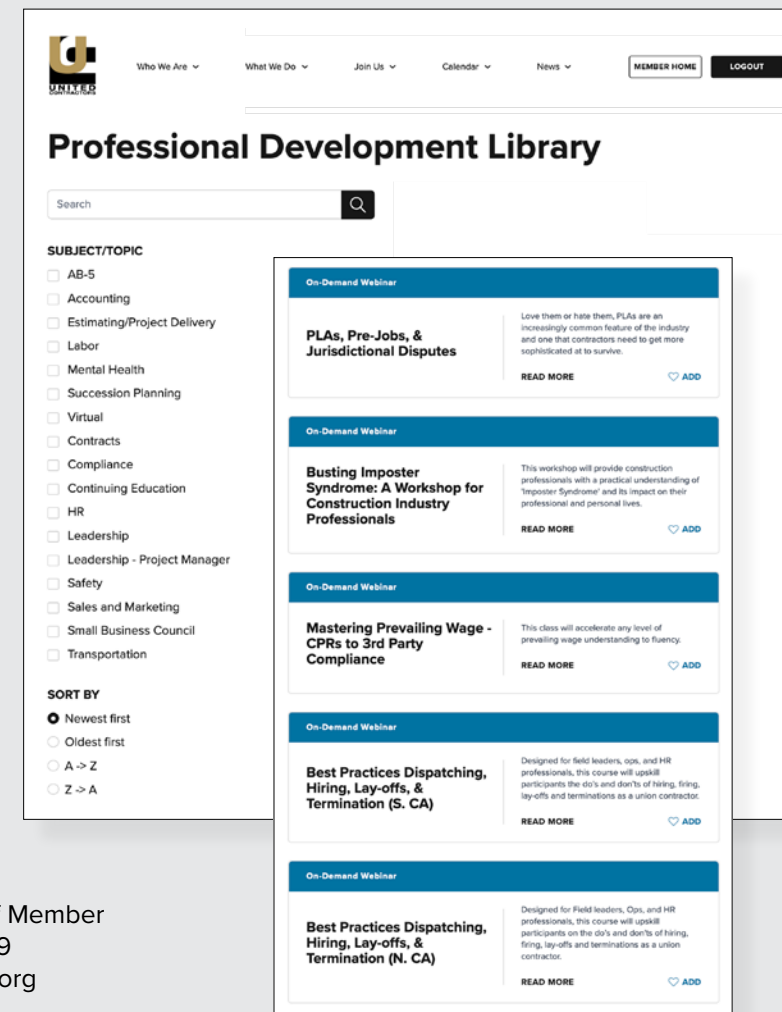
Who Should Attend: AP and finance leaders, controllers, CFOs, and accounting professionals responsible for vendor payments, financial controls, and fraud prevention.

EDUCATION CLASSES ON-DEMAND

Did you know that you can log-in to your UCON member account and take advantage of on-demand classes in our UCON Professional Development Library?

UCON's On-Demand Library

contains over 100 courses for you to include in your annual training programs. This is a **member-only benefit!** Use UCON's Professional Development courses for your staff. The classes are specially curated with the union-construction industry in mind. Filter classes by topics such as: Estimating/Project Delivery, Labor, Contracts, HR, Safety, Mental Health, Sales and Marketing, and more.



For any questions, contact Angelica Gouig, Director of Member Experience, (925) 362-7309 agouig@unitedcontractors.org



CONSTRUCTION SPECIFIC

MARCH 19 - APRIL 2 Project Engineer Bootcamp [Q1]

Thursdays, March 19 - April 2
Session 1 | March 19, 10:00am - 1:00pm
Session 2 | March 26, 10:00am - 1:00pm
Session 3 | April 2, 10:00am - 1:00pm

SEPTEMBER 15 - 29 Project Engineer Bootcamp [Q3]

Tuesdays, September 15 - 29
Session 1 | Sept 15, 10:00am - 1:00pm
Session 2 | Sept 22, 10:00am - 1:00pm
Session 3 | Sept 29, 10:00am - 1:00pm

Instructor: Paul Stout, Power Summit
Class Style: Virtual | Class Limit: 25
Cost – Member: \$500; Non-member: \$600

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 8 New Industry Law Updates

Tuesday, Dec 8; 2:00pm - 4:00pm
Instructor: Roger Mason, Sweeney Mason LLP
Class Style: Virtual | Class Limit: Unlimited
Cost – Member: FREE | Non-member: \$100

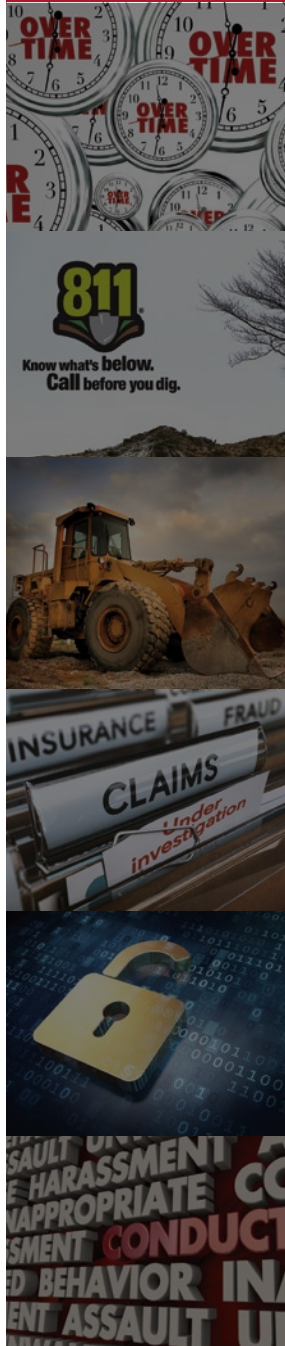
Get up to date with new construction industry employment laws affecting your organization's policies and practices.



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 2026 that will affect the Construction Industry.
- Discuss what the new laws mean for you.
- Discuss the implementation of the new requirements.

Who Should Attend: UCON Members



COMPLIANCE

JANUARY 29 Basics & Best Practices Apprenticeship

Thursday, January 29; 12:00pm - 1:00pm
Instructor: Victor Sella, United Contractors
Class Style: Virtual | Class Limit: Unlimited
Cost – Member: FREE | Non-member: \$100
Rated 5/5 - Available On Demand for Members Only

This class will accelerate any level of proficiency in the apprenticeship system to fluent. Starting with apprenticeship fundamentals, the course provides a clearly defined process on how to navigate both union and public works apprenticeship systems. The modules cap off with how to navigate key enforcement and legal issues, as well as best practices regarding sponsoring apprenticeships and getting the most out of your apprentices.



- Attain essential resources for people in operations, HR, payroll
- Grasp both the legal and union apprenticeship system fundamentals
- Capture the step-by-step process the pros use to navigate apprenticeship ratios and system issues
- Get expert advice on how to deal with compliance officers and immediately increase your success rate in enforcement scenarios
- Understand how to get the most out of the apprenticeship through sponsorships and how to better integrate with your apprenticeship programs

Who Should Attend: Operations, Payroll, HR

JANUARY 29 Member Exclusive LCPtracker Training

Thursday, Jan 29; 10:00am - 12:00pm
Instructors: Derek Borghi & Liz Castro, United Contractors
Class Style: San Ramon office | Class Limit: 24
Cost – Member: FREE | Non-member: \$100

Certified payroll reporting doesn't have to be complicated. In this member exclusive, in-person session, you'll see how LCPtracker streamlines compliance, helps you avoid costly mistakes and empowers your team. Whether you're just starting in construction or the go-to expert, we'll explore the Contractor/ Subcontractor module and share practical tips and resources to help keep your projects running smoothly.

- Utilize the core features of the Contractor/ Subcontractor module, including reports
- Mitigate common compliance risks by applying expert tips and strategies
- Leverage LCPtracker's additional resources for continued learning and support

Who Should Attend: Payroll and labor compliance professionals — from first-time users to industry pros.

FEBRUARY 19

Best Practices Dispatching, Hiring, Layoffs, & Termination (S. CA)

Thursday, February 19; 12:00pm - 1:00pm

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

FEBRUARY 26

Best Practices Dispatching, Hiring, Layoffs, & Termination (N. CA)

Thursday, Feb 26; 12:00pm - 1:00pm

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

If you want to get the most out of the dispatch system, avoid costly grievances and lawsuits, and easily navigate the hiring hall to more easily secure the talent you need, then this class is for you.

This course will upskill participants on the do's and don'ts of hiring, firing, layoffs and terminations as a union contractor.



- Attain key resources and guidance for field leaders, operations, HR, and more
- Grasp the fundamentals of the hiring hall and dispatch systems
- Understand how to effectively use the try-out period
- Learn the inside track on dispatch procedures of Laborers, OEs, and other key crafts
- Master mobility and movement of workers procedures
- Learn the best practices of layoffs and terminations to reduce liability and avoid problems

Who Should Attend: Field leaders, Ops, and HR professionals

MARCH 5

Union Payroll Rules (N. CA)

Thursday, March 5; 12:00pm - 1:00pm

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

MARCH 12

Union Payroll Rules (S. CA)

Thursday, March 12; 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 make sure 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 on 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 16

Union Payroll Rules (Striping Highway Improvement)

Thursday, April 16; 12:00pm - 1:00pm

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



Unnecessary 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 make sure you and your team are taking advantage of all the nuances of the TCHIA (N. CA) and PHI (S. CA) to stay competitive and mitigate unnecessary costs.

- Deep review of TCHIA and PHI fundamentals to ensure you're following the rules and taking advantage of special provisions
- Clarify straight time, overtime, and special shift rules and how to avoid the most common and costly mistakes
- Clarify the differences between the TCHIA and PHI to avoid confusion and make sure you're operating efficiently across the state

Who Should Attend: Operations, Project Managers, Estimators, Payroll

APRIL 23

Union Payroll Rules (Traffic Control)

Thursday April 23; 12:00pm - 1:00pm

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

Unnecessary 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 make sure you and your team are taking advantage of all the nuances of the TCHIA (N. CA), Laborers (N. CA) MLA and Laborers (S. CA) MLA to stay competitive and mitigate unnecessary costs.



- Deep review of TCHIA and MLA fundamentals to ensure you're following the rules and taking advantage of special provisions
- Clarify straight time, overtime, and special shift rules and how to avoid the most common and costly mistakes
- Clarify the differences between the TCHIA and Laborers MLA N. CA & S. CA to avoid confusion and make sure you're operating efficiently across the state

Who Should Attend: Operations, Project Managers, Estimators, Payroll

MAY 12

Mastering Prevailing Wage CPRs to 3rd Party Compliance

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

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

This class will accelerate any level of prevailing wage understanding to fluency. Starting with prevailing wage fundamentals, the course provides a clearly defined process on how to navigate prevailing wage requirements in a way that is replicable across your organization.



It caps off with how to navigate union jurisdictional issues as well as best practices in dealing with prevailing wage compliance officers.

- Attain essential resources for people in ops / HR /payroll
- Grasp prevailing wage system fundamentals
- Capture the step-by-step process the pros use to navigate any prevailing wage issue or scenario
- Gain an understanding of where union vs prevailing wage jurisdiction overlap and don't so you have greater clarity on manning and appropriate payment
- Get expert advice on how to deal with compliance officers and immediately increase your success rate in enforcement scenarios

Who Should Attend: Operations, Payroll, HR

MAY 26
Mastering Meal & Rest Periods

Tuesday, May 26; 12:00pm - 1:00pm
Instructor: Victor Sella, United Contractors
Class Style: Virtual | Class Limit: Unlimited
Cost – Member: FREE | Non-member: \$100

This class provides clarity on meal and rest period obligations, including a thorough understanding of how to mitigate the financial costs associated with missing breaks, saving your company thousands each year. The module also provides best practices on how to manage meal and rest periods across your company and expertly prepare and defend against legal claims.

- Provide clear understanding of meal and rest period obligations, including penalties and how they are calculated across different crafts
- Get clarity on how much missed breaks and penalties impacting your bottom line
- Capture best practices on how to improve meal and rest period adherence across your organization Get expert advice on how to deal prepare for and successfully defend against legal claims

Who Should Attend: Operations, Management, Field Leadership Payroll, HR



JUNE 18
Grievance Procedures and Dispute Resolution

Thursday, June 18; 12:00pm - 1:00pm
Instructors: Derek Borghi & Victor Sella, United Contractors
Class Style: Virtual | Class Limit: Unlimited
Cost – Member: FREE | Non-member: \$100

When it comes to day-to-day labor relations nothing is more time consuming and costly to an employer than a grievance. How you respond can be the difference between a quick and cheap resolution and a long, time intensive ordeal with a big bill. Learn how to respond, mitigate, and resolve these disputes with minimal time investment and cost by understanding the process and steps.



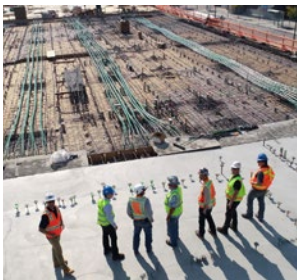
- Understand what a grievance is and the implications associated with one.
- Learn what the most common grievances are and how to avoid them before they happen.
- Learn how to respond and mitigate the liability.
- Learn how to engage with your Association as well as how to deal with Union representatives.

Who Should Attend: Superintendents, project managers, operations managers, HR

AUGUST 4
CBA Subcontracting Rules

Tuesday, Aug 4; 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 that your project managers know their rights, take 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 of 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 job, 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

AUGUST 18
Mastering the Workers' Comp Maze Expert Strategies for Success

Tuesday, August 18; 12:00pm - 1:00pm
Instructors: Blake Longo, A. J . Longo & Associates Rick Pires, Basic Crafts
Liz Castro, 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 25
Certified Payroll – Answering Contractors Most Frequently Asked Questions

Tuesday, Aug 25; 2:00pm - 4:00pm
Instructors: Darbi Griffin and Jesse Jimenez, FFC and Ruby Varnadore, United Contractors
Class Style: Virtual | Class Limit: Unlimited
Cost – Member: FREE | Non-member: \$100

This class will cover UCON members' most frequently asked certified payroll questions and common pitfalls. Including Compliance requirements of Labor Code 1776, which is covered by certified payroll and contractor registration; apprenticeship requirements. 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 10
Skilled & Trained Workforce

Thursday, Sept 10; 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.

SEPTEMBER 16
PLAs, Pre-Jobs, & Jurisdictional Disputes

Wednesday, Sept 16; 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 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 are PLAs, 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 making sure they set you up for success on the project

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



NOVEMBER 3
Harassment Prevention Training

Tuesday, Nov 3; 2:00pm - 04:00pm
Instructors: Rachael Brown, 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 provided to new hires 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
- Certificate of completion available to all attendees

Who Should Attend: Employees of companies with 5 or more employees. Non-Supervisory and Supervisory employees

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2026 Board of Directors
for their dedication
and investment
in professional
development!

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Dermot Fallon, *Bulk Exchange*

Brent Fogg, *Granite Construction Company*

Thiel Harryman, *Underground Construction Co., Inc.*

Matt Hennagin, *Baker Tilly US, Associate Director-Elect*

Matt Lovingier, *JMH Engineering and Construction, Inc.*

Daniel Rodriguez, *Bay Cities Paving & Grading, Inc.*

Elizabeth Torrez, *Tenna, Associate Director*

Eric Anderton, Construction Genius

Since 2004, Eric Anderton has worked side by side with construction leaders to help them tackle their biggest challenges. With clear strategic plans, a focus on developing top talent, and an unrelenting drive to execute key priorities, his clients have grown stronger and more profitable. His thirty years of entrepreneurial and business experience, coupled with twenty-five years of public speaking, small group facilitation, and one-on-one mentoring, have made Eric a trusted advisor to construction companies ranging from \$5 million to over \$3 billion in annual revenue.



Eric's insights come to life in his book, Construction Genius: Effective, Hands-On, Practical, Simple, No-BS Leadership, Strategy, Sales, and Marketing Advice for Construction Companies, and through his weekly podcast, Construction Genius, where he interviews industry leaders and shares actionable advice to help construction professionals succeed.

Away from the boardroom and the microphone, Eric recharges with his family, stays active with workouts, dives into great books, and keeps trying (with mixed success) to master the guitar.

Mark Breslin, United Contractors

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



Estie Briggs, Briggs Performance Consulting

Estie Briggs is the Owner of Briggs Performance Consulting and a certified Emotional Intelligence (EQ) coach specializing in leadership development for the construction and trades industries. With over 20 years of experience, she has coached hundreds of professionals through her signature PIER framework (Pause, Investigate, Evaluate, Respond), along with research-backed tools like DiSC and the EQ-i 2.0 to transform workplace performance and build psychologically safe, thriving teams. Estie believes that people are capable and want to contribute meaningfully—her job is to unlock what's already there. She works with companies to develop confident, competent leaders who understand that emotions are data, master the space between stimulus and response, and drive both profitability and positive culture through intentional, emotionally intelligent leadership.



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 international conference speaker and workplace violence expert. She is an authority on workplace violence, active shooter, and workplace conflict who is often sought by the media for comments when tragedies occur. Carol has been interviewed by: ABC, NBC, CBC, and News Channel Asia in Singapore. As a thought leader, she teaches people to move away from Fear Based Thinking. Carol shows people how to navigate fear and use critical thinking skills to guide them through an emergency or a crisis.



Tyler Cross, CliftonLarsonAllen LLP

Tyler Cross is a CPA with CLA (CliftonLarsonAllen) out of the Ontario, California office. Tyler has over 7 years of experience specializing in the Construction industry working on both the Assurance and Tax needs for his clients. His assurance experience includes working on attestation engagements such as Audits, Reviews, and Compilations. His tax experience includes preparation of Individuals, Partnerships, S-Corporations, and C-Corporations.



Brandon Emilio, CliftonLarsonAllen LLP

Brandon Emilio is a CPA with CLA (CliftonLarsonAllen) out of the Ontario, California office. Brandon has over 15 years of experience in providing accounting and assurance services, in addition to tax preparation and tax strategies for closely held businesses and its owners. Brandon currently concentrates his practice working with privately held companies in CLA's construction group working with general contractors, subcontractors, and specialty contractors.



Dylan Davis, Gradient Labs

Dylan Davis is an AI leader and founder of Gradient Labs who helps companies implement practical AI solutions that teams actually use. After leading projects at Mastercard and Recorded Future, he has helped organizations dramatically reduce processing time and costs while freeing teams from manual work. Known for bridging the gap between technology and business, Dylan translates complex AI concepts into simple, actionable tools that deliver real results. He also shares practical insights with a global audience through his popular content on applying AI in everyday work.



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 an organizational development expert who is dedicated to helping professionals elevate their communication ability and leadership skills and develop the core skills necessary for career growth. For over three decades, he has been facilitating interactive workshops, both in-person and since March of 2020 over 1,000 virtual workshops, designed to empower individuals to express ideas clearly and lead with confidence. Over the course of his speaking career, Eric has published four books, including Time, Energy, and Focus, a system he developed to improve productivity and organizational skills, and released several on-line continuing education courses. He has trained employees in corporations, government agencies, financial institutions, and national associations, and incorporates everything he has learned as the owner of multiple businesses and a competitive ultra-marathon runner into each session.



Andrew Holloway, Woodruff-Sawyer & Co.

Andrew Holloway, specializes in consultation and financial planning to enhance clients' overall credit relationship with sureties, negotiation of terms that maximize clients' credit and capacity, and evaluation of sureties' financial capacities.



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.



Janette Leonidou, Leonidou & Rosin Professional Corp.

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



Blake Longo, A. J. Longo & Associates

Blake has a long record of outstanding achievement as an insurance expert. After graduating from UCLA, he began his way from Claims Examiner to Commercial Underwriter. As an independent agent since 1987, he has been a leading producer for a number of insurance companies including Employers Compensation, Liberty Mutual, Berkshire, ICW, State Fund, CNA, Hanover, Travelers and the Hartford. National publications and industry associations often seek Blake's viewpoint and wisdom because of his tremendous expertise and reputation. Blake holds the Certified Insurance Counselor (CIC) designation. He is a past President of the La Canada Sports (Spartan Basketball) Association. He is a two-time past President of the Burbank, Glendale, and Pasadena Insurance Brokers Association. Blake has served on the Board of Directors of the La Canada Educational Foundation. He is the former Head Basketball Coach for the Pasadena Special Olympics. Blake serves on the Pasadena Boys & Girls Club Board. Previously served on the Board of Directors for the Pasadena Chamber of Commerce.



Blake's charter as President of A. J. Longo & Associate's is to form long-term relationships with companies who are the best in their industry.

Blake has three grown children and lives in Pasadena with his wife.

Rick Pires, Basic Crafts

Executive Director of Basic Crafts Workers Compensation Trust Fund from August 2009 until present.

Marketing Manager for Basic Crafts Workers Compensation Benefits Trust Fund since inception it's in 2004 until August 2009. Basic Crafts operates an Alternative Dispute Resolution (ADR) program for three cooperating unions including, The Northern California Carpenters Regional Council, Northern California District Council of Laborers and Operating Engineers Local Union No. 3. It is the only multi-craft ADR program in California and the largest.



Roger Mason, Esq, Sweeney Mason LLP

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



Stephane McShane, Maxim Consulting

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



Cody Miller, Novus Global

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.



Rob Reaugh, OrgMetrics LLC

Rob Reaugh is the President of OrgMetrics LLC and has worked in the field of Conflict Resolution since 2007, specializing in construction dispute prevention and resolution since 2011. As a partnering facilitator, they serve as a neutral for public and private construction teams, leading consensus-building processes that strengthen collaboration, increase accountability, and improve project outcomes. They hold a Master’s Degree in Mediation and have extensive experience supporting teams operating in complex environments such as airports, urban systems, and schools, as well as teams navigating high conflict.



Kevin Reimers, Woodruff-Sawyer & Co.

Kevin Reimers has over 13 years’ experience in the insurance and risk management and his 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.



Russell Rigler, CliftonLarsonAllen LLP

Russell Rigler 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 16 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.



Bob Rosin, Leonidou & Rosin Professional Corp.,

Bob 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 470+ contractor members across the state. By providing labor, operations, and human resources consulting to our members, Victor is satisfied with resolving people’s problems and improving contractors’ abilities to get work done and stay competitive.



Joseph Silla, Westpac Wealth Partners

Joseph has over 10 years of experience in the financial services industry, guiding clients through Retirement Planning, Investment Management, complex Estate Planning, and Business Exit Planning. Before joining WestPac Wealth Partners, he spent a decade in business development within the market research and financial sectors, strengthening client relationships and implementing technology solutions. He is dedicated to being a strong advocate and trusted advisor to his clients. Recognizing the needs of locally owned businesses, Joseph also specializes in Business Planning, helping owners with valuation guidance, asset protection, and continuity strategies. Joseph lives in San Juan Capistrano with his wife, Lovely, and enjoys surfing, hiking, and mountain biking on the weekends.



Kate Stewart, OrgMetrics LLC

Kate Stewart is a partnering facilitator at OrgMetrics LLC. She helps construction project/program teams reduce project complexity and risk by facilitating alignment behind one set of common goals using Structured Collaborative Partnering. Specializing in aviation and megaprojects, I help teams reduce costs and meet schedules by creating team cohesion and trust. The highly effective OrgMetrics model I use has been proven over 3 decades and more than 4,000 projects. On average, clients save 10-30% on their installed costs. Kate Stewart brings 25 years of expertise helping leaders turn complex projects into collaborative success stories. A certified mediator and construction Partnering facilitator, she supports project teams on aviation, industrial, and heavy civil/infrastructure projects globally. Kate is passionate about helping build high-performing teams based on a culture of collaboration and mutual trust. She has a PhD in Organizational Communication and an MBA from UT Austin and is part of the OrgMetrics team.



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-four 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 a Principal with CLA in the Walnut Creek office. David has over 8 years of experience working with privately held general contractors and subcontractors on various consulting, assurance, and tax engagements. With extensive experience and a deep understanding of the unique financial challenges faced by construction companies, David has built a reputation for providing exceptional service and guidance to his clients.



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.



Hiromi Young, Young and Mikubo,

Hiromi Young is a managing partner and certified public accountant at Young and Mikubo, LLP with over 25 years of accounting and financial reporting experience in the construction industry. Her experience includes financial statements audit/review, financial analysis, financial strategic planning, and overall budgeting and forecasting as a fractional construction CFO or controller.



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