



# CPMCA

California Plumbing & Mechanical  
Contractors Association

# Seminar Catalog

July–December  
2019

**Foreman • Management • Project Management • Estimating  
People Management/Skills • Sales/Service/Safety  
Certified Safety – Safety Risk Control • Webcasts**



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# CPMCA Executive Committee, Board of Directors

## Executive Committee 2019–2020

### **Jim DeFlavio, President**

Murray Company

### **Jay Lusita, Vice President**

Tier One Plumbing

### **Bryan Suttles, Secretary**

Suttles Plumbing & Mechanical Corporation

### **Steve Cornelius, Treasurer**

University Mechanical & Engineering  
Contractors – San Diego

### **Tim Healy, Past President**

ARB, Inc.

## Board of Directors

### **Scott Baker**

Kinetics

### **Harry Bederian**

ARB, Inc.

### **Jay Chase**

Muir Chase Plumbing Co., Inc.

### **Matt Cunningham**

Jackson and Blanc

### **John Feikema**

California Spectra Instrumentation, Inc.

### **Jason Gordon**

Xcel Mechanical Systems, Inc.

### **Pete Fortin**

ACCO Engineered Systems

### **Mike Martin**

Couts Heating and Cooling, Inc.

### **Randy Stewart**

Pan-Pacific Mechanical

### **Larry Verne**

Verne's Plumbing, Inc.

## Education Committee

### **Harry Bederian – Chairperson**

ARB, Inc.

### **Shaabini Alford**

Murray Company

### **Travis Craven**

ACCO Engineered Systems

### **Beni Monaco**

Monaco Mechanical

### **Bryan Suttles**

Suttles Plumbing & Mechanical Corporation

## CPMCA Staff

### **Chip Martin**

Executive Director

### **Johanna Bracy**

Vice President of Member Services

### **Michelle Lynn**

Director of Education

### **Dana Giambalvo**

Office Manager



## Letter from the Executive Director

CPMCA's 13th semi-annual Seminar Catalog is here, featuring classes July – December 2019!



Work is at an all time high, keeping our contractor members busier than ever before. We hope to make your time in the classroom worthwhile and beneficial. We listened to your feedback and present you with a thoughtfully selected curriculum to address your concerns and needs. A few highlights:

- **Estimating:** For the first time, we are offering both a beginner and advanced estimating class; choose which class best suits your skill level.
- **Negotiating:** We've also included a negotiating class, since this was one of the most widely requested topics of interest.
- **Communication:** We are excited to have a renown speaker teach our membership about how to communicate effectively; please do not miss out on this class!
- **Contracts:** For those who are new to the industry, take a moment to learn about construction contracts.
- **Certifications:** If your certification has expired, take one of our First Aid classes. You can also attend our Harassment Prevention Training class if you have yet to fulfill the new requirement.
- **Forman Training:** Do not miss out on John Koontz' popular Foreman Training Series.
- **And more!**

**As a reminder, all classes listed in this course guide are approved and will count toward the Journeyman Upgrade Training (JUT) requirement. Please take advantage of these valuable learning opportunities. Please visit [www.uniontopics.com/journeyman-training](http://www.uniontopics.com/journeyman-training) for more information.**

We encourage you to browse through this brochure and highlight courses that speak to your company, position or department. CPMCA continues to pride itself in offering seminars in many areas of training with one goal in mind; for the overall betterment of our contractors and their workers in Southern California. We welcome you to attend as many seminars as fit your interest and career!

## CPMCA Mission Statement

The mission of CPMCA is to provide representation of its members to enhance their business and profitability through education and labor relations. This Association will provide a partnership for progress between Labor and Management; setting aside differences, to unite in the common goal of expanding the market share of the union mechanical contracting industry.

## Vision Statement

CPMCA is the organization of choice, a progressive leader and voice for the union plumbing and mechanical contracting industry in Southern California, providing business opportunities, education, fair employment, honesty, integrity and family values.

## Goal & Guarantee

Our goal is to offer a comprehensive first-in-class educational program unparalleled in the industry which will continue to advance the professional, technical and managerial skills of our member contractors and their employees. If you are not fully satisfied with a particular program, we will gladly provide a full refund.

# SCHEDULE AT A GLANCE BY MONTH

The following is a list of classes offered during the first half of 2019.

## July

19	Managing Contribution Benefits: A Guide for Employers
26	HR 101/Wage & Hour

## August

8	Estimating – BEGINNER
9	Estimating – ADVANCED
15	Winning Strategies for Negotiating Anything!
16	Introduction to California Construction Contracts
23-24	Foreman Training 1 & 2

## September

12	Making Your Message Memorable
20-21	Foreman Training 3 & 4

## October

2	First Aid & Adult/Infant CPR
9	First Aid & Adult/Infant CPR
11	Cracking the WIP – Driving Predictable Cost Projections
18-19	Foreman Training 5 & 6
24	Conflict Resolution & Confrontation Management
25-26	Managing Projects the PMBOK Way

## November

1	Sexual Harassment Prevention Training
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*\*All classes are approved and will count toward the JUT requirement.*

## How to Register for CPMCA Classes

There are two ways to register:

- 1) Go to [www.cpmca.org](http://www.cpmca.org), hover over the “Education” tab, click on “Course Training Schedule.” You will see a list of classes for which registration is open. Click on “More Details” and then “Website” to view specific information about the class and/or to register online.
- 2) Invitations are emailed a month before each class date. The invitation will contain specific information about the class (time, location, parking directions, speaker information) as well as links to register online. If you would like to be added to the email distribution list, please email [michelle@cpmca.org](mailto:michelle@cpmca.org).

## Estimating

- Estimating – BEGINNER  
Thursday, August 8, 2019
- Estimating – ADVANCED  
Friday, August 9, 2019

## Foreman

- Foreman Training 1 & 2  
Fri. & Sat., August 23-24, 2019
- Foreman Training 3 & 4  
Fri. & Sat., September 20-21, 2019
- Foreman Training 5 & 6  
Fri. & Sat., October 18-19, 2019

## Management

- Introduction to California  
Construction Contracts  
Friday, August 16, 2019

## Project Management

- Cracking the WIP – Driving Predictable  
Cost Projections  
Friday, October 11, 2019
- Managing Projects the PMBOK Way  
Friday & Saturday, October 25-26, 2019

## Webcasts

- Active Listening
- BIM 101
- Excel: Excel Solver Procedure
- Excel: Insert Excel Sheet into Word
- Excel: Microsoft Word fill-In Forms
- Excel: Summarizing Data with Subtotals in Excel
- Going Green - Valuable Opportunities for Mechanical Contractors
- Green Building: LEED Certification  
“So You Want to be a Green Contractor”

## People Management

- Winning Strategies for Negotiating Anything!  
Thursday, August 15, 2019
- Making Your Message Memorable  
Thursday, September 12, 2019
- Conflict Resolution & Confrontation  
Management  
Thursday, October 24, 2019

## Sales/Service/Safety

- Managing Contribution Benefits:  
A Guide for Employees  
Friday, July 19, 2019
- HR 101/Wage & Hour  
Friday, July 26, 2019
- First Aid & Adult/Infant CPR  
Wednesday, October 2, 2019
- First Aid & Adult/Infant CPR  
Wednesday, October 9, 2019
- Sexual Harassment Prevention Training  
Friday, November 1, 2019

- Green Building: LEED Certification and Sustainable Design
- Mechanical Estimating Techniques
- Microsoft Office 2007 Excel
- Microsoft Office 2007 Overview
- PowerPoint: Introduction to PowerPoint 2007
- Retro-Commissioning
- Water Efficiency and How It Relates to Green Building
- Workplace Violence

*And many more – please see [www.cpmca.org](http://www.cpmca.org) for complete listing*

# IMPORTANT EVENTS



Plan Accordingly! Take note of these important MCAA Events:

<b>Women in the Mechanical Industry Conference – Rosemont, IL</b>	June 24-26, 2019
<b>AEC Best Practices Conference – Milwaukee, WI</b>	July 28-31, 2019
<b>MCAA's GreatFutures Forum – Washington, DC</b>	September 19-21, 2019
<b>IPM Class 73, Week 2 – Austin, TX</b>	September 22-26, 2019
<b>Advanced Leadership Institute Course 19, Week 1 – Wellesley, MA</b>	September 22-26, 2019
<b>IPM Class 74, Week 2 – Austin, TX</b>	September 23-27, 2019
<b>Field Leaders Conference – Detroit, MI</b>	October 9-11, 2019
<b>IFEBP Conference – San Diego, CA</b>	October 20-23, 2019
<b>IPM Class 75, Week 1 – Austin, TX</b>	October 20-24, 2019
<b>IPM Class 76, Week 1 – Austin, TX</b>	October 21-25, 2019
<b>UA/MCAA Labor Relations Conference – Las Vegas, NV</b>	October 29-30, 2019
<b>Field Leaders Conference – Jersey City, NJ</b>	November 6-8, 2019
<b>Advanced Leadership Institute Course 19, Week 2 – Wellesley, MA</b>	November 10-15, 2019
<b>Industry Improvement Funds Conference – Longboat key, FL</b>	December 4-6, 2019

## MCAA Contacts:

Please call MCAA directly for additional information on any of their events @ 301-869-5800

For conference & conventions, contact Melissa Funyak @ [mfunyak@mcaa.org](mailto:mfunyak@mcaa.org)

For Advanced Leadership Institute, contact Amy Harding @ [amy@hardingworks.org](mailto:amy@hardingworks.org)

For Institute for Project Management, contact Amy Harding @ [amy@hardingworks.org](mailto:amy@hardingworks.org)

For online webcasts, contact Sean McGuire @ [smcguire@mcaa.org](mailto:smcguire@mcaa.org)

For MSCA, contact Barbara Dolim @ [bdolim@mcaa.org](mailto:bdolim@mcaa.org)



Plan Accordingly! Take note of these important CPMCA Events:

<b>CPMCA Annual Retreat – The Lodge at Torrey Pines, La Jolla, CA</b>	July 31 – August 4, 2019
<b>CPMCA Annual Dinner – Lakeside Country Club, Burbank, CA</b>	December 6, 2019

## CPMCA Contacts:

For educational classes contact Michelle Lynn @ [michelle@cpmca.org](mailto:michelle@cpmca.org) or 818-275-2893

For meetings, retreats, and all other events, contact Dana Giambalvo @ [dana@cpmca.org](mailto:dana@cpmca.org)  
or 818-275-2890



**Jim Bain** is a professional motivational speaker, published author, and successful business consultant with over 30 years of experience in getting things done. He has been a principal in a large independent insurance firm, a senior executive in a trade association and a construction company, as well as owning a retail business and his current consulting firm. In addition to serving as the Executive Director for three not-for-profit groups, Jim has served on the national faculties for the Associated General Contractors of America and the Mechanical Contractors Association of America. He has been a featured speaker at the AGC/A national convention as well as the Construction Financial Management Association national convention. Described by his audiences as a cross between Mike Ditka and Jonny Carson, Jim entertains, amuses, and delivers hard hitting lessons on living a productive, successful and happy life. As one attendee said, “it’s not fair to make me laugh, cry, and feel better about myself all in one evening.”



**Harry Bederian** became interested in the mechanical contracting industry when he was an undergraduate student at Cal Poly Pomona and served as the president of the MCAA/CPMCA Student Chapter. He majored in Engineering Technology with an emphasis in Mechanical and Manufacturing Engineering and a minor in Business. Harry began his career in the HVAC sector then 2 years later, transitioned to the industrial sector. He has been a Project Engineer at ARB, Inc. since 2012 and worked in a leadership role on projects that include, but are not limited to: the NRG Re-Power Project, the Mojave Solar Project, CRC Gas Compressor Station, Valero Refinery Power Plant and Los Angeles Refinery Integration and Compliance Project (LARIC).

His involvement in the industry is diverse, having also served as the CPMCA Education and Scholarship Committee Chair since 2010, CPMCA Board Member, a mentor to the Cal Poly Pomona and USC Student Chapters and on the Engineering Senior Project Panel at his alma mater, Cal Poly Pomona. Harry recognizes that constantly improving and adding to his skillset is vital to being successful in this industry and thus, obtained his project management certificate at UCLA.



**Anthony Huey** is a highly-rated speaker who offers session attendees pragmatic communications tools, tips, and techniques they can use immediately. Anthony’s 20-year career includes tenures as a news reporter, magazine senior editor, crisis management specialist, media relations consultant and executive speech coach. He owns Reputation Management Associates, one of the nation’s leading communications training and crisis consulting companies. Anthony has presented more than 2,500 media, crisis and presentational skills training workshops, seminars and speeches in his career. His past client work includes a wide variety of advertising, public relations and communications initiatives for hundreds of trade associations, municipalities and companies, including Nike, Victoria’s Secret, Eli Lilly, Nationwide Insurance, The Kroger Company, and Procter & Gamble. Anthony holds a Bachelor’s degree in Journalism from The Ohio State University.



**John R. Koontz** has over 30 years of wide-ranging mechanical industry experience that includes contracting, academics, and consulting. He is a former Tenured Associate Professor in Purdue University's Department of Building Construction Management. He is also the founder and former director of Purdue's Mechanical Construction Management Specialization Program. In addition to his academic career, he spent 15 years in the employment of MCAA contractors in a variety of positions including senior project manager, project manager, project engineer, and estimator and is the founder of the 1st ever MCAA student chapter which was started at Purdue in 1993. Professor Koontz's

family heritage of long-term UA family members (grandfather, great uncle, and father) provides a sincere and deep-rooted pride, interest, and concern for the future success and survival of all parties involved in union mechanical construction.



**Renae Mac Donald** is the current Manager for Employer Services with the Southern California Pipe Trades Administrative Corporation. She began her professional career with the company in 2006 as a Claims Processor and in 2013, she transitioned over to the Employer Services Department. She was instrumental in driving the transition of the department towards having a more customer-oriented focus.

Renae received her Bachelor of Arts degree in Political Science from the California State University in Northridge. While not at work, she enjoys spending time with her husband and toddler son in their home town of Santa Clarita.



**Stephane A. McShane** is a Director at Maxim Consulting Group responsible for the evaluation and implementation processes with our clients. Stephane works with construction related firms of all sizes to evaluate business practices and assist with management challenges. With a large depth of experience working in the construction industry, Stephane is keenly aware of the business and, most specifically, operational challenges that firms face. Her areas of expertise include: Leadership development, executive coaching, organizational assessments, strategic planning, project execution, business development, productivity improvement, and training programs. Mrs. McShane

is an internationally recognized speaker, mentor, author, and teacher. Her ability to motivate, inspire, and create confidence among your work groups is extremely rare and very effective.



**Keith A. Rahn** is a faculty member (Assistant Professor) at Auburn University in the McWhorter School of Building Science. He served as an Instructional Assistant Professor at Illinois State University for 9 years in the Construction Management program. Mr. Rahn has taught classes in mechanical and electrical systems, project management & administration, estimating & project scheduling and construction material & methods. In 2007, the MCAA presented him with the "Educator of the Year" award at the national convention. With 15 years of mechanical industry experience in estimating, project management and ownership with MCAA contractors, his industry knowledge coupled with his educational background provides an unparalleled classroom experience.





**Beth Schroeder** is a preeminent Labor & Employment counsel. She has over three decades of experience in representing employers in all aspects of employment and labor law, including issues such as wrongful termination, harassment, discrimination, wage and hour issues and related claims, both individual and class action.

Beth works to provide extensive day-to-day counseling and advice, risk management, compliance and strategic-planning in the prevention of employment-related claims. She also conducts non-harassment and other employee training classes, drafts employee

handbooks and other personnel documentation, prepares employment contracts, and conducts extensive audits for wage and hour compliance.

Beth is a regular speaker, host and moderator at conventions, conferences and seminars across the country and internationally on topics of wage and hour, sexual harassment, risk management, personnel policies and other employment law matters. Beth also is an advisory member and works closely with several trade associations, and she sits on the Board of the LA Chapter of the California Restaurant Association. Her articles on employment law regularly appear in several local and national publications.

Notably, Beth was named Century City Bar Association's Labor and Employment Lawyer of the Year for 2017. Beth currently serves as Chair of the firm's Labor & Employment practice group.



**Theresa Crawford Tate** is a partner in the firm of Crawford & Bangs. Her legal practice for the last 23 years has focused on construction contracts, claims and litigation. Crawford & Bangs is a small firm that specializes in all aspects of construction law. Ms. Tate graduated with honors from both the California State University at Fullerton and Loyola Law School. Ms. Tate is admitted to practice before all the state courts of California and the U.S. District Court for the Central District. Ms. Tate has been actively involved with many trade associations, including the Orange County Chapter of the Construction Financial Management Association (CFMA), Real Property Section of the

Los Angeles County Bar (LACBA), Building Industry Association (BIA), and Orange Empire Sheet Metal & Air Conditioning Contractor's National Association (SMACNA). Ms. Tate is a frequent author and speaker on construction related topics, and her articles, as well as those authored by other members of her firm, are posted on the Crawford & Bangs website at [www.BuildersLaw.com](http://www.BuildersLaw.com).



**John Zulli, Ph.D.** believes in the extraordinary capacity of the human mind. He has seen his practical approach to improving performance and enhancing life skills literally transform ordinary people into extraordinary achievers. Whether the individuals under his tutelage are PGA contenders, sales reps, or patients struggling to master chronic pain, John helps his audience reach deep within themselves and overcome all obstacles to success. This powerful presenter and motivator got his professional start as a park ranger in California. It was while striving to draw outstanding performance out of his fellow law enforcement officers, each working under high stress and multiple demands,

that he discovered his true calling in life: to train others. After almost a decade in law enforcement, he boldly left to begin his career in training, counseling, and helping others draw out their best selves. Today, John is one of the foremost motivational speakers in America. He has helped companies save millions of dollars by reducing injuries, increasing productivity, and reigniting morale. An amazing 98 percent of the 50,000 employees who have trained with John Zulli rated him “excellent.” More important than this, today these men and women are living, breathing testimonials to the power of the human spirit to change for the better.



## Foreman Training 1 & 2

John Koontz

Fri. & Sat., August 23-24, 2019

Day 1: 7:30 a.m. – 4:00 p.m.

Day 2: 7:00 a.m. – 11:30 a.m.

Member: \$100

Non-Member: \$179

This two-day course will cover the following topics:

- **Planning Skills for the Project Team:** All great project Foremen are master planners; there is no such thing as a great foreman who is a “decent” planner. All wildly successful projects are incredibly well planned by all members of the project team; project manager, foreman, fabrication manager, coordination manager, safety manager, warehouse manager, purchasing manager, etc. This session will focus on the project foreman’s role and responsibilities in project planning and the three stages of planning; 1) Information Turnover, 2) Preconstruction Planning, and 3) Short Interval Planning.
- **Productivity Improvement for Mechanical Projects:** Great project management, by both the foreman and project manager, is primarily responsible for creating excellent productivity on every project. Due to the endless number of variables, which negatively affect worker efficiency, excellent productivity is the project team’s greatest challenge. Productivity also has the greatest positive or negative impact on project and company profitability. Excellent productivity requires proactive, diligent, and detailed planning by the project manager and foreman at each step of the project. In this session, the instructor will provide proven methods and practices for creating, controlling, and improving project productivity on all types of projects.
- **Fundamentals of Job Cost Control (Managing Project Labor Cost):** In this session the instructor will help attendees to gain an understanding of the job cost control and labor cost trending methods as detailed in the Job Cost Control section of the MCAA Project Manager’s Manual. All foremen must learn to use their job cost control system as a primary management tool to control and cause a positive project outcome rather than simply focusing on cost documentation and cost history. Great foremen CONTROL their project cost while their average peers only tend to WATCH project cost.



*John Koontz shares valuable information with members at a Project Management/Foreman class in 2018.*

## Foreman Training 3 & 4

**John Koontz**

**Fri. & Sat., September 20-21, 2019**

**Day 1: 7:30 a.m. – 4:00 p.m.**

**Day 2: 7:00 a.m. – 11:30 a.m.**

**Member: \$100**

**Non-Member: \$179**

This two-day course will cover the following topics:

- **Effective Project Documentation:** Documentation is a very time consuming but necessary evil in the construction process. Due to the great risk accepted when a Mechanical Contractor signs a contract, all mechanical projects must have a contemporaneously written factual record/history of all significant events, written by the people closest to the work. The key with documentation is having the right amount and the right types of documentation based upon the specific characteristics of the customer and the project. Over documenting a project wastes valuable company resources and can distract the project team from solving difficult project problems. Under documenting a project gives the project team a false sense of security and puts the company in an unnecessary position of risk if something goes terribly wrong on the project. Great project managers and foremen understand that excellent project documentation can prevent or protect your company from problem “escalation.” In this session, the instructor will review all the basic project documentation types and discuss the steps necessary to plan and implement the project documentation process. The instructor will provide attendees with proven methods for successfully documenting all types of mechanical projects.
- **Time Management Skills:** The role of a project foreman is a dynamic and challenging thing to do for a living. It creates numerous time management challenges for the project foreman and causes daily chaos that must be successfully managed in a way that maintains project productivity, project profitability, and customer relationships. Improving time management ability for a project foreman is a difficult proposition that takes great personal commitment and self-discipline. This session identifies the greatest time wasters and provides strategies for improving time management skills.
- **Change Order Management:** Best Practices for Success: Successfully managing change orders on a complex and constantly changing project is often the project team's greatest challenge. If not well managed by a proactive and knowledgeable project manager and foreman who are acting as great partners, change orders can cause unnecessary additional risk, destroy base contract labor productivity, ruin customer and contractor relationships, choke cash flow, reduce or eliminate profitability, and create nearly irreversible negative jobsite moral. In this session, John Koontz will provide all attendees, regardless of age or experience level, with numerous strategies and proven best practices for successfully navigating this multi-faceted and complicated project management challenge.

## Foreman Training 5 & 6

John Koontz

Fri. & Sat., October 18-19, 2019

Day 1: 7:30 a.m. – 4:00 p.m.

Day 2: 7:00 a.m. – 11:30 a.m.

Member: \$100

Non-Member: \$179

- **Essential Management Skills:** Learn the most important management skills utilized and mastered by all great managers. The primary focus of this session is “People Management”. Gain an understanding of the essential traits, skills, and behaviors that allow effective management.
- **Successful Survival of Project Closeout:** The end of a project is usually a challenging and difficult time for the project manager and the foreman. Unfortunately there is no magic formula, wand, or pill for eliminating the difficulty of project closeout. There are, however, several tactics and strategies the project manager and foreman can implement to improve end-of-job performance and mitigate the difficulties of project closeout. In addition to a review of innovative methods used by MCAA contractors to help reduce the typical end of project “profit/productivity drain,” this session will include the following project closeout topics: Beginning the project with the end in mind, Creating the Exit Plan, Punch list, Warranties, As-built drawings, O & M manuals, Customer satisfaction, Closeout productivity improvement, Demobilization, Third party commissioning, Change order finalization, Final payment, Feedback meeting
- **Best Practices of the Industry’s Best Foremen:** Why are some foremen in our industry consistently more successful, project after project, than their peers? What separates the “great” ones from the “good” ones? While age, experience, attitude, and talent are important factors in a foreman’s success, the instructor has identified, and will share, the best practices and skills that can be learned by any foreman who has the attitude, aptitude, and desire to improve and succeed. John will include an overview and in-depth discussion of the many of the best practices used by the industry’s best foremen. It also provides a review of the traits and qualities that are the common denominators among excellent project foremen.



## Introduction to California Construction Contracts

**Theresa Tate**

**Friday, August 16, 2019**

**7:30 a.m. – 11:30 a.m.**

**Member: Free**

**Non-Member: \$179**

Maximize profits and minimize risks through your construction contract. Project team members have the best chance of accomplishing a successful project when the contract is formulated to your advantage. This workshop will provide an understanding of the most critical contract clauses and assist your team in developing all of the following:

- Essential tools for negotiating profitable contracts
- Comprehend lengthy and confusing legal language
- Appreciate the inherent risk in contracts
- Spot project “killer” clauses
- Identify standard form contract terms (both AIA and ConsensusDocs)
- Know the clauses that are unenforceable in California
- Preparing your bid to anticipate contract issues



## Cracking the WIP – Driving Predictable Cost Projections

**Stephane McShane**

**Friday, October 11, 2019**

**7:30 a.m. – 11:30 a.m.**

**Member: Free**

**Non-Member: \$179**

Many project managers lack a clear handle on how their projects are performing financially. Most commonly it is because they have not been trained on how to forecast properly. We find many contractors struggle with how to build a robust cost projection process that provides for consistency and predictability. Profit fade at 90% complete is no longer an option in today's market. Teach project managers how to properly set up job budgets, track progress and forecast accurately. Moreover, learn critical financial indicators that point to problems on projects early so they can be rectified.

### Learning Objectives:

- Identify how to manage work-in-process for better profitability.
- Understand the relationship between project profitability and processes (budgeting, forecasting, change control, job status reporting and WIP).
- Apply earned value reporting to projects.

## Managing Projects the PMBOK Way

**Harry Bederian**

**Friday & Saturday, October 25-26, 2019**

**Day 1: 7:30 a.m. – 4:00 p.m.**

**Day 2: 7:00 a.m. – 12:00 p.m.**

**Member: Free**

**Non-Member: \$179**



About to step into the role of a project manager or are you a project manager who is looking for a systematic approach to planning, scheduling and controlling projects? This 2-day course will give you an overview of managing projects using the Project Management Body of Knowledge (PMBOK) as a guide. PMBOK is the entire collection of processes, best practices, terminologies, and guidelines that are considered standard in project management. This class will introduce the Project Management Process Groups and the 10 Knowledge Areas of a project, proven processes that work. Upon completing this 2-day course, you will have a familiarity of the concepts, be provided guidelines for managing individual projects, have a general idea of project life cycles and ultimately, be able to custom tailor the concepts to fit your specific project needs.

# ESTIMATING

## Estimating BEGINNER

**Keith Rahn**

**Thursday, August 8, 2019**

**7:30 a.m. – 3:30 p.m.**

**Member: Free**

**Non-Member: \$179**

**NEW**



Being an estimator in the mechanical industry is a challenging and rewarding opportunity for you. Proper estimating skills and accurate costing are critical to the success of your company. This course is designed to provide you with basic understanding the estimator's role and an introduction of techniques used in estimating. This course is designed for individuals who are entering or new to the position of estimator, project manager, field supervision or support staff.

Topics covered during the session are:

- Role of the estimator
- Types of bids
- Estimate structure
- Construction documents and the estimate
- Quantifying by the use of take-off techniques
- Material costing
- Labor and the MCA Labor Estimating Manual (LEM)
- Subcontractors and scope alignment
- Finalizing the estimate and writing a quotation

## Estimating ADVANCED

**Keith Rahn**

**Friday, August 9, 2019**

**7:30 a.m. – 3:30 p.m.**

**Member: Free**

**Non-Member: \$179**

**NEW**

The experience estimator knows the development of a competitive bid is more than the standard procedures of putting a bid together. It takes a company to develop successful bid. Successful companies know the importance of continual process improvement, communications, expansion of services and proper technology implementation. All of these are important to the development of an accurate and competitive bid. This course is designed for the experience estimators, project managers and new management.

Topic covered during the session are:

- Preconstruction and proper bid turnover
- The importance of job costing for developing future estimates
- Fabrication vs. "Stick" Build
- Outside influences within your company and the effects your bid numbers
- Determining overhead cost and profit
- Estimate and new technologies
- Getting your customer to look at "Best Value" and not on the bases of low price solely.
- Negotiation
- Presentations to the owner



## Winning Strategies for Negotiating Anything!

**Jim Bain**

**Thursday, August 15, 2019**

**7:30 a.m. – 2:30 p.m.**

**Members: Free**

**Non-Members: \$179**



Success in construction is about winning. You can get anything you want, but you have to ask! Using issues and examples from the construction industry, this course includes topics such as: Stages of Every Negotiation, Critical Elements of Negotiations, Negotiating Strategies, Negotiating Styles, and Standards for Success. Closing with a collective bargaining role-play, the course has received excellent reviews over and over again. Absolutely anyone in business will benefit from the ideas and tips given in this course.

## Making Your Message Memorable

**Anthony Huey**

**Thursday, September 12, 2019**

**7:30 a.m. – 11:30 a.m.**

**Members: Free**

**Non-Members: \$179**



Whether you realize it or not, your communication skills are constantly being judged by others, often subconsciously. How you communicate in everything from casual conversations to formal presentations can be the difference between success and failure. Don't miss what is often your only opportunity to connect and leave a lasting impression. Studies consistently show that most people only take away about 20% of what you say in a conversation. Are you being strategic in conveying the 20% you want people to remember, or are you just spewing content? This highly interactive, hands-on session teaches effective ways to communicate your message to a wide variety of audiences you deal with every day, including customers, prospects, internal staff, boards of directors, management, community partners, the news media, elected officials, investors, and many others. It also provides executives, managers, and employees on every level techniques and strategies to make their conversations memorable, as well as respond to difficult – even angry – questions from anyone.

# PEOPLE MANAGEMENT/SKILLS

CONTINUED

## Conflict Resolution and Confrontation Management

John Zulli

Thursday, October 24, 2019

7:30 a.m. –2:30 a.m.

Members: Free

Non-Members: \$179

**NEW**

Unmanaged or poorly managed conflict in the workplace leads to reduced teamwork, cooperation, productivity and quality, as well as diminished employee commitment and morale. However, good conflict management skills can prevent these results. Successfully managed conflict can have a healthy, positive effect on your team and your organization. Well-managed conflict is an effective way to bring important issues to light and to open and strengthen the lines of communication and creativity with your team, boss, vendors and even customers. To be successful in your career, it is important to develop the skills necessary to handle conflict and confrontation in an intelligent and effective manner. This course will give you insight on how to become proficient at handling conflict.





## Managing Contribution Benefits: A Guide for Employers

**Renaë Mac Donald**  
**Friday, July 19, 2019**  
**11:30 a.m. – 1:30 p.m.**  
**Members: Free**  
**Non-Members: \$179**



This course provides an introduction to the various benefits provided by Southern California Pipe Trades Administrative Corporation (SCPTAC) under the terms of the Collective Bargaining Agreement between Employers and District Council No. 16. Participants will learn how their contributions provide employees and their families with important benefits and how to accurately prepare and submit Employer Contribution Reports. We will breakdown how benefits affect payroll and provide tips to making WebERF work for your specific payroll needs. Participants will also learn about the additional services provided exclusively to Contributing Employers by the Employer Services Department.

## HR 101/Wage & Hour

**Beth Shroeder**  
**Friday, July 26, 2019**  
**7:30 a.m. – 11:30 a.m.**  
**Members: Free**  
**Non-Members: \$179**



You've hired the right people, now what? Prevent misinformation and costly mistakes.

Learn the fundamentals and keep up with the latest information regarding HR and Wage & Hour requirements: key concepts in HR, navigating employment laws, recordkeeping, and much more!

## First Aid & Adult/Infant CPR

**7:30 a.m. – 4:00 p.m.**  
**Members: Free**  
**Non-Members: \$179**

### CLASS #1:

**Wednesday, October 2, 2019**

A & J Training Trust Fund (Compton Training Center)

### CLASS #2:

**Wednesday, October 9, 2019**

A & J Training Trust Fund (Van Nuys Training Center)

CPMCA's has partnered with the Apprentice & Journeyman Training Trust Fund to offer CPMCA members First Aid/Adult CPR training. Two locations have been secured for our members convenience; the Compton Training Center and Van Nuys Training Center.

This class allows you to obtain your First Aid Certification which is good for (3) three years and your Adult & Child CPR certification which is good for (1) one year. General contractors are sporadically checking and requesting such certifications. It is advised that your workforce maintain a current certification and that you are able to provide it upon request.

## Sexual Harassment Prevention Training

Friday, November 1, 2019

7:30 a.m. – 9:30 a.m.

Members: Free

Non-Members: \$125

The expansion on existing requirements effective January 1, 2019: SB 1343 states that by January 1, 2020, California employers with at least five (5) employees MUST provide sexual harassment prevention training (SHPT) and education to all supervisory and non-supervisory employees. All employees must be trained in the 2019 year. All employees trained in 2018 must retrain in 2019 under the new law.

**As of January 1, 2019, employers with five (5) or more employees located anywhere must provide:**

- TWO (2) hours of SHPT to all supervisors
- ONE(1) hour of SHPT to all non-supervisory employees

## CERTIFIED SAFETY – SAFETY RISK CONTROL

### ClickSafety – Online Safety Courses

**Anytime – Accessible 24/7**  
**online from your computer**

**Member: Free** *(however CPMCA will bill for the cost of the class if the class is not completed)*

**Non-Member: Not Available**

As the leader in online safety training solutions, ClickSafety offers a comprehensive library of over 300 courses, specifically engineered to help you build a world-class safety culture. Developed by Certified Safety Professionals and Certified Industrial Hygienists, our courses are designed to protect your most valuable asset – your employees. Contact Michelle at [michelle@cpmca.org](mailto:michelle@cpmca.org) to register.



## OSHA Online 10-Hour Safety & Health

### Anytime Online

OSHA 10-Hour Construction is a part of an online OSHA outreach program that results in a valid DOL/OSHA 10-Hour Card. This OSHA10 online training course teaches recognition, avoidance, abatement and prevention of safety and health hazards in workplaces. This course also provides information regarding workers' rights, employer responsibilities and how to file a complaint. It was also designed to help individuals stay up-to-date with their OSHA safety requirements.

## OSHA Online 30-Hour Construction

### Anytime Online

OSHA 30-Hour Construction is an OSHA-Authorized online course featuring the required steps for completing OSHA Outreach training and receiving an OSHA 30 Card. This online training covers everything from Electrical Hazard Safety to Fall Protection. ClickSafety's OSHA 30-Hour Construction course is a proven way to receive a valid OSHA 30-Hour Card and achieve the safety level required by your company for work in the construction industry.

## OSHA Updates Confined Spaces in Construction Standard

### Anytime Online

OSHA's final rule for Confined Spaces in Construction went into effect August 3, 2015. Are you and your coworkers prepared for the changes? This week, Pete Rice, CSP, CIH discusses OSHA's Final Rule for Confined Spaces in Construction, including how it differs from the Confined Spaces in General Industry standard. Pete shares the Top 5 Changes to the CS in Construction rule and why the new rule was enacted.

**ClickSafety has 2 new Confined Spaces in Construction online safety training courses that meet OSHA's final rule for Confined Spaces in Construction:**

- **Confined Spaces in Construction Awareness (20-minute)**
- **Confined spaces in Construction; An Instruction (75-Minute)**

## Cal/OSHA Heat Illness Prevention for Workers

Cal/OSHA Heat Illness Prevention is intended for employers in all industries that have employees working in California with the potential for exposure to heat illness and heat stress. This course is intended to familiarize the student with the basics of Cal/OSHA's standard, titled Heat Illness Prevention, and found in Section 3395 of the Title 8 California Code of Regulations, effective on May 1, 2015.

## Asbestos

Asbestos exposure happens when workers disturb asbestos-containing materials during demolition and renovation of buildings. In this introductory course, we will teach you about the properties and exposures of asbestos as covered by OSHA Standard Subpart Z 29 CFR 1910.1001 for General Industry. This course also covers how to protect workers from exposure of asbestos in the workplace.

## 100% Fall Protection

This course is intended to inform students of basic guidelines and methods employed for a 100% fall protection program. It reviews elements of fall hazards, fall hazard evaluation, and fall hazard control. This training references applicable OSHA requirements and other pertinent information. Real life case studies and lessons learned are presented to illustrate the “why” and the “need” for compliance and following OSHA requirements and industrial best practices.

**To sign-up for online training through our partners at ClickSafety.com, please contact CPMCA or the A & J for more information. CPMCA process enrollment for contractor members staff personnel while the Apprentice & Journeymen Training Trust Fund processes class assignments for Union members.**

## WEBCASTS ARE AVAILABLE AT [WWW.CPMCA.ORG](http://WWW.CPMCA.ORG)!

**NOTE: All Webcasts are Online Courses that can be accessed on CPMCA's website at any time. They are available to CPMCA members only. Your company login information is required to access these courses.**

### Active Listening

**Mark Matteson**

**Online Course – Please contact our office to obtain or create login credentials.**

Active Listening is vital in today's business environment. In this webcast, you will learn from Mark Matteson the 4 steps to Active Listening and how to apply them in everyday business communication with your customers. According to Mark Matteson, the 4 steps to active listening are: listen active and with intention, pause 3 – 5 seconds before responding, question for clarification and paraphrase. Incorporating these 4 basic steps into your customer relations will improve your effectiveness and increase your sales with your customers

### BIM 101

**Dwayne Lindsey**

**Online Course – Please contact our office to obtain or create login credentials.**

There is simply no easier way to learn about BIM (Building Information Modeling) than viewing this easy to understand webcast. You will learn exactly what BIM is and why it's good for your industry in a non-technical way.

### Excel: Insert Excel Sheet into Word

**Ginnie Floraday**

**Online Course – Please contact our office to obtain or create login credentials.**

You can incorporate an Excel workbook into your Word document. You have the choice of linking to the actual Excel sheet or brining in a static copy of the worksheet. If you link to the original file it is called embedding. If changes are made to the original selection they will appear in the copied text within Word. A static copy will not transfer any of the changes back to the spreadsheet.

### Excel: Solver Procedure

**Ginnie Floraday**

**Online Course – Please contact our office to obtain or create login credentials.**

This webcast will show you how to use the Solver function in Excel to streamline formulas in spreadsheets. Solver allows you to calculate a formula backwards. Participants will learn how to change the value of a cell that is dependent on a formula. An example of the application of this function is budgets. After setting individual projections within each department, a department total is generated for each department. If you know that a certain department cannot exceed a certain amount, the Solver can modify the individual numbers that impact the total. All you have to do is identify what the total should be, and Solver will modify any of the related cells.

## **Excel: Summarizing Data with Subtotals in Excel**

**Ginnie Floraday**

**Online Course – Please contact our office to obtain or create login credentials.**

When the data is in list form, Microsoft Excel can calculate and insert subtotals in a worksheet. When you specify the items you want to create subtotals for, the values to be summarized, and the functions to use on the values, Microsoft Excel outlines the worksheet so that you can show or hide as much detail as you need. If you have summarized data by using formulas that contain functions such as SUM, Microsoft can automatically outline the data.

## **Going Green – Valuable Opportunities for Mechanical Contractors**

**Jeff Grossberg**

**Online Course – Please contact our office to obtain or create login credentials.**

Jeff Grossberg will inform member contractors about the growing demand of sustainable technology. Grossberg encourages contractors to become leaders, rather than followers, and offers guidance on how contractors can grow their business and garner market share by entering the green building marketplace.

## **Green Building: LEED Certification and Sustainable Design**

**Lincoln Pearce**

**Online Course – Please contact our office to obtain or create login credentials.**

Once considered a passing fad, green building has driven its roots deep into the American landscape. City Halls in Chicago and Atlanta have green rooftops and green building initiatives are thriving in Los Angeles, Seattle, Denver, Dallas and other major cities nationwide. Even the United Nations

headquarters in New York will be renovated with green principles in mind.

## **Green Building: LEED Certification “So You Want to be a Green Contractor”**

**Dan Bulley**

**Online Course – Please contact our office to obtain or create login credentials.**

Learn what it takes to become a green contractor with Dan Bulley.

## **Mechanical Estimating Techniques**

**Keith Rahn**

**Online Course – Please contact our office to obtain or create login credentials.**

If you can expertly estimate the cost of a construction project you have the edge in the bidding process. Keith Rahn will teach you how to analyze contract documents and estimate more accurately than your competition. Keith's techniques will give you the tools you need to win the bid and establish long-term trusted relationships with your customers.

## **Microsoft Office 2007 Excel**

**Ginnie Floraday**

**Online Course – Please contact our office to obtain or create login credentials.**

This webcast will give an overview to the updated version of Excel including improvements to Pivot tables, Filters and advanced formatting.

## **Microsoft Office 2007 Overview**

**Ginnie Floraday**

**Online Course – Please contact our office to obtain or create login credentials.**

This webcast will give an overview to the updated versions of Excel, Word, PowerPoint and Outlook. Some of the new features to be reviewed will be the Ribbon (the replacement for the toolbar), the Mini

Toolbar, document Themes and Quick Styles in Word. Excel enhancements include improvements to Pivot tables, Filters and advanced formatting.

## **Microsoft Word Fill-In Forms – Build a Word document with Fields**

**Ginnie Floraday**

**Online Course – Please contact our office  
to obtain or create login credentials.**

A form is a structured document with spaces reserved for entering information. You design the form, and others can fill it in on paper or in Microsoft Word.

## **PowerPoint: Introduction to PowerPoint 2007**

**Ginnie Floraday**

**Online Course – Please contact our office  
to obtain or create login credentials.**

This webcast will provide an overview to the updated version of PowerPoint.

## **Retro-Commissioning**

**Chris Philbrick**

**Online Course – Please contact our office  
to obtain or create login credentials.**

Retro-Commissioning is a commissioning process applied to existing buildings that have never been commissioned. It is a systematic, documented process that identifies low-cost operations and maintenance improvements in existing buildings and brings the building up to the design intentions of its current usage. Retro-commissioning assures that the mechanical systems are optimally integrated and perform together as efficiently as possible. Retro-commissioning's primary focus is on using O&M tune-up activities and diagnostic testing to optimize the building systems. This course will outline the process and phases of RCx: planning, investigation, implementations,

measurement and verification. Chris Philbrick will cover a typical project that has moved through the retro-commissioning process and will include a summary of cost and savings for multiple projects. Typical low cost measure will be discussed as well as how the retro-commissioning process relates to LEED EB credits.

## **Water Efficiency and How It Relates to Green Building**

**Jim Allen**

**Online Course – Please contact our office  
to obtain or create login credentials.**

Seventy percent of the Earth's surface is water. . . and yet only 3 percent is fresh water, and 57 percent of that fresh water is frozen in polar ice caps and glaciers. Only 1 percent of the Earth's water is available for human consumption – and the green building movement is working to conserve that vital, limited supply. This online course will inform member contractors about the importance of water conservation, as well as ways to improve water efficiency in a building project. The online course covers how different industries use water and provides an overview of national conservation initiatives. Upcoming technologies and emerging trends to conserve water are also discussed.

## **Workplace Violence**

**Rick Maltz**

**Online Course – Please contact our office  
to obtain or create login credentials.**

Workplace violence is a leading liability to employers, but can be prevented with proper on-the-job measures. This webcast helps employers understand the impact of workplace violence, explains what Red Flag indicators to look for, and review best practices for developing a Workplace Violence Prevention program.





**CPMCA**

California Plumbing & Mechanical Contractors Association

**California Plumbing & Mechanical  
Contractors Association  
3500 W. Olive Avenue, Suite 860  
Burbank, CA 91505**

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