

# Syllabus

2022 SUBStrong Session Schedule, Description and Presenter



## 2022 SUBStrong Syllabus | Tuesday, April 5, 2022

TIME	TOPIC
9:00 a.m.	<p><b>Keynote</b></p> <p><b>2022 Construction Overview &amp; Economic Update</b>  <b>Rex Buchanan, American Institute of Steel Construction</b></p> <p>We have come to expect a year-end economic forecast and projections for the coming year. At year-end we do not have all the data from the current year, today we do, giving us a firm base to work from. The 2022 first quarter as just closed, how are we tracking? How are the projections and the forecasts of late 2021 measuring up? Are there adjustments that the construction industry is facing and what a construction business can expect in the remaining 3 quarters of 2022?</p> <p>Rex Buchanan with the American Institute of Steel Construction has been delivering year-end and economic updates for many years. His discussion of top economic factors impacting the construction industry with a focus on commercial construction is a candid, no nonsense approach to what is often a dry and boring discussion. To be sure the opening keynote presentation of 2022 SUBStrong will get us looking ahead with an eye for what is coming and how to best prepare.</p>
10:00 a.m.	<p><b>TRACK: Reading Between the Lines, contract study</b></p> <p><b>What's In The Contract</b>  <b>Amanda C. Hoberg, Esq., Woods Aitken</b></p> <p>ASAC Attorney's Council launch a 24 series contract study, Reading Between the Lines with the first of four sessions to be offered at 2022 SUBStrong, with monthly sessions continuing throughout 2022. Attendees will be on their way to earning the certificate of attendance, a champion of the construction contract designation.</p> <p>A "contract" is an exchange of promises. One party makes one set of promises, in exchange for promises made by the other party to the contract, whether it is called an "agreement," or a "purchase order," or a "memorandum of understanding," or anything else you like. An exchange of promises, such as a promise to provide work, materials and/or equipment in exchange for a promise of payment, is a "contract."</p> <p>The contract promises don't necessarily have to be in writing, though that is preferred. If the promises are in writing, they won't necessarily be contained in a single document. In fact, for construction subcontractors, the promises exchanged in a "contract" are not ordinarily contained in a single document and are instead spread out among numerous "contract documents." <i>So, what's in your contract?</i></p>

10:00 a.m.	<p><b>TRACK: Win the Battle Consistency: Unleash the Guide to Full Potential</b></p> <p><b>TOPIC: Analyze Lifecycle Curve – Part 1</b>  <a href="#">Grant Lebahn, Owner, Resource Gravity</a></p> <p>2022 SUBStrong is pleased to offer attendees the information and tools to expand their initial business plans into customized capacity-building guides. The 4-part series, Win The Battle of Consistency, will unleash your full business potential. Grant Lebahn will take attendees through the objectives to advance your business strategy planning, enable tactical implementation methods, and customize internal frameworks for operational consistency. The take-away: providing no-nonsense functional practices that will help you develop your path to reach your full business potential.</p> <p><b>Battle Plan Stages</b></p> <ol style="list-style-type: none"> <li>a. Enterprising – Procurement and Core Product Development</li> <li>b. Documentation – Technology and Systems Utilized</li> <li>c. Process – How to Manage Work and be Versatile w/Clients</li> <li>d. Hurdles: Contract Expectations, Must Win 3x's for Profit, Lose Focus and Become Stagnant, Mission Drift and Lose Vision and Purpose</li> </ol>
11:00 a.m.	<p><b>TRACK: Reading Between the Lines, contract study</b></p> <p><b>TOPIC: What's NOT In The Contract</b>  <a href="#">Abigail R. Frame, Esq., Woods Aitken</a></p> <p>ASAC Attorney's Council launch a 24 series contract study, Reading Between the Lines with the first of four sessions to be offered at 2022 SUBStrong, with monthly sessions continuing throughout 2022. Attendees will be on their way to earning the certificate of attendance, a champion of the construction contract designation.</p> <p>A contract is an exchange of promises, and construction subcontracts can easily include any number of pages of written promises incorporated from various documents. The promises made by the subcontractor are usually quite detailed, and the general contractor's promises concerning the timing of payments are normally detailed as well. However, a general contractor is not merely a conduit of funds from the owner to its subcontractors. General contractors have responsibilities besides payment, such as their responsibility to sequence and coordinate the project in such a way that the subcontractor has sufficient room, time and access to complete its work. Sometimes, they have some self-performance obligations.</p> <p>Unfortunately, despite the often lengthy nature of contract clauses designed to exculpate the owner and general contractor from liability for their decisions and actions, construction subcontracts frequently lack a list of specific responsibilities that the general contractor must fulfill. <i>So, What's NOT in Your Contract?</i></p>

11:00 a.m.	<p><b>TRACK: Workforce Development</b></p> <p><b>TOPIC: Navigating the New Talent Landscape</b>  <a href="#">Audrey Sevalt, HR Consultant, BBSI</a></p> <p>Hiring and keeping employees is a challenge and any company who is looking to hire and retain employees knows that it is not as easy as advertising, or 'Hiring'! This session explores your pain points and frustration level and who the workers are and why their preferences matter. Once we talk through the talent landscape, we'll walk through people strategies and what the competition is doing to attract employees you want for your company. And you will have several strategies to keep them.</p>
1:00 p.m.	<p><b>TRACK: 2022 Hot Topics and Trends in Construction, your undivided attention please</b></p> <p><b>TOPIC: The Hidden Epidemic: Identifying and Finding Mental Health Solutions Within Your Company</b>  <a href="#">David Shapiro, Program Manager, Health Links</a>  <a href="#">Vincent Atchity, President/CEO, Mental Health Colorado</a>  <a href="#">Alex Yannacone, Dir Education &amp; Community Programs, CU Depression Center/Anschutz Medical Campus</a></p> <p><b>Moderator</b>  <a href="#">Erika Anderson, Manager, Culture of Care/AGC Colorado</a></p> <p>Panel Discussion bringing to light the epidemic of mental health issues: suicide, substance abuse, depression in the construction industry and the resources and solutions for attendees to utilize in order to aid and help the construction workforce.</p>
1:00 p.m.	<p><b>TRACK: Win the Battle Consistency: Unleash the Guide to Full Potential</b></p> <p><b>TOPIC: Realize Strategy – Part 2</b>  <a href="#">Grant Lebahn, Owner, Resource Gravity</a></p> <p>2022 SUBStrong is pleased to offer attendees the information and tools to expand their internal business plans into customized capacity-building guides. The 4-part series Win The Battle of Consistency will unleash your full business potential.</p> <p>This afternoon, Grant Lebahn will take attendees through the objectives to advance your business strategy. Today, great businesses must provide meaningful strategy clarity and transparent culture to find, hire, and retain qualified people effectively. Advancing your annual strategic plan or creating a new one requires commitment and simplicity for the key leadership team members who serve your organization's vision, mission, and purpose.</p> <p>This session focuses on the (1) Implementation Decision, (2) Discovery and Communication of Core Values, (3) Clarity of Passion, Niche, Vision, Mission, and (4) Annual Strategy Plan Based on Market Conditions and Successes.</p>

2:00 p.m.	<p><b>TRACK: Workforce Development, a different approach</b></p> <p><b>TOPIC: Making Turnover a Problem of the Past: Providing Feedback and Career Development</b>  <a href="#">Audrey Sevalt, HR Consultant, BBSI</a></p> <p>Did you know that turnover can be so expensive that it can prevent a company from thriving or meeting its goals? The focus of this presentation is to mitigate turnover through several retention approaches and tools. Participants will walk away with practical approaches to keeping your valued employees.</p>
2:00 p.m.	<p><b>TRACK: Leadership, listen, learn, lead</b></p> <p><b>TOPIC: The Great Expiry, Take Control of Your Prequal Process</b>  <a href="#">Austin Santiagué, Account Manager, COMPASS</a>  <a href="#">Yuhan Zhuang, Partner/Owner, COMPASS</a></p> <p>Your year-end numbers are in and now it is time to update your 2022 prequalification submittals. 2021 Prequals have expired! The overall purpose of the pre-qualification process is to ensure there is a reasonable prospect that each bidder who participates will have the demonstrated ability of expertise, capitalization and resources to perform the final contract in a satisfactory manner. Is your prequal process an opportunity to do a self-assessment of your processes, abilities and resources. Is this an opportunity to evaluate your business develop opportunities? Presentation focuses on the 5 key areas of the prequalification process.</p> <p>1. What is a Prequalification and why?      2. Challenges subcontractors face in the process  3. Subcontractor-Centric Prequalification      4. Justification and Benefits      5. What can you do today?</p>
3:00 p.m.	<p><b>TRACK: 2022 Hot Topics and Trends in Construction, your undivided attention please</b></p> <p><b>TOPIC: Cyber Security &amp; IT Best Practices</b>  <a href="#">Scott Petree, CPA   Cyber Security Specialist, Plante Moran</a>  <a href="#">Mike Lopez, CPA   IT Best Practices, Plante Moran</a></p> <p>We are living and working in the digital age and our business and personal information to some degree is available via the internet. Whether a business owner or individual who uses a computer or mobile device, we are accustomed to managing risk, but cyber security remains a bit of a mystery. This session explores the importance of cybersecurity because it protects all categories of data from theft and damage. Unfortunately, there are cyber attackers who want to steal your information and use it to cause harm. The discussion includes IT Best Practices or tools and tasks that include guidelines that will minimize your cyber risk if followed. You wouldn't drive a car without knowing the rules of the road, this session prepares you to operate on the cyber highway.</p>

3:00 p.m.	<p><b>TRACK: Leadership, listen, learn, lead</b></p> <p><b>TOPIC: Leadership for Success: Building a Leadership Culture</b> <a href="#">Dirk F. Dykson, Partner, Portocol Business Strategies</a> <a href="#">Mike Tafoya, Partner, Portocol Business Strategies</a></p> <p>Creating a Culture of Leadership is an essential element for business owners to attract and retain talent. A culture of leadership is based on a well-defined vision, core values, and mission statement that describes what you do as well as how and why you do it.</p> <p>Join thought leaders Mike Tafoya and Dirk Dykson, Partners at Portocol Business Strategies, for a high-impact discussion on how to create a Culture of Leadership in your business.</p> <p>In this one-hour session, you will</p> <ul style="list-style-type: none"><li>● Learn the importance of a well-defined culture</li><li>● Evaluate your existing culture for improvement</li><li>● Discover tools to engage your employees in a meaningful way</li></ul>

## 2022 SUBStrong Syllabus | Wednesday, April 6, 2022

TIME	TOPIC
9:00 a.m.	<p><b>Keynote</b></p> <p><b>Where Have All the Workers Gone?</b>  <a href="#">Larry Williams, President, MEMCO</a></p> <p>A discussion of where manpower has traditionally come from over past few decades, how that has changed and why. What challenges that presents for contractors and what is needed for contractors to meet their manpower needs now and in the future. Do you know the competition, really know the competition? Now that we have the facts, what are the solutions? We are familiar with what the construction industry is doing to meet the challenges of workforce needs currently and in the future. We ask, how is that working for you? That isn't the question, is it? Perhaps the better question is what are we or more specific, what are you not doing to recruit and retain the employees to meet the demands of your business?</p>
10:00 a.m.	<p><b>TRACK: Win the Battle of Consistency: Unleash the Guide to Full Potential</b></p> <p><b>TOPIC: Enable Tactics – Part 3</b>  <a href="#">Grant Lebahn, Owner, Resource Gravity</a></p> <p>2022 SUBStrong is pleased to offer attendees the information and tools to expand their internal business plans into customized capacity-building guides. The 4-part series Win The Battle of Consistency will unleash your full business potential.</p> <p>What is tactical? Tactical is characterized by skillful engagement or nimble maneuvering of procedure. Tactical movements or schemes are a plan of action designed to be expedient toward gaining a desired end or advantage. In this session, Grant Lebahn focuses on managing conflict and risks and deliberately aligning your annual strategy and those pesky policies and procedures. It will include a tactical discussion of resources, technology, and data management. Roll up your sleeves; this is getting interesting!</p>

10:00 a.m.	<p><b>TRACK: 2022 Hot Topics and Trends in Construction, you cannot afford to ignore</b></p> <p><b>TOPIC: Get me Off this Escalator: Managing Pandemic Cost Escalations and Delays</b>  <a href="#">Kate Strauss, Esq., Partner, Galvanize Law</a>  <a href="#">Nick Williams, Director of Operations, Absolute Caulking &amp; Waterproofing, Inc.</a></p> <p>A discussion between Kate Strauss, Attorney and Partner/Galvanize Law Group and Nick Williams, Director of Operations/Absolute Caulking and Waterproofing on managing the day to day issues encountered on projects. The discussion dives into working with clients and customers on resolutions and working through contract language and documentation to ensure communication is clear and all parties have a shared understanding.</p>
11:00 a.m.	<p><b>TRACK: Workforce Development, a different approach</b></p> <p><b>Topic: Coaching for High Performance</b>  <a href="#">Audrey Sevalt, HR Consultant   BBSI</a></p> <p>Leaders have a critical role in motivating employees to surpass goals. The most important work to be done is to coach effectively. Coaching fuels high performance and holds everyone accountable in a constructive way. Great coaching retains talent and ultimately inspires people to stretch beyond their current capabilities. This presentation will provide pointers on effective coaching to reinforce great performance with guidance for those difficult conversations when employees aren't stepping up.</p>
11:00 a.m.	<p><b>TRACK: Leadership, listen, learn, lead</b></p> <p><b>TOPIC: Strategic Communication: How to Frame your Message to Increase Engagement</b>  <a href="#">Trish Ennis, Executive Director, Colorado Safety Association</a></p> <p>This session will introduce attendees to the concept of using framing to create an effective information campaign. The science of framing can help leaders to be heard and understood. Changing the story and how it is told can increase the impact of the message. Attendees will be introduced to concepts that they can use to raise awareness and create change in their organizations</p>
1:00 p.m.	<p><b>TRACK: Win the Battle of Consistency: Unleash the Guide to Full Potential</b></p> <p><b>TOPIC: Advance Consistency – Part 4</b>  <a href="#">Grant Lebahn, Owner, Resource Gravity</a></p> <p>We conclude the 4-part series with a discussion of consistency. No matter how good our intentions and how specific the policies and procedures are, the result depends on consistency. Fortunately, consistency is implemented and maintained through management, leadership, and trained operational procedures. The groundwork is setting team expectations, which means developing and retaining core talent. As discussed over the last couple of days, learn how to consistently train your team, advocate keeping current on new technology and methods, and then develop a periodic review and analysis of strategy vs. results. Not to worry, Grant covers the 'how to' of these objectives as he wraps up this series to Win the Battle of Consistency.</p>

1:00 p.m.	<p><b>TRACK: 2022 Hot Topics and Trends in Construction, your undivided attention please</b></p> <p><b>TOPIC: Battling the Great Resignation: Improve Your Culture, Improve Your Employee Retention and Productivity</b>  <a href="#">Mark Olesen, Owner, Mark Olesen Group</a>  <a href="#">Mike Tafoya, Owner/Partner, Portocol Business Strategies</a>  <a href="#">Dirk Dykson, Owner/Partner, Portocol Business Strategies</a></p> <p><b>Overcoming the Great Resignation: 6 Stages to Building Loyal, Engaged Employees.</b> More employees are leaving their jobs voluntarily than ever before. Turnover is frustrating and expensive. You can't eliminate turnover completely, but you can make a significant difference by focusing on employee engagement and long-term loyalty.</p> <p>According to Gallup, less than one-third of U.S. workers are "engaged" in their jobs (meaning they are involved and excited about the work they're doing). Almost 20% are considered "actively disengaged." You deserve employees who are engaged and loyal to your company.</p> <p>Join thought leaders Mike Tafoya and Dirk Dykson, Partners at Portocol Business Strategies, for a high-impact discussion on how to change the culture in your business by understanding 6 Stages to Building Loyal, Engaged Employees.</p> <p><b>In this impactful discussion you will:</b></p> <ul style="list-style-type: none"> <li>• Understand the 6 stages every employee goes through</li> <li>• Learn to access and leverage employee strengths</li> <li>• Discover what employees need to thrive</li> </ul>
2:00 p.m.	<p><b>TRACK: Leadership, listen, learn, lead</b></p> <p><b>TOPIC: Harness the Power of Habit, practical positive feedback</b>  <a href="#">Sharon Lipinski, Owner, Habit Mastery Consulting</a></p> <p>How do you ensure leaders incorporate positive feedback as part of their leadership style, provide them with tools and strategies to effectively provide positive feedback, and support them after safety training as they hone their positive feedback skills. You will be shocked by just how much of an impact this has on safety behavior and the demonstrated consistency in policies and procedures and team dynamics.</p> <p>In this session, Sharon Lipinski, CEO of Habit Mastery Consulting, will share:</p> <ul style="list-style-type: none"> <li>• The impact of positive feedback on safety and safety culture.</li> <li>• A 4 phase structure to designing a successful behavior change initiative.</li> <li>• Key goals and tasks for each phase</li> </ul> <p>Whether or not positive feedback is a behavior you're interested in improving, attendees will leave this session with a structure they can use to immediately increase the effectiveness of their existing safety training initiatives.</p>

2:00 p.m.	<p><b>TRACK: Reading Between the Lines, contract study</b></p> <p><b>TOPIC: Design Risk: Disclaimers</b>  <a href="#">Laura J. DePetro, Attorney, Woods Aitken</a></p> <p>ASAC Attorney’s Council launch a 24 series contract study, Reading Between the Lines with the first of four sessions to be offered at 2022 SUBStrong, and monthly virtual sessions continuing throughout 2022. Attendees will be on their way to earning the certificate of attendance, a champion of the construction contract designation.</p> <p>This session discusses, Design Risk: Disclaimers and asks, will you take the bait? Subcontractors, need to carefully review your contract documents to identify and understand the impact of design disclaimers. Because of the significant risk design disclaimers can pose, it can affect your bidding strategy. Why? There are documented cases in which a 20- or 30-word phrase buried in the subcontract agreement, or the specification, has cost subcontractors’ tens of thousands of dollars by disclaiming the risk for the owner or general contractor, which unwittingly shifts the design risk to the subcontractor. This session explores various types of design disclaimers in subcontracts and what is known as the Spearin doctrine as well how to manage design risk.</p>
3:00 p.m.	<p><b>TRACK: Workforce Development, a different approach</b></p> <p><b>TOPIC: Creative Recruitment Strategies</b>  <a href="#">Sarah Jorgensen, Esq., HR Consultant, BBSI</a></p> <p>This topic will cover creative recruitment strategies to attract candidates during a crucial talent shortage nationwide. It is critical for businesses to put the right people in the right seat for success, and you do not have to settle! The right people are available and attainable; this presentation will cover how to find, hire, and retain them.</p>
3:00 p.m.	<p><b>TRACK: Reading Between the Lines, contract study</b></p> <p><b>TOPIC: Design Risk: Express Delegations</b>  <a href="#">Sarah K. Mielke, Esq., Woods Aitken</a></p> <p>ASAC Attorney’s Council launch a 24 series contract study, Reading Between the Lines with the first of four sessions to be offered at 2022 SUBStrong, and monthly virtual sessions continuing throughout 2022. Attendees will be on their way to earning the certificate of attendance, a champion of the construction contract designation.</p> <p>Wrapping up the 2022 SUBStrong contract study series with a continuing discussion on design risk with a focus on express delegations. Unlike in the prior session where we explored a general contractor or owner disclaiming its design responsibilities, this session looks at the affirmative contract language that gives the subcontractor design risk and responsibility. Typically, these design responsibility clauses are referred to as “design delegation” or “design-assist” and are seen in design-build contexts. Understanding when a subcontractor has design responsibility, the degree of that responsibility, and how to avoid unwanted design responsibility will be the focus of this session.</p>