Good Roads Mean Good Buildings

This has been an axiom in the construction industry for decades. But Colorado is becoming a place where it’s hard to find good roads and bridges to keep pace with the demands of our economy, small businesses and families. At CAMPC, we believe it’s time for Colorado to increase its investment in transportation, and give us the transportation system that we need and deserve.

At the State Capitol, year after year, we’ve worked hard with a coalition of other leading groups in the building industry to break through the partisan gridlock and ensure that lawmakers make transportation a budget priority. While lawmakers did make a welcome and long-overdue investment this year it won’t make a dent in the $9 billion CDOT has identified in unmet needs.

The simple fact is this: while our state’s population has risen 60 percent since 1991, the gas tax hasn’t been raised since. Also, the amount we spend on roads per Colorado driver has been cut in half. You don’t have to be a math major to know that is a formula for increasing gridlock.

And so the lost productivity, the challenges with moving materials to job sites, and the overall frustration with an overburdened, antiquated transportation system continue.

There is a better solution.

A plan put forward by a bipartisan coalition of local business and elected leaders would ask taxpayers’ permission to dedicate a 0.62 percent sales tax increase to transportation, amounting to about 6 cents on a $10 purchase. Under the plan, 45% of the dedicated dollars will go directly to the state highway fund and an additional 40% will flow to local government for projects in local communities across the state. This plan would raise $767 million in its first year. With the revenue, Colorado would have the ability to bond for $6 billion in transportation funds.

This robust funding stream – which will be walled off from the legislature to use them for non-transportation purposes – means a huge boost to our economy and jobs for the construction industry. The rule of thumb we use at CAMPC is that every $1 million invested in infrastructure yields 18 construction jobs and puts $2 million into the economy. A $6 billion infusion into our transportation system creates more than 100,000 jobs over time and will inject $12 billion into the economy.

This is the kind of reality-based commitment we desperately need to catch Colorado up on overdue road and bridge maintenance and address deal with the mobility problems that
Welcome New Members!

<table>
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<th>CONTRACTORS</th>
<th>CONTACT</th>
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<th>WEBSITE</th>
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<td>Iron Mountain Construction Corp.</td>
<td>Steven Baum</td>
<td>970-815-6836</td>
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<td>FMI Capital Advisors</td>
<td>Ryan Foley</td>
<td>303-398-7202</td>
<td><a href="http://www.fminet.com">www.fminet.com</a></td>
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<tr>
<td>Rush Truck Centers</td>
<td>Dewi Robinson</td>
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<td><a href="http://www.rushtruckcenters.com">www.rushtruckcenters.com</a></td>
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<tr>
<td>Victaulic</td>
<td>Christopher Garofoli</td>
<td>360-420-5393</td>
<td><a href="http://www.victaulic.com">www.victaulic.com</a></td>
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</table>
Greetings everyone.

First off, I hope everyone is having a great summer. Typically with the summer weather comes an increased workload. Schools are renovating, expanding and improving, boiler change outs are taking place, chiller and cooling calls are a priority and with more daylight and mild weather every construction job is at full speed ahead. The plethora of expanded work hours and projects are great for our bottom lines, but they come with challenges too. One of those challenges is additional manpower needs. We have had increased calls for craftsmen in every area of our District Council, for every type of craft classification. Our local unions are working hard to try and fill the manpower requests in each of these areas and we have had multiple labor/management meetings to discuss the issue and try to collectively figure out ways to meet our needs. Our contractors have also been busy recruiting qualified workers which our local unions appreciate. We are also targeting areas for organizing blitzes and flooding the market with UA organizers to organize and inform workers of opportunity with us in an area on a large scale. The search for a solution has been a collaborative effort between labor and management working together to solve it.

The worker shortage that we are experiencing is happening to just about every industry from bakers to candlestick makers. The gap between baby boomers and millennials creates a shortage of skilled workers and the seasoned leaders and craftsmen we have been accustomed to. We are competing for workers with other industries, other crafts, other projects, and other areas of the country. We need to be innovative and figure out ways to attract workers to our trades.

Our labor management partnership allows us to enact positive, long term agreements that have stabilized our industry. These agreements have removed many uncertainties and have helped solidify our relationship with each other. We can to talk through difficult issues and find solutions together. This teamwork will help get us through the challenges we face together, whether they are good challenges or bad challenges.

So, how do we convince the workers to choose us instead of our competition? Wages are one of the primary reasons workers pick one entity over another and it is necessary that our wages are competitive. In addition to wages, better training in supervision, welding and service are reasons workers should choose us. Another important factor is per diem costs. Per Diem can be adjusted up and down to draw workers to a project when different levels of man loading are required. Room for advancement and building higher labor costs into new project bids may be necessary, especially when the project is remote or in an expensive or challenging area that will be harder to man. Another possibility for remote projects may be to work a split shift with overtime so that the workers are still able to benefit financially as if they were working 40 hours at home.

These are all ideas we have discussed in our labor/management partnership and are just some of the innovative suggestions that have been made. It’s important that we face our challenges together to be successful. We should all remember it is when we are busy we lose market share, not when we are slow.

Respectfully,

Howard

Ascend to new heights of inspiration, learning, camaraderie, and fun – as you aspire to reach higher than you could have ever imagined!

Enjoy a vast array of presentations and activities. This year’s event in beautiful Huntington Beach will help you to accelerate your growth and provide you with innovative and strategic ways of thinking, managing, learning and leading.

Visit http://www.mscaconference.org for more information and to register.
Common Sense Returns to NLRB’s Evaluation of Workplace Rules.

By Sue Schaecher | Attorney, Fisher & Phillips, LLP

A National Labor Relations Board (NLRB) memorandum to regional offices outlining the agency’s plan for evaluating workplace rules is welcome news for employers. The June 6 memorandum by the Board’s general counsel provides more common sense guidance than previous guidance regarding when handbook rules run afoul of the National Labor Relations Act (NLRA). Merely maintaining facially neutral rules is now less likely to be found illegal.

Background

Section 7 of the NLRA protects the rights of employees to engage in concerted activity for mutual aid and protection. In 2004, in a case called Lutheran Heritage Village-Livonia, the NLRB prohibited workplace rules that employees could reasonably construe as covering Section 7 activity. This standard led to findings that the mere maintenance of many commonplace and facially-neutral policies on matters such as confidentiality in internal investigations and civility requirements violated the Act.

Last December, the now-Republican NLRB upended the Lutheran Heritage standard in a case called The Boeing Co. The Board now evaluates facially neutral workplace rules by balancing (1) the nature and extent of the potential negative impact on employees’ NLRA rights against (2) employers’ right to maintain discipline and productivity in the workplace. As a result of this evaluation, rules fall into one of three categories:

Category 1:  Lawful to Maintain

The “no photography” rule at issue in Boeing is an example of a rule found lawful to maintain. While such a rule would limit employees’ ability to document working conditions, those concerns were outweighed by the fact that Boeing, as a defense contractor, needed to maintain the confidentiality of certain information. The guidance provides other examples of lawful rules including “Insubordination to a manager or lack of cooperation with fellow employees or guests is prohibited,” “Misrepresenting the company’s products or services or its employees is prohibited,” and “Do not use any Company logo, trademark, or graphic without prior written approval.”

Category 2:  Warrant Individualized Scrutiny

Some rules require individualized evaluation. The Board will consider whether the particular rule has “actually caused employees to refrain from Section 7 activity” to help decide if a rule is unlawful. Examples include: confidentiality rules broadly encompassing “employer business” or “employee information,” rules regarding “disparagement or criticism of the employer,” and “rules banning off-duty conduct that might harm the employer.”

Category 3:  Unlawful to Maintain

The memo lists two types of rules that are unlawful to maintain: 1) confidentiality rules specifically regarding wages, benefits or working conditions; and, 2) rules against joining outside organizations or voting on matters concerning an employee’s employer. The mere presence of such a rule in an employer’s handbook will cause the NLRB to issue a complaint against the employer.

Roadmap for Employers

These recent developments in the Board’s approach to facially neutral workplace rules rebalance the competing interests of employers and employees. The general counsel’s guidance to regional offices on how to process charges also helps guide employers in developing rules that, on their face, will survive review. (Remember that even a lawful rule can be applied in an unlawful manner.) The guidance does not cover all potential rules however, and additional rules will be evaluated by the Board as time goes on. As a general practice, handbooks and policy statements should be reviewed and updated annually. The NLRB’s new position underscores the need for making sure that policies are up to date.

This article is provided for general information purposes only and does not constitute legal or other professional advice. Readers are advised to seek specific legal advice from qualified labor and employment counsel in relation to any decision or course of action contemplated.
**ARE YOU IN CHARGE OF ANYONE?**

Do you have any responsibility for management objectives, outcomes or profits? Do you have anyone working for or with you who supervises, guides, mentors or leads others? If the answer to any of these questions is yes, then I have a very simple question that should be easy for you to answer: What are the top three performance motivators for people in the workplace?

Can you answer this quickly and accurately? If not, why not?

It is only the most important question one can ask, teach and utilize. But, hey, I’m sure you have the answers correct. For all the other people not quite as on the ball as you, let’s take a quick look.

According to national studies of workplace satisfaction, motivation and performance, the three key prime motivators are:

- **RECOGNITION AND PRAISE**
- **PARTICIPATION IN DECISION MAKING**
- **MONEY**

So, let’s do a little check in on our industry for these three factors. And why not a little reflection on your organization? And heck, while we’re at it, how about your personal leadership and motivation style?

**RECOGNITION AND PRAISE**

The construction industry is not touchy-feely. Leadership “soft skills” in our industry would best be described as deficient or nonexistent. I know, because I was there too. Our industry is run on authority, ego, pride, attitude, swagger, aggressiveness and competition. And you can build a lot of jobs and make money doing it that way. Conversely, this approach seems to overlook the No. 1 prime motivator entirely. Recognition and praise are given grudgingly, if at all.

I have a glass-encased hand saw on the wall in my office. It was my grandfather’s saw, and he was (as was my great-grandfather) a hard-nosed Italian contractor. Inscribed next to the saw is his message of motivation summed up in one quote he used frequently on the jobsite: “Don’t drink more water than you can sweat.” In other words, don’t even think about stopping, even to pee. This summarizes our industry in a nutshell. Field leaders pride themselves on being tough instead of perceptive or interactive. Thus, the vast majority of our industry culture does not maximize the productivity, commitment and profit returns of recognizing individual and team performance. What to do?

**PARTICIPATION IN DECISION MAKING**

Why even bother with this one when you and I know everything anyway? The real lesson is that people want to feel a part of determining their own fate. Call it “buy in.” Call it alignment. Call it brainstorming. Call it a flat management structure. The label matters less than the practice. Hey, our business is generally not a democracy, but it should not be a dictatorship. The net result of people being directed is that they do what they are directed to do. The net result of people doing what they are part of developing is seeing pride and a bigger macro picture of how their small part fits in terms of purpose and meaning. What to do?

1. Solicit others’ opinions even when you think you know the answer.
2. Solicit others’ views even when you are impatient and listening to them feels frustrating. The respect you are granting is part of what motivates them.
3. Tell people why decisions are made. Give them an idea of how a decision contributes to the organizational mission, whether they like it or not. Weak leaders only give people this when news is good or where they can avoid the discomfort of discussing how it effects those down the chain of command.

**MONEY**

So, let’s do a little check in on our industry for these three factors. And why not a little reflection on your organization? And heck, while we’re at it, how about your personal leadership and motivation style?
Be the Employee a Contractor Fights to Keep

**GRAND JUNCTION**
When: September 6th
7:30 am - 3:00 pm
Where: Local 145
3168 Pipe Ct., #100
GJ, 81504

**DENVER**
When: October 23rd
7:30 am - 3:00 pm
Where: CAMPC
686 Mariposa
Denver, 80204

This course is for any employee working in:
- Customer care
- Client relations
- Field leadership
- Project management
- Office administration

**PROGRAM DESCRIPTION**
This program provides the inside scoop on what employers are really looking for in an indispensable employee. It is designed to develop high performance behaviors that are beneficial at all levels of an organization. Participants will discover how their attitude, behaviors, and job performance are all related. They will learn how their specific roles are directly linked to the stability, success, and growth of their departments and companies. They will understand and demonstrate assertive communication skills to be honest, open, and direct with customers, co-workers, and leaders. Join Lisa Austin as she shares the skills that add value to all interactions and make you the employee a successful contractor fights to keep.

**ABOUT THE TRAINER, LISA AUSTIN**
Lisa Austin is the founder of The Service Factor, a Denver based corporate training company. She has been developing and delivering custom workshops for over 20 years with a special emphasis on customer service, employee engagement, and effective communication. Prior to opening The Service Factor, Lisa was a senior trainer for a large mutual fund company where she was instrumental at dealing with the challenges and frustrations faced in the fast changing business world. For the past eleven years she has been the lead trainer for elite HVAC companies across the country. She is a seasoned professional and her enthusiasm and energy make for a highly motivational and interactive workshop.

**Contact Jordyn at jordyn@campc.org, or Visit www.campc.org/education/workshops**

**PROJECT MANAGEMENT #1**
Designed specifically for new project managers and project engineers with 0-3 years of experience. Course modules include Communication Skills, Mechanical Industry Perspective, Safety, Scheduling, Project Documentation, Contracts, Financial Management, Labor Relations, Estimating, Getting Things Done.

**LEADERSHIP ACCESS INSTITUTE**
A 9-month academy for current and future leaders of Colorado’s mechanical contracting industry, including sessions in Communication, Change and Culture, Leadership, Team Building, Critical Thinking Exercises, Individual and Team Based Problem Solving, Strategic Negotiation Skills, BEST Public Speaking Skills, Resolving Workplace Conflict, Analysis and Rhetorical Devices, and Hogan Coaching.

**MECHANICAL SERVICE PROFESSIONAL #1**
This course is designed for service project managers, service technicians, dispatchers, service operators and service managers, and includes modules in Mechanical Industry Perspective, Communication Skills, Customer Service, Internal Customer Service, Financials for Service, Service and Maintenance Agreements, Safety, Getting Thing Done, and Emotional Intelligence.

You can’t learn this from anywhere else, best type of training and very informative.

**Contact Jordyn at jordyn@campc.org, or Visit www.campc.org/education**
4. Openly review mistakes – others’ and your own. Not in a judgmental manner, but in a way that encourages everyone to own his decisions and learn from each other. When this is not present, some people will default to blaming, CYA, or not providing information out of fear or a “don’t care” view.

5. Participation in decision making is a key to increasing accountability.

MONEY

When I ask most leaders what motivates people, the first answer I get is money. But money is the default when the first two are not present. In the field in union construction, money is a zero. In fact, it can be a de-motivator. In the system we have, the best and worst workers get about the same compensation. Maybe a guy gets over scale, but it does not make him work harder, it just retains him. They live in a culture where “fair” compensation does not always correlate to personal effort. For apprentices this can be a very poisonous environment; work for years for less money than others who don’t provide value at the high level required by union construction. What net motivational impact do you think that has by the time they become journeymen? What to do?

1. Recognize that union wages, though they may on the surface seem to be key motivators, are likely not. If everyone gets the same, you need to find other ways of motivating.

2. Give foremen, superintendents, trainers, instructors, office managers and everyone else positioned to influence others the resources and flexibility to reward people in non-monetary ways.

3. Remember that money is only No. 3 and that if you work at Nos. 1 and 2 hard enough, No. 3 won’t be such a challenge.

Lastly, think about your personal style related to these simple but powerful motivational elements. I used to be an unpleasant person to work for. Results before people. Just give me the bottom line. Fifteen years ago, a departing employee told me that in her three years of employment, it was never enjoyable working for me. I was surprised and a little blind sided. The organization was thriving and growing, increasing resources and by every measure doing very well. But I had used a hard-edged, construction, kick-butt-and-take-names, old-school model that drove people rather than motivated them. It had also about lived out its usefulness, as it wears people out quickly.

It took me a while to figure out, but right there, under my nose, was the real key to motivational success. From that point forward, I began a motivational culture change, and I knew it had to start with me. The long-term results? Transformational growth and success for the organization, and hopefully greater fulfillment for the people who shared in the achievement. And it was so damn simple as to be easy to miss. Involving and recognizing others, developing a more balanced leadership style and considering the true power of the keys to motivation.
2018 November Candidate Elections

There are several key Congressional races in November. In CD 2, former Executive Director of DORA, Joe Neguse (D) won his primary in a safe democrat seat and will replace Jared Polis. In CD 5 Scott Tipton (R) faces a challenge from former Eagle/ Routt County legislator Diane Mitsch Bush (D). In CD 6 Mike Coffman (R) faces yet another challenger in former Iraqi war veteran Jason Crow (D).

The statewide offices key to business interests are the Governor’s race (Walker Stapleton (R)/Lang Sias (R) v. Jared Polis (D)/Dianne Primavera (D)) and the Attorney General’s office (George Brauchler (R) v. Phil Weiser (D)). Both campaigns will be very expensive and hotly contested.

The State Senate is currently controlled by the Republicans 18-17. There are five targeted races in Adams, Jefferson and one western slope multi-county county seat that will determine which party has majority control in 2019. The House is currently controlled by the Democrats with a majority of 36-29. Whoever controls the chamber decides the legislative agenda. Coloradans have historically voted for balanced, fair and representative government that doesn’t favor one party controlling the Senate, House and Governor’s mansion and avoids passage of a far left or far right agenda. What will they do in 2018?

2018 November Ballot Referendums and Initiatives

Voters may have the opportunity to make significant policy changes in the general election. The legislature referred multiple proposals to update the state constitution or decide several policy issues. They deal with removing outdate language on indentured servitude (Amendment A), reducing the age qualifications to be a member of the legislature (Amendment V), ballot format for judicial retention elections (Amendment W), defining industrial hemp (Amendment X) and congressional/legislative (Amendments Y and Z) redistricting/ reapportionment processes and approvals. CAMPC strongly supports Amendments Y and Z to revise these processes to insure a more fair and balanced revision of the election boundaries.

Special interest groups are collecting signatures to place several policy issues on the ballot. They must submit 98,000 (historically 150,000 or more are needed to insure they meet the minimum required) valid signatures by August 6, 2018 to qualify for the November ballot. They deal with limitations on growth for the front range, transportation funding (sales tax increase and bonding), setbacks and taxes on oil and gas facilities, compensation for takings of damaged property values, income tax increase for education funding, healthcare transparency and limits on payday lending. CAMPC opposes the limited growth measure but the proponents have indicated that they weren’t able to collect the necessary signatures to qualify for the ballot so it is unlikely it will move forward. We also have serious concerns about mandatory setbacks for oil and gas development and increases in severance taxes. While they sound reasonable, the setbacks would essentially eliminate energy development for most of the state and the $30 billion industry that provides jobs, support to local communities and funding for education.

Adequate and sustainable transportation funding has been an issue for several years. CDOT estimates that the funding shortfall is more than $9 billion dollars. While the legislature passed SB 18-001 providing general fund support of $645 million over the next two years and referring $2.35 billion in bonding to the voters in 2019, much more is needed to seriously address the shortfall. Two groups are moving forward with 2018 ballot proposals.

A broad state-wide coalition (Let’s Go Colorado #153) led by the Denver Metro Chamber is moving forward with a proposal to increase state sales tax by $.62 for twenty years. The funds would be allocated 45% to CDOT, 20% each to cities and counties and 15% for multi-model options. It would generate $767 million in the first year and $22 billion over twenty years. It will allow CDOT to issue $6 billion in bonds for statewide priority projects. The Independence Institute (a conservative think-tank in Denver) is proposing an initiative (Fix Our Damn Roads #167) to use existing general fund revenues to fund $3.5 billion in bonds for twenty years for priority projects.

Several advocacy groups are proposing an education funding ballot initiative #93 that would raise $1.6 billion in new revenues through a graduated increase (.37 to 3.62 percent based on incomes of $150,000 to over $500,000) in the individual state income tax rate. The initiative would also increase the corporate tax rate by 1.37 percent from 4.63 to 6.0 percent. If approved, the new revenues would be used for increases in per pupil funding as well as funding for full day kindergarten, at risk students, special education, gift and talented programs, English language learning and pre-school. It also requires
In today’s rapidly evolving business world cybersecurity breaches have become a daily news item. While we’ve almost become immune to the hacks of big businesses such as Target, Home Depot, and Equifax, little attention is being paid to cybersecurity breaches in small business. At Anchor, we very often hear clients say, “I have no data of value to hackers.” To the contrary, most SMBs (small and medium sized businesses) have everything a hacker wants. Whether it’s actual data, access to network resources to implement ransomware, or password tracking, SMBs are attractive targets to hackers.

At Anchor, a common question we hear from clients is, “We’re protected, right? We have a firewall and antivirus.” The reality is businesses are not protected simply by having these technologies in place. A firewall in layman’s terms, is nothing more than a good door lock. A hacker can still kick in the door and steal your data. Having a network and security monitoring system is an additional layer of protection small businesses should take as they allow you to monitor for changes to the network and mitigate risk. That said, they are still reactionary, similar to a burglar alarm at home. If an intrusion occurs the alarm will sound, but we still have to react to the intrusion and by that time, the thief can make off with valuable data.

In truth, there simply is no silver bullet, no single technology solution that can prevent security breaches. Consider the large corporations who have been hacked, all of which had expensive IT security and were still breached. Most cybersecurity breaches don’t happen by hacking through a firewall, rather they happen by tricking employees. That’s right, most breaches are a result of an employee clicking on a booby-trapped attachment or link in an email that appears to be from a legitimate source. The hacker then can infect the network with ransomware or viruses, steal username and password information, or proprietary data. Simply put, when you open the front door and let the criminal in, no security system or tool can stop it. Social engineering is the tool of choice for today’s hacker, and it’s having a devastating effect.

What can SMBs do to protect themselves beyond the traditional foundational security measures of antivirus and a firewall? Educate your employees and utilize social engineering tests such as email phishing tools to test employees and their risk of opening suspicious attachments and links. Provide safe computing classes for all company personnel. Complete regular network audits looking for vulnerabilities. Deploy a security monitoring system that looks for changes in your network and have a solid backup and disaster recovery system in place in case an employee inadvertently infects your network with ransomware. Have a plan in place for when-not if, a breach occurs. In today’s business environment, knowing what to expect and having a plan to remediate is vital the continuity of business operations for SMBs.

Want to learn more about small business IT security? Contact Vince Tinnirello at Anchor Network Solutions to discuss your concerns. vince@anchornetworksolutions.com.

https://www.anchornetworksolutions.com • Phone: 303-653-9533

Legislative Update ... Continued from page 8.

The City of Denver may also have a controversial initiative on the November ballot called “Right to Survive” that would significantly limit the city’s ability to address homelessness and other realted issues. Here is a link to the initiative https://www.denvergov.org/content/dam/denvergov/Portals/778/documents/VoterInfo/RightToSurviveInitialSubmission2018-03-30.pdf

Elections matter. Please encourage your employees, vendors, family and friends to research and understand the candidates and the initiatives so they can be informed voters.

the legislature to adopt a new public-school finance formula. As of this article, the proponents stated that they have submitted more than 170,000 signatures which the Secretary of State must verify before it can qualify for the ballot.

Legislative Counsel is responsible for developing the “blue book” guide for voters to help them understand the issues as well as arguments for and against a proposal. Counsel Staff is drafting the book now and it will be mailed to voters in October. Here is the link to their website: http://leg.colorado.gov/BallotAnalysis.
Simplify Colorado Sales & Use Tax Coalition Update

Colorado Mechanical and Plumbing Contractors (CAMPC) is a board member of Simplify CO Sales & Use Tax Coalition. The mission of the Simplify CO Coalition is to reform Colorado’s excessively complex sales and use tax system with multiple goals: fairness, simplicity, and predictability for business; revenue neutrality to avoid any adverse impact on local and state public services; and a competitive economic environment in Colorado that will attract employers. The coalition consists of businesses, trade organizations, and other interested taxpayers will drive reforms to achieve these goals. Under the leadership of the board Simplify Colorado has made significant progress as outlined below with even more lofty goals of simplifying Colorado Sales & Use Tax System in the future.

The Legislative Sales & Use Simplification Task Force was established by in 2017 by HB17-1216. HB17-1216 was spearheaded by the Simplify Colorado Sales & Use Tax Coalition.

The Legislative Sales & Use Tax Simplification Task Force will meet four times over the 2018 interim all meetings are at the Colorado State Capitol with time at the end of each agenda for public comment.

Legislative Simplification Task Force Interim Dates:
- July 12th
- July 26th
- August 16th – committee will discuss 2019 legislation ideas
- September 27th – committee will finalize & vote on legislation bill drafts for the 2019 session

HB18-1022 which passed and was signed by the Governor on March 1, 2018 created an RFI for a single license and remittance for sales & use tax. This legislation resulted from the 2017 task force and was spearheaded by Simplify CO Sales & Use Tax Coalition. The Department of Revenue is currently reviewing the RFI responses. Learn more about HB18-1022 and the RFI requirements here. The task force will has been getting updated from the Department of Revenue on the RFI progress, timeline and next steps at each of their meetings. The goal is that the RFI will determine some type of RFP or procurement next step to simplify Colorado sales & use taxes through a single application for state and local tax licenses, single remittance and taxability matrix.

Learn more about Simplify CO efforts on their website https://simplifycosalestax.com.

Building Jobs4Colorado Construction & Design Coalition Update

Building Jobs4Colorado (BJ4C) Construction & Design Industry is in the process of interviewing candidates for the State Legislature. Focusing on targeted races and open seats, members of BJ4C members will interview more than 26 candidates for the State Legislature over two days. BJ4C has also invited both gubernatorial candidates to interview this year and will be interviewing Walker Stapleton on August 2nd. At the time of this article, BJ4C had not received a response from the Polis campaign. State Legislative candidates that receive support from three or more BJ4C member organizations will be invited to an industry reception to network with the industry on September 11th, 4:30 pm.

BJ4C continues to meet with the City & County of Denver quarterly. The next meeting with Denver is scheduled for August 6th.

Building Jobs4Colorado coalition is broad coalition of construction, design professionals, general contractors, sub-contractors, sub-sub-contractors and owner organizations across Colorado. BJ4C represents more than 95% of the Colorado construction industry. CAMPC is a steering committee member of BJ4C and continues to play a leading role within the coalition. Learn more about our efforts at www.buildingjobs4colorado.org.
# Events & Education Calendar

For more information about programs listed below, visit our website at [www.mcacolorado.org](http://www.mcacolorado.org) or contact Jordyn Grote at 303-757-3956 or jordyn@campc.org.

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<tr>
<td>Leadership Access Institute Orientation &amp; Day 1</td>
<td>8/21 &amp; 8/22</td>
<td>Varies</td>
<td>AGC Education Center</td>
<td><a href="mailto:jordyn@campc.org">jordyn@campc.org</a></td>
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<td>PM 1 - Communication Skills</td>
<td>8/29/18</td>
<td>12:00 pm</td>
<td>AGC Education Center</td>
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<td>MSP - Mechanical Service Industry Perspective</td>
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<td>Be the Employee a Contractor Fights to Keep</td>
<td>9/6/18</td>
<td>8:00 am</td>
<td>Local 145</td>
<td><a href="mailto:jordyn@campc.org">jordyn@campc.org</a></td>
</tr>
<tr>
<td>MSP - Communication Skills</td>
<td>9/11/18</td>
<td>12:00 pm</td>
<td>AGC Education Center</td>
<td><a href="mailto:jordyn@campc.org">jordyn@campc.org</a></td>
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<tr>
<td>PM 1 - Project Documentation</td>
<td>9/12/18</td>
<td>12:00 pm</td>
<td>AGC Education Center</td>
<td><a href="mailto:jordyn@campc.org">jordyn@campc.org</a></td>
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<tr>
<td>Leadership Access Institute - Day 2</td>
<td>9/13/18</td>
<td>7:00 am</td>
<td>Local 208</td>
<td><a href="mailto:jordyn@campc.org">jordyn@campc.org</a></td>
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<tr>
<td>MSP - Customer Service</td>
<td>9/18/18</td>
<td>12:00 pm</td>
<td>AGC Education Center</td>
<td><a href="mailto:jordyn@campc.org">jordyn@campc.org</a></td>
</tr>
<tr>
<td>PM 1 - Safety</td>
<td>9/19/18</td>
<td>12:00 pm</td>
<td>AGC Education Center</td>
<td><a href="mailto:jordyn@campc.org">jordyn@campc.org</a></td>
</tr>
<tr>
<td>PM 1 - Scheduling</td>
<td>9/26/18</td>
<td>12:00 pm</td>
<td>AGC Education Center</td>
<td><a href="mailto:jordyn@campc.org">jordyn@campc.org</a></td>
</tr>
<tr>
<td>MCAA Great Futures Forum</td>
<td>9/27-9/30</td>
<td>Varies</td>
<td>Anaheim, CA</td>
<td><a href="mailto:hgallo@mcaa.org">hgallo@mcaa.org</a></td>
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<tr>
<td><strong>OCTOBER 2018</strong></td>
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<tr>
<td>MSP - Safety</td>
<td>10/2/18</td>
<td>12:00 pm</td>
<td>AGC Education Center</td>
<td><a href="mailto:jordyn@campc.org">jordyn@campc.org</a></td>
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<tr>
<td>PM 1 - Contracts</td>
<td>10/3/18</td>
<td>12:00 pm</td>
<td>AGC Education Center</td>
<td><a href="mailto:jordyn@campc.org">jordyn@campc.org</a></td>
</tr>
<tr>
<td>Be the Employee a Contractor Fights to Keep</td>
<td>10/4/18</td>
<td>8:00 am</td>
<td>Local 58</td>
<td><a href="mailto:jordyn@campc.org">jordyn@campc.org</a></td>
</tr>
<tr>
<td>MSP - Financials for Service</td>
<td>10/9/18</td>
<td>12:00 pm</td>
<td>AGC Education Center</td>
<td><a href="mailto:jordyn@campc.org">jordyn@campc.org</a></td>
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<tr>
<td>PM 1 - Labor Relations</td>
<td>10/10/18</td>
<td>12:00 pm</td>
<td>Mountain West Dental Institute 925 Lincoln St., Unit B, Denver</td>
<td><a href="mailto:jordyn@campc.org">jordyn@campc.org</a></td>
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<tr>
<td>Oktoberfest</td>
<td>10/10/18</td>
<td>12:00 pm</td>
<td>Denver Chop House</td>
<td><a href="mailto:ann@campc.org">ann@campc.org</a></td>
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<tr>
<td>Leadership Access Institute - Day 3</td>
<td>10/11/18</td>
<td>7:00 am</td>
<td>Local 3</td>
<td><a href="mailto:jordyn@campc.org">jordyn@campc.org</a></td>
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<tr>
<td>MSP - Service &amp; Maintenance Agreements</td>
<td>10/16/18</td>
<td>12:00 pm</td>
<td>AGC Education Center</td>
<td><a href="mailto:jordyn@campc.org">jordyn@campc.org</a></td>
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<tr>
<td>Be the Employee a Contractor Fights to Keep</td>
<td>10/23/18</td>
<td>8:00 am</td>
<td>AGC Education Center</td>
<td><a href="mailto:jordyn@campc.org">jordyn@campc.org</a></td>
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<tr>
<td>MSCA Soar 2018</td>
<td>10/21-10/24</td>
<td>Varies</td>
<td>Huntington Beach, CA</td>
<td><a href="mailto:saorantes@mcaa.org">saorantes@mcaa.org</a></td>
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<tr>
<td>PM 1 - Financial Management</td>
<td>10/24/18</td>
<td>12:00 pm</td>
<td>AGC Education Center</td>
<td><a href="mailto:jordyn@campc.org">jordyn@campc.org</a></td>
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<tr>
<td><strong>NOVEMBER 2018</strong></td>
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<tr>
<td>Leadership Access Institute - Day 4</td>
<td>11/6/18</td>
<td>7:00 am</td>
<td>Local 208</td>
<td><a href="mailto:jordyn@campc.org">jordyn@campc.org</a></td>
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<tr>
<td>MSP - Elements of Internal Customer Service</td>
<td>11/6/18</td>
<td>12:00 pm</td>
<td>AGC Education Center</td>
<td><a href="mailto:jordyn@campc.org">jordyn@campc.org</a></td>
</tr>
<tr>
<td>Leadership Access Institute - Day 5</td>
<td>11/7/18</td>
<td>7:00 am</td>
<td>Local 208</td>
<td><a href="mailto:jordyn@campc.org">jordyn@campc.org</a></td>
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<tr>
<td>PM 1 - Estimating</td>
<td>11/7/18</td>
<td>12:00 pm</td>
<td>AGC Education Center</td>
<td><a href="mailto:jordyn@campc.org">jordyn@campc.org</a></td>
</tr>
<tr>
<td>MEP Holiday Party</td>
<td>11/10/18</td>
<td>6:00 pm</td>
<td>The Loft at Ellie Caulkins</td>
<td><a href="mailto:ann@campc.org">ann@campc.org</a></td>
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<tr>
<td>Quarterly Industry Partner Meeting</td>
<td>11/13/18</td>
<td>11:30 am</td>
<td>AGC Education Center</td>
<td><a href="mailto:ann@campc.org">ann@campc.org</a></td>
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<tr>
<td>MSP - Getting Things Done</td>
<td>11/13/18</td>
<td>12:00 pm</td>
<td>AGC Education Center</td>
<td><a href="mailto:jordyn@campc.org">jordyn@campc.org</a></td>
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<tr>
<td>SEC Holiday Party</td>
<td>11/29/18</td>
<td>6:00 pm</td>
<td>MacKenzies Chop House</td>
<td><a href="mailto:ann@campc.org">ann@campc.org</a></td>
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<tr>
<td>West Holiday Party</td>
<td>11/30/18</td>
<td>6:00 pm</td>
<td>Enzo's Italian</td>
<td><a href="mailto:ann@campc.org">ann@campc.org</a></td>
</tr>
</tbody>
</table>

* AGC Education Center is located at 686 Mariposa, Denver.  † Local 58 - 2870 Janitell Road, Colorado Springs, CO.  ** Local 208 - 6360 Broadway, Denver, CO.  
§ Local 145 - 3168 Pipe Ct., #100, Grand Junction, CO.  ◆ Local 3 - 17100 E. 32nd Pl., Aurora, CO.
<table>
<thead>
<tr>
<th><strong>Support Our Industry Partners Who Support Us!</strong></th>
</tr>
</thead>
</table>

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  - [www.federatedinsurance.com](http://www.federatedinsurance.com)
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  - Ph: 303-385-2139
  - [www.moreton.com](http://www.moreton.com)

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  - [www.powers.com](http://www.powers.com)
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  - [www.ferguson.com](http://www.ferguson.com)
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  - [www.shamrocksalesinc.com](http://www.shamrocksalesinc.com)
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  - [www.viega.us](http://www.viega.us)
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