



Specialty Contractor Institute

2021 Fall Catalog

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www.rmmca.org/education

SCI GENERAL INFORMATION

SCHEDULE AT A GLANCE

COURSE DESCRIPTIONS

INSTRUCTORS



Dear Colorado Contractors,

Welcome back to some sense of normalcy and I hope this note finds everyone and their families healthy and safe and that your businesses are experiencing continued success.

Our Specialty Contractor Institute's Education Committee is excited to present the last segment of education development and delivery for 2021. The committee, which is comprised of contractors from member firms of Rocky Mountain MCA and SMACNA, are dedicated to developing high quality, industry relevant, top of the line programs and workshops that assist in keeping our membership updated on current industry practices and future trends.

In August, our Fall 2021 curriculum will include the kick-off of our 9th cohort of Leadership Access Institute — the cornerstone program of SCI. In September, we will once again be offering Fierce Conversations, as well as The Last 10% — a program designed to educate us on the concepts related to the final phases of a project. At the end of September, we launch Partnering for Project Success — an eight module session that runs through November. This course is designed to bring Project Managers and Field Leaders together to learn the skill sets that enable execution and delivery of successful projects. There will also be workshops taught by national and local experts throughout the remainder of the year.

Continuing education and employee development are imperative to building a knowledgeable workforce that meets the needs of the industry. If we choose not to educate our employees, someone else will. Our success would not be possible without dedicated contractors like you, our SCI education committee, and our devoted instructors. We are delighted to get started with our Fall 2021 curriculum and to continue another successful year of education for our members.

Sincerely,

Kurt Bocim



EDUCATION COMMITTEE

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Kurt Bocim
Tolin Mechanical

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RMMCA

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HOW TO REGISTER

Visit www.rmmca.org/education to register for any of the listed classes. If you have any questions about registration or course content, contact Heather Sherwood at heather@rmmca.org

CERTIFICATE OF COMPLETION

Those who complete a full seminar will receive a certificate of completion from SCI's Education Committee.



ABOUT SCI

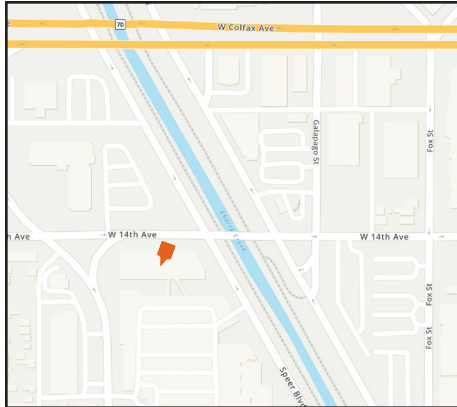
Educating Today's Contractors for Tomorrow's Projects

SCI was designed specifically with Colorado and Wyoming mechanical, plumbing and electrical contractors in mind. Our education committee is dedicated to training your experienced employees and your next generation of leaders. We look forward to our third year of valuable training and education.

- **Main Office and Classroom**
1391 Speer Blvd, Suite 450
Denver, CO, 80204

Driving Directions

The Specialty Contractor Institute's main office is conveniently located in Denver, Colorado, at the corner of Speer Boulevard and 14th Street.



SCHEDULE AT A GLANCE

Denver (D) • (CS) Colorado Springs • (GJ) Grand Junction • (WY) Cheyenne

AUGUST 2021						
SUNDAY	MONDAY	TUESDAY	WEDNESDAY	THURSDAY	FRIDAY	SATURDAY
1	2	3	4	5	6	7
8	9	10	11	12	13	14
15	16	17	18 ■ LAI (Session 1, Day 1) Orientation	19 ■ LAI (Session 1, Day 2) Communication, Change and Culture...	20	21
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SEPTEMBER 2021						
SUNDAY	MONDAY	TUESDAY	WEDNESDAY	THURSDAY	FRIDAY	SATURDAY
			1	2	3	4
5	6	7	8 ■ Fierce Conversations	9 ■ Fierce Conversations	10	11
12	13	14 ■ LAI (Session 2) Individual and Team Based Problem Solving	15	16	17	18
19	20	21	22	23	24	25
26	27	28 ■ The Last 10%	29 ■ The Last 10%	30 ■ The Last 10% ■ Partnering for Project Success		

KEY: ■ PM • ■ FL1-3 • ■ MSP • ■ LAI • ■ Workshops • ■ Special Events

SCHEDULE AT A GLANCE

Denver (D) • (CS) Colorado Springs • (GJ) Grand Junction • (WY) Cheyenne

OCTOBER 2021						
SUNDAY	MONDAY	TUESDAY	WEDNESDAY	THURSDAY	FRIDAY	SATURDAY
					1	2
3	4	5	6	7 ■ Partnering for Project Success	8	9
10	11	12	13	14 ■ Partnering for Project Success	15 ■ Partnering for Project Success	16
17	18	19	20	21 ■ Partnering for Project Success	22	23
24	25	26 ■ LAI (Session 3) Intro BEST Public Speaking Skills, Analysis and Rhetorical Devices	27	28 ■ Partnering for Project Success	29	30
31						

NOVEMBER 2021						
SUNDAY	MONDAY	TUESDAY	WEDNESDAY	THURSDAY	FRIDAY	SATURDAY
	1	2	3	4 ■ Partnering for Project Success	5	6
7	8	9 ■ LAI Public Speaking (Session 4, Day 1)	10 ■ LAI Public Speaking (Session 4, Day 2)	11 ■ Partnering for Project Success	12	13
14	15	16	17	18 ■ Partnering for Project Success	19 ■ Partnering for Project Success	20
21	22	23	24	25	26	27
28	29	30				

KEY: ■ PM • ■ FL1-3 • ■ MSP • ■ LAI • ■ Workshops • ■ Special Events

COURSE DESCRIPTIONS

AUGUST 2021

■ Leadership Access Institute (LAI 2021/2022)

- **Session 1/Day 1 ~ Orientation - August 18 / 1:00 pm-5:00 pm**
Session 1/Day 2 ~ Communication, Change and Culture, Leadership, Team Building, Critical Thinking Exercises - August 19 / 7:30 am-4:30 pm

Communication Skills, Theory and Critical Conversations

How many times have poor communication and interpersonal skills damaged your organization in terms of lost work, impaired relationships and lack of coordination of internal processes? This training program delivers key concepts and techniques that can be immediately applied to maximize your skills and help you maintain a competitive advantage.



We'll help you identify your communication and working styles. Your ability to listen and comprehend the intention or message behind the words used by others will be improved. You will be able to identify ways to talk with groups in a manner that relates to them and their particular style.

Key Topics Include:

- | | |
|--|--|
| <ul style="list-style-type: none"> ~ Methods of communication ~ Communication style and pitfalls ~ Achieving effective communication ~ Effective listening techniques ~ How to deal with difficult situations | <ul style="list-style-type: none"> ~ Communication Theory – Attribution Error, Ego and Face Theory, Climate Theory ~ Influence and Influence Tactics |
|--|--|

This workshop is organized around seven principles which have been identified to separate the best from the good in dealing with difficult or risky conversations. Those who master critical conversations learn to first recognize the potential dangers, and then apply a variety of skills that help people stay in honest, candid dialogue – even when opinions vary and risks are high. This workshop has also been shown to increase respect among coworkers, supervisors and employees and helps participants create a safe environment for sharing facts, ideas, feelings, and theories candidly and honestly. Are you looking to create productive and dynamic team players? Critical conversations are a way to do just that! Staying ahead of possible conflicts and intervening when issues do arise are what critical conversations are all about. They are the best way to keep those you work with motivated and ensure productive teamwork.

(Continued on page 9)

AUGUST 2021 (continued)

Organizational Cultures and Change

The dramatic increase in products, markets, enhanced technology, and robust competition has led to a dynamic global business environment. Companies that will flourish in the 21st century are those that have learned to respond to turbulence by managing change effectively. Most organizations are aware of the need for change; however, the challenge lies in implementing strategies that stick. For a number of reasons, including a lack of understanding of deeper organizational issues or a failure to recognize the cross-functional implications of change causes the system to often go awry. This session focuses on change and our ability to adapt to an ever-changing business environment.



Dynamics of Group Interaction, Information Sharing and Consensus

In all human interactions there are two major ingredients – content (task) and process (maintenance). The first deals with the task on which the group is working. In most interactions, the focus of attention of all persons is on the content. The second ingredient – process – is concerned with what is happening between, and to, group members, while the group is working.



Group process, or dynamics, deals with such items as morale, feeling, tone, atmosphere, influence, participation, styles of influence, leadership struggles, conflict, competition, cooperation, etc. In most interactions, very little attention is paid to process, even when it is the major cause of ineffective group action. Sensitivity to group process will better enable one to diagnose group problems early and deal with them more effectively.

■ **Labor and Employment Law Changes and Challenges for 2022**

August 25, 2021 / 10:00 -11:30 am

The attorneys from Fisher Phillips will address a ranges of topics, including Colorado's Equal Pay for Equal Work law, which became effective early in 2021, but about which employers across the state continue to have compliance questions. We have reviewed all of the detailed legal rules and guidance to develop a list of the top 12 things employers need to know about the Act.

COURSE DESCRIPTIONS

SEPTEMBER 2021

■ Fierce Conversations

September 8 & 9 / 8:00 am-4:00 pm

To be fierce means to be authentic, present and real in day-to-day conversations. Real can be scary. Yet it is the unreal or missing conversations that are costly in terms of morale, engagement, and performance. This class will give you both the skills and the confidence to have successful conversations that will positively impact your career and life.



In this two-day workshop participants will learn hands-on, practical techniques that will improve relationships through better conversations. The class will explore the impact that a single conversation can have on a job, career, or life. Attendees will leave with specific tools they can immediately apply at work and at home. Best-In-Class employees are able to have important conversations that lead to results, action, and improved relationships. Fierce Conversations will challenge participants to use the power of a conversation to increase communication and job performance.

■ Leadership Access Institute (LAI 2021/2022)

- **Session 2 ~ Consensus - Individual and Team-Based Problem Solving**
September 14 / 7:30 am-4:30 pm

Everyone benefits from having effective problem solving skills since we all encounter problems on a daily basis. Some of these problems are obviously more severe or complex than others and it would be wonderful to have the ability to solve all problems efficiently and in a timely fashion. Unfortunately there is no one way in which all problems can be solved.



The first phase of problem solving may sound obvious but often requires more thought and analysis. Identifying a problem can be a difficult task in itself; is there a problem at all? What is the nature of the problem or are there in fact numerous problems? How can the problem be best defined? By spending some time defining the problem, you will not only understand

(Continued on page 11)

SEPTEMBER 2021 *(continued)*

Session 2 ~ Consensus - Individual and Team-Based Problem Solving *(Continued)*

it more clearly yourself, but you will be able to communicate its nature to others.

The next stage involves careful analysis of the different possible courses of action and then selecting the best solution for implementation. Some solutions may not be possible, due to other problems, like time constraints or budgets. It is important, at this stage, to also consider what might happen if nothing is done to solve the problem. Sometimes trying to solve a problem then leads to many more problems and requires some very creative thinking and innovative ideas.

In any group process there are two competing dynamics – content and process. The process of directing, supporting, guiding and coaching groups of people through the stages and tasks required to attain their stated goal is the most accepted definition of facilitation. However, the ideal facilitator does not lead the participants to conclusion, but rather stimulates insights and then follows what emerges from the group.

Facilitation is fast becoming a core competency for anyone who leads a team, coordinates a committee or manages a project. Indeed, it is extremely difficult to create buy-in, set group goals or solve complex problems without highly developed facilitation skills.

■ The Last 10% (0-3 Years as a PE/PM)

- **Introduction / Project Overview - September 21 / 7:30 am-4:30 pm**
Instructor: TBD

Instructors throughout this course will be utilizing the Laramie High School project to illustrate concepts related to the final phase of a project.

- **Electrical - September 21**

Instructor: Steve Wren, Vicki Wren & Matt Levy

- ~ Overview - basics of electrical system
- ~ Key items that need to be prepared for this scope of work to begin
- ~ Key items for coordination that must be considered during design, equipment selection and the construction RI phase
- ~ Common pitfalls/challenges of mechanical/electrical integration

(Continued on page 12)

COURSE DESCRIPTIONS

SEPTEMBER 2021 *(continued)*

■ The Last 10% (0-3 Years as a PE/PM) *(continued)*

- **Controls - September 21**

Instructor: Mike Harrington

- ~ Overview of control systems from the most simple to the most complex
- ~ How control systems function and their purpose in the building
- ~ How the control system installation fits into most construction schedule milestones
- ~ Common pitfalls including code issues
- ~ Industry trends and buzzwords

- **Start-up - September 22 / 7:30 am-4:30 pm**

Instructor: Duane Kiefer

- ~ Overview of the start-up process
- ~ Start-up sequencing and schedule
- ~ Key items that need to be prepared for start-up to begin
- ~ LEED and code requirements
- ~ Common pitfalls

- **Test & Balance - September 22**

Instructor: Josh Uncapher

- ~ Overview the commissioning process
- ~ Key elements of a successful commissioning project
- ~ Use diffusers to measure airflow
- ~ Common pitfalls

- **Commissioning - September 22**

Instructor: Tom Poeling

- ~ Overview of the commissioning process
- ~ Key elements of a successful commissioning project
- ~ The typical commissioning team and their roles/responsibilities
- ~ Key LEED and code requirements

- **Closeout - September 23 / 7:30 am-12:00 pm**

Instructor: Michael Fullman

- ~ Gain an understanding that the 'end' of a project starts in the 'beginning'
- ~ Key requirements for a successful closeout and common pitfalls to avoid

(Continued on page 13)

COURSE DESCRIPTIONS

SEPTEMBER 2021 *(continued)*

■ The Last 10% (0-3 Years as a PE/PM) *(continued)*

- ~ Steps to improve client closeout satisfaction
- ~ (As-Built, O+M, 90% Documentation - web based?) Final pay, bill, lien, retention and release

• Panel Session - *September 23*

Instructor: All

- ~ Review topics learned in each session
- ~ See how the different trades/phases work together to best support one another
- ~ Ask questions of the experts

■ Partnering for Project Success

Module #1: Building Successful Project Teams -

September 30 / 8:00 am-12:00 pm

Instructors: Mario Casias and Carlos Rivera

Partnering for Project Success is an 8-week course designed to specifically address the daily project challenges Project Managers and Foremen face as a team. Throughout the program participants will have the opportunity to learn and work through real project issues and apply newly learned skills. The group will work on case studies that have been specifically designed to improve project outcomes when problems are approached and solved as a team. Each week the group will be challenged to solve a different issue in order to keep the project on schedule and within budget.



OCTOBER 2021

■ Partnering for Project Success

Module #2: Jobsite Communication - *October 7 / 8:00 am-12:00 pm*

Instructors: Gary Arnold and Leah Gutmann

COURSE DESCRIPTIONS

OCTOBER 2021 *(continued)*

■ Partnering for Project Success

Module #3: Pricing Principles - *October 21 / 8:00 am-12:00 pm*

Instructors: Leah Gutmann and Jake Schley

■ Leadership Access Institute (LAI 2021/2022)

Session 3 ~ Intro BEST Public Speaking Skills, Analysis and Rhetorical Devices - *October 26 / 7:30 am-4:30 pm*

Public Speaking consistently ranks as people's top fear; the number 2 fear is normally death, followed by spiders as number 3.

Astoundingly, 75% of people suffer from "speech anxiety," but mastering this fear and getting comfortable speaking in public can be a great ego booster, and a huge benefit

to your organization or the participant's career. This session will provide the participant with valuable public speaking skills, including in-depth information on developing an engaging program and delivering your presentation with confidence and power. We will focus this program on three types of presentations:

- An informative speech provides an audience with new information, insights, or new ways of thinking about a topic.
- A persuasive speech is intended to influence the attitudes, beliefs, values, or acts of others.
- A special occasion speech also called a ceremonial speech, is prepared for a specific occasion and for a purpose dictated by that occasion.



■ Partnering for Project Success

Module #4: Pre-Planning - *October 28 / 8:00 am-12:00 pm*

Instructors: Ken Strickler and Juan Salazar

COURSE DESCRIPTIONS

NOVEMBER 2021

■ Partnering for Project Success

Module #5: Schedule Impacts - *November 4 / 8:00 am-12:00 pm*

Instructors: Ari Vrohidis and Dewey Jackson

■ Leadership Access Institute (LAI 2021/2022)

Session 4 ~ Public Speaking Presentations -
November 9 & 10 / 7:30 am-4:30 pm

Participant will present a 20-minute speech to fellow leadership students. Presentations will be in one of three formats: Informative, Persuasive, or Ceremonial.



■ Partnering for Project Success

Module #6: Managing Scope Change

November 11 / 8:00 am-12:00 pm

Instructors: Ken Strickler and Juan Salazar

■ Partnering for Project Success

Module #7: Final Project Case Study - *November 19 / 8:00 am-12:00 pm*

Instructors: Marlow Casias, Ari Vrohidis and Leah Gutmann

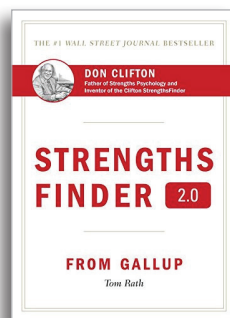
COURSE DESCRIPTIONS

■ Clifton Strengths (Formerly Strengths Finder)

Discover and Leverage Your Strengths for Results That Matter

Instructor: Leah Guttman

This 1-day workshop is designed for anyone wanting to develop their talents to increase their productivity, maximize their effectiveness and be more engaged with their work. Gallup research proves that people succeed when they focus on what they do best. Led by an expert instructor and backed by decades of research, this course will help you and your team to identify your greatest talents, pinpoint what you do best and develop ways to use your talents for success.



Throughout this course you will:

- Gain insights into your natural talents by working with your Clifton Strengths Signature Themes Report and Strengths Insight Report.
- Fully understand how strengths develop.
- Learn how to harness your talents and strengths for greater personal productivity and engagement.
- Acquire tools and insights to help you use your natural talents to fulfill your goals and achieve your greatest potential.

Workshop can be held at the RMMCA Training Officer or Your Facility.

Contact heather@rmmca.org for scheduling and pricing options.

ABOUT THE SPEAKER, LEAH GUTMANN



Leah Guttman, founder and owner of First Forward Consulting, is a certified strengths coach and facilitator. Leah specialized in a wide variety of training, program development and consulting services including; communications, leadership, emotional intelligence, train-the-trainer and finance. She has over 10 years of experience in design, implementation and facilitation of educational programs, classes and seminars. Her 20-year career as a CFO and finance manager in the mechanical contracting industry has given Leah the unique ability to offer training and consulting from a hands-on, in the trenches perspective.

COURSE DESCRIPTIONS

■ Two-Day Mini LAI Program

Instructor: Richard Barnes

This course packs seven of the nine key LAI topics into two days! Participants will engage in immersive exercises designed to challenge their communication, critical thinking, and decision making skills, leadership and negotiation styles, and information sharing and problem solving abilities. If you are interested in offering this course to your organization, at our facility or yours, please contact heather@rmmca.org for scheduling and pricing Options.

DAY 1	
8:00 – 8:15 am	Welcome and Introductions
8:15 – 10:00 am	Communication Skills and Theory, Critical Thinking Skills
10:15 am – Noon	Organizational Cultures, Leadership Styles and Coaching Techniques
Noon – 1:00 pm	Lunch
1:00 – 2:30 pm	Consensus Decision Making – Survival Exercise
2:45 – 4:30 pm	Consensus Exercise – The Available Heart
4:30 pm	Adjourn
DAY 2	
8:00 – 10:00 am	Information Sharing and Problem-Solving Exercise
10:15 am - Noon	Negotiation Styles
Noon – 1:00 pm	Lunch
1:00 – 3:00 pm	Negotiation Exercise – Bobby Bench or similar exercise
3:00 – 3:30 pm	Debriefing entire program
3:30 pm	Discussion and Adjourn

ABOUT THE SPEAKER, RICHARD BARNES



C. Richard Barnes & Associates, LLC is a labor relations consulting firm which provides representation, dispute resolution services, dispute resolution systems design, workforce training and development and leadership coaching to a cross-section of industry, labor, private, public and service organizations, both nationally and internationally. Throughout both public and private sectors, Richard is an internationally recognized mediator, facilitator, skills trainer, and speaker.



Gary Arnold has been Business Manager of UA Pipefitters Local 208 since 2017 and a member of the Joint Apprenticeship Training Committee since 2008. He has worked to enhance recruitment, training, and retention of pipefitting apprentices. Gary formed the Women in the Trades Committee in addition to the Apprenticeship Student Council. He develops educational standards, curriculum, operations, and funding to improve apprenticeship training, journeymen continuing education, and specialized training programs. He has 8 years of experience as a JATC Instructor and 3 years as Head Training Coordinator. Gary's career includes 14+ years of experience as an industrial/commercial pipefitter, supporting expansion projects for Amgen Biotechnology Company, FedEx, Miller-Coors, and Breckenridge Brewery. He earned 6 awards during his apprenticeship, including the UA International contest for welding. Gary's leadership of educational efforts in the trade has earned him several appointments by state and city leaders, including a 3-year appointment by the Governor of Colorado in 2019 to the Business Experiential Learning Commission, in which he guides development of a youth apprenticeship program for multiple industry sectors.



Lisa Austin is the founder of Austin Training Advisors, 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 11 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.



Richard Barnes is President of C. Richard Barnes & Associates, LLC, a labor relations consulting firm which provides representation, dispute resolution services, dispute resolution systems design, workforce training and development and leadership coaching to a cross-section of industry, labor, private, public and service organizations, both nationally and internationally. Throughout both public and private sectors, Richard is an internationally recognized mediator, facilitator, skills trainer and speaker.



Kurt Bocim is the Director of Operations for Tolin Mechanical Systems based in Denver, Colorado. Kurt brings 34 years of management and leadership experience in the Mechanical Service Industry in a wide array of disciplines including; Service, Project and Facility Management; Service Maintenance and Project Sales; Branch Operations, Acquisitions and Integration; Labor Relations and Negotiation. Kurt has a passion for the mechanical service industry; especially its employees and clients and is a proponent of the Skilled Labor Trades.



Bob Brunson is the former President of U.S. Engineering Metalworks, LLC and has been with U.S. Engineering Company for more than 40 years. After graduating with a bachelor's degree in mechanical engineering from Colorado State University, Bob played various operational roles including project manager, chief estimator, regional vice president and chief operating officer. Through much of his career Bob has been directly involved in contract negotiations, risk management strategies and claims on mechanical construction projects of all types and sizes. Bob understands the critical need for arming procurement and operations personnel with a working knowledge of contract law and methods of avoiding litigation.



Clay Daniels is president of US Engineering Service. Clay joined US Engineering in 2010 as a large construction project manager after serving more than 10 years in the Army and five years in special forces. He served as a project manager at US Engineering for 3 years before transitioning into his current position. Clay attended the United States Military Academy at West Point where he played varsity football and graduated in 2000. Clay holds an MBA from the Bloch School of Business at UMKC.



Dave Davia is a passionate leader with a diverse background in public and private organizations. He has a strong track record of accomplishments in strategic partnerships, government relations, process development, coalition building, business and legislative analysis, collective bargaining, public policy, and association management. Currently Dave Davia serves as the Executive Vice President of the Rocky Mountain MCA.



Kevin Dougherty is the lead instructor for MSCA's Growing and Developing Service Supervisors course. Kevin has been a speaker in the construction industry for more than 20 years. He represents a changing industry — aggressive, realistic, and open-minded. Kevin's work experiences and education enable him to relate to today's problems and provide tangible solutions in an easy-to-listen-to style. He has taught thousands of people in various seminars. Kevin has served as a sales manager and corporate trainer for a multimillion-dollar mechanical contractor and specialty services contractor.



Todd Fredrickson is a partner in the Denver office of Fisher Phillips. He also serves as Chair of the firm's Diversity and Inclusiveness Committee. His practice involves representing employers in various matters arising under such laws as Title VII, Americans with Disabilities Act (ADA), Family and Medical Leave Act (FMLA), Age Discrimination in Employment Act (ADEA), National Labor Relations Act (NLRA), and Fair Labor Standard Act (FLSA). He also practices traditional labor law, representing employers in union campaigns, contract negotiations, grievance arbitrations and unfair labor practice charges. Todd advises employers on developing and enforcing proper policies, employee handbooks, employment and compensation agreements, and on compliance with federal and state wage and hour laws. Much of his practice focuses on training supervisors, managers, and other employees on such issues as sexual harassment, discrimination, employee discipline and discharge, and investigation of employee grievances.



Greg Friess is a mechanical engineer, and holds his bachelor's degree in mechanical engineering from Cleveland State University. Greg brings 23 years of construction experience, ranging from sales, estimating, pre-construction, operations and project management. Most of his experience is related to work-acquisition, working with contractors, owners, engineers, and architects to provide solutions on large complex projects up to \$180 Million. Greg has led project teams, as well as estimating groups throughout his career — working in markets in Cleveland, Ohio, Tampa, Florida, and Denver, Colorado.



Leah Gutmann, owner of First Forward Consulting, specializes in a wide variety of training, program development, and consulting services including: communications, leadership, emotional intelligence, train-the-trainer, and finance. She has over 10 years of experience in the design, implementation and facilitation of educational programs, classes and seminars. Her 20-year career as a CFO and finance manager in the mechanical construction industry has given Leah the unique ability to offer training and consulting from a hands-on, in the trenches perspective.



Mike Harrington, P.E., Senior Application Engineer for CFM Company, has been in the HVAC industry for nearly 20 years. He has extensive industry experience in commercial and industrial control systems as an integration contractor, commissioning agent, specifying engineer, and equipment representative. Mike graduated from the Colorado School of Mines with a B.S. in Engineering with Mechanical Specialty and business economics minor. He is proficient with sequence of operations, the integration of equipment and multiple protocols. Mike is familiar working in hospitals, research, animal, and teaching laboratory facilities, the education market from K-12 through universities, and high rise office buildings across the continent. He served as the ASHRAE Rocky Mountain Chapter President 2015-2016, during his time in chapter leadership, the chapter was the first to surpass \$100,000 in research promotion collections.



Duane Kiefer joined U.S. Engineering Construction in the role of Mechanical Systems Coordinator after 20 years in the temperature controls industry. During that time, Duane worked his way up from programmer to technician and project manager and sales engineer. From start to finish, Duane works with preconstruction teams to ensure submittals and control sequences are produced in a manner that meets the needs of a project and ensures proper operation of the building automation system through start-up and commissioning. Duane received his Bachelor's Degree in Geological Engineering from the University of North Dakota, Grand Forks and attended the United States Naval Nuclear Power School.



Dan Klimek is the owner and principle of Klimek Consulting, an S-corporation which offers custom freelance safety, training and environmental services. Dan holds a BS degree in industrial education and a master's degree in industrial safety, both from the University of Minnesota. Over the years, Dan has worked with companies in several different industries on various projects such as safety program development and related safety training; field audits of work crews and conformance to work and safety standards; and workers' compensation claims review strategies.



John Koontz, MCAA's national director for project management and advanced supervisory education, brings a balance of academic and practical experience to his courses. A former tenured associate professor in Purdue University's Department of Building Construction Management, he served as Purdue's mechanical construction management coordinator. He has been teaching since 1992. Prior to this, 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. Professor Koontz is the director of the MCAA Institute for Project Management and Advanced Institute for Project Management at the University of Texas in Austin.



Matt Mauro is a senior project manager with Murphy Company based in Denver, Colorado. He received a bachelor's degree in Construction Management from Colorado State University in 2009 and has been with Murphy Company since graduation. Matt has been through the MCAA Institute for Project Management and the MCAA Advanced Institute for Project Management in Austin, TX. As a senior project manager for the Quick Response team at Murphy Company Matt is involved in customer relations, sales, estimating, project pre-planning, subcontractor management, project documentation, project closeout, leading other project teams and direct project management.



John C. Marlow, PE, DBIA, LEED AP has worked in the mechanical contracting industry for over 25 years and is an associate vice president at U.S. Engineering Company. Throughout his career, John has worked in many aspects of the business including project management, estimating, and operations, to his most recent role in project development. John was an adjunct professor at Colorado State University teaching students in the construction management department about mechanical contracting (2007-2009) and has been a member of the MCAA Project Managers Education Committee since 2006.



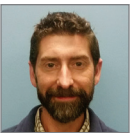
Gary Meggison holds professional degrees in civil engineering and business administration from the University of Colorado, Denver. He has acquired an impressive list of professional credentials in the commercial construction industry, with well over 100 completed commercial, multi-family, institutional, industrial and health-care developments over the past 40 years. He is especially proficient in assignments involving program management, project development, financial planning and preconstruction services, contract negotiations, construction administration and quality control services.



Ky Oday is a Utah State University graduate with a degree in public relations and a minor in marketing. He most recently served as Coordinator of Student Diversity for Colorado Mesa University in Grand Junction. Ky led the team responsible for Diversity, Equity and Inclusion training and objectives for CMU including faculty, staff, students and community. Ky's lifelong passion for bringing people together has placed him in many leadership positions throughout his life. From Little League coach to high school football coach, Ky has always valued giving back to our community. His personal and professional experiences provide a unique and valuable perspective on DEI.



Dennis Pettitt, is a volunteer adjunct professor at Colorado State University teaching mechanical project management and introduction into the mechanical industry. Dennis has 47 years experience in the mechanical industry working on and overseeing major projects throughout the United States. Some of the more notable projects include Potsdam University Music Complex, Walter Reed Hospital, launch pad 39B at Cape Canaveral, IBM class 10 clean room, Delco Electronics class 100 cleanroom, One Mellon Bank Center 64 story office building, UCI Cancer Clinic, Bronco's stadium and the Pepsi Center.



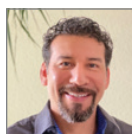
Sean Pettitt, LEED AP, is a senior estimator with Murphy Company based out of Denver, Colorado. He received a bachelor's degree in humanities from the University of Colorado, Boulder in 2002 and began his career in mechanical contracting in 2003. His professional focus is preconstruction and plumbing/HVAC estimating and has a background in project documentation, ISO 9000/9001, LEED documentation, operations, and project management.



Tom Poeling is the Director of Quality Assurance with U.S. Engineering Construction, and has over 25 years of industry experience with a background in energy efficiency and building commissioning. His passion to deliver high-performance buildings is manifest through the delivery of the company's quality assurance program. Tom is a Professional Engineer, a Certified Energy Manager and a Certified Commissioning Professional. In 2019, he will serve as President of the Building Commissioning Association, a nationwide trade organization with a mission to create functional and efficient buildings.



Jim Riddle, is a Project Manager with US Engineering in Westminster, Colorado. He has an Associate degree from Salt Lake Community College. Jim started his career in the mechanical industry in 1995 as an apprentice, and has worked in many different capacities from preconstruction to closeout on many different types of projects.



Carlos Rivera is a Pipefitting Supervisor with US Engineering Metalworks Fabrication shop and a 16 year member of Pipefitters Local Union #208. Throughout his career as a Welder/Pipefitter he gained experience in Jet Fuel Piping systems, Heating and Cooling systems, and Brewery Piping systems. Carlos has been a Certified Instructor for 10 years and enjoys having students learn a valuable skill they can carry on throughout their career. In 2017, he became a Certified Welding Inspector conducting Certified weld tests and being involved in code repairs on Piping and Pressure Vessels.



Juan Salazar works with Murphy Company as a Pipefitter Superintendent with 23 years of experience in the industry. He completed a five-year UA apprenticeship program with Pipefitter's Local 208 in Denver, where he went on to become a certified welder in SMAW, GTAW, and orbital welding. As a welder, Juan has had the opportunity to work in powerhouses, refineries, breweries, pharmaceutical plants and semi-conductor facilities. He is also high purity and clean room trained. As a Pipefitter superintendent, Juan has supervised crews at AstraZeneca, Agilent Technologies, Lockheed Martin and is currently at the Miller-Coors Brewing Facility. He has been a welding instructor for 8 years and completed a 5-year UA Instructor Certification Program. Two years ago, Juan became a Certified Welding Inspector and recently, a Certified Rigger. He is a firm believer in continuing adult education and is honored to help other people change and improve their lives.



Jake Schley was born and raised in Colorado and has been generating mechanical solutions with Local 208 contractors since 1997. Jake is currently in operations with a stellar team that performs service and installation. Jake believes successful teams work together in a fun and safe environment, operate with integrity, and generate strong business results, all while leading customer driven analysis and solutions for sustainability.



Ken Strickler has been working for EMCOR companies since 2001, holding positions from Project Engineer to CEO, and everything in between, joining Trautman & Shreve in 2016 as the COO. He holds a B.S. from Eastern Oregon University and an M.S. from Western Washington University. Ken provides a diverse background in mechanical contracting, leading companies in three different markets, involved with complex projects, ranging in size from a couple hundred dollars to contracts in excess of \$250 Million, within several industry sectors including government, public works, high-rise hospitality, industrial and commercial, along with others. Although well rounded in every aspect of mechanical contracting, Ken specializes in operations and project execution.



Bryan Taylor, joined U.S. Engineering in 1997 shortly after graduating from Colorado State University with a degree in mechanical engineering. He began as a Project Engineer in Colorado before advancing to Project Manager and Senior Project Manager. Bryan relocated to Kansas City in 2009 to assume his current role. A LEED® Accredited Professional, he oversees day-to-day management and direction of the Kansas City Construction division.



Bradley Vogt is vice president of the Murphy Company's Colorado operations group, where he has been employed for over 28 years. He holds a bachelor of science degree in mechanical engineering, and was an early graduate of the IPM in Austin, Texas. In addition to his current stint leading the operations group in Colorado for the past 6 years, his responsibilities have included piping design, project engineering, and a healthy dose of project management. His strong organizational and communication skills have enabled him to successfully lead teams on projects of virtually every size.



Ari Vrohidis graduated from Colorado School of Mines with a bachelor of science degree in petroleum engineering. He worked as a project engineer in the oil industry, specifically the construction of pipelines and facilities. He now works for US Engineering and has spent time as a project engineer working on hospitals. He is currently working in the project controls department and is responsible for the creation and utilization of schedules for US Engineering's Rocky Mountain Region.



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