

# S.D. Mator

Published by ASPE San Diego Chapter # 4

December 2017

Volume 16, Issue 4

## MEETING AT A GLANCE

**DATE:** FRIDAY, DECEMBER 15, 2017

**TIME:** 7:00 AM—Registration & Social Networking

7:30 AM—Breakfast Buffet

*Breakfast Buffet will consist of Chilled Juices, Scrambled Eggs, Bacon & Sausage, Home-Fried Potatoes, Biscuits/Pastries/Muffins, Coffee/Tea*

7:45 AM—Announcements, with Speaker's PowerPoint presentation to follow

**PROGRAM:** **THE GREAT DIVIDE**

**SPEAKER:**

**Alan Nevin**

*Director, Economic & Market Research  
Xpera Group*

**BREAKFAST MEETING LOCATION:**

**Admiral Baker Golf Course Clubhouse**

NORTH PATIO

2400 Admiral Baker Road, San Diego

*(Take Friars Road east from I-15, turn left at the traffic light onto Santo Road, and then turn right onto Admiral Baker Road)*

**COST:** **\$25.00 per person**

**\$20.00 special rate for full-time students**

**RSVP:**  <http://evite.me/tck11rzrry>

—OR: Paul Chang – Sundt Construction  
619.321.4822 [aspechapter4@outlook.com](mailto:aspechapter4@outlook.com)

## Impending Phenomena with The Great Divide

It is unimaginable, and remarkable at the same time, to think that we will be shortly closing the book on 2017, while welcoming in another year. The next few months can be rewarding as well as challenging, and our featured speaker at the December breakfast should furnish an insight into what may be in store for the real estate and construction sectors of our economy. Most companies continue to enjoy favorable market conditions although profit margins remain tight. While prospects for new work appear encouraging, the question remains as to where firms will find the qualified and skilled tradespeople to complete those jobs on time and within budget.

In the Fall 2017 issue of "The Voice," the official magazine of The Construction Users Roundtable (CURT), Ken Simonson authored a timely piece entitled "Construction Estimation: More Growth, Continuing Workforce Challenges." Simonson is the eminent Chief Economist for the Associated General Contractors of America, and publishes *The Data DiGest*, a weekly

[\(cont'd on pg 2\)](#)

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# December Program Notes:

## Impending Phenomena with The Great Divide

[\*cont'd from pg 1\*](#)

summary of economic news for over 47,000 subscribers. He foresees a busy construction economy in 2018, but with a changing mix of growing and lagging sectors. Construction spending rose 6% in 2016, while expectations for 2017 will show another 3-5% increase, with similar estimates for next year.

Private commercial construction (retail, warehouse, and farm) has been the prime mover for this spurt due to mixed use office and apartment projects, as well as renovation of existing stores and malls to serve new tenants. The numbers will remain at about 10% growth in 2018. Simonson notes that Airbnb and HomeAway have significantly affected the hospitality sector with little growth potential for hotel investors. He anticipates a strong recovery for power, energy and manufacturing construction; however, the latter segment may not see positive results until 2019. Single-family home building will encounter the same growth, below 10%, but multi-family units will exhibit a decline. Other two types of public construction seem destined to show healthy signs: schools and airports whose funding sources are less susceptible to congressional or legislative gridlock. School districts have benefitted from property tax increases and the passing of bond issues for new construction or renovations. Airport revenues are driven by increased passenger travel and the resultant added flights to various destinations. Other forms of transportation have little chance for any improvement (San Diego's trolley extension to UCSD and the UTC shopping center will provide almost \$1 billion in construction).

Ken Simonson concludes his article by asking the question: Where are the workers? Employment in construction increased almost 4% in 2016 with similar results for 2017 as compared to 2% for non-farm payrolls. Those numbers would be higher with more available workers. Specific trades demonstrating unusual difficulty in hiring included bricklayers, carpenters, concrete workers, electricians, and plumbers. Companies also talked about their troubles in finding project managers and superintendents. In order to cope with or overcome this problem, contractors have explored several incentives for their workforce: higher base pay, more benefits, paying overtime, providing bonuses, or developing training programs. Such inducements will undoubtedly impact job costs and schedules. The basis for his analysis stems from the U. S. Census Bureau's data for "value put in place" each month for construction projects.

Enhance your career as a professional estimator by joining ASPE and CSI on Friday morning, December 15<sup>th</sup> to evaluate the results for the 2017 local real estate and construction economies and listen to the expectations for 2018 from a recognized authority in his field. Alan Nevin, Director of Economic and Market Research at Xpera Group, will peer into his crystal ball while covering the following topics:

- An economic forecast for the U.S. for 2018
- The economy of California and San Diego with a look at 2018, including construction and housing production.
- The ramifications of the proposed actions of the Trump administration and their implications for the future growth of our nation and our construction industry.
- "The Great Divide" and what it means for the future of our Nation.

**Venue:** Admiral Baker Golf Course Clubhouse (North Patio)  
2400 Admiral Baker Road, San Diego  
(Take Friars Road east from I-15, turn left at the traffic light onto Santo Road, and then turn right onto Admiral Baker Road)

**Schedule:** Registration – 7:00 A.M.  
Breakfast Buffet – service starts at 7:30 A.M.  
Chilled Juices, Scrambled Eggs, Bacon & Sausage,  
Home-Fried Potatoes, Biscuits/Pastries/Muffins, Coffee or Tea  
Announcements – 7:45 A.M.  
Speaker's PowerPoint Presentation – to follow


**Cost:** \$25.00 per person; special rate for full-time students at \$20.00 per student

[\*\(cont'd on pg 3\)\*](#)

# December Program Notes: Impending Phenomena with The Great Divide

[cont'd from pg 2](#)

The event represents one of the most popular programs during the year. Invite a colleague or guest to attend this informative meeting.

**Reservations:** [Click here](#) to reserve through   
or go to <http://evite.me/tck11rzry>.

**OR** Contact Paul Chang with Sundt Construction  
Telephone – (619) 321-4822  
Email – [aspechapter4@outlook.com](mailto:aspechapter4@outlook.com)

Frank E. Young FCPE  
ASPE San Diego Chapter #4 Programs Committee



*To Our Members and Construction Colleagues,*

*Enjoy the holiday season with your loved ones and have a successful year ahead.*

*Season's greetings for you and your family.*

*ASPE San Diego Chapter #4  
Officers, Directors and  
Executive Administrator*



## Ask a CPE:

# "Paul Chang's Journey to Passing the CPE Exam"

*by Venu Dorapally CPE – Kitchell Contractors, Inc.  
and Paul Chang CPE – Sundt Construction*

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*Venu Dorapally CPE*

**P**aul Chang and I both decided to move forward with the CPE Professional Certification process at the same time. As we all know, apart from having the necessary 5 years of estimating experience, filing the application form and completion of the online workshop, Certification has 3 steps consisting of writing the 2,500-word technical paper, taking the GEK (General Estimating Knowledge) test, and then mastering the DST (Discipline Specific Test). During our journey, Paul wanted to bring a realistic approach to his paper by selecting the topic "How to Estimate Structural and Miscellaneous Steel," which could help other estimators, construction professionals and even laymen better understand the process. He detailed all the steel templates, conversion factors from pounds to tons and the method to price structural steel and miscellaneous steel separately. He was very focused, knowledgeable, and punctual in building the historical data for the governing templates.



*Paul Chang CPE*

When preparing for the GEK and DST, he wanted to learn industry guidelines, AIA and DBIA contract forms, ASPE ethics cannons, and their interpretation in the workplace. He continues to share his information with other colleagues in the office and at the ASPE meetings. He was able to gain knowledge through subcontractor meetings, weekend workshops, and acquiring information through new avenues. In fact, we know that he excelled in all CSI disciplines while undergoing the two exams. He was able to accomplish this daunting task with the support of his family and estimating colleagues. I wish him the best of luck in his future endeavors.

***Below are some of Paul Chang's personal comments about his journey.***

**"If you think you can or think you can't, you're right." ~Henry Ford**

I love to learn, and I love to share what I know and have learned with others. I experience growth personally and professionally when I see that 'something' I have shared with someone else has enhanced their lives and has provided new opportunities for them. I am reaching out to my fellow estimating professionals today to share my journey with you; the journey I embarked upon to change the course of my future. I want to convey my experiences with you, so that you will know and understand the process, the resources utilized to gain my CPE status, the fear and apprehension endured during that journey, but most importantly, I want you to know that you, too, can be successful in reaching the eventual goal.

## My Next Step

As I continued to ponder Certification and its benefits, I found myself asking an important question...the one that set my journey in motion. It was simply, "So, what's my next step?"

How can I continue to grow as an estimator? I did my due diligence by researching the CPE Certification requirements for ASPE. When selecting a topic for my technical paper, I decided to write about my favorite discipline, Structural Steel. When I finished my technical paper, I was amazed to see that I had compiled over 8,000 words. Trying to explain your techniques and trade practices was a little challenging, but If you have a passion for what you do, you will exceed the 2,500-word minimum without any trouble.

The next challenge was taking the General Estimating Knowledge (GEK) Test. The candidate must realize and understand that their overall knowledge of the estimating process represents the best basis or source of information

[\*\(cont'd on pg 5\)\*](#)

# Meet the Members of Your Chapter Board of Directors

## Focus on FRANK YOUNG, FCPE

### Principal—CSOS Consulting

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Frank Young has been part of the local construction community for his entire career, spanning over five decades. The majority of that time was spent working for commercial general contractors, including F. E. Young Construction Co., Champion Construction Co., Melhorn Construction Co., and AEL Construction. Since 2003, he has been employed by O'Connor Construction Management, Inc. and has operated as an independent construction consultant with CSOS Consulting. Engagements have involved working for Clark Project Solutions, Cumming Corp., GAFCON, and Ramos CS, and Frank looks forward to more challenging assignments in the coming months.



*Frank Young FCPE*

Frank joined San Diego Chapter #4 in June 1970, received his credential as a Certified Professional Estimator in 1975, and has held offices at the Chapter level from Director to President, and currently serves as Treasurer and participates on the Finance Committee, the Education Committee, and the Programs Committee. Frank was honored as the Society's Estimator of the Year in 1987-1988, elected Fellow in 2005, and received the first Frank Young Excellence in Education Legacy Award during the 2015 Convention. As a former National President for two terms, a member on the Board of Trustees for several years, and a member of numerous National committees, Frank continues to exhibit his dedication in promoting the Society's Mission.

Frank remains committed to sharing his knowledge and experience in an effort to promote the estimating profession and educational opportunities. The latter commitment is demonstrated by serving on the Advisory Committees for the New School of Architecture + Design's Construction Management program, the Stanley Foster School of Engineering, Innovation and Design (formerly Construction Tech Academy) at Kearny High School, and volunteering as an ACE Mentor for the Hoover High School program.

Frank is married to Linda Young, NAWIC member and NEF Trustee. She also is an important part of CSOS Consulting, handling the accounting and administrative support for their construction clients. They both enjoy spending time with their immediate family, including four grandchildren and a Schnauzer named Sarge. Frank enjoys playing golf at San Diego Country Club and became the Senior Net Champion in July at the young age of 77. ■

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## Ask a CPE

[cont'd from pg 4](#)

to pass the GEK test. That knowledge has been acquired by the candidate during their tenure as a practicing estimator. When I began processing all the GEK material, I recognized that individuals in our field have a lot of room to improve and become better estimators. This test lasts 4 hours and positive results will be attained with proper study procedures.

My final challenge was completing the 8-hour Discipline Specific Test (DST). I understand the importance of evaluating the estimator's proficiency in his/her own trade or specialty. While this exam can appear agonizing at first glance, studying available materials and documents, and participating in instruction sessions with your Chapter CPE's will properly prepare the Candidate for the ordeal.

Wow, that's a lot to have on one's plate with a full-time estimating job, and raising a family (wife and 2 young children - a son and a daughter). I was very anxious about how I was going to accomplish this career objective. San Diego Chapter 4's Certification Committee was instrumental in guiding me through the process, particularly Venu Dorapally CPE. I was incredibly happy to learn about the results of my DST test. I can now proudly display the acronym CPE after my name! ■

# Recap Article about November 2017 Dinner Meeting Presentation on "5D Estimating and What It Means to the Estimating Profession"

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**A** SPE San Diego Chapter #4 welcomed back our former Chapter member (who just rejoined the organization) and former Chapter President, Ed Wenz with Wenz Consulting, as the principal speaker for the November 13, 2017 dinner meeting. He was ably assisted by Nancy Mattus with Kelar Pacific; unfortunately Kelar's President, Mo Mansouri, had to miss the event due to an Autodesk users conference. Ed also serves as a consultant for Sage Estimating (the former Timberline group) and eTakeoff and has provided valuable estimating expertise to several noted contractors in the area.



*Frank Young FCPE*

We were somewhat concerned about the attendance numbers for a Monday evening, but 11 members and 8 guests showed up to hear Ed's message. His PowerPoint included discussion of the following topics:

- Taking advantage of the existing BIM metadata for estimating quantities
- Utilization of Autodesk Navisworks, an industry standard for accessing BIM files
- Mapping BIM object-naming conventions to CSI MasterFormat, the old CSI 16 divisions, and Unifomat
- Employing eTakeoff to bridge BIM objects to estimating assemblies and individual line items
- The use of quantity extraction in lieu of manual takeoff methods
- Full 5D integration between Navisworks and Sage Estimating software or Excel spreadsheets
- Full 2D integration between eTakeoff and Excel spreadsheets

The planned live demonstration to create a sample estimate directly from a simulated BIM was interrupted by some technical problems, but Ed and the Riverwalk staff were able to overcome those difficulties.

Chapter #4 will continue to offer technology programs in the future that benefit the estimating profession. Once again, we appreciate Ed Wenz's contribution to our educational program that strives to better serve the construction industry.

Frank E. Young FCPE  
*ASPE San Diego Chapter #4  
Programs Committee*





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### **FOR MORE INFO—CONTACT:**

**Treasurer: FRANK YOUNG, FCPE**

**Cell 619.980.4025; [pancho77@cox.net](mailto:pancho77@cox.net)**

**P.R. Chair: STEVE SCHRAIBMAN, CPE**

**Cell 619.252.4941; [steve@arcor-inc.com](mailto:steve@arcor-inc.com)**



## **ASPE MISSION STATEMENT**

**The American Society of Professional Estimators**

**is dedicated to the promotion of  
the profession of estimating and to  
the benefit of the construction industry.**

**[Click here](#) for ASPE's CODE OF ETHICS.**

## **ASPE Membership**

**A**n accurate cost estimate is the first of many key components of a successful construction project. Plan interpretation, labor and material costs, scheduling costs, and level of difficulty recognition are a fraction of the skills necessary to become a successful estimator.

Why join the American Society of Professional Estimators? ASPE is the most recognized and credentialed group of construction cost professionals in our nation's construction industry. ASPE provides education, industry information, and fellowship to all levels of our members. It is made up of professionals of several different classifications.

- A- **Estimator**—shall have at least five years' experience as an estimator in one or more of the construction estimating disciplines.
- B- **Constructor**—shall be an active construction professional experienced in one or more of the construction disciplines with at least 5 years' experience.
- C- **Associate Member**—is a Member with less than 5 years of experience as an estimator or an active construction professional. When the Member achieves 5 years of experience, the Member shall be given one of the Member classifications listed above.

One of the ultimate goals of a member in ASPE is to achieve status as a "Certified Professional Estimator," otherwise know as "CPE." CPE status is recognized by Builders, Government Agencies, Developers, and many other Corporate entities as the highest level of qualification as an estimator. Educational training is available to become part of this elite group of professionals.

ASPE San Diego Chapter 4 is perennially recognized as one of the top chapters of the nation's 50 chapters. The local chapter meets on the third Tuesday of each month. This general membership meeting offers education and insight into our industry. Each membership meeting is highlighted by presentations and guest speakers, with information pertinent to our ever-changing industry.

If you would like to become part of this exciting group of professionals, please contact Venu Dorapally CPE at 858.947.5197 or:

[venuarch@gmail.com](mailto:venuarch@gmail.com)

# San Diego Chapter #4 Calendar of Events



- ◆ **Friday, December 15, 2017 (7:00 AM Registration)**  
**Joint ASPE/CSI San Diego Annual Breakfast Meeting**  
**Program:** 2018 Real Estate and Construction Economic Forecast  
**Speaker:** Alan Nevin—Xpera Group  
**Location:** Admiral Baker Golf Course Clubhouse  
2400 Admiral Baker Road, San Diego
- ◆ **Tuesday, January 16, 2018 (5:15 PM Registration)**  
**ASPE San Diego Monthly Dinner Meeting**  
**Program:** ConXTech  
**Speaker:** Natalia Warburton  
Client Development Manager  
**In-House Speaker:** To be determined  
**Location:** Riverwalk Golf Club  
1150 Fashion Valley Road, San Diego
- ◆ **Tuesday, January 23, 2018 (5:30-7:30 PM)**  
**ASPE San Diego Board of Directors' Meeting**  
**Location:** To be determined
- ◆ **Tuesday, February 13, 2018 (5:15 PM Registration)**  
*(Note change of date to the 2nd Tuesday of the month.)*  
**Joint ASPE/NAWIC San Diego Monthly Dinner Meeting**  
**Program:** Smart City Chula Vista  
**Speaker:** Dennis Gakunga  
Chief Sustainability Officer  
City of Chula Vista  
**Location:** Riverwalk Golf Club  
1150 Fashion Valley Road, San Diego
- ◆ **Tuesday, February 27, 2018 (5:30-7:30 PM)**  
**ASPE San Diego Board of Directors' Meeting**  
**Location:** To be determined
- ◆ **Tuesday, March 20, 2018 (5:15 PM Registration)**  
**ASPE San Diego Monthly Dinner Meeting—Ethics Program**  
**Program:** Cyber Security Concerns for Construction Firms  
**Speaker:** Tony Eftekhari, CEO  
CompuOne Corp.  
**In-House Speaker:** Dan Luckhardt CPE  
**Location:** Riverwalk Golf Club  
1150 Fashion Valley Road, San Diego
- ◆ **Tuesday, March 27, 2018 (5:30-7:30 PM)**  
**ASPE San Diego Board of Directors' Meeting**  
**Location:** To be determined
- ◆ **Friday, April 13 and Saturday, April 14, 2018**  
**ASPE Joint Northwest/Southwest Regional Mtg**  
**Location:** Marriott on the Waterfront  
Portland, Oregon
- ◆ **Tuesday, April 17, 2018**  
**ASPE San Diego Monthly Site Tour and Dinner Meeting**  
**Tentative Tour of:** Tula Conference Center and Tenochca Hall  
San Diego State University  
**Site Tour Hosts and Dinner Meeting Speakers:** Representatives of PCL Construction, Inc.  
**Schedule:** Registration—5:00 PM  
Site Tour Begins—5:30 PM  
Dinner Service—7:00 PM  
**Dinner Location:** To be determined
- ◆ **Tuesday, April 24, 2018 (5:30-7:30 PM)**  
**ASPE San Diego Board of Directors' Meeting**  
**Location:** To be determined



# Directory of San Diego Chapter #4 Officers and Directors



## TECHNICAL COMMITTEES:

### Certification:

John W. Heusner, CPE

### Education:

Steve Schraibman, CPE

### Standards:

Dan Luckhardt, CPE

## STANDING COMMITTEES:

### Chapter Awards

Frank Young, FCPE

### National Awards

Steve Schraibman, CPE

### Nominations:

VACANT

### Communications—

#### Website:

Michael Moyers, CPE

### Communications—

#### Newsletter:

Mark Olsen, CPE

### Finance:

Frank Young, FCPE

### Ways & Means:

Ryan Wohlfarth

### Public Relations/

#### Calendar:

Steve Schraibman, CPE

### Membership:

Venu Dorapally, CPE

### Programs:

Lisa Thibodeaux

## OTHER COMMITTEES:

### Ethics:

Dan Luckhardt, CPE

### Mentoring:

Frank Young, FCPE

### Scholarships:

Dan Luckhardt, CPE

### Outreach (formerly

#### Telephone):

Paul Chang, E

## 2017-2018 Chapter Officers

Office	Officer	Phone	Fax	Email
<b>President</b>	OPEN			
<b>1<sup>st</sup> Vice-President</b>	Steve Schraibman, CPE Arcor-Inc.	858.481.4494 619.252.4941-C	858.481.4146	<a href="mailto:steve@arcor-inc.com">steve@arcor-inc.com</a>
<b>2<sup>nd</sup> Vice-President</b>	Dan Luckhardt, CPE Swinerton Builders	619.291.4600 858.342.8017-C		<a href="mailto:dluckhardt@swinerton.com">dluckhardt@swinerton.com</a>
<b>3<sup>rd</sup> Vice-President</b>	Paul Chang, E Sundt Construction	619.321.4822 619.430.3361-C	619.321.4932	<a href="mailto:aspechapter4@outlook.com">aspechapter4@outlook.com</a>
<b>Secretary</b>	Fred Nagel, CPE Nagel Construction	619.647.1304-C		<a href="mailto:frednagel@gmail.com">frednagel@gmail.com</a>
<b>Treasurer</b>	Frank E. Young, FCPE CSOS Consulting	619.440.5517 619.980.4025-C	619.401.7545	<a href="mailto:pancho77@cox.net">pancho77@cox.net</a>
<b>Immediate Past President</b>	Michael Moyers, CPE Best Interiors, Inc.	858.737.7316 619.843.6962-C	858.737.7317	<a href="mailto:michael.moyers@bestinteriors.net">michael.moyers@bestinteriors.net</a>
<b>Executive Administrator</b>	Margy Ashby	619.749.1890 619.593.9988 619.302.3257-C	619.839.3817	<a href="mailto:info@aspechapter4.org">info@aspechapter4.org</a> <a href="mailto:asped4@gasvcs.net">asped4@gasvcs.net</a>

## 2017-2018 Chapter Board of Directors

Director	Phone	Fax	Email
Venu Dorapally, CPE Kitchell Contractors, Inc.	858.947.5197		<a href="mailto:venuarch@gmail.com">venuarch@gmail.com</a>
David Luhm, E Countywide Mechanical, Inc.	760.238.3355-C		<a href="mailto:dluhm@countywidems.com">dluhm@countywidems.com</a>
Mark Olsen, CPE	858.597.0387		<a href="mailto:molsen@mkainc.com">molsen@mkainc.com</a>
Madsen, Kneppers & Associates, Inc.	206.218.9653		
Ryan Wohlfarth, E Uponor	800.321.4739		<a href="mailto:ryan.wohlfarth@uponor.com">ryan.wohlfarth@uponor.com</a>

### CONTACT ASPE SAN DIEGO CHAPTER

Phone: 619.749.1890 Email: [info@aspechapter4.org](mailto:info@aspechapter4.org)

Chapter Website: [aspechapter4.org](http://aspechapter4.org) National Website: [aspenational.org](http://aspenational.org)



**SDC INSTITUTE PRESENTS**

# **CERTIFIED SUPERINTENDENT & FOREMAN SEMINAR (2 DAYS)**

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<input type="checkbox"/> <b>January 18th, 2018</b>	<input type="checkbox"/> <b>January 19th, 2018</b>
1. Documentation/ Documentation/ Documentation 2. Specifications/ Blueprint Reading 3. Basic Scheduling/ Material Ordering & Control	4. Cost Codes/ Timesheets 5. Change Orders Recognition 6. Problem Solving Basics

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**CERTIFIED SUPERINTENDENT  
& FOREMAN SEMINAR  
AGENDA**

## **JAN 18, 2018**

**7:30AM – 8:00AM – Registration**

**8:00AM – 11:00AM**

**1. Documentation/Documentation/Documentation**

- Advantages of Great Documentation
- Types of Documentation Required
- 5 Logs You Must Keep
- How to write good RFI's
- Sample Documentation Forms

**11:00AM – Noon**

**2. Specifications/Blueprint Reading**

- Purpose of the Specifications and Drawings
- CSI Masterformat – The 16 Divisions
- How to Coordinate Specifications and Drawings

**Noon – 12:30PM – Lunch**

**12:30PM – 2:00PM**

**2. Specifications/Blueprint Reading (Cont'd)**

- How to find information quickly
- Time Limits for Reporting DSC, Delays, Weather, etc.
- Standard Blueprint Symbols
- Basic Organization of Blueprints

**2:00PM – 4:30PM**

**3. Basic Scheduling/Material Ordering & Control**

- Bar Charts
- Two-Week Look-Ahead Schedules
- Coordination with other Trades and the GC
- Material Inventory Controls
- How to Anticipate Future Materials Needs
- Reordering Materials taken from Inventory

## **Jan 19, 2018**

**7:30AM – 8:00AM – Registration**

**8:00AM – 11:00AM**

**4. Cost Codes/Timesheets**

- Purpose of the Cost Codes
- How to Set up Crews Using Cost Codes
- How to Track Costs on a Weekly Basis
- How to Handle Cost Overruns
- How to Fill Out Timesheets
- How to Cost Code Timesheets

**11:00AM – Noon**

**5. Change Orders Recognition**

- How to recognize Defective Contract Documents?
- How to recognize Conflicts in Contract Documents?
- How to recognize Omissions Contract Documents?

**Noon – 12:30PM – Lunch**

**12:30PM – 1:30PM**

**5. Change Orders Recognition (Cont'd)**

- How to recognize Ambiguity in Contract Documents?
- How to recognize Differing Site Conditions?
- Case Study
- Interactive segment on change order type recognition

**2:00PM – 4:30PM**

**6. Problem Solving Basics**

- How to spot a problem?
- What you need to do to solve the problem
- Who has the solution to the problem?
- Three Problem Solving Methodologies
  - Based on Experience Approach
  - Systematic Approach
  - Out-of-the-Box Approach

Problem Team Solving Scenarios

Door Closure Problem

Magnetic Door Holder Problem

Form Blow-Out at Expansion Joint problem  
and more...