These represent just some of the topics presented over the last few years. Western Council also offers tailored training to meet the needs of particular owners, agencies, firms, teams, groups or projects.

**Accessibility**
- Accessibility in California

**Alternative Project Delivery**
- Alternative Project Delivery: Why It’s a Good Idea
- Alternative Project Delivery in Infrastructure
- Best Available Software/Apps for various aspects of Design Build
- CM at Risk Case Studies & Panel
- Design Build
- Design Build Contract Document Review
- Design Build for Water
- Design Build: Legal Framework for Agreements
- Design Build Legislation
- Design Build: Performance Specifications
- Design-Build: Public Sector
- Design-Build: RFQ/RFP
- Design-Build: Risk Management
- Design-Build: Teaming
- Integrated Project Delivery
- Joint Ventures
- Lease—Leaseback
- Partnering for APD Success
- Pros/Cons of APD Methods
- Public Private Partnership (P3) Case Studies and Panel

**Asset Management**
- 10 Steps to Asset Management
- Asset Management Strategies

**Benchmarks**
- Benchmarking Utility Projects

**Bidding**
- Bid Protests
- Bidding Law
- Construction Bidding
- Resolving Disparity Between Engineer’s Option of Costs and Construction Bids
- Shortlist and Interview Toolbox

**BIM**
- BIM Accountability from Design to Completion

**Budget**
- Budget Fundamentals
- Protecting Yourself Against Material Cost Escalation

**Change**
- Change Order Management
- Changes & Delays
- Changes & Delays: New Thoughts About Old Problems
- Getting a Grip on Change
- Managing Change
- Revising/Updating Your Agency’s Change Order Procedures

**Claims**
- Analyzing, Evaluating & Resolving Construction Claims
- Avoiding and Resolving Claims in Differing Site Condition and Underground Infrastructure Projects
- Best Practices for Claims Prevention and Mitigation
- Claims and Scheduling
- Claims Trilogy: Anticipation, Avoidance, and Battle

**Commissioning**
- Assuring Successful Hand Offs
- CA Building Code & Sustainability Updates
- Total Building Commissioning
- Sustainability: How Capital Cost and Life Cycle Cost Implications May Influence Decisions

**Contracts**
- AIA Contract Documents
- Contracting and Project Management
- Design Build Contract Document Review
- Contract Claims & Administration
- Contract Language & Claims Prevention
- Contract Law: Issues & Innovations
- Incentive Contracting
- Negotiations
- Service Contracting
- Terminating Contracts

**Dispute Resolution**
- Best Dispute Resolution Methods
- How to Win a Construction Arbitration

**Contractor Delay Claim Techniques - Fact vs Fantasy**
- Delay Analysis Techniques
- False Claims Act
- Federal & State False Claims
- Owner Mitigation of Construction Claims --Implementing Often-Overlooked Contract Clauses and Delay Claim Abuses
- Resolving Builders Risk Claims
- Three Key Issues Owners Need to Know In Defending Schedule and Delay Claims
- The Vanishing Trial: It’s Effect on Construction Claims /Projects
Resolution Processes on Large Projects

Energy
- Step by Step: How to Maximize Energy Credits, Zero Out Electric Bills, and Generate Immediate and Sizeable Ongoing Non-Tax Based Revenue with ZERO Capital Investment

Facilities Management
- Fine Tuning Facilities Management
- Maintenance Forum
- Mold Issues
- Turning Data into Metrics in Facilities and Construction Management

Insurance
- Additional Insured Endorsements
- Indemnification
- Insurance Issues
- Sureties and Bonds

Lean Construction
- Easing Into Lean
- Target Costing and Lean Construction

Leadership
- Best Practices from the Private Sector
- Check Your Management Hat at the Door: Leadership Creates Accountability
- Drive Performance in the Built Environment through Planning
- High Performers in Action
- Keys to Developing a Measured Environment: Leading Your People with Performance Knowledge
- Policies and Procedures

Stop Guessing: Using Assessments to Determine the Next Leaders of Your Team
- Time Management
- Profit Driven Workforce

LEED
- LEED Certification: How it Works

Legal
- Be Careful Out There – an overview of construction lawsuit decisions and some pitfalls to avoid
- CA Construction Law Updates
- CA Prevailing Wage Laws
- Delay and Disruption – How to beat the Contractors’ favorite tool to increase their contract balance
- Deregulation
- Getting Paid
- Implied Warranties
- Legal Issues in Project Controls
- Legal Trends and Changes
- Mechanics Liens & Stop Notices
- Overtime Rules
- Prevailing Wage
- Prompt Payment Act
- Shutdowns & Turnarounds
- What Not To Put In An Email
- What Owner’s Lawyers Need to Know: Machiavellian Scheduling – what Contractors do with Schedules
- Your Contract 101: Using Your Contract to Your Best Advantage

Project Controls
- Construction Risk Assessment and Analysis
- Cost Controls
- Legal Issues in Project Controls
- Managing the Time Factor
- Organizing Projects for Success
- PMR - Budget & Cost Control

PMR - Organization
- PMR - Quality Control Programs
- PMR - Scope
- Scoping Projects for Success
- Strategies for Reducing Risk and Maximizing Profitability
- Systematizing Processes and Procedures for Project Control
- Turnaround Workshop
- Valuable Dos and Don’ts of Documentation

Public Works Issues
- Public Works Payment Process
- Public Works Projects From a New Perspective

QA/QC
- Quality Control & Safety
- Safety Excellence

Scheduling
- Advanced Scheduling
- Critical Path Method Schedule
- Project Scheduling Fundamentals
- Time Impact Analysis

SWPPP
- SWPPP: Understanding and Implementing

Teaming / Partnering/ Consultants
- Best Practices in Consultant Use
- Experts are Difference Makers – How to Get the Right Human Assets on your Projects
- The Collaborative Process
- Use of Design Consultants

Value Engineering
- REAL Value Engineering
- Value Based Project Delivery: Best Value Business Model