



**AMERICAN SOCIETY OF
PROFESSIONAL ESTIMATORS**

Volume 3—Issue 1

January 2006

THE LIBERTY BELL

PRESIDENT'S MESSAGE

HAPPY NEW YEAR! I hope everyone had an enjoyable holiday season (seems like months ago instead of weeks) and is on-track for a successful year. To digress for a moment, I would like to thank the members who took a few moments out of their busy holiday schedules last month to attend our annual Holiday party. I would also like to thank Tom Rowland, CPE for his informative presentation on estimating the cost of a standing seam metal roof system. In case you were unable to attend, I've attached some photos of members in attendance. If you don't recognize the faces, maybe you've missed too many meetings.....

As most of you are aware, January is traditionally our annual joint meeting with the National Association of Women in Construction (NAWIC). Since it is our turn to host, the meeting location and time will remain as usual. Unfortunately, as I mentioned in last month's President's Message, we have been forced to raise the meeting cost to \$35.00 in order to cover expenses.

Hopefully, the cost increase will not put an undue strain on anyone's pocketbook because our after-dinner presentation should prove exceptionally interesting. Bill Aldrich, senior estimator with Turner Construction-Philadelphia, along with several associates, will be speaking on preconstruction/construction of the Cira Centre in Philadelphia. The Cira Centre is a new, 31-story, 791,000 GSF commercial office building located adjacent to 30th St. Station. The Cira Centre is a steel framed building supported on a drilled pier foundation system. The exterior wall is a glass and aluminum curtainwall system with shadow boxes at the spandrels. Some unusual features of estimat-

ing/construction include the building shape as well as the necessary provisions incorporated within the structure for window washing equipment. For those fortunate enough to attend Turner's presentation to our group several years ago on construction of Lincoln Financial Field, you can attest to what an informative evening that was. I'm sure Bill and his associates will be treating us to a similar evening on the 25th. As always, guests are more than welcome, so spread the word.

Several reminders:



In April, we will hold a membership drive/open house meeting in lieu of our usual dinner/speaker format. To put it plainly, Chapter #61 membership has been decreasing the past several years and the Board feels it's time to try something new. If any companies are interested in sponsoring this event, speak to Lee Hartwig – Membership Chairman.

Kelly Sigman, our Education Chairman, has set the dates of April 21st and 22nd for our annual Estimating Seminar. Topics to be presented include: Sitework Estimating (Jim Watko), Electrical Estimating (Sid Numerof), Mechanical Estimating (John Stewart), Construction Scheduling (Don Logan), Value Engineering (Terry McGeehan) and Concrete Estimating (John Donch). Attached is a flyer for you to print and distribute to your construction colleagues. As an added bonus, we will waive the seminar fee for anyone who joins ASPE! Remember, the success of this project is in every member's hands.

Go Liberty Chapter!

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MEETING AT A GLANCE

DATE: Wednesday Jan. 25, 2006
TIME: 6:30 PM

SPEAKER: Bill Aldrich

Circa Centre Building—Philadelphia
(Turner Construction)
Joint Meeting w/ NAWIC

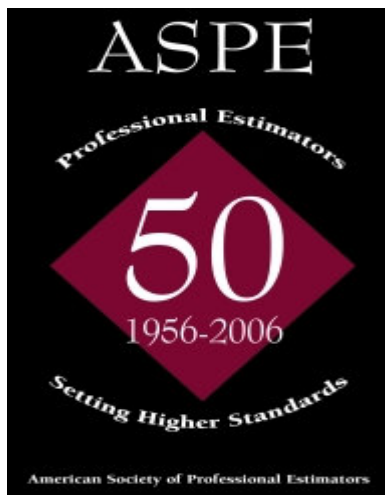
LOCATION: Double Tree Restaurant
Plymouth Meeting, PA

COST: \$35 MEMBERS
\$40 NON MEMBERS

RSVP: [windowman@verizon.net](mailto>windowman@verizon.net)

RESERVE TODAY!

IT'S TIME TO SHARPEN THOSE ESTIMATING SKILLS!



ASPE Mission Statement:

The American Society of Professional Estimators serves construction estimators by providing education, fellowship, and opportunity for professional development.



By Attending The Spring Estimating Seminar

April 21st and April 22nd, 2006

Sponsored by:

THE AMERICAN SOCIETY OF PROFESSIONAL ESTIMATORS
LIBERTY CHAPTER # 61, PHILADELPHIA

Presented by: Experienced estimators and industry pros with extensive teaching experience. Come join us for a unique learning experience guaranteed to improve your estimating skills and advance your career.

Who should attend? Estimators, Architects, Engineers, Construction Managers, General Contractors, Sub/Specialty Contractors, Facilities Managers, Project Managers and Students. **Each of the courses packs a wealth of information in a one day class format.**

Location: Montgomery County Fire Academy, 1175 Conshohocken Road, Conshohocken, PA. 19428.

Programs and Schedule Dates

General information and registration, please visit our website at:

www.philadelphiachapter61.aspenational.org

Friday
(choice of one topic):
9:00 AM– 4:00 PM

- Electrical Estimating
- Mechanical Estimating
- Concrete Estimating*

Saturday
(choice of one topic):
9:00 AM– 4:00 PM

- Electrical Estimating
- Scheduling
- Sitework*

COSTS: (Includes Handouts, Continental Breakfast, Lunch, and a Certificate of Completion)

	Members	Non Members
1 Day	\$90.00	\$220.00
2 Day	\$120.00	\$290.00

(Note: Seminar Fee Waived For Anyone Who Joins ASPE!)

AIA Continuing Education Units:

Each Course has been approved for 6.0 CEU's.

***Note: C.E.U. approval pending**

For Further Information: Contact Kelly Sigman @ 484-494-8883
Sponsored by: ASPE Chapter 61, PO Box 1331 Bryn Mawr, PA 19010-7331

Chapter #61

Fall / Winter Highlights



Tom Rowland, CPE
Receiving his (overdue)
CPE Certificate



Anxious members awaiting Santa



Sid Numerof, CPE
Accepts Lifetime Achievement Award
from President Ron



Would you give either of
these guys your bid??!!

A Political Plug.....

In early March every ASPE Member in good standing will receive a ballot for our National elections. Typically, 25% to 30% of these ballots are actually cast. This year in particular, I would urge all members of the Northeast Region to please take the time to vote.

It is our National Board of Trustees (BOT) who make the decisions that set the direction for our Society. Each of our five regions is represented on the BOT by a Governor, each casting one vote. In that respect, all Regions are represented equally. There are also four additional voting members on the BOT. These are the three National Vice Presidents and the Immediate Past President. (The National President can only vote to break a tie).

Regardless of this election's outcome, Bob George from the Southwest Region, will become the Immediate Past President, giving that region an additional vote. Although we do not yet know who all the candidates will be, if current Vice Presidents Frank Kutilek and Paulette Rutlen run for office successfully, that will give the Central and Southwest Regions each another vote.

If you believe that the Northeast Region has something to say regarding how our Society should function, and what we should be doing, then I strongly urge you to support my candidacy for National Third Vice President. The Northeast can make a difference, but only if we have a strong voice.

Please take the time to complete your Ballot and send it in. Do we really want the Southwest Region making our decisions for the next twelve months?

Mike Lese
Liberty Bell Chapter 61
Former National Treasurer

CHAPTER WEBSITE

Karla Wursthorn continues to update the website. It serves as an advertising tool for our chapter as well as a convenient reference to our membership on various topics of interest including a calendar of events, certification information, an archive for the monthly newsletter and various helpful links. It has helped recruit new members by providing information about "who we are" as an organization and information on how to become a member. As you will see our Annual Estimating Academy is advertised on the website. Additional areas being developed include a place to post technical papers written by our members, an employment opportunities page and a picture gallery. If you have any articles, employment requests or photos please send them in electronic format to Karla Wursthorn at kwursthorn@tnward.com. Great job Karla, keep up the hard work! You can access our website through a link on the National website (www.ASPENational.org).



2005 - 2006 OFFICERS

OFFICE	NAME	PHONE	E-MAIL
PRESIDENT	RON TRAWINSKI, CPE	610-266-1700	trawinski@nni.com
1ST VICE PRESIDENT	MIKE SMITH	215-464-2800	mikes@megaconstruction.net
2ND VICE PRESIDENT	ROB ROBINSON	610-668-0950	rrobinso@lfdiscoll.com
3RD VICE PRESIDENT	KARLA WURSTHORN	610-649-0400	kwursthorn@tnward.com
SECRETARY	TOM ROWLAND, CPE	215-672-8247	trowland@carrollcontractors.com
TREASURER	JOE CLEARINK	215-635-0771	jjinc@aol.com

2005 - 2006 BOARD OF DIRECTORS

DIRECTOR	NAME	PHONE	E-MAIL
DIRECTOR	TERRY MCGEEHAN, CPE	267-470-1000	terrance.mcgeehan@skanskausa.com
DIRECTOR	JOHN STEWART, CPE	610-660-4948	jstewart@keatingnet.com
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DIRECTOR	SUSAN MARTIN	215-343-5423	smartin@constructionsupport.com
DIRECTOR	KELLY SIGMAN	610-626-1317	k.sigman@att.net
DIRECTOR	MARGARET JONES	215-849-7030	margaretlois@msn.com
DIRECTOR	DON LOGAN, CPE	610-941-5500	donald.logan@shoemakerco.com

BOARD MEMBERS AND CHAIR PERSONS

Certification	Dennis Gleason
Continuing Certification	Dennis Gleason
Education	Kelly Sigman
Program	Mike Smith
Finance	Joe Clearkin
Public Relations	Karla Wursthorn
Archives	Rob Robinson
Awards	Don Logan
By Laws	Mike Lesex
Calling	Lee Hartwig
Nominations	Don Logan
Membership	Karla Wursthorn
Publications	Rob Robinson



Submit Better Bids & Get More Work!

- *Strategies to Improve Your Bid-Hit Ratio*

By George Hedley

(Printed with permission from George Hedley)

“It’s impossible to compete in this tight construction market.”

“There’s always too much competition.”

“I can’t find any profitable jobs to bid.”

“The only way I get any jobs is when we leave too much money on the table.”

“I get tired of cutting our bids to beat the competition.”

“How can we ever make enough money to survive?”

Do these quotes sound familiar? I have been hearing the same complaints about the construction business since 1977 when I first started my general contracting company. It seems as if nothing changes as contractors continue doing business the same way. But a select few successful contractors and subcontractors seem to get more than their fair share of the profitable projects over the years. What do they do different?

Bid like you fish!

Before you go fishing, you need a license. Your bid is like a license to go fishing as well. Fishing for an opportunity to negotiate and land a great contract. When you fish, your goal is to catch the big one. So you set out to find an abundant fishing hole and cast out your bait – hook, line and sinker. When looking for great companies to bid to or profitable projects to bid on, you also seek out opportunities that will give you the best chance to make the most money. When you finally catch a fish, you reel it in, weigh it, and decide if you want to keep it. After you submit a bid and get the call to cut your bid or match a better price to get the job, it is your choice to accept their offer as well.

When you go fishing and they aren’t biting, what do you do? You try different fishing techniques, change your bait, or move on to another fishing hole. This is not what contractors typically do when they don’t land enough construction contracts. Most contractors just keep bidding to the same customers over and over, using the same bait and proposal strategies as they’ve always used. Contractors often think if they bid enough jobs to the same companies or entities, the same way, eventually they’ll get their share. This effort won’t get you the positive results you want. Like in fishing, you must change your estimating and bidding strategies to get the big ones to bite more often. You have to use the right tackle, different techniques, and tastier bait to get the fish to think your bait is better than your competition, or look for better fishing holes.

Bid-Hit Ratio

When I present my "Profit-Driven Estimating & Bidding" program at construction conventions or company meetings, I ask everyone what their Bid-Hit ratio is. Most business owners, estimators, and project managers don’t have a clue what their ratio is. In a survey I conducted of over 2,000 construction general contractors, subcontractors, and design-build companies, less than 6% know and track theirs. To me, this is like going fishing and not really caring if you catch any fish!

Bid-Hit ratio is the rate at which you successfully bid or propose on projects. For example, a 5 to 1 Bid-Hit ratio states for every five jobs you bid or propose on, you are awarded only one. Do you know what yours is? Do you keep track? What should it be?

I have asked over 5,000 general contractors, builders, and subcontractors what they think a good Bid-Hit ratio should be. Their responses vary from a perfect 1 to 1 to a poor ratio of 35 to 1. Which is the best ratio for you? Obviously, the lower the ratio, the better. But, the right ratio is what works for your company. Companies who negotiate lots of work tend to have lower Bid-Hit ratios. They also require additional overhead expenses for marketing, sales, pre-construction services, customer development, and public relations. Companies that procure most of their work from public works jobs, or regularly bid against a long list of competitors, have higher Bid-Hit ratios. But, they generally have more estimators on staff which offsets the fewer marketing dollars they spend. These trade-offs usually balance out at the bottom line.

BID-HIT ratios revealed

See how you compare to construction industry averages:

<u>General Contractors</u>	<u>Bid-Hit Ratio</u>
- Public Works	6 : 1 to 10 : 1
- Private Bid Work	4 : 1 to 6 : 1
- Negotiated Work	2 : 1 to 4 : 1
- Design-Build	2 : 1 to 4 : 1

<u>Subcontractors</u>	<u>Bid-Hit Ratio</u>
- Public Works	7 : 1 to 11 : 1
- Private Bid Work	4 : 1 to 6 : 1
- Negotiated Work	3 : 1 to 4 : 1
- Design-Build	3 : 1 to 4 : 1

The right Bid-Hit ratio is what works for your operation. A 35 to 1 ratio is too high and 1 to 1 is nearly impossible. The highest reasonable ratio for public works bidding should not exceed 10 or 11 to 1. Higher than 11 to 1 will cost your company too much in estimating expenses and won't provide a reasonable profit. For private work, I recommend to strive for a 4 to 1 ratio or less. Another Bid-Hit ratio to track is the number of competitors you bid against on each project.

Keep track

In order to determine how many jobs to bid, what type of jobs to go after, and which customers give you a higher percentage of their work, you must know your Bid-Hit ratio for these different categories. Track it monthly, quarterly and yearly. Track it for all types of projects you bid on and each customer you bid to. Also track by job type: large versus small, local versus out of town, commercial versus industrial or residential, bid versus negotiated, plans & specifications versus design-build, or new construction versus remodel.

As you study your Bid-Hit ratio trends, you'll find certain customers give you more work than others. You'll find you do better with certain kinds of jobs. You'll also discover when competing against too many competitors, your success ratio won't be as good as it should be. This simple tracking system will help you determine which jobs and customers to bid to. It will also help you determine when to eliminate a project type or customer and seek out better opportunities to invest your estimating dollars. You can submit better bids, get more work and improve your bid-hit ratio.

Strategies to improve your BID-HIT Ratio

1. Offer what your customers want

Think about what you include in your typical proposal or bid. You automatically include the price, terms,

scope of work, specification section number, inclusions, exclusions, a list of the plans and specifications, and payment provisions. These facts and figures don't take into consideration what your customer really wants. Sure they want a low price based on an "apples to apples" scope of work, but what else?

If you wanted to hire a remodel contractor to add on to your home while you continue to live there, would price be the number one factor in selecting your professional contractor? What about disruption to your life, keeping the house clean, noise, security, commitment to meeting the schedule, integrity, financial strength, manpower, supervision, etc.?

Side Bar:

Things your customer may value more than price:

Ability and experience:

- Understanding of plans & specifications
- Understanding of contract terms
- Reputation for excessive change orders
- In-house design & value engineering
- Design-build capability
- Contractual issues & potential hassles
- Experience in similar type projects

Customer service:

- Trust with a delicate customer
- Service department
- Flexibility
- Response time

Solid workforce:

- Properly trained professional field crews
- English speaking foreman
- Foremen who can make decisions
- Large enough crews
- Workload and ability to make the schedule
- Quality workmanship

Sales ability:

- Ability to help sell the job
- Presentations skills

Image:

- Great safety record
- Maintain clean jobsite
- Jobsite image & uniforms

Financial security:

- Financial strength & bonding capacity
- Payment schedule & need for cash

end Side Bar

Every project has unique requirements which are often as or more important than price. Before you start working on an estimate for a customer, *Always ASK – ASK - ASK the decision maker:*

- What are the top 3 most important deciding factors when selecting contractors and awarding contracts on this project?
- What would set us apart from the other bidders?
- How important is price?
- If our price is the same as other bidders, do we have a chance to be awarded the contract?

Then, custom design your bid proposal accordingly. Highlight the differentiating factors and make it clear that their priorities are the same as yours.

As a general contractor, when we are selected to build a project, price is almost never an issue. We don't like to compete on price. To set us apart, we try to offer more than our competition. Take a look at these extra services we provide and check some to add to your list of services:

- ___ Project feasibility study, budget & pro-forma
- ___ Recommend & select architects & engineers
- ___ Review & coordinate soils engineering
- ___ Obtain city approvals & permits
- ___ Power & telephone company coordination
- ___ Water & sewer company coordination
- ___ Fire department approvals
- ___ Review & coordinate all plans
- ___ Review project specifications
- ___ Recommend & work with project lenders
- ___ Obtain owner's course of insurance policy
- ___ *And the obvious* – offer the same as your competition!
 - build a quality project, with personal service, on-time, & under-budget.

You have to be competitive, but you often get chosen because of what else you offer to your customers. *"If you don't offer anything more than your competition, you only sell price!"* Always ask what your customer needs before you submit your bid. You'll be surprised how often price is not the most important factor in selecting you as the general contractor or subcontractor.

2. You're in the people business!

Busy contractors realize that getting profitable work requires using different tactics and strategies than competitors use. And even more important is to realize that bidding is only a small part of the sales process. Being awarded a profitable contract starts with getting your customers *to want* to give you good jobs at your price. When more than being low bid is the deciding factor, remember:

You're selling a relationship.

Think about the personal relationships and friendships you have. They were nurtured over time and stayed strong because of the investment in time spent together. Business relationships are no different. Business relationships are also built "face to face" and often the deciding factor when procuring construction work. Most contractors' idea of a business relationship is to pick up a set of plans to bid, fax the bid to the customer, and then wait for the phone to ring, hoping to be awarded the job.

Sometimes brave contractors call their customers after submitting bids and ask, *"How do I look?"* The only response you'll ever get to this question is, "Cut your bid and then you'll look better!" You've got to give customers a reason to call you. You need to use and offer differentiating factors to entice your customer *to want* to talk to you.

Remember, phone calls don't count. Only face to face meetings improve your bid odds dramatically. Whatever it takes, you've got to get in front of your customer OFTEN! And remember, estimators are *not* professional visitors. Their number one job is to get profitable work at their price. Anyone can do good take-offs and estimates. Real estimators sell!

3. Only bid what you do best

Over the years we wasted lots of time and money chasing work we wouldn't get and didn't really want. Once we decided to specialize and focus on certain types of projects, in specific locations, for certain types of customers, we improved our Bid-Hit ratio dramatically. We chose industrial and office projects within a 60 mile radius for customers who build at least two projects every year.

The next big decision we made was to define the ideal job size to target by creating the minimum profit margin we wanted on every job. We decided to "*Just say 'No!'*" by setting our minimum contractor's fee at \$75,000. This eliminated most of the small projects we had previously done under \$1,000,000. This increased our effectiveness, made us more competitive, and allowed us to focus on doing a great job on larger projects. The last decisions we made were to primarily seek negotiated jobs and never bid or propose on projects against more than three quality competitors. These bold and scary decisions transformed us from a "too busy, low profit" contractor selling price into an "above industry average profitable" company with loyal repeat customers who use only our construction services and give us lots of referrals.

4. Bid like a pro

The key to a good bid is arriving at accurate job costs. It is the estimator's job to know the costs of constructing projects. The estimator does their job perfectly when the final job costs equal the project estimate and budget. We give our estimators incentive bonuses when this happens. The only variables between your bid and the completed project should be overhead and profit markup. In order to insure accurate job costs, include the following as your estimator's area of responsibility and accountability:

- Accurate time cards
- Accurate labor burden rate
- Accurate crew bidding rate
- Accurate equipment rates
- Accurate cost history library
- Accurate general conditions
- Accurate overhead mark-up
- Accurate profit mark-up

5. Get on the right bid lists

One of the best ways to improve your Bid-Hit ratio and get more profitable work is to get on the right bid lists. This starts by keeping track of your Bid-Hit ratio by customer, project type, location, and competition. Another important factor is to have a bidding strategy with goals to shoot for. Most estimators don't have a clear strategy – just bid, and hope to land, as many jobs as they can. What is your bidding strategy?

Our bidding strategy is simple:

- Goal #1 – Negotiate contract
- Goal #2 – Be only bidder
- Goal #3 – Get last look
- Goal #4 – Bid odds greater than 66%
- Goal #5 – Only 3 bidders

Our strategy may not work for your company, but it keeps us focused on jobs and customers we want. You can improve your bid results by focusing primarily on the project types in which you specialize and the customers for which you want to build. Sit down and develop a bidding strategy that fits within your business strengths, plans, and goals. It's too easy to get on a treadmill chasing the same kind of jobs and customers over and over. By being pro-active and seeking the jobs and customers you want, you can really make some money.

Rules to get on the RIGHT bid lists

- A. **Don't waste time & money.** Never invest estimating effort bidding projects to customers without any hope for a return on your investment. Get a positive commitment and understanding from your customer on how the contractor will be selected *before* you start working on a preliminary budget, estimate, or bid.
- B. **Pick the jobs you want & work them hard.** I noticed our estimating department was too busy to focus properly on every bid. Instead of concentrating on the jobs we really wanted, our estimators were working on lots of bids and commitments that would never happen. This diluted our efforts and caused us to lose the good projects. Be selective and eliminate the projects you don't want and diligently pursue the jobs you want to improve your Bid-Hit ratio by as much as 100%.
- C. **Never bid jobs you won't get, no matter how low you bid.** You know which jobs I'm talking about – the ones with too many bidders on the bid list or the customer has used the same contractor on the last 15 jobs in a row.
- D. **Never bid jobs you *can't* get.** These jobs include those where your company is not the perceived expert in the project type, you are not a local contractor or subcontractor, or you don't have enough trained help to man the project properly.
- E. **Never bid jobs *without meeting the decision maker*.** This is my BIGGIE for private construction work. Unless you can meet with the decision maker before you start working on an estimate, don't waste your time – pass on the opportunity. When you meet, ask the following:
 - Who will negotiate?
 - Who else is bidding?
 - Who have they used on their last five projects?
 - Are the construction funds available?
 - What are the chances the project will be built?
 - How will the bids be opened & reviewed?
 - Who makes final selection & award?
 - What is the selection criteria?
 - What is the most important factor in selection?
 - If all else is equal, what are the *chances we have to be awarded the job*?

Get wet ink!

The goal of estimating and bidding any project is to get wet ink on a signed contract. This is accomplished by first getting on the right bid lists and then getting in front of your customer. Remember your bid is a license to go fishing for a contract. Our success is based on the understanding that the main purpose for our bid is to get a meeting with our customer. At this meeting you can discuss the project in depth, review how you can help your customer meet their goals, explain why you are the best choice, review pricing options, get a second chance to be the selected contractor, and get last look. Getting last look is your second chance to match the

price of the lowest bidder, only if you want to. It is very difficult to accomplish all of these actions over the phone.

The hard part of this process is to actually get a meeting. Try to exploit your relationships, referrals, or any other means possible to force a meeting. Other tactics to get a meeting include excluding bid items that need discussing, specify alternatives to entice your customer, offer lower price value engineering ideas, ask questions needing clarification, or suggest ways to improve the schedule. You must do whatever it takes to get a meeting including just showing up at their office and waiting in their lobby until they see you. But, the best way to get a meeting with the decision maker is to be low bid!

How to be low bid

- 1. Be “Select” bidder.** Select bidders almost always get the first chance to propose on a project and a chance to get last look. Being the select bidder is a result of your relationship and market perception of your expertise.
- 2. Get on the “Right” bid lists.** Implement the points discussed above.
- 3. Offer MORE than price, service, & quality.** Service and quality construction is a ‘given’ today, expected, and won’t give you an advantage over your competition. Give your customer a different reason to use you instead of your competition. Give customers what they want, help solve their problems, provide total solutions, reduce their risk, offer a guarantee, and set your company apart.
- 4. Bid plans & specs.** I am a firm believer in the motto: “If in doubt, leave it out.” If the plans don’t call for it, don’t include it, exclude it, or qualify it. By bidding only per plans and specifications, and not listing out all of your bid qualifications, you’ll be called to discuss your bid with your customer. This will give you a chance to request a meeting. When you list out everything on your bid, your customer will take your list and send it out to all of your competitors to get comparable bids. This takes away any advantage you might have had.
- 5. Don’t exclude anything.** Another tactic we use is to list our exclusions, low priced alternates, and substitutions as “inclusions” instead of exclusions. For example: “Our bid includes an alternate material for the aluminum storefront.” When the plans conflict with the specifications use an inclusion like: “Our bid includes 2 coats of paint per plans sheet A-7.” If you must exclude an item such as sand below the slab, list it as an inclusion: “Our bid includes a 5 inch slab over native soil compacted by others.” Inclusions usually don’t draw attention to bid clarifications.

It’s not a good tactic to reveal the amount of your alternates or exclusions on your base bid. Wait until they call you to discuss these items. This will also give you a reason to call and ask for a meeting. These tactics should make your base bid lower than your competitors and help you get a meeting by appearing to be low bid. Remember, at the meeting it is your ethical responsibility to share all of these items so your customer will get full value when they contract with you.

Not all of these tactics will work for you. But, try them and you’ll like the outcome as they improve your Bid-Hit ratio and help you get more work. When you’re not getting the results you want, change your tactics, try some different bait, and find a new fishing hole as you look for profitable work. By trying new ideas, you can make estimating and bidding a fun and challenging experience with a great return. Have fun fishing!

George Hedley owns Hedley Construction & Management Inc. and Hardhat Presentations. As a construction business expert, he is a popular speaker at numerous industry events including World of Concrete and CON-EXPO-CON/AGG. He has written several business books and is available to present his business building programs to your organization on building profits, leaders, and loyal customers.

For information on Mr. Hedley's programs, products, or to receive his free management e-newsletter, visit www.hardhatpresentations.com , call 800-851-8553, or e-mail him at gh@hardhatpresentations.com.

George Hedley HARDHAT Presentations

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(800) 851-8553 Fax (714) 437-1125

Email: gh@hardhatpresentations.com website: www.hardhatpresentations.com

file: Article – Submit Better Bids

IMPORTANT NOTICE

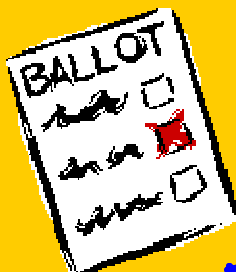
ATTENTION LIBERTY CHAPTER #61:

Two of our members will be running for
National Chapter Office this Spring.

John Stewart, CPE (current 1st VP) –
will be running for National President

Mike Lese (former National Treasurer) –
will be running for National 3rd Vice-President

John and Mike would love to discuss with you
their views on critical matters affecting our
Society. Make a point of talking to them at
an upcoming Chapter Meeting.



And

DON'T FORGET TO VOTE!!

January 2006

Sun	Mon	Tue	Wed	Thu	Fri	Sat
1	2	3	4	5	6	7
8	9	10	11	12	13	14
15	16	17	18	19	20	21
22	23	24	25	26	27	28
29	30	31				

- Chapter Board Meeting
Wednesday, January 18 - 6:00 PM

- General Membership Meeting
Wednesday, January 25 - 6:30 PM

DOUBLE TREE HOTEL / RESTAURANT
Plymouth Meeting, Pa.

PROGRAM:
Circa Centre Building—Philadelphia
(Turner Construction)
Joint Meeting W/ NAWIC

Once again, Chapter #61 members are involved in the academics world. The following members are teaching Fall courses for the GBCA:

Terry McGeehan — Principals of Estimating

Don Logan — Construction Scheduling

John Stewart — Mechanical Estimating

In addition, Dean Sherwin continues to teach Cost Estimating I & II @ Philadelphia Community College

ASPE PHILADELPHIA CHAPTER #61

"PROGRAM SCHEDULE"

2005–2006

<u>DATE</u>	<u>TOPIC</u>
August 24, 2005	Ethics & Convention Update
September 28, 2005	Change Orders
October 19, 2005	CSI Code Format Change
November 16, 2005	The St. James Apartment Complex
December 21, 2005	Holiday Social
January 25, 2006	Joint Meeting NAWIC / Cira Center
February 22, 2006	Site Work Estimating
March 15, 2006	Joint Meeting AACE / Best Engineering Project of Delaware Valley
April 26, 2006	Open House / Membership Drive
May 24, 2006	Masonry Estimating
June 28, 2006	Awards Banquet



*"The future belongs to those
who prepare for it."*

- Ralph Waldo Emerson

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CLASSIFIED ADS ARE BACK!

Remember the good old days, when classified ads were free? Well those days are over. Since our newsletter is growing, we are now offering CLASSIFIED advertisements here at the rate of \$25 for 50 words (for members) and \$50 for non-members. This is the perfect way to get the word out about your products or services. If you are interested in advertising contact the newsletter editor, Rob Robinson at RRobinson7777@aol.com.

CHAPTER #61 CERTIFICATION UPDATE

Certification Chairman Dennis Gleason, CPE is pleased to announce the following:

Margaret Jones and Susan Martin recently sat for their GEK exams and are awaiting the results.

In addition, Susan Martin has sat for her DST exam while Margaret is assembling 100 questions to satisfy her DST requirements.

Our newest CPE candidates, Karla Wursthorn and Richard Krause, have completed their Certification Workshop requirement and will begin writing their Technical Papers for a May '06 submission.

WE WISH ALL CANDIDATES THE BEST OF LUCK!!

NEW MEMBERSHIP DRIVE

Please welcome (1) new Members:

Jim Weidman
J.J. DeLuca Co., Inc.