



# The Addenda News

The Quarterly Publication of the American Society of Professional Estimators, Chapter 6, Phoenix, AZ

September 2010

## MISSION STATEMENT

The American Society of Professional Estimators Serves Construction Estimators by Providing Education, Fellowship and Opportunity for Professional Development.

*"In the Beginning... there was an Estimate."*

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FOR ASPE MEMBERSHIP  
FORM GO TO:  
[WWW.ASPENATIONAL.ORG](http://WWW.ASPENATIONAL.ORG)

## President's Message— Scott Eaton, Turner Construction

Hello Fellow ASPE Members,

Arizona Chapter 6 is starting its new calendar year. Again, I would like to acknowledge our Board of Directors for their personal time and work over the past year. THANK YOU – Dennis Karber, Tom Mayer, Andrew Needham, Conrad Scott, Alan Skinner, Ken Stollmann, Rich Wahl, Ron York and Pete Zoller. I am look forward to working with each of you this next 2010-2011 calendar year.

If any Chapter 6 ASPE member would like to join our board, please let any of the above board members know. We always welcome new participation and fresh ideas!



Our chapter membership is down 20% from August 2009. This is largely attributed to the ongoing, constrained demand in the construction market and related unemployment. I have been told by some that *our ASPE chapter is one of the best kept secrets in the valley*. **We need to change this!** I believe we can gain membership by inviting estimators and industry related individuals and exposing them to our programs and values; many of these guests will want to become ASPE members. I would like to challenge all of our Chapter 6 members to committing ourselves in growing our membership. We have interesting guest speakers lined up for the next several months. Let's get the word out and invite our colleagues and friends to these programs. I believe we can increase our membership by twenty new members by this time next year; this is a realistic goal. An ASPE membership form is provided with this newsletter – pass it on. You can also go to [www.aspenational.org](http://www.aspenational.org) click on Membership and look for the Downloadable Membership Application (PDF). The American Society of Professional Estimators serves construction estimators by providing:

- Education
- Fellowship
- Opportunity for professional development
- Ethics
- Standards for estimating
- Accredited Certification Program (CPE)

The next ASPE Southwest Regional meeting will be in Portland, Oregon, on October 7<sup>th</sup> and 8<sup>th</sup>. Chapter 6 will be represented by Arthur Gudith and Pete Zoller. We look forward to their regional report at our October program meeting.

I will see you at our next program meeting, and look forward to serving the members of Chapter 6 for the next year.

Scott Eaton, CPE, LEED® AP  
ASPE Chapter 6 President 2010-2011

## MARK YOUR CALENDARS — Great Monthly Meeting Programs in Store!

As Scott Eaton mentioned in his President's Message, our continuous focus on bringing quality programming to our members is a top priority. We encourage all members to forward their suggestions for topics or speakers for upcoming dinner meetings to any of your ASPE Chapter 6 Board Members.

**October 12 - Gary Aller**, Director, Alliance for Construction Excellence, Ira A. Fulton School of Engineering, ASU, **“Alliance for Construction Excellence.”** ACE is dedicated to the improvement of productivity, quality, profitability and effectiveness of the construction industry. ACE members promote research and training for companies who do not have the capacity to do so on their own.

**November 9 - Deirdre Booth**, Small Giants, **“Social Networking in the Workplace.”** (See article on page 3)

**December—No meeting**, Winter Recess for the Holidays.

**January 11 (2011) - Dr. Edward Gibbs**, Chairman, Del E. Webb School of Construction, Arizona State University.



## Members Make a Difference!

Members are the lifeblood of our organization—we couldn't achieve our mission without you. This quarter, we welcome the following new member to ASPE Chapter 6.

### Welcome!

**TOM NORTON** - Senior Estimator  
Haydon Building Corporation 623-242-0258  
[norton@haydonbc.com](mailto:norton@haydonbc.com)

Tom is a returning member; glad to have you back, Tom!



The **Annual Joint Meeting between ASPE Chapter 6 and the AZ Subcontractors Association** held on September 14 was a great success again this year with over 80 participants from both organizations attending. This was an outstanding opportunity for our groups to network as professionals in our industries, and share insights and ideas for future business.

We were extremely fortunate to have as our guest speaker, Tom Whittaker, whose inspiring message about his own life challenges and opportunities left the audience with a lot to think about. (See separate story on page 6.)

**THANK YOU** to everyone who made this great event happen, and thanks to all of our members who showed their support by attending.

## SOCIAL MEDIA AND THE AEC INDUSTRY

By: Deirdre Booth

In the AEC industry, it seems there is much skepticism about the benefits to all of the social networking sites. I often hear, "But are my competitors using it?" My answer is simply, if they aren't yet, they will be. Why not be the first? In this reality of news bites and sound clips, if yours is the only voice out there, you are automatically the expert. However, if you are curious about who in the valley is using social media, here are just a few recognizable names:

Kitchell  
 DWL Architects  
 Affiliated Engineers  
 DP Electric  
 Rider Levitt Bucknall  
 Gilbane Building Company  
 Barton Malow  
 PDI Construction  
 Green Street Development  
 DLR Group  
 Cannon Design

Social media is not a fad; it is the new reality. Just as many of us couldn't conceive of why we would want internet, email, and phones that would do more than make a call 20 years ago, now we couldn't imagine living without them. So it is with Web 2.0. Just take a look at the numbers:

**TWITTER**    2009: 18 million users — 2010: 75 million  
**LINKEDIN**    2009: 20 million users — 2010: 75 million  
**FACEBOOK**    2009: 90 million users — 2010: 400 million

**Each site is growing on average by 400% a year!**

If those numbers don't speak to you, consider this....The most compelling reason to break through any preconceived notions you may have is the fact that social media provides ABSOLUTELY FREE public relations and builds instant networks. What if each and every day your company could think of one helpful industry factoid and tell it to anyone who wanted to hear it? Just one? Or how about posting open bids, project updates, and other useful information? And if, in turn, another person in commercial real estate posted a related fact, statistic, or provocative piece of information. And they tell two friends, and they tell two friends..... It would be the biggest leads group ever!

*Continued on Page 4*

### SOCIAL MEDIA GLOSSARY

**Blog Post/Entry** – Content published on a blog. Entries may include pictures or embedded videos and links URLs for online sources used.

**Blogs** – A website where individual(s) provide entries of any type of content from video and podcasts to traditional text and photos in order to inform or create discussions; presented in reverse chronological order.

**Comments** – Replies or opinions in reference to the topic at hand; usually left on blog posts.

**Facebook** – An online community for people to connect or re-connect with others. Enables people to share videos, pictures and information about themselves.

**Flickr** – Online site for storing, sharing and commenting on photos.

**Hashtag** – Similar to regular tags, these are keywords associated and assigned to an item of content with a hash mark (#) attached to the front of the word. Hashtags make it easier to follow a topic of interest discussed on Twitter.

**LinkedIn** – A professional online community used to network with fellow professionals; an online resume sharing site.

**Message Boards/Forums** – An online discussion site; people looking to discuss particular issues or needing support post threads (a message) on the forum or message board in hopes to gain more information or start a conversation.

**Micro-blogging** – A form of blogging where the entries/posts are limited to a certain amount of characters or words, i.e. Twitter.

**Podcasts** – Online audio or visual recordings syndicated on the Internet and available to download to portable media players such as an iPod.

## **SOCIAL MEDIA GLOSSARY (cont)**

**RSS Feed – Really Simple Syndication; a system that generates frequently updated information from a site (i.e. blog posts, online articles).**

**Search Engine Optimization (SEO) – Is the process of improving the volume and quality of traffic to a web site from search engines via “natural” (“organic” or “algorithmic”) search results.**

**Social Media – A term used to describe tools and platforms people use to produce, publish and share online content and to interact with one another. Social media tools include blogs, podcasts, videos, microblogs, wikis, etc.**

**YouTube – An online site for uploading and discussing videos; Videos can also be embedded from YouTube onto other social media sites such as blogs or social networks.**

**Twitter – A micro-blogging community where posts and links are 140 characters or less.**

**Tweet – The post/entry made on Twitter.**

**Tags – a keyword or term associated and assigned to an item of content (i.e. blog post, video, photo, etc.). Usually added to an item of content to enhance search engine optimization and make it content easier to organize and find.**

**Web 2.0 – Is the business revolution in the computer industry caused by the move to the Internet as a platform, and an attempt to understand the rules for success on that new platform.**

**Widget – A mini application that performs a specific function and connects to the Internet.**

## **Social Media** (continued from page 3)

In fact, one recent article predicted that Twitter and other social media sites will be the complete downfall of many associations as people will not need to spend the money on annual dues and awful chicken lunches to get the same information that will greet them on their laptop each and every day. Again, I am a bit cynical that it will replace talking with real, live, breathing human beings and the depth of relationships we have in this industry; but I do see how, in these distressed times, we could use this tool to raise each other up and become stronger as an industry.

The first step in the social media journey is to look at the end goal. What do you want to accomplish with social media? From there, it is easy to decide which medium is best suited to your purpose. Spend some time on these sites doing research. But don't just sit back and read, participate, find what the best fit is.

From there, do an analysis on which is going to yield the best results for you. Identify the outcomes the organization would like to achieve. These outcomes will determine the measurement benchmarks once the company decides on its preferred communication tools. You will also need to examine the company's resources: do you have the time, thought leaders and technical capability to handle this new venue?

Lastly, there needs to be discussion on how the success of the effort will be measured. Like any public relations effort in the AEC industry, the measurement can be a bit nebulous. Start by asking some simple questions:

- Did we learn something about our customers that we didn't know before?
- Did our customers learn something about us?

Of course, there is a downside to this, that being; *you can get your message out there as often as you want, for absolutely no cost.* If there is no cost involved, will users be thoughtful about what they have to say? It is critical that there is a clear communication plan for your firm's social media venture with clear guidelines and controls.

In summary, **social media is too big to be ignored.** If you aren't currently making use of the valuable tool, the time to start is today. Create a dialogue in the industry and become the go-to company for up-to-date information.



**Deirdre Booth** is a practiced professional in the AEC industry focusing on marketing and business development. With over nine years of experience, her career has spanned from small niche firms to three top ENR firms in the nation. Continuing her drive for excellence, she has spent the last three years working with general contractors focusing on winning CM@Risk projects. Join us for the November meeting and hear her in person.



## Building Blocks — Our Professional Development

### This Quarter:

### WHY INNOVATE? WINNERS ARE INNOVATORS

By: Gary Hamel

Competing today comes down to a leadership gut-check. Going forward, your only weapon is systemic, radical innovation. The imperative is to make innovation an all-the-time, everywhere capability. Yesterday's success has never mattered less; today's success has never been more fragile; tomorrow never more uncertain; and the courage to lead the change that it takes to win has never been in such short supply.

Every company has to grow revenue, raise prices, and cut costs. But most companies can't grow revenue by flogging the same old stuff to the same old customers through the same old channels in the same old way. You can't grow revenue unless you bring jaw-dropping new products and services to customers. That's hard when you are focused on retrenchment. Customers will always make room for something new, useful, value-packed, and exciting.

It's not impossible to charge people a premium price for something they love, but it takes a truly novel value proposition to reverse margin erosion.

Most companies are at a point of diminishing returns with cost-reduction strategies. Leaders aren't *imaginative* in the ways that they worry about efficiency. To outperform your competition, you need to bring *radical* thinking. *A radical idea has the power to change customer expectations, change the basis for competition, or change industry economics.*

Most organizations are built for perpetuation, and so real innovation is an exception. Innovation is safely corralled in R&D or new-product development where it can't infect the rest. Yet we know that to lock up innovation in a corner is to limit that group's potential to create the future by making *innovation both radical and systemic.*

Many organizations are systemically hostile to innovation, captive to a set of false beliefs, one being that variety is bad. A variance from a production standard, quality standard, or budget standard will get you into hot water. Companies want things to go according to plan. Of course, we need to know what our strategy is and how we're measuring it and how we deliver value. But perfect alignment is death. Variety is the key to evolution. Innovation requires

experimentation, trial and error, doing new things, and breaking old rules. Adherence to conformity and alignment will drive out innovation – and innovative people.

In my experience, the bottleneck that throttles innovation is located at the top of the bottle. An organization trained to look to the top for clues about where it's going next has ceded responsibility for innovation. When the power to set strategy and direction is narrowly held, renewal falters. **New voices are essential for new thinking.**

When your people no longer positively challenge the day-to-day definition of your business model, you are in a state of decline. Orthodoxy is the enemy of renewal. The future gets created by heretics. Every organization must redefine itself to ensure that it does not get held hostage to its own moribund business model.

So, how do you generate breakthrough ideas? And how do you manage that process? Why do some people see opportunities and others don't? An innovative insight is not the product of individual brilliance. Innovation typically comes from looking at the world through four different lenses. *Radical innovators: 1) challenge the dogmas and orthodoxies of the incumbents; 2) spot the trends that are already changing but have gone unnoticed; 3) learn to live inside the customer's skin; and 4) think of their companies as portfolios of assets and competencies.* The goal is to build systems that mimic the marketplace: to create a process where new ideas can be validated by peers, where there is more than one source of funding for unconventional ideas, and where ideas, talent, and capital can find on another quickly.

What we invent we can *reinvent*. We can take revolutionary steps to achieve evolutionary goals. The challenge is to know where you're headed, and then take those steps that lead you there. One day, you'll find yourself in territory where no one has gone before.

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Article written by **Gary Hamel**, recently ranked by the [Wall Street Journal](#) as the world's most influential business thinker. [Fortune Magazine](#) has called him "the world's leading expert on business strategy." Reprinted from *Leadership Excellence*.

## TOM WHITTAKER, ASPE/ASA GUEST SPEAKER, DELIVERS INSPIRATIONAL MESSAGE

When he awoke from surgery, he discovered that his right foot had been amputated and that his kneecap had been removed; an out-of-control car had just smashed head-on into his Volkswagen. At the age of thirty-one, Tom Whittaker had to completely re-invent himself. He overcame pain, anger, and thoughts of suicide to embark on a new life of success and adventure.

Tom shared his amazing story at the September Joint Dinner Meeting of ASPE and the AZ Subcontractors Association. *Higher Purpose* is his heroic story of becoming the first disabled person to climb to the summit of Mount Everest, the world's tallest mountain in May 1998. But his story is not just a tale of how one man overcame adversity. Whittaker has shown countless others how they, too, can change their lives. In fact, this remarkable and charismatic man inspired five severely disabled climbers to venture to Everest and climb to an altitude of 17,500 feet—something no one else thought possible.

Listening to him, you can hear Tom's passion and determination. He teaches us that through our own willingness to embrace challenge and disappointment as opportunity, we can all overcome seemingly insurmountable odds! His story is a testament to courage, drive, and the power of the human spirit. In his book, entitled "Higher Purpose," Tom changes the perception of what it means to be disabled. Christopher Reeve once said of Tom, "Whittaker's story is not just about disability. It's for anyone who's ever faced a challenge. Who's ever had his or her own mountain to climb (whatever that mountain may look like). Tom's message inspires you, no matter what your ability, to be better than you thought you could be."

Despite his physical challenges, Tom became the first amputee to climb the "Seven Summits," the highest peak on each of the world's continents. In addition, he is an avid rock climber, kayaker and river rafter. He taught for nine years at Prescott College and lives with his wife and two daughters in Arizona. **Thank you, Tom, you left us with a great deal to think about, adventures to plan, and opportunities to seize!**



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## TEST YOUR KNOWLEDGE

- Workers' Compensation, Employer's Liability, Fire, Extended Coverage, Vandalism, Comprehensive General Liability, and Malicious Mischief are types of insurance required for all bid proposals.

True                      False

- In most states, Workers' Compensation and General Liability must be carried by:

- A. General Contractor
- B. Subcontractor
- C. Sub-subcontractor
- D. All of the Above
- E. None of the Above

- In most states, a construction contract, to be legally valid, must be in writing.

True                      False

- Calculate the lineal foot cost (to the nearest cent) of material that has a weight of 1.502 lbs per lineal foot, using a waste factor of 15% and cost of \$512.50 per ton.

(Answers on page 9)



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## AMERICAN SOCIETY OF PROFESSIONAL ESTIMATORS CRITICAL CALENDAR—2010

Please note the following important dates for National ASPE Membership Dues. **For membership form go to [www.aspenational.org](http://www.aspenational.org).** Members will be deleted from the membership roster if dues are not received by:

September 30 — September Anniversary Member Dues

October 31— October Anniversary Members Dues

November 30—November Anniversary Members Dues

December 31—December Anniversary Members Dues

### THANKS FOR THE SUPPORT!!

The 2010 Dave Clifton Memorial Golf Tournament was held at the Orange Tree Golf Resort on September 17. We had a great day: perfect weather, good food and some interesting golf techniques! Thanks to 48 golfers and their companies, who were extremely generous in their support, we were able to raise a significant amount of money for our scholarship fund at ASU. The winners, Daltile, although a late entry, shot a 61, which put them into a tie breaker. Ultimately, that team ended at the top of the leader board!

Again, thanks to everyone for your continued support of our Chapter Mission—to promote the education, fellowship and professional development opportunities for our members.



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## Joining ASPE is Easy—How to Become a Member

Despite all the talk about estimators' tendencies to be introverts, we still also tend to be joiners – **when the organization is right!** Whether your reasoning is for education, networking, or just plain resume value, we are stronger collectively than we are alone. Professional memberships help us grow professionally and personally, and they enable us to make important connections that help us advance our estimating careers. Arizona Chapter 6 and the American Society of Professional Estimators encourage you to join if you are not already a member, continue to renew your membership (if you are a member) or to recommend ASPE to a peer, co-worker or friend.

Joining is easy. Feel free to contact any member of our Board of Directors (contact information on the website [www.aspechapter6.org](http://www.aspechapter6.org)); or log on to the site and complete an application form. **JOIN TODAY and start benefiting from your membership tomorrow!** Contact Membership Chairperson **Alan Skinner** at [alan@sis-corporation.com](mailto:alan@sis-corporation.com) or fax 602-943-8564 or phone 602-997-0000.

**HAVE YOU CHANGED YOUR ADDRESS?** Don't lose out on any association information; help us keep up-to-date on your whereabouts. If your contact info has changed, please email current data to Alan Skinner.

## Advertising is even Easier! How to Submit an Ad

Our advertising has changed; now you can get your ads on our website, as well as our newsletter. These rates include posting on the Chapter 6 web-site [www.aspechapter6.org](http://www.aspechapter6.org).

	3 issues	
	Members	Non-Members
Business Card Ad	\$ 75.00	\$ 90.00
1/4 Page	\$120.00	\$144.00
1/2 Page	\$180.00	\$216.00
Full Page	\$300.00	\$360.00

Format for all ads must be compatible with Microsoft Publisher and all ad copy must be received by the 20th of the month. For additional questions, contact Rich Wahl at [rich.wahl@weitz.com](mailto:rich.wahl@weitz.com). We appreciate your participation.

**We're on the Web!**  
[www.aspechapter6.org](http://www.aspechapter6.org)

### 2010 Board of Directors

President—Scott Eaton

1st VP— Andrew Needham

2nd VP— Dennis Karber

Director—Ken Stollmann

Director—Conrad Scott

Director—Ron York

Director—Alan Skinner

Director—Rich Wahl

Director—Pete Zoller

Director—Tom Mayer

Treasurer & Past President—  
Arthur Gudith

For contact information, see our website.



### ANSWERS TO TEST YOUR KNOWLEDGE:

1. False 2. D 3. False 4. \$0.44

### Editor's Comments

Thanks to all who contributed to this issue:

Scott Eaton      Tom Mayer      Pete Zoller  
Ken Stollmann      Deirdre Booth

For editorial comments, or to contribute to the next issue (due on newsstands December 2010), please contact me at [rich.wahl@weitz.com](mailto:rich.wahl@weitz.com).



Enjoy!

Rich Wahl, Website/Newsletter Committee Chair  
The Weitz Company



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Nashville, TN 37214
615-316-9200 Fax: 615-316-9800

Member # :

MEMBERSHIP APPLICATION

APPLICANT

MUST complete Sections 1 through 5 below: Sign application and return to ASPE Nashville Office. (PLEASE TYPE OR PRINT).

ASPE's individual memberships (non-corporate) are non-transferable.

1 DATE OF BIRTH / /
NAME: Last First M.I.
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CITY: STATE ZIP
HOME PHONE: ( )
HOME EMAIL:

JOB TITLE:
FIRM:
LENGTH OF EMPLOYMENT:
ADDRESS:
CITY: STATE ZIP
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FAX: ( )
EMAIL ADDRESS:
WEB ADDRESS:

I prefer to have all my ASPE publications sent to
Home Business

2 Read Membership Classifications on the back of this form: ( ) the box that best describes your membership classifications.
Estimator Associate Member Affiliate Student Constructor

Using the CSI classifications, or the specifications section you bid under, list the primary discipline in which you estimate. Use the number 1.4 for General Construction Estimator.

TYPE OF FIRM: General Contractor Subcontractor Supplier Construction Manager Architect Engineer

List two (2) trade references (other estimators):

Contact Company Phone
Contact Company Phone

3 PREVIOUS EMPLOYMENT INFORMATION: If applying for Estimator membership classification, please list previous employer(s) to reflect up to five years experience as an estimator. Use additional sheet(s) if necessary.

Employer: Length of Employment:
Address: Position:
Telephone No.:

4 CHAPTER MEMBERSHIP
MEMBER-AT-LARGE
STUDENT MEMBERSHIP
Table with columns for membership type and fees.

5 PAYMENT MADE BY: Checks Payable to ASPE
Payment by Check \$ Check No.
Visa Mastercard American Express Discover
Card No. Exp. Date:
CVC Code: (3 digit code on back of card)
Billing Street Address:
Billing City, State & Zip Code:
Signature: Please sign above for credit card charge authorization

I ( ) have ( ) have not previously applied for or held membership in the Society. I certify that the foregoing statements are correct. If admitted to membership, I agree to abide by and be governed by the By-Laws and Code of Ethics of the Society.

Signature: Please sign above to validate your application

SPONSOR SECTION: Sponsor's Name: Chapter No. Date:

ASPE CHAPTER VERIFICATION Estimator Associate Member Affiliate Student Constructor

## Membership Classifications:

**Estimator:** Each Estimator shall be qualified to practice as an estimator in one or more of the construction estimating disciplines with at least five years experience. The Estimator shall have all the rights and privileges of the Society.

**Annual National Dues: \$190.00 + Admin Fee \$ 35.00 + Chapter Dues.**

**Associate Member:** Each Associate Member shall be qualified to practice as an estimator or an active construction professional in one or more of the construction estimating disciplines with cumulative experience of less than five years. The Associate Member shall have all the rights and privileges of the Society.

**Annual National Dues: \$190.00 + Admin Fee \$ 35.00 + Chapter Dues.**

**Affiliate:** An Affiliate Member shall be employed in a construction related field. An affiliate Member shall have all the rights and privileges of the Society, except the Affiliate Member shall not hold a National office in the Society and shall not be eligible to vote at the National level.

**Annual National Dues: \$190.00 + Admin Fee \$ 35.00 + Chapter Dues.**

**Student:** A Student shall be a full time student actively pursuing a curriculum leading to a degree or certificate in a construction related field. The Student shall not hold office in the Society and shall not be eligible to vote. (Please consult chapter for student Chapter Dues amount)

**Annual National Dues: \$9.50 + Admin Fee \$35.00 + Chapter Dues.**

**Constructor:** A Constructor shall be an active construction professional experienced in one or more of the construction disciplines with at least five years experience. The constructor shall have all rights and privileges of the Society.

**Annual National Dues: \$190.00 + Admin Fee \$ 35.00 + Chapter Dues.**

**\*\*Members-At-Large:** Members-At-Large shall be a person who is qualified by one of the membership classifications but is not a member of a chapter because of geographic location. Region numbers are listed the the Chapter Identification Section below.

**Annual National Dues: \$190.00 + Admin Fee \$ 35.00 + Regional Dues.**

Chapter Name	Chapter Dues	Initiation
<b>Southwest Region:</b>		
1 Los Angeles	\$70.00	\$20.00
3 Orange County (Tustin, CA)	\$75.00	
4 San Diego	\$70.00	\$15.00
6 Arizona (Phoenix)	\$60.00	
18 Houston	\$35.00	
40 Rio Grande (El Paso)	\$25.00	
43 Dallas/Ft. Worth	\$50.00	
47 Roadrunner (Albuquerque)	\$65.00	
53 Old Pueblo (Tucson)	\$30.00	
68 Inland Empire	\$40.00	\$15.00
72 Las Vegas	\$50.00	
80 Oklahoma City	\$70.00	

### Central Plains Region:

7 Chicago	\$60.00	
17 Detroit	\$25.00	
19 Greater St. Louis	\$60.00	
27 Buckeye (Columbus)	\$35.00	
28 Northeastern Ohio (Cleveland)	\$40.00	
32 Heartland (Kansas City, MO)	\$40.00	
35 Great Plains (Omaha)	\$30.00	
38 Southwestern Ohio (Cincinnati)	\$20.00	
39 Viking (St. Paul)	\$35.00	
59 Central Indiana (Indianapolis)	\$25.00	
65 Old Fort (Ft. Wayne)	\$25.00	
66 Packerland (Oshkosh)	\$35.00	
70 Western Michigan (Grand Rapids)	\$40.00	
71 Quad City (Davenport)	\$35.00	\$15.00
73 Des Moines Area	\$35.00	\$15.00
78 Brew City (Milwaukee)	\$40.00	

### Northwest Region:

2 Golden Gate (San Francisco)	\$70.00	
5 Denver	\$60.00	
11 Sacramento	\$60.00	
12 Reno	\$60.00	
45 Puget Sound (Seattle)	\$60.00	
51 Great Salt Lake (Salt Lake City)	\$65.00	
54 Columbia-Pacific (Portland)	\$40.00	
55 Santa Clara Valley	\$40.00	

Chapter Name	Chapter Dues	Initiation
<b>Northeast Region:</b>		
10 New York	\$25.00	
15 Yankee (Stratford)	\$25.00	
21 Baltimore	\$45.00	
23 Greater D.C. (Washington)	\$45.00	
25 Boston	\$40.00	\$30.00
26 Garden State (Kenilworth)	\$45.00	
37 Maine (Portland)	\$35.00	
41 Greater Lehigh Valley (Allentown)	\$15.00	
42 Empire State (Albany)	\$35.00	
44 Three Rivers (Pittsburgh)	\$30.00	
60 Nutmeg (Hartford)	\$35.00	
61 Philadelphia	\$35.00	
75 Delaware (Wilmington)	\$35.00	
76 Central Pennsylvania (York)	\$75.00	
77 Western New York (Rochester)	\$35.00	

### Southeast Region:

9 New Orleans	\$0.00	
14 Atlanta	\$35.00	
33 Arkansas (Little Rock)	\$25.00	
34 Middle Tennessee (Nashville)	\$40.00	
48 Tampa Bay	\$45.00	\$20.00
49 Gold Coast (Miami/Ft. Lauderdale)	\$65.00	
50 Central Florida (Orlando)	\$30.00	
56 Eastern Tennessee (Knoxville)	\$25.00	
62 Memphis	\$30.00	
79 Razorback (Bentonville, AR)	\$25.00	
81 Magnolia (Jackson, MS)	\$50.00	

### Members-At-Large: (MAL)\*\*

90 Northwest Region	\$50.00
91 Southwest Region	\$50.00
92 Central Plains Region	\$50.00
93 Southeast Region	\$50.00
94 Northeast Region	\$50.00

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