



# The Addenda News

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

September 2009

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

Hello Fellow ASPE Members,

I would like to thank our outgoing president, Arthur Gudith, for his devoted service to Arizona Chapter 6 for the last two years. Chapter 6 has definitely provided the Phoenix metropolitan community of estimators with opportunities in education, fellowship and professional development during his tenure. Our chapter has grown in numbers, but more importantly, it has continued to evolve into an accomplished professional society. We are pleased that Arthur will continue his service to our chapter as Treasurer. Next time you see Arthur, please give him a personal thank you.

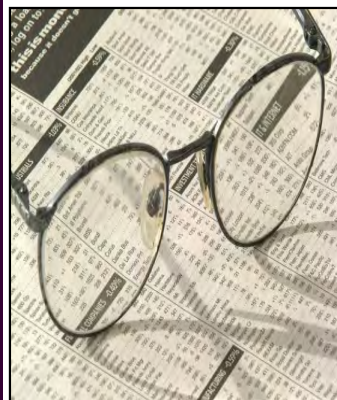


I would also like to thank the support team behind Arthur: Ken Stohlmann, Alan Skinner, Pete Zoller, Ron York, Tom Mayer, Rich Wahl, Andrew Needham, Dennis Karber, and Conrad Scott, as well as other member volunteers who provide needed assistance. There is much more to a professional society than meeting for dinner once a month. Behind the scenes, these dedicated members have worked hard, spending hours of personal time to arrange quality guest speakers, provide golf tournaments, newsletters, a chapter website, certification, education, membership communication, membership recruiting, and management of association finances, as well as attending regional and national ASPE meetings and conferences. Our team of officers and directors have all stepped up to bring our chapter to a truly professional level.

### So, what is Chapter 6 working on for the upcoming 2009-2010 year?

- We are already lining up interesting guest speakers for our monthly dinner meetings.
- We are talking to other professional associations to possibly conduct joint dinner meetings and enable our members to network with a broader group of construction professionals.
- We will participate in national ASPE chapter awards programs.
- We will continue our membership drive to grow Chapter 6.

*Continued on Page 2*



## MARKET WATCH

Have you heard about self-healing cement that is flexible enough to withstand earthquakes? Concrete that maintains itself by healing cracks improves the sustainability of infrastructure through its longer service life and lower maintenance inputs. This flexible, self-healing cement won't suffer catastrophic failure when strained in earthquakes [or bridge collapses]. Very small cracks (less than a tenth of a millimeter) heal themselves completely. Maintenance for structures made with this product need no intervention and occurs continually, so long as the concrete is moistened periodically. (It doesn't require any reinforcing steel either.) For more info, see <http://ecoworldly.com/2009/04/03>.

## Members Make a Difference!

### Welcome New Members!

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

**David Hill** Estimator Custom Roofing Co., Inc.  
(602) 275-8506 [davidhill@customroofingco.net](mailto:davidhill@customroofingco.net)

**Greg Leavitt** Sales Manager Schuff Steel Management Co., SW  
(480) 892-7509 [Greg.Leavitt@Schuff.com](mailto:Greg.Leavitt@Schuff.com)

### Congratulations New CPE!



Board member Ron York (left) presents **Garren Echols** with the CPE certification. Garren took the exam this spring, and currently works at Parsons. We congratulate Garren on this great professional accomplishment!



### MEET YOUR NEW PRESIDENT

**Scott Eaton** is the Preconstruction Manager with Turner Construction Company; Scott is located at the Tempe, AZ regional office and has been with the company since 2005. His current duties include managing the estimating and purchasing departments. He earned a BS in Construction from Arizona State University. Since then, he has worked as an estimator for commercial contractors in the Phoenix metropolitan area. Scott has been a member of ASPE and Arizona's Chapter 6 for 11 years. He is a Certified Professional Estimator and LEED® Accredited. Scott has lived in the valley for 54 years; he is married and has two sons.



### Notice to Members: Annual Dave Clifton Memorial Golf Tournament Postponed to 2010.

Due to low registration, the Board of Directors regretfully decided to postpone this year's golf tournament. As many of you know, this is our association's major annual fundraiser for purposes of raising money toward our annual continuing education endowment. Unfortunately, in light of current economic factors, many of our members are unable to participate this year. However, we have already reserved the Orange Tree Golf Resort for **Friday, September 17, 2010**, and look forward to seeing many of you then. We would like to thank Orange Tree for their cooperation; they have agreed to credit our entire down payment toward next year's event.

### President's Message *(continued from page 1)*

- We will continue to look for educational opportunities that will benefit our chapter members and the estimating industry.
- We will support Arizona construction educational programs with Chapter 6 scholarships.
- We will evaluate future merchandising opportunities for our chapter and our members.

If you have any ideas for our chapter, or want to get involved as a chapter volunteer, please let us know at an upcoming dinner meeting, a chapter event, or use the individual contact information in our ASPE Membership Directory.

Mark your calendars for the upcoming dinners and events. Everyone is encouraged to bring a guest with them (please acknowledge your guest when you RSVP). This is a great way to entice future members.

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

**Scott Eaton**

ASPE Arizona Chapter 6 President 2009-2010

## 2009 ESTIMATING ACADEMY AND ANNUAL CONVENTION JULY 22 – 25, 2009 ST. LOUIS, MO

Our local ASPE Chapter 6 had the privilege of sending five members to this year's National ASPE Convention held in the "Gateway City," St. Louis, MO. Members attending included **Pete Zoller, Ron York, Alan Skinner, Arthur Gudith, and Conrad Scott.**



These guys just look like they're having a good time! Alan, Conrad, Arthur, Pete and Ron take in the conference festivities.

This Academy offers several different courses over two days and is very popular with members and non-members alike. Each class is taught by real hands-on professionals and offers you the opportunity to learn estimating from first-class individuals. Our own Pete Zoller offered his years of experience and knowledge in teaching a class on "Alternate Procurement/Delivery Method for Renewable Energy Projects." (It was very well attended and a highlight of the conference sessions!)

Another great benefit of attending a conference like this is the networking and getting the opportunity to talk with other estimators and professionals across the country; individuals, like you, who are also in the construction business to talk with and exchange information. Every year, new contacts are made and friendships are discovered - new contacts who may specialize in an area of construction that you might need help with or information on in the future. This is an added value to you and the estimates you produce.

Conference attendees were busy with classes and delegate meetings, but in their spare time, they were able to view some of the landmarks St. Louis is known for, like the Gateway Arch, The World Famous St Louis Zoo, and, of course, The Anheuser – Busch Brewery. Tours of the Gateway Arch were interesting because it is such a unique and unusual structure. Up close, the Arch is more impres-

sive than expected. Standing at the base of the arch, an estimator today would think about the how difficult the original concept estimate would have been!

This year, the Convention's Annual Delegate meeting went very well, compared to previous meetings. During the business meeting, National ASPE announced the November launch of a brand new e-newsletter communication tool to all members, as well as its partnership with a number of industry associations in a joint effort to survey estimator and cost professionals with regard to BIM estimating. Everyone agrees that there is a need to improve the efficiency of processes by which project costs are estimated, actual costs are captured and how costs are communicated among those involved in projects.

Next year, we are all optimistic that the economy will be on the way back to full recovery and more of our members can attend and enjoy the benefits of the Academy and the Convention in 2010. As we learn more about the convention details: dates, location, and agenda, we will make sure to pass this information on to all of you.

In the meantime, your ASPE Chapter will continue its mission of providing local opportunities that serve our profession and provide education, fellowship, and opportunity for professional development.



Construction of the St. Louis Arch was completed in 1965, after almost 2 years of construction. It stands 630 feet tall, and is 630 feet wide at its base, making it the tallest monument in the United States. *"Standing at the base of the arch, an estimator today would think about the how difficult the original concept estimate would have been!"*

## Chapter Program Review

ASPE Chapter 6 continues its great program schedule for 2009, but we need your help in getting this message out to Estimators, PM's, business development, and other influencers and decision makers who can benefit from attendance. Also, to ensure that we present programs that are relevant and of interest to all of you, we challenge all ASPE AZ Chapter 6 members to **submit your input regarding dinner meeting speakers and topics**. Any member whose recommended speaker is selected for a presentation at a chapter dinner meeting will receive his or her meal free of charge. Get out that contact list!

### Coming Up Next . . .

**October 15— Bryan Castles, Western Technologies Inc.**, “Preparing Proposal Requests for Quality Control Testing and Inspections on Large Projects.” Estimating the costs of construction materials, testing, and inspection on large scale projects can be challenging. Mr. Castles will discuss how GCs can simplify their estimating processes to ensure complete and detailed “real world” scopes of work. Mr. Castles will present several examples drawn from local projects familiar to chapter members.

**November 10— Barry Pacey, President, Pacey Constructors, Inc.**, “Business/Entrepreneurs and Community Service.” Mr. Pacey founded his general contracting firm in Phoenix in 1978, and holds residential and commercial licenses in Arizona, California and Utah. His primary client is Federal Express, since 1991. Pacey Constructors, Inc. has built for Public Storage, TJ Maxx, Marshall's, Recreational Equipment Inc., Phoenix Welding Supply, Houston's Restaurants, Arizona DPS, and Maricopa County.

Mr. Pacey is active in numerous leadership roles and professional associations, including his role as National Director and Construction Education Chairman for the AGC of America, Fellow Member of the American Institute of Contractors, and he was Chairman of Estimating Guidelines for three years with the AGC of America. Despite his busy work schedule, Mr. Pacey still finds time to coach little league and serve as a Den Leader for the Boy Scouts.

**December**—No meeting—Holiday recess! But look for the year-end issue of *The Addenda News*.



## TEST YOUR KNOWLEDGE

- True or False: Working capital required for a business is never proportional to sales volume.
- “FBN” has a labor/material ratio of 45/55. Based on this information, material costs for Buildings 1, 2 and 3 are:
  - Building #1 material costs are \$61,250.00  
Building #2 material costs are \$70,000.00  
Building #3 material costs are \$43,750.00
  - Building #1 material costs are \$33,687.50  
Building #2 material costs are \$38,500.00  
Building #3 material costs are \$24,062.50
  - Building #1 material costs are \$27,562.50  
Building #2 material costs are \$31,500.00  
Building #3 material costs are \$19,687.50
  - None of the above.
- During the first month, “FBN” had all of the material on site and properly stored for Building #1. How much retention was held by “SIU” for this month?
 

a. \$5,512.50	b. \$3,367.85
c. \$6,737.50	d. \$12,250.00
- During the second month, no work was done by “FBN.” However, a change order was issued to “FBN” in the amount of \$5,000.00 to install owner furnished equipment in Bldg. 2. The revised contract amount is now \$180,000.00 and the revised building labor breakdown is now:
  - Building #1 labor costs are \$27,562.50  
Building #2 labor costs are \$36,500.00  
Building #3 labor costs are \$19,687.50
  - Building #1 labor costs are \$27,562.50  
Building #2 labor costs are \$31,500.00  
Building #3 labor costs are \$19,687.50
  - Building #1 labor costs are \$61,250.00  
Building #2 labor costs are \$70,000.00  
Building #3 labor costs are \$48,750.00
  - None of the above.

(Answers on page 8)

## WELLNESS WORKS

## Driving While Distracted—Responsible Cell Phone Usage While Driving

Studies conducted by the University of Utah show that motorists talking on cell phones are five times more likely to cause an accident than those who do not talk on cell phones while driving. A related study found that the risk of driving while using a phone, personal digital assistant (PDA), or walkie-talkie is as hazardous as driving with a 0.08 Blood Alcohol Level, the legal limit of intoxication in most states.

### Why should you care?

Under the legal doctrine of “respondent superior,” Latin for “let the master answer,” companies can be brought into lawsuits due to acts committed by their employees. This doctrine states that the employer is liable if the employee is acting within the scope of employment. In recent years, heightened litigation naming cell phone use as the cause of automobile accidents has cost companies millions of dollars. Following an auto accident, it is now a common practice to subpoena cell phone records, since talking while driving is an easily traceable act.

### Examples of litigation:

*Berry Electric of Arlington Heights, IL was hit with a \$4 million lawsuit after one of its employees ran a stoplight and struck the vehicle of a 70-year-old woman, injuring her. The employee was lost and was using the navigation device on his BlackBerry.*

*Cooley Godward, a Virginia-based law firm, suffered a \$30 million wrongful death suit after an employee struck and killed a 15-year-old boy with her car while conducting business on her cell phone.*

*Dykes Industries of Little Rock, Arkansas lost a \$21 million case because an employee was using his cell phone to call into the office when he struck and injured a woman.*

**Driving distractions have been around forever. Why worry now?** The increased popularity of cell phones, PDAs, and walkie-talkies raises the need to educate drivers. Devices are becoming multifunctional, causing longer periods of distraction, as many phones are more interactive than  
*Continued on page 8*

# MAGNUM

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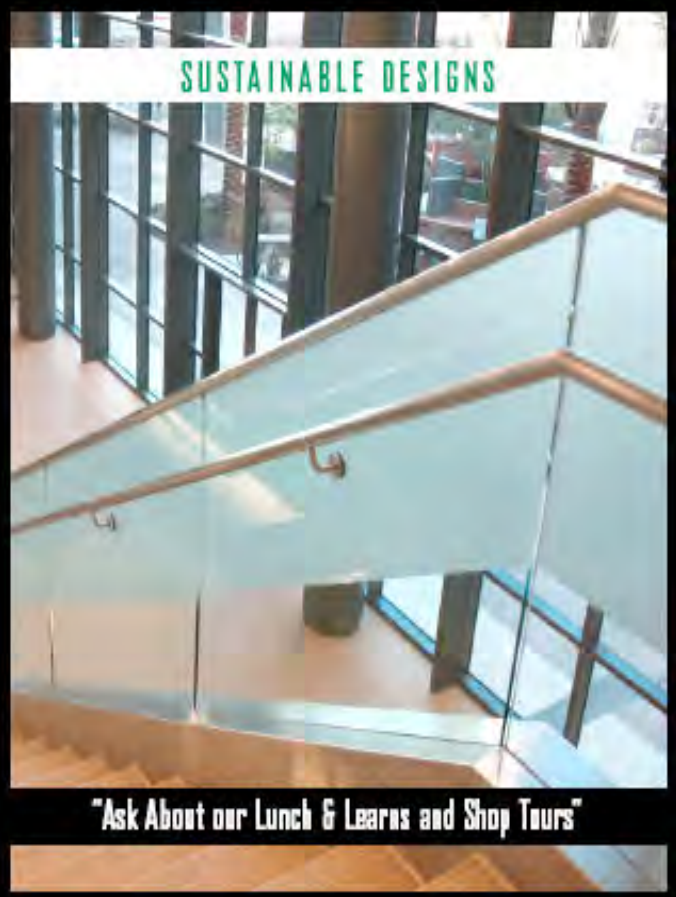
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## Building Blocks — Our Professional Development

### THIS QUARTER:

### The Competitive Edge *[Navigating the Waters of Change]*

The America's Cup is the most prestigious regatta in sailing and the oldest active competition in international sport. It predates the modern Olympics by 45 years. It is a challenge-driven yacht series that involves a best-of-nine series of match racing. The trophy was held by the New York Yacht Club from 1852 to 1983, when the cup was won by Australia.

Skipper Dennis Conner won the Cup back four years later with the yacht *Stars and Stripes*, fending off 13 challengers. This victory rekindled interest in the sport. The 33rd America's Cup Match is scheduled for February 8, 2010 in United Arab Emirates.

#### Six Shared Beliefs

There are six lessons to be learned from the *Stars and Stripes* victory that are relevant to captains of all industries:

**1. Meeting world-class competition.** The pace of competition has never been so grueling; the stakes never so high. The global business environment is tougher, more aggressive, and more competitive, testing strengths.

Against the prevailing winds of global competition, corporate captains are jostling for position looking for a competitive edge. The waves of globalization, takeovers, competition, and technology transformation sweeping across the landscape, have changed the way business is done. So equip your employees to set sail and weather the storms to meet [and beat] the competition.

World-class competition brings together exquisitely prepared men and women in a pressure-cooker atmosphere — each of them vying for victory. The line between success and failure is often thin — no more than a hundredth of a second or a few millimeters. The winners prepare both physically and mentally and give the extra effort.

**2. Communicating vision and direction.** Deciding on the direction of the company is like setting a strategic compass to guide you. There may be different routes to take, but the destination must remain clear. High-performing

captains create and communicate a compelling vision. They attract and energize their crew by stating the vision, and demonstrating the will to achieve it.

The vision is the concise expression of what the organization seeks to achieve. It provides direction and definition, focus for structure and consistency, communicates the need for change, and instills enthusiasm, commitment, and pride. The vision should create the impetus for all activity, sharpening the focus so that allocation of time, talent, and money, day-to-day decisions, and direction are easily communicated and understood.



The vision also defines which opportunities will not be pursued. No organization can pursue all opportunities simultaneously. If it does, scarce resources become depleted, as do the energy and creativity of people. Focus is lost, and with it goes the discipline to achieve the vision. Once you decide to sail to a chosen port, you can expect to encounter storms, lulls, and crew members who hinder more than help.

World-class competition requires years of training to qualify for an event that can be over in seconds. One false move, one lapse in concentration can stand between quiet anonymity and a place in the record books.

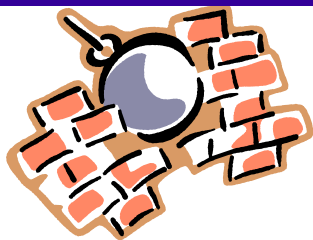
**3. Anticipating change.** Anticipating change creates competitive advantage. While skippers plan and communicate their strategy before competition, once into the race, they need to make split-second decisions to redirect efforts.

If you do not notice the shifts in the wind and adjust quickly, you may lose your strategic options. Opportunities come and go rapidly in a competitive business climate; you can become a victim of changing currents.

Every business faces a future in which the only certainty is change: intense competition, new technologies, [increasing costs], unpredictable customer tastes, changing values and skills, and increasing complexity in all business markets.

*Continued on page 9*

## Off d' Wahl



## Working with Co-workers of All Ages

Three decades ago, the term “generation gap” was used mostly to describe conflicts between parents and their children. Today, the gap – actually several gaps – has more of a presence in the workplace, where employees from different generations are finding it difficult to work side by side because their experiences, goals and expectations differ, sometimes significantly.

A new survey finds that 40 percent of employees have observed conflict among co-workers as a result of generational differences; in larger organizations, this number rose to 58 percent. However, multi-generational employees provide another form of diversity and companies appreciate the various perspectives and the levels of expertise in a diverse workforce. But they must also manage the potential for conflict between younger and older workers, largely due to differing perceptions of work ethic and work/life balance. Research indicates that generational differences determine many employees’ values and needs. Members of each generation bring distinct sets of values, attitudes and behaviors to the workplace, largely as a result of the era in which they grew up.

**This is the first time in the history of the modern workforce that employees are working closely both with people who are as young as their children and as old as their parents.** So how do we co-exist? Younger workers need to respect the rules and accept the guidance of experienced workers who have first-hand, hands-on knowledge in many areas that younger employees are just learning. Older [experienced] employees need to be open to learning new ways of doing things and embrace the technologies and change occurring in today’s workplace. Each generation shares the strengths it brings to the workplace.

By understanding each generation and by giving employees what they need to thrive, companies can do much to improve productivity and morale. In the area of *training*, companies need to focus their attention to transferring knowledge and deliberately developing talent. Cross-generational teamwork and mentoring is absolutely necessary to ensure that business goals can be achieved.

*Benefits* in the areas of health, money, career and work-life balance are viewed quite differently by employees of different generations. Companies must consider the generational values when planning benefits and reward programs. Accommodating the needs of employees ranging in age from 18 to 80, and motivating such a diverse workforce, are not easy tasks, but they are increasingly important. By proactively addressing the needs and differences of the generations that make up our workforce, we can help our company achieve the full contribution of our talented employees.

In the 90s, diversity efforts moved toward valuing diversity with a central theme of celebrating the differences amongst us and viewing those differences as assets. From valuing diversity to managing diversity, the emphasis moves to maximizing the ability of all employees to contribute to organizational goals. Managing diversity is much more inclusive and acknowledges that diversity must work for everyone.

<b>Matures</b> Ages 60-78	10 percent of workforce. Grew up in tough economic times during the Great Depression. Value hard work, dedicated, not just doing a good job for themselves, but to help company succeed. Great team players, don’t let others down.
<b>Baby Boomers</b> Ages 41-59	Almost 50 percent of workforce. Grew up in era of economic prosperity, lived through tumultuous 60s at an impressionable age. Optimistic, idealistic, team players.
<b>Generation X</b> Ages 28-40	29 percent of workforce. Witnessed parents’ downsizing. Raised with two-earner households. Value flexibility, work-life balance, autonomy on job. Technically savvy, comfortable with change. Place value on learning opportunities.
<b>Generation Y</b> Ages 27 and younger	15 percent of workforce. Over next 2 decades percentage will grow to approach that of baby boomers. Well-organized, confident, excellent team players. Use sophisticated technology. Respectful of authority and relate well to older people. Want to work where differences are respected, talent matters and people are judged by their contributions.

**Cell-Phone Usage** *(continued from page 5)*

in the past. Drivers are able to talk, send e-mail, surf the Internet, and download files while operating motor vehicles. Laws in several major cities ban the use of handheld devices, but permit hands-free cell phones. Studies from the Harvard School of Public Health indicate that hands-free devices do not appear to be any safer for drivers. Rather than limited dexterity, the main factor in cell phone-related auto accidents is limited driver attention. **One study found that driver attention decreased by 37% when drivers were using hands-free devices while behind the wheel.**

**To assist employees in making good driving decisions,** companies should develop travel policies that address safe travel guidelines. Specifically, policies should state that employees must adhere to all federal, state or local regulations regarding the use of cell phones, etc. while driving; and the company discourages the use of cell phones and other handheld devices while driving at any time. Please refer to your company's Travel Policy for more details. **Be safe.**

*Provided by The Horton Group*

While using the phone, drivers:

- Are 18% slower to react to brake lights.
- Take 17% longer to regain speed after braking.
- Have a 12% greater following distance than other cars.

Answers to Test Your Knowledge:

- 1. False 2. B. 3. C. 4. A.

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## Competitive Edge *(Continued from page 6)*

Companies with high-performance cultures *anticipate* rather than *react*. They know that gaining and maintaining a competitive advantage is a moving target. The best competitors adapt quickly to meet market changes, and always stay on the leading edge. To win, today's leaders must not only anticipate change, but also shape it.

**4. Employee training.** Countless hours of training are necessary for even minor improvements. Months or years of practice, faithfully pursued, serve little purpose if you are not in peak form on the day of competition. World-class athletes do not slacken their training once they become champions. They train even harder.

While today's employees are inundated with information regarding the nature and complexity of events, and have an array of alternatives with which to counter them, they need frequent chances to exercise their talents, update professional skills, and ensure positive exchanges of knowledge and vision among colleagues. High-performing companies provide ample opportunity for development and education, designed to grow high-performance employees at all levels.

**5. Team building.** Competitive racing is not a spectator sport. Every person on board has a vital role to play. All share in the work and in the rewards. Sailing requires a strong, cohesive, well-oiled team. Tactician, navigator, sail trimmer, and skipper have their respective roles and responsibilities: one concentrates on how wind shifts affect the boat; supplies information about where they are in relation to the next mark; one watches for signs of wind and tries to identify its strength and direction; and the skipper serves as the integrator, coach, champion, and motivator.

Successful captains tap, orchestrate and utilize the talents of each crew member. Charters are clear. Roles do not overlap. Crewmembers know what is expected of them and of their teammates. They promote a stronger, more cohesive and more synergistic team, marked by shared responsibility, alignment of purpose, effective communication, and rapid response.

**6. New standards and strategies.** To survive and succeed in the new environment, companies are setting new standards for productivity, quality, and service. Strategies are changing as managers are revamping their cultures to styles, and ways of doing business.

World-class companies develop leaders who think strategically and globally, advocate needed change, support teamwork and employee growth, and deal constructively with ambiguity and complexity. They create the most energizing vision, soundest strategies, strongest management talent, and most empowering culture. They offer smart tools and guidance to enable people to understand the changes rippling about the world and to exploit them and profit by them.

In the end, it's all about the competitive edge – the commitment, the pursuit, the achievement. It is one thing to try when there's no risk of failure. But quite another – jumping the hurdles, sailing in choppy water, or competing in the unforgiving world of business – to put it all on the line and challenge the impossible.

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Excerpts reprinted from *Leadership Excellence*, July 2007, "The Competitive Edge," Michael Winston.

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For contact information, see our  
[website](http://www.aspechapter6.org).



## 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).

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	Members	Non-Members
Business Card Ad	\$ 75.00	\$ 90.00
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1/2 Page	\$180.00	\$216.00
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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.

### Editor's Comments

Thanks to all who contributed to this issue:

Scott Eaton      Conrad Scott      Tom Mayer      Pete Zoller

For editorial comments, or to contribute to the next issue (due on newsstands December 2009), please contact me at [rich.wahl@weitz.com](mailto:rich.wahl@weitz.com).

Enjoy!

Rich Wahl, Website/Newsletter Committee Chair  
The Weitz Company

