

STEVENS  
CONSTRUCTION  
INSTITUTE, INC.  
MANAGEMENT CONSULTANTS TO THE CONSTRUCTION CONTRACTOR

## References of our Firm:

Richard Korman, Senior Business Editor, Engineering News-Record and ENR.com writes: *If you want to clear your head about something in construction contracting, just pick up consultant Matt Stevens' new book, Managing a Construction Firm on Just 24 Hours a Day. It is like talking to your older brother who has clamped a hand on your shoulder and is telling you the blunt honest truth about the costs associated with schedule compression or right-sizing your overhead. Yes, this book is full of takeaways and sample equipment forecasts. But where it really shines is in discussions of resource allocations and the uses and significance of CPM schedules. Stevens makes them simple. It is in essence the ultimate, easy-to-digest book about the financial management of contracting for an industry where the younger people have college degrees and the older set don't exactly want to focus on finance. I've never seen anything more accessible on getting and managing work profitably.*

*There's also a fascinating and tightly narrated chapter called "The Business of Contracting" on the changing nature of the construction industry. In it, Stevens discusses, among other subjects, how most young construction professionals "do not [and did not] go through the 'field' because they don't want to work" in the dirty and dangerous environment of the jobsite. They have "turned construction into a business" in which "craftsmanship is now assumed to be the same from contractor to contractor."*

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*Matt, I wanted to write to express my appreciation for the Business Management Boot Camp seminar you put on through the Southeastern Pennsylvania Associated Builders and Contractors.*

*My personal experience in our industry has been one of coming up through the ranks of a carpentry company, from Apprentice, to Carpenter, to Superintendent and now into management. This is not an uncommon path for many managers in the construction business; however the shift in paradigms from the field to a management position was a struggle for me as I am sure it continues to be for many others.*

*Your course was excellent in bringing to light many of the issues I have had to struggle through as well as several of the necessary points of focus for new managers in the industry. Your passion for your topic is evident in your delivery of the course as well as in the text and tools you provide to the participants.*

*I found the course to be very informative and valuable, not only for small business owners, but new Project Managers, and Superintendents looking to take the next step as*

*well. I anticipate sending others from our firm to attend your next offering of the course in October.*

*Thanks Again and I hope all is well,*

Christian Kalbach  
Manager of Field Personnel, Safety and Training  
E. Allen Reeves Inc.

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*This book by far the best available in the market. Trust me because I have read them all! It is in your face truth and facts. So many other books try to puff up the author versus addressing the issues that are a must to know. Experience contractors and inexperienced contractors regardless of tenure should be required to read this book to their company president. There is a lot of documentation, bookkeeping, codes and regulations, HR issues, financial management, and people skills that are part of day to day construction activity. This book covers them truthfully, informatively, and in great detail. Thanks for producing such a quality book!!!!*

Mike Martin  
Construction 2000, Inc.

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*Matt: Thanks for sending the information. I just got time to get to go over what I may have not completed due to other scheduled events Friday PM and Saturday. Your Boot Camp was well worth the time we had to dedicate to it and I know we will get a great deal out of it. Your presentation was professional, personable and encouraging. I am sure glad I made the decision to attend. I look forward putting to use the tools you taught.*

*Hope to see and hear from you in the future.*

*Regards,*

Joe McColgan, Vice President  
Wescott Electric Company

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*Matt, I found the seminar to be very helpful and provided me some tools we actually put in place at SJ Louis. Your emphasis on establishing an overhead budget, which to some may seem unrelated to the estimating process, I found especially appropriate. I truly believe most estimators just add on an arbitrary percentage to their bids for overhead and hope for the best. The relationship between volume and overhead was also pertinent.*

*Not only at my current employer but at previous employment as well, we continually struggled with overhead allocations when we bid on jobs with substantially different cost*

*components. Your presentation provided a methodology and evidence of how the successful companies actually accomplished this task. I think any true competitor only needs a level playing field and will let the chips fall where they fall. Your seminar enabled me to understand the field much better.*

*Moving the estimator to a true businessperson is really what companies who want to be in business long term want. Much of the link between the basic estimating process and the actual contracting business was revealed. Thank you.*

Mike Swanhorst, CFO  
SJ Louis  
Minnesota

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*Matt, I wanted to let you know that my brother Victor and I have been using several of the techniques for negotiating contracts that you spoke of both in your book and at the class I attended last year. Over the course of that time we have had several customers take us up on the offer of a discount for not holding retainage and likewise a discount for paying net 10 days. Last week we had a customer take advantage of both the net 10 discount and the retainage discount as a result this job has completely funded itself increasing our net profit margins and likewise our ability to accept additional work for that work period. The most important part is that our customers our looking at our company much differently, we are no longer just a group of carpenters but instead we are savvy business professionals.*

*Thank you for your insight and knowledge your book and class work have helped us to develop our strategies and techniques to further our success in the construction industry.*

Tammi Talese  
Vice President  
V-Talese Inc.

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*Matt, I found your recent article "Almost Virtual" very interesting and inspiring. Thank you for keeping us informed.*

*I also finished reviewing your book: "Managing a Construction Firm on Just 24 Hours a Day" and find it to be very practical and useful. It's format is suitable for day-to-day use by the constructional professionals in the field, including the "Business of Contracting" portion. I highly recommend this book to be used as a practical guide in doing business in today's highly complex construction industry and practice.*

Dr. V.B. Burk, Director  
Construction Management Program  
Florida Atlantic University

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*Matt, Thank you for the excellent estimating presentation you did this week in Rocky Hill. You touched upon many different ideas and suggestions that will help me become a better estimator. I purchased your book and CD and look forward to setting up check lists and expanding upon my assemblies in my HCSS estimating system.*

*Thanks again for inspiring me to be a better estimator.*

Keith Sullivan  
Guerra Construction  
Connecticut

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*I have read Mr.Stevens' book, managing a construction firm and it has been extremely helpful to my company.*

Christian Brown  
Wayne Brown Design/Build  
Morne Fortune, Castries, St.Lucia

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*I just wanted to let you that the seminar on project management had a very positive impact on my field superintendent. He came away with a new understanding and appreciation of project control. I highly recommend these seminars for anyone that is in charge of scheduling manpower and material for any construction project.*

Rick Bosanquet / Construction Manager  
Mason-Florida LLC

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*In writing this book (Managing a Construction Firm On Just 24 Hours a Day), Matt has done an exceptional job focusing on the fundamentals of operating a PROFITABLE construction firm. Matt's book is a reminder that construction companies deserve to be rewarded for taking on risk and such risk requires intense control at every stage. Any firm, no matter its size, will prove successful and profitable by following these principals and logical approach."*

Les Snyder  
Senior Vice President  
Barton Malow Company

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*Matt, Hope you have recovered from a long week of teaching the Boot Camp!*

*Thanks for the info, found the entire week to be tailor made for me. Found many areas in which my business can improve in, and I am looking forward to implementing the new ideas and moving beyond average. I am one of those guys who have a tendency to focus on growth, so I think I received a wakeup call on watching cost last week.*

*I was hoping you could send me a copy of the overly complete check list that you mentioned in class, and the list of best practices.*

*Thanks again for all your effort; I look forward to going to one of your classes in the future!*

Curtis Wray

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*Matt, You completely caught me off guard by answering my email personally. Here goes. I work in the mud, the blood, and the beer. The people I work with must take their meds so they can work without killing each other. We laid 36 inch storm sewer in -2 degrees last week in Monee, Illinois. The boss is called "Little Hitler" he works hard not smart. He did not want me to run electrical power to the tank hole to pump water. Three 20,000 gallon Fiber Glass tanks floated. 10 days from now I will be removing three 12,000 gallon UST's and wrecking an old building in Indianapolis, Indiana, on my own. I borrowed the book from the Indianapolis library now I am going to purchase the book and keep it in my old F350 and use it everyday to work smarter. I am 65 years old and have not been able to keep money; now that will change. Thank you for clearly communicating your ideas, research and experience to guys like me. Also, I am the qualifier for Highway and Utilities All for a construction license in North Carolina. I insisted that the owner read your book and emailed the title to her.*

Robbie Dalton  
ECC, Inc.

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*Mr. Stevens, I and my partners have recently started out our firm; we are refugees of the great production builder purge. The knowledge that you have in your book and on your web site has been tremendously helpful and I believe to be quite accurate. Thanks for putting your knowledge in writing.*

Eric Dille President  
B & D Professional Builders

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*Thanks again for a great seminar! FYI I am a board member at ABC Keystone and will report to the board how good this seminar was!*

Eric P. Unger, VP.  
Vision Mechanical Inc.  
West Reading, Pa.

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*Matt, I finished my first run through of your book. I think it is very well done and touches on good sound principles that we as Business Owners, Presidents, CEOs, etc. need to make sure our companies are adhering to. There are chapters that will be great tools for project managers and estimators to read.*

*There are some sections that are perhaps a little more tailored for the GC rather than a specialty sub such as myself, i.e. Schedule sections, although certainly describe the principals of developing a schedule, perhaps for a sub there are challenges in knowing all the variables outside of the subcontractor control and knowledge that are hard to build into the in house sub schedule until the GC has developed the master schedule.*

*Again, I am impressed with the book and will be purchasing more to share with my staff.*

Thanks  
Ian Blair  
Blair Concrete

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*As a seasoned PM I have found some truly useful items within your guides and downloads. Working oversea is an adventure but, even here we find some insightful information that is relevant and useful to our group. Great stuff.*

RJF, Green Zone,  
Baghdad, Iraq

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*Matt, The boot camp format was excellent by taking repeated breaks on time I found myself paying very much attention while in the class. Being able to have a break every hour put me at ease. I was able to put my cell on vibrate and if a call did come up decide weather to leave the room to deal with it or wait for a timely break. I also was appreciative that you realized everyone there had business to take care and you did not take affront to anyone having to leave the class to take care of it. Maybe there could be some way you could communicate to potential clients although they will be away from work they will not be out of touch. It was the best format for a teaching situation that I ever attended. I was alert, interested and wanted to participate. I thought you had a very friendly and engaging personality. You clearly had a grasp of your subject matter. I felt you made the class at ease. We were a class and not a group of individuals sitting back and getting lectured all week and listening to old war stories. Sometimes when I go to these types of classes the moderator stands up on a soapbox bragging about there*

*accomplishments. I felt you were very flexible to listen to others opinions and your comment about starting points for conversations for all you analytic info was great.*

*My favorite part of the seminar was the exercise with the critical path method. It taught me a great tool and it helped foster camaraderie with some of my class mates. Drawing on others experiences and expertise was a tremendous benefit. I love networking with people. My rule of thumb is that if I attend a class I have a goal to hopefully bring back one or two ideas that may help me in my own work situation. There were more than ten off the chart suggestions that I am going to try and introduce. If one or two actually take hold in my organization I will be thrilled.*

*Interacting with the others in the class gave me some insights that I may take home. For example one of my classmates suggested that doing a credit check on an individual could give you an idea about someone's character. His comment was that if you pay your bills usually you are a conscientious, serious candidate for employment. Feedback like this you just can't measure and is a tremendous side benefit of the class. I think because you set the tone of the class everyone contributed. I could go on and on with positive comments but I do have to get back to work sometime.*

*I want to mention that the setting at our association was great and John Judge's effort and hospitality was appreciated.*

Tom Collinson  
Collinson, Inc.  
Uwchland, Pennsylvania

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*Matt, My wife and I own an Interior Design Company. Not willing to ignore rehab, and more recently construction opportunities any longer, we became Contractors. Yes, I have a Management degree and extensive computer experience, but my career as a DJ never prepared me for what I would experience in the Construction business. I took a \$25 gamble on your book. It is the cornerstone of my education and I just wanted to thank you.*

*As a matter of fact, I never wanted to be rich and/or famous; I just want to be awesome. Thanks for helping me, and you can quote me on that.*

*All the best to you, your family and all that you do.*

Bill Cox  
Manager  
The Giving Tree Designs

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*Matt, The book is excellent. It really rings true for me as I am a third generation carpenter who learned from the ground up working with my dad since I was nine.*

*Now that I am in business I can see why I am so frustrated by the résumé's that come across my desk from guys that learn the trade out of the book.*

*I just got into it and already it is very helpful.*

*Thank you for the follow-up,*

Karl Orth  
Middlesex, New Jersey

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*Dear Matt Stevens - I've just finished reading your book "...on just 24 hours..." and found it both informative and sprightly, an excellent combination. Congrats on the good work.*

Sam Florman  
Kreiser Borg Florman  
Scarsdale, NY

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*Matt, I am halfway through your book and even though I am President of a large national mechanical contractor, your book is both a great refresher and a wonderful primer for people entering construction.*

*Easy to comprehend, well organized and addresses the key issues of construction.*

Mike Kotubey  
President  
Midwest Mechanical Contractors

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*Matt - Thank you. I am, as you say in your book, "a mud on the boots guy". In the beginning stages of a start up commercial contracting business. I have been working my way through your book. It has been a great help in the knowledge gap I have between running a site and running a construction company. It has demystified many of the procedures and added to my confidence in my decision to go out on my own, and I'm only half way through it. Thanks again*

Chris Lowes  
CLIC Construction  
Canada

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*Hello from sunny Mississippi, I hope that you and yours are doing well, and that the weather down there is better than here.*

*Just wanted to let you know that I won my first MILLION dollar bid yesterday and it felt good. Thank you for the classes and your book, now it's time for me to get down to the hard work of scheduling and making a profit on the project.*

*It was funny, our last quote came in just after the 0900 hour, and the bid was at 1000 hour. We were at a motel and had to turn in a copy of the original so I head down to the office to get some copies made, at 0930. The copier was a home fax machine and it was slow. I had to jump from the truck in front of City Hall make a mad dash into the building, run up stairs with just two minutes to spare, you really just had to be there, and it was a true Kodak moment. Wining the bid just made it just too cool.*

Joe W. Oswald Jr.  
Proj Mngr/HR/Estm/Prhg/Off Mngr  
WMP Construction, Inc.

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*Matt showed my how organizing time and people go hand-in-hand to have optimum productivity on the jobsite.*

Joe Reichendollar  
Brubacher Excavating, Inc.

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*Hi Matt, Want to let you know I thoroughly enjoy your newsletter. Several years ago, I took a class from you and automatically began receiving your newsletter. Much of the information you present is beneficial to us in Facilities since we rely on the construction industry and associative processes for executing our major projects, as well as self perform smaller projects and maintenance of our existing facilities. Keep up the good work! I look forward to attending another one of your classes in the future.*

Steven M. Quickel, Director  
Brevard County Facilities Department

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*Thanks Matt, I really enjoyed your seminar yesterday. The group of us from Barton Sand & Gravel got together in Rockville for a short spell after class and everyone agreed that it was time well spent. It's not everyday that I get a response like that from this group of foremen.*

Peter Olson, Area Manager  
Barton Sand & Gravel

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*Matt, thanks for everything. I really enjoyed the course yesterday and I look forward to future endeavors.*

Mark Kendrick  
Vice President  
CMSI

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*Managing a Construction Firm on Just 24 Hours a Day by Matt Stevens is one of the finest that I have read in my 78 years.*

Oliver Semmes  
Semmes Inc

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*Matt,*

*Thank you again for sharing your information with us yesterday. We enjoyed the session very much and found it extremely informative. Good luck with your new book. Thanks for signing me up for the newsletter. Have a great day.*

Dirk Heller  
Preconstruction Manager  
Creative Contractors  
Clearwater, Florida

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*Matt, Our electrical contracting business is going through a transformation. We had a couple of rocky years but I believe that we are back on track to be a market leader. I am committed to being a total business education sponge. Your book is great! It was referred to me by a friend. I only wish that I bought the book directly from your website because I would've gotten the Excel spreadsheets and the course. I am particularly interested in the ROI spreadsheet that you show in the book. Is that available on your site anywhere? Are the 60 spreadsheets available on your site anywhere? Thank you for your time. I look forward to hearing from you.*

Brian T. Vardiman  
BEC Electric, Inc.

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*Matt, just wanted to drop you a line to let you know how much I enjoyed your class. It was nice to see that what IM doing in my estimating is pretty much in line with the industry. I picked up a few items and changes that I wanted to make and having the discussions gave me the boost to get them started. The biggest impact was the discussion on getting computerized, you will be happy to know my software and digitizer will be*

*arriving this week. Thank you for the up to date information, and I will be seeing you later this week at your next seminar on finances*

Dave Conto  
Heichel Plumbing  
Florida

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*Hi Matt: It was fun going to a class I didn't have to test in. We really enjoyed it and you KNOW your stuff. Good practical stuff. Hope we see you again at another time. Georgia really is beautiful and has great weather.*

*Best regards,*

Laurel Hughes  
Hughes Homes - Georgia

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*Thanks Matt, but we are all set for now. We just took a few courses at the Orlando trade show and are pretty caught up on CEU's. Just for your info, the courses at the Trade show didn't even compare to your courses. We'll keep a lookout for you when it is time for some more classes.*

Jay Krieger  
Vice President  
AKC Inc.  
Florida

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*Matt, after attending your class in April, I left feeling very informed. Many of the topics covered in the class were never discussed prior. Many of these topics are discussed on a daily basis now. I found the class easy to follow and very informative. I would recommend this class to other sub-contractors that we work along side on a daily basis.*

*Sincerely,*

Andy Dickey  
Accu-Crete, Inc.

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*Matt: I spoke with Lois this morning in regard to upgrading my license to CGC. While on the phone I shared with her that the class this weekend past was the best I've attended to date. The subject material was well organized and professionally presented. The delivery was of interest and applicable to my business. I also shared that you represented Palm in a professional manner and were a credit to their organization. I look forward to sitting in another of your classes when the opportunity presents itself.*

*Thank you for the Loss Revenue Chart. It, along with other topics you presented, will be used as we review our progress.*

*Thanks, Matt, for a great weekend!*

Yours truly,  
Kip Bruner  
Southwest Services

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*Dear Matt, Thank you for your excellent presentation at Tuesday's 12th annual DSF Consultants Conference. Including a nationally known presenter really adds to the value of the day's program. A quick look at the evaluations indicated your program's content and presentation were highly regarded by the engineers and architects attending the session. Again thank you for working with ACEC Wisconsin*

Carol Godiksen  
Executive Director  
ACEC Wisconsin

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*Hi Matt, Good lesson learned from chapter 1 "The High Cost of Rework". Using the charts on pages 37 & 304 at are monthly meeting got every ones attention, and efficiency is improving. Thank You! Have a Great Day!*

Mercer Haight  
President  
Maitland - Winter Park Plumbing  
Maitland, Florida

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*Dear Matt: You conducted a very educational and informative session this weekend. To be honest, it was THE most interesting seminar for CE that Palm has conducted since 1998... Touché to you and Palm.*

*I would most definitely be interested in attending your training sessions for bid strategies, estimating and whatever curriculum you offer for construction. Please send your syllabus and schedules when they are available.*

Mary Lou Norris  
Jacksonville, FL

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*I just wanted to thank you for the information. Your website has been a very informative source of information for me. I look forward to the release of your book. Thanks.*

Zubair  
CadCon Incorporated

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*Matt, Congratulations with the publishing of your new book! Unfortunately I have to decline the invitation for the signing ceremony due to other commitments, but I hope it will be a joyous occasion for you. I always read your newsletters with great interest; you are a consultant who is in touch with the reality of our industry. Happy Holidays,*

Bob Wind  
Manager of Preconstruction  
American Bridge

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*Matt, I was telling our estimator that we as project managers must take off the job a second time immediately after we are given it. In this way we can confirm the accuracy and know the quantities before we begin. This is well worth the effort and it will give us more time to address any mistakes and to develop a schedule that will allow us to beat the estimate. I have already used a number of your lessons learned to the benefit of our company! Thanks for the training*

Russ Reithmeyer  
Project Manager  
Blair Concrete Services-

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*Hi Matt, The review made on ENR. com are all true. Am already starting and felt the advantage of the "book".*

*Best wishes,*

Eduardo G. Ente  
President of Knowledge Plus Academy  
Knowledge Plus Academy  
Manila, Philippines

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*I am enjoying your "24 Hours" book immensely, well done! Thanks,*

Kim Robinson  
Optimum Wall & Ceiling Systems Ltd.  
Canada

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*Matt, I can't say enough positive things about your organization. I am presently partnered with an individual who has become a partner and a Christian brother. His company did \$550 million last year in the construction field. I continually talk about the importance of processes, people skills, structure, disciplines and most of all investing in our people through ongoing training. People want to believe they are important and a part of the company. Thank so much for putting the programs together to help the entire group of general contractors and subcontractors who really need a how to guide such as yours. You, your love one's, and your organization have a safe and blessed holiday weekend.*

Mike Marin

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*Matt, Thank you so much for signing me up for the newsletter. I enjoyed the class today. The subject matter was very informational and I can see where I can employ a lot of the templates in my day to day activities.*

*I look forward to taking one of the other classes you instruct.*

Danny Chadwick  
Sr. Preconstruction Specialist  
Welbro Building Corporation

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*Matt, Being that we are a new company, Noble Plumbing has found that the practices taught in your Estimating, Pricing, and Bidding class to be a very useful in our attempt to procure our first work. In particular the five rules to remember every bid day were very instrumental in all of our bids that we have put out so far. For us it was very important to not come in to low just so we could get some work and cash flow going. We have recently gotten our first job (the contract is over 3 million dollars) and we have the field and project management teams working in concert to make sure that all aspects of the job handoff will go smoothly with everyone involved. We are also looking forward to use the tracking procedures learned in class, this will allow us to know how the job is doing financially during the job's entire duration. Thank you for all your help.*

Rick Elder  
Estimating Manager  
Noble Plumbing, LLC  
Virginia

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*Matt, I attended your Estimating Class, and came away with valuable information that I had not even thought about. As a small subcontractor, I have done things certain ways, based upon experience and evolution of processes. Yet, as I have utilized some of the things you presented, not only has it reinforced my estimating procedures, it has confirmed my competitiveness in the marketplace. Of course, all negotiation is a poker game. At best, you have plenty to work with. At a minimum, you know where you stand during the game.*

Best Wishes,

Tim Phillips  
Metro Framing LLC  
Alexandria, Virginia

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*It's a great pleasure to communicate with you again. I do not know if you remember me but I spoke with you on the phone three years ago, when I got your book on managing construction. It is a great book.*

*At the time I got your book I did not have any experience in construction. With the combination of the knowledge I acquired from your book and my previous fifteen years of experience in the accounting/finance field, I was confident of my job performance. I was able to manage all business transactions and enhance new strategies. I consider your book a real business based training. You explained all business aspects & procedures as they need to be followed.*

Luz Polanco  
CFO - Vice President  
R.L. Gordon & Company  
Florida

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*Matt, I've listened to the CD and am in the process of reading your book. I'm in the HV power line construction contracting business and have found this info very useful. I own and operate my own business and I very much appreciate your insight to the business. When listening to your CD series I thought you had been studying my business for years (grin).*

*Although I thought I knew many of the practices, it's very helpful to listen to them explained. I really liked the info you provided on the bidding process. And as you mentioned our company has basically developed our own bidding Excel Spreadsheet-which works for us. Thanks Again,*

Willie Pyette  
Great Falls, Montana

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I bought extra copies of your book to have my sons read. Good job.

Sonny Lindner  
Johnson River Enterprises  
Fairbanks, AK

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I have your book and also receive your email newsletter. I think it is one of the most relevant books on managing a construction firm I have read. I appreciate your insights.

Thanks,

Carlos Gonzalez  
VP/Area Manager  
Rummel Construction, Inc.  
Arizona

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Hi Matt,

I want to thank you once again for the great Boot Camp. Most of the material covered was new to me as I have never been in that kind of role before, but I know that your this course is going to help me excel in the near future. You were truly an inspiration to me. Thanks so much!!!

Best Regards,

Kevin MacAuley  
Edmonton, Alberta Canada

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Matt: Just a short personal note of thanks for sharing your knowledge. I honestly did not know what to expect. But because HP asked me to be there, they are one of my best customers, I said yes. I thought it might be one of the elementary classes that are so often offered to minority organizations, in spite of the length of time they might have been in business, but yours was far from it. It was a course that would have been challenging for any small business that had been around for a while. I appreciate the care you took in making certain that we got what we needed to get. I made certain that ABC and HP were aware of the level of interest, attention and energy that you brought to the class each day.

Be good to yourself,

Gary Moore  
Vice President  
Allstate Floors & Construction, Inc.  
2 East Wells Street  
Baltimore, Maryland

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Matt,

I get your newsletter and must say I am impressed and taking notice. You're your book, but like so many I have not read it beyond glances. I will be reevaluating that. Keep up the good work and recognize that you're making a difference in our industry.

Martin K. Driscoll  
President  
Safe Harbor Electric