



Estimating SOP Template

A. Purpose:

The Estimating process establishes how project opportunities are evaluated, priced, and prepared for execution and client submission. It ensures that projects align with business unit strategy, that estimates are developed using a consistent flow of activities, and that key risks, assumptions, and execution considerations are reviewed and communicated to support informed decision-making prior to submission.

B. Triggers:

The Estimating process is initiated when a project opportunity is identified and sufficient information, timeline, and direction are available to begin estimate development. These conditions typically occur in sequence:

1. A new project opportunity is received through Business Development, existing client relationships, or public bid platforms, and is communicated to the estimating team
2. Bid documents (plans, specifications, or packages), whether complete or partial, are received and available for initial review
3. A bid due date or proposal timeline is established to define the required delivery timeframe
4. A preliminary scope review is performed and a Go/No-Go decision (often informal) confirms the opportunity aligns with business unit strategy, risk tolerance, and capacity
5. Leadership or the estimating team assigns an estimating lead and supporting resources to begin estimate development

C. End State Objective(s) / Success Criteria:

The Estimating process is complete when a proposal has been developed, reviewed, and formally submitted to the client, and a defined outcome has been received. Success is achieved when the following conditions are met:

1. A complete and accurate estimate has been developed, incorporating scope, pricing, assumptions, risks, and execution considerations
2. Internal reviews have been conducted, and required approvals have been obtained based on project size, risk, and authority thresholds
3. A formal proposal, including all required deliverables, clarifications, and exclusions, has been finalized and submitted or presented to the client
4. The estimating outcome is received, including Notice of Award, executed contract, or Regret Notice
5. For awarded projects, the project is prepared for transition, including readiness for hand-off to Operations and downstream teams



D. Process Flow

The Process Flow outlines how Estimating and Bid Review activities progress in practice, including key actions, handoffs, and interactions between business development, estimating, operations, subcontractors, and leadership. It reflects how opportunities are evaluated, estimates are developed, and bids are reviewed and submitted, while recognizing variability in execution across teams due to project type, division practices, and compressed bid timelines.

1. Opportunity Intake & Evaluation

- a. New opportunity is Identified
- b. Perform initial scope review
- c. Utilize Go/No-Go Template to evaluate opportunity
 - i. Contract
 - ii. Bond
 - iii. Quality
 - iv. Safety
 - v. Insurance
- d. Assign Estimating Lead

2. Setup & Resource Alignment

- a. Set up project files

NOTE: Keeley Estimating Process Team to develop estimate number structure and file naming structure
- b. Update opportunity in Salesforce
 - i. Update opportunity status as either “Proposal” if “Go” or “Closed – No bid” if “No-Go”.
- c. Assign estimating support team
 - i. Engage marketing, contracts, safety, and quality departments if needed.
- d. Schedule Internal Estimate Review and Executive Review Meetings
 - i. Internal Estimate Review – Minimum 1 meeting required, multiple meetings maybe needed depending on size and complexity of project. If thresholds for executive review are met, then consult business unit leader for timing. Internal review meeting shall be completed before executive review meeting. General rule of thumb is to have internal review completed 72 hours in advance of bid submission.
 - ii. If the following criteria are met, then an executive review is required.
 1. Project size >\$10M – EVP Required
 2. Project size >\$20M – President Required
 3. General rule of thumb is to have executive review completed 48 hours in advance of bid submission.

3. Estimate Development

- a. Perform full estimate/scope review
- b. Define proposal deliverables
 - i. Understand bid submission method
 - ii. Subcontractor P&P Bond percentages
- c. Solicit subcontractors and suppliers



- i. Prequalify subcontractors prior to solicitation
 - d. Perform quantity take-off
 - e. Create staffing plan
 - f. Develop preliminary schedule
 - g. Consult field leaders/operational leads
 - h. Build estimate (self-perform & subcontracted work)
 - i. Gather historical data for production rates
 - ii. Establish local labor rates
 - iii. Develop per diem/travel cost if needed
 - i. Build general conditions (GC) plan
 - j. Level subcontractor and supplier quotes
 - k. Develop clarifications and exclusions (technical and commercial)

4. Pre-Bid RFI & Coordination Management (Concurrent w/Estimate Development)

- a. Create and manage RFI Log
- b. Submit and track RFIs
- c. Track pre-bid addendums

5. Bid Review & Alignment

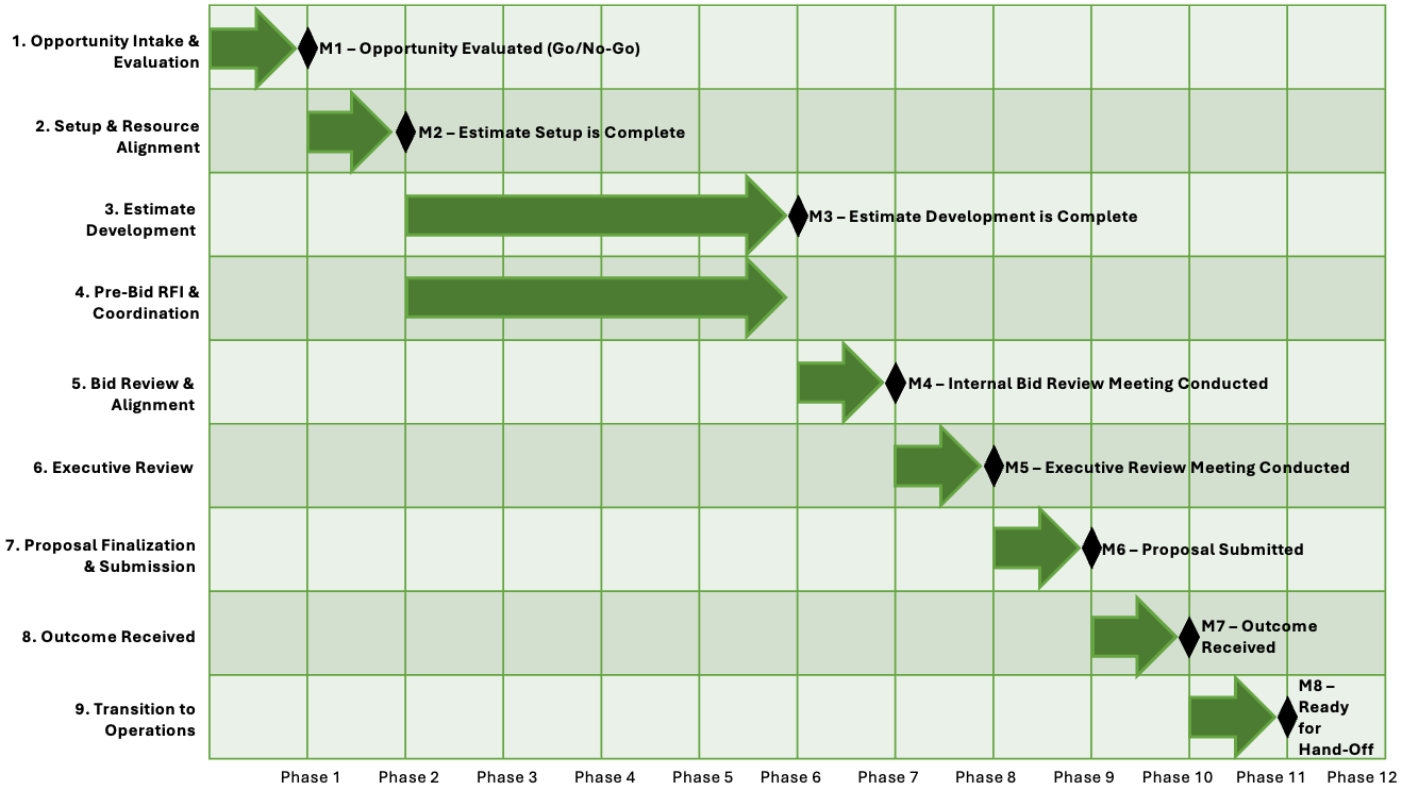
- a. Conduct Internal Estimate Review
 - i. Internal Estimate Review minimum criteria
 - 1. Self-Perform estimates complete
 - 2. Subcontractor & supplier coverage has been established.
 - a. Estimating good practice is to have minimum 3 quotes per trade/supply package
 - 3. Preliminary schedule completed
 - 4. General Conditions developed
 - 5. Labor & equipment rates established.
 - 6. Obtain input from fields leaders/operations

6. Proposal Finalization & Submission

- a. Complete client bid form
- b. Finalize clarifications and exclusions (technical and commercial)
- c. Build and finalize proposal
 - i. Finalize proposal letter
 - ii. Submit proposal to client
- d. Log final pricing in Salesforce

7. Outcome & Transition

- a. Receive Notice of Award, executed contract, or Regret Notice
 - i. Update Salesforce status
- b. If awarded, prepare for transition to Operations (hand-off readiness)



E. Key Milestones

This section defines the critical checkpoints within the Estimating process that indicate readiness to move forward. These milestones align with key decision points, reviews, and deliverables, ensuring the estimate progresses in a controlled and consistent manner.

#	Milestone	Description
M1	Opportunity Evaluated (Go/No-Go)	Initial opportunity review is completed, and a Go/No-Go decision is made to proceed with estimating
M2	Estimate Setup is Complete	Estimating team is aligned, and required setup activities are completed to begin estimate development
M3	Estimate Development Complete	Core estimate components are developed, including scope, pricing, and supporting inputs
M4	Internal Estimate Review Meeting Conducted	Initial review of estimate and approach is completed with internal stakeholders
M5	Executive Review Meeting Conducted	Final alignment is achieved prior to proposal submission, including input from Operations. <i>NOTE: This meeting is conducted only when thresholds are triggered.</i>
M6	Proposal Submitted to Client	Proposal and all required deliverables are finalized and submitted or presented to the client
M7	Estimating Outcome Received	Final outcome of the estimating effort is determined
M8	Ready for Operations Hand-Off	Awarded project is prepared for transition to Operations



F. RACI Overlay

The RACI Overlay defines who is Responsible (R), Accountable (A), Consulted (C), and Informed (I) at each stage of the Estimating process. It provides clarity on ownership, reduces gaps and overlaps, and ensures accountability is maintained from planning through execution.

Responsible (1) – Performs the work to complete the activity or deliverable

Accountable (1) – The individual is ultimately answerable for the outcome of the activity

Consulted (>/= 1) – Roles who provide input, expertise, or guidance

Informed (>/=1) – Roles who are kept aware of progress or outcomes

N/A – Not applicable

Empty – No role assigned

TBD – To be determined

Current Roles Engaged in this Process Flow:

1. BDM (Business Development Manager)
2. VP/BGL (Vice President/Business Group Leader)
3. Estimating Management Team or Estimating Lead = One of these roles
 - a. BGL (Business Group Leader)
 - b. Estimating Manager/Chief Estimator
 - c. Senior Estimator
 - d. Estimator/Junior Estimator
4. Estimating Support
 - a. Estimating Coordinator
5. Contract Manager
6. Project Lead = One of these roles
 - a. Project Director
 - b. Project Manager / Account Lead (Paving)
 - c. Project Engineer
7. Project Coordinator
8. Financial Business Partner
9. Operations Field Leaders
 - a. Senior Superintendent
 - b. General Superintendent
 - c. Superintendent
 - d. General Foreman
10. Scheduler
11. Safety
12. Quality
13. Marketing
14. CRO (Chief Revenue Officer)
15. Accounting
16. Procurement



Process Step	Responsible	Accountable	Consulted	Informed
New Opportunity is Identified	BDM Estimating Lead	N/A	BGL	N/A
Perform Initial Scope Review	BDM Estimating Lead	N/A	BGL	N/A
Evaluate Go/No-Go Decision (M1)	Estimating Management	Estimating Management	BGL Project Lead	N/A
Review initial Requirements (Contract, Bond, Quality, Safety, insurance)	Estimating Lead	Estimating Management	Contract Manager	N/A
Assign Estimating Lead	Estimating Management	Estimating Management	N/A	N/A
Assign Estimating Support Team	Estimating Management	Estimating Management	Estimating Lead	Estimating Lead
Set Up Project Files (M2)	Estimating Support	Estimating Lead	N/A	N/A
Schedule Bid Review #1 & #2	Estimating Support	Estimating Lead	N/A	N/A
Perform Full Estimate/Scope Review	Estimating Lead	Estimating Manager	N/A	N/A
Define Proposal Deliverables	Estimating Lead Estimating Support	Estimating Management Team	Marketing BDM Safety Quality Scheduler Project Lead Contract Manager	
Prequalify Subcontractors and Vendors	Estimating Lead	Estimating Manager	Procurement	N/A
Solicit Subcontractors and Vendors	Estimating Lead	Estimating Manager	Procurement	N/A
Perform Quantity Take-Off	Estimating Support	Estimating Lead	Estimating Manager	N/A
Create Staffing Plan	Estimating Lead	Estimating Manager	Project Lead	BGL
Develop Preliminary Schedule	Scheduler Estimating Lead	Estimating Lead	Scheduler Field Leaders	Estimating Manager Estimating Support

Process Step	Responsible	Accountable	Consulted	Informed
Consult Field Leaders	Estimating Lead	Estimating Lead	Operations Field Leaders	N/A
Build Estimate (M3)	Estimating Support	Estimating Lead	Project Lead and/or Super	Estimating Manager
Build General Conditions Plan	Estimating Lead	Estimating Management Team	Project Lead	BGL
Level Subcontractor and Supplier Quotes	Estimating Support	Estimating Lead	N/A	N/A
Create and Manage RFI Log	Estimating Support	Estimating Lead	N/A	N/A
Submit and Track RFIs	Estimating Support	Estimating Lead	N/A	N/A
Track Pre-Bid Addendums	Estimating Support	Estimating Lead	N/A	N/A
Conduct Bid Review Meeting #1 (M4)	Estimating Lead	Estimating Manager	Estimating Management Team Project Lead Super	N/A
Conduct Final Review (#2) (M5)	Estimating Lead	Estimating Management Team	TBD based off of DOA	
Complete Client Bid Form	Estimating Lead Estimating Support	Estimating Management Team		
Finalize Clarifications & Exclusions (Technical & Commercial)	Estimating Lead Estimating Support	Estimating Management Team		
Build and Finalize Proposal	Estimating Lead Estimating Support Marketing	Estimating Management Team		
Finalize Proposal Letter	Estimating Lead	Estimating Management Team	Project Lead BDM Marketing	BGL
Submit/Present Proposal to Client (M6)	Estimating Lead	Estimating Management Team	Project Lead Marketing	BGL BDM

Process Step	Responsible	Accountable	Consulted	Informed
Follow-Up on Bid Results	Estimating Lead BDM	Estimating Management Team	Project Lead	BGL
Receive Bid Outcome (M7)	Estimating Lead	Estimating Management Team	Project Lead Contract Manager	BGL CRO Accounting Procurement FBP/PC
Schedule Hand-Off Meeting	Estimating Lead	Estimating Management Team	Project Lead	BGL Scheduler
Conduct Hand-Off Meeting	Estimating Lead	Estimating Management Team	Project Lead BGL	TBD Based on Contract Value

G. Documents

This section provides practical documents and tools that teams can use to verify that key activities have been completed and nothing has been overlooked. It reinforces consistency and execution quality by turning expectations into clear, repeatable actions.

1. Opportunity Intake & Go/No-Go
 - a. Opportunity Intake
 - i. Captures initial project information (client, scope, location, delivery, method, bid date, etc.)
 - ii. Ensures consistent hand-off from Business Development to Estimating
 - iii. Use “New Opportunity” function within Salesforce to enter all known information
 - b. Go/No-go Evaluation Template
 - i. Standard criteria for evaluating pursuit decisions (risk, capacity, strategic, fit, etc.)
 - ii. Supports more consistent decision-making
2. Estimating Setup & Planning
 - a. Bid Schedule
 - i. Report found and maintained in Salesforce
 - ii. Defines key dates (bid date, review meetings, internal deadlines)
 - iii. Helps mitigate late-start and time compression risks
 - b. Estimate Assignment / Resource Plan Template
 - i. Identifies estimating lead, support team, and responsibilities
 - ii. Includes proposal deliverables and assignments
3. Estimate Development
 - a. Prequalification Form for Vendors/Subcontractors



- i. Form is online – link below:
<https://www.keeleyconstruction.com/subcontractor>
 - b. Quantity Take-Off Template for each business unit
 - i. Standardized format for performing and documenting take-offs
 - ii. Supports visibility into coverage gaps and competitiveness
 - c. Subcontractor & Supplier Bid Leveling Sheet Template
 - d. General Conditions Template
 - e. Signature of Authority Matrix
- 4. Bid Review & Alignment
 - a. Internal Bid Review Meeting Agenda
 - b. Project Summary/Estimate Template (Utilized for Internal and Executive Review Meetings)
 - i. Risk Matrix
 - ii. Margin
 - iii. Manpower
 - iv. General Conditions
 - v. Subcontractor Strategy
- 5. Proposal Development & Submission
 - a. Proposal/Cover Letter Template
 - i. Standard format for proposal and cover letters
 - b. Clarifications & Exclusions Template
 - i. Standard format for documenting commercial and technical clarifications