

LUNCH BREAK

Every once in a while, I interview someone who has a personal impact on me. Often it's because that person has worked on himself in an area that is important in my life as well. A person like that, and the life lessons he has to offer, usually resonate with my readers as well.

Every year for the Shavuot issue I try to interview someone who is not only a successful entrepreneur but also has a strong dedication to learning Torah despite his busy schedule.

Yehuda Spitz, or Leo, as he is called, is such a person. He runs several successful companies; his main company, BidMaster Solutions, fills a unique need in the Jewish business world.

After helping his boss land a lucrative government contract early in his career, he launched BidMaster, which helps businesses prepare their bids for multimillion-dollar government contracts. He also recently launched DoberMe, an Uber service for security guards, along with some others.

However, Yehuda's passion isn't his business, it's his *shiurim*. He gives several *shiurim* each week, including *Daf Yomi*, *halachah*, Mishnayos, and a unique *shiur* in which he reviews the previous week's seven *dapim* of *Daf Yomi*.

Leo plans his schedule meticulously, and his work day revolves around his Torah learning, not the other way around. We discussed his rigorous schedule, the unique way he runs his business, and his advice for very busy people who want to prioritize learning.

Enjoy!

—Nesanel



Industry: Government contracting/
security marketplace

Established: 2023

Office Headquarters: West Orange, NJ

Employees: 50+ (all companies)

BY NESANEL GANTZ




Yehuda (Leo) Spitz

**BidMaster Solutions/
DoberMe & others**



Leo in the front of his office building

I was born in Eretz Yisrael, and my family moved back to Lakewood when I was about two years old. I'm one of 14, *bli ayin hara*, smack in the middle of the family. We're extremely close. When one of us makes a *simchah*, seven brothers

walk into *shul* together. None of us are shy, and we all have big personalities. My father is a businessman with a very strong, funny, dynamic personality, and I'd say we all got that from him.

"My mother is the matriarch, the queen of the family. She's a tremendous *baalas chesed* and very much into *tefillah*. We grew up preparing bags of clothing to send to Eretz Yisrael, and we used to go out in the van in the mornings to pick up *bachurim* who were hitchhiking and drive them to their *yeshivos*.

"When I was around nine years old, my mother was diagnosed with a brain tumor. It was not an easy childhood, and there were definitely years that were emotionally difficult for the family. But *b'chasdei Hashem*, we never developed a victim mentality, and in many

ways the experience made us stronger and even closer.

"My mother is an exceptionally strong woman. At the last wedding in our family, which we just celebrated, there was a very emotional moment when my mother walked into the hall surrounded by her seven sons and seven daughters. For all of us, it was a realization of how much she had gone through and the fact that nearly 20 years later, she is still standing strong at the center of the family.

"I also deal with a number of medical issues that I'm currently managing. But again, I think my upbringing kept me from developing a victim mentality.

"For high school I learned in Rav Uren Reich's *yeshivah*, which at the time was located in Woodlake Village. Afterward I learned in the *beis midrash* of Rabbi Moldaver in New City; I was there for its very first year. I was an extremely serious *bachur*, very focused in *yeshivah*. I'm a very intense person; I only work well under pressure. I collapse when there's no pressure.

"I was very into learning when I was young, and I wasn't much of an entrepreneur at the time. One Pesach *bein hazmanim* I had a small business cleaning garbage cans, and I actually see a few companies doing it now. I put out a small ad, thinking my focus would be mainly

yungeleit because of *chametz* and *chumros* before Pesach, but I ended up getting all the *balebatim*. We would go to one house, and everyone on the block would drop off their cans. We charged them \$20 a can, and it worked out very well. But that was about it on the business front.

“My *shidduch* story is pretty unique. I wanted to get married instead of going to Eretz Yisrael, partly because I was born there and would have had issues with the army. Instead, I went to a post-Eretz Yisrael *yeshivah* in Monsey run by Reb Matis Rokach. At the time, I was the youngest *bachur* there, only 20 years old.

“On my 21st birthday, my *rosh yeshivah* called me and told me that a *chasidische shadchan* had reached out asking whether he had any *Litvishe bachurim* to suggest, and he mentioned he had only one *Litvish talmid* who was ready for *shidduchim*—me. Ordinarily, I probably would not have taken a random *shadchan* seriously, especially someone who did not know me personally, but I recognized one of the names listed in the references. We checked into the family, heard very positive things, and the rest is history.

“We got married on my wife’s 21st birthday. My wife is from Flatbush. Her maiden name is Weitman, and her grandfather founded TAG in Far Rockaway.

“We told the girl who was listed on my wife’s résumé that we would find her a *shidduch* out of *hakaras hatov*, and *kach havah*—a few months later we did!

“For *kollel*, I was looking for something intense, so I went to Reb Motti Piller’s *halachah kollel*. It’s a serious program where showing up late simply isn’t accepted, and I loved that. I learned there for roughly five years. By then I had two kids, and I started looking for a job. I got a call from David Rottenberg of Evergreen Landscaping, who was featured in Lunchbreak a while back. The development where we lived was utilizing his services, and he was impressed because I spoke so highly of his company. He liked my *spiel* and asked to meet me.

“At the time, I was thinking that landscaping was a very *shvache* business; I wasn’t going to mow lawns. But I met him at his house, and he gave me an offer that I couldn’t refuse. I accepted the job, and I still have tremendous *hakaras hatov* to him for starting my career.

“The job started even before my first day of work. The weekend before I officially started working, I bumped into a friend and told him I was going to start working in landscaping. He happened to be involved in government work, and he told me that the local town was putting out a landscaping bid that Monday. It was a big opportunity because it was a multiyear contract, and the bid only came out once every few years.

“First thing on Monday morning, I went to my boss and told him about it. He told me to pursue it, so I sat in Village Hall

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“I learned from that process that winning contracts takes extreme focus and strategy, but not necessarily sales skills.”

figuring out the entire contract, including going through the old contracts to understand where the money was and how their current company was structuring the billing.

“*Baruch Hashem*, we were able to come in with strong numbers, and we won the contract.

“What I learned from that process was that winning contracts takes extreme focus and strategy, but not necessarily sales skills. Interestingly, I don’t like sales, though people think I’m a great salesman. I don’t like working with people one on one; I like putting in a lot of effort to make things work in my businesses, and bidding is exactly like that.

“I was bidding heavily at one point for landscaping, including some bids for parks. Almost every park required some fencing, so I would reach out to a local fencing company called Hershy’s Fencing for quotes. I saw the owner every Sunday at Sheiner’s, and I would tell him all about these fencing bids and encourage him to bid on them. At one point, he had a lot of grants for fencing jobs because his company was certified as a Minority and Women-Owned Business Enterprise (MWBE), which is a very big deal in this world. He really needed my help with it and offered me a lot of money to come work for him.

“That day it suddenly hit me. I decided to open a company to help other companies land government bids, and he would be my first client. I called him and said, ‘Hershy, I opened a new company.’

“He asked, ‘How long ago?’

“I said, ‘Ten minutes ago.’

“I went to his house, and we made a *l’chaim* together. It was a very hectic time; my wife had just had a baby, and we were in the middle of moving. I met him two days before my son’s *bris*. Everyone thought I was crazy, but I told him, ‘You’re my first client; we’re going for it.’ I called my old boss and told him I was leaving. He wasn’t happy, but he wished me well. We’re still good friends.

“I realized right away that many companies would love to get into government contracts, but most of them don’t—not because they lack the operational ability but because the process is so complicated. There’s so much paperwork and so many rules and regulations involved, and an

extreme level of focus is needed to navigate the system properly. I figured if I could build up a system and execute it again and again, that’s where I could make real money. And that’s how BidMaster Solutions was born.

“I’m very organized by nature, and I believe in setting up systems and procedures. When I started BidMaster, I wrote down three foundations that I believed the company needed to run on, and it still runs on them. My goal in running BidMaster—and truthfully, any business that I own—is that it should be able to run on its own. With *siyata dishmaya*, I’ve built an amazing team. *Baruch Hashem*, I have an incredible COO who runs the day-to-day operations extremely well. At the end of the day, it’s really all about the people working in the company.

“I have a few other companies as well, but right now I’m heavily invested in my startup called DoberMe. It’s like an Uber for security guards. You put in how many guards you need and for how long, and we connect you with them. I’ve invested serious money in it, and *baruch Hashem*, it’s been going very well.”

What exactly does BidMaster Solutions do?

We’re basically an outsource management company for government contracts. We are outsource employees who are laser-focused on the contracts. We’re doing the work for them physically, representing them, and handling the tremendous amount of paperwork, compliance and detail work that go into every single submission.

Today we have three core services. There’s the bidding itself—the bread and butter of the company—which is sourcing and submitting the bid. Then there is post-bid management, the ongoing coordination once a contract is won.

The moment a client is the apparent low bidder, everything shifts into high gear. There is often a very short deadline to submit references, supplier lists, subcontractor information, schedules of values, cost breakdowns, bonds, workforce plans, wage rates, and a long list of compliance documents, but that rush is only until the agency gives notice of award. Then it’s

In his office conference room



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much calmer, with ongoing coordination like certified payroll and audits.

The third service is certifications, which is about 25 percent of the business. That involves any service where people get requests requiring MWBE certification, which is mainly construction.

All of our services came from a need. People requested things, and at the right time and the right place we slowly started offering those services. The attitude in the company is that everything we do grew from the ground up based on what clients were asking for.

Which industries do you service?

When it comes to bidding, I would say 75 percent is for construction, anything sub-work-related. About 20 percent is for supplies, furniture, medical equipment and that type of thing. And then there’s about five percent bidding in industries that are very unique—those that are more talent-based, such as architecture, marketing and photography services, which are much more difficult to bid.

But our bread and butter is absolutely construction.

Explain MWBE certification and why it’s so important.

MWBE stands for Minority and Women-Owned Business Enterprise. Although there were recent talks about whether Jews are considered minorities, unfortunately, we are not considered in that category for these types of contracts. The government requires a certain percentage of contracts to go to MWBEs; in New York State, it’s 30 percent. Even when you win a contract, you are often required to subcontract 30 percent of the work to MWBEs.

Additionally, on many contracts, certified companies are allowed to charge up to ten percent more and still win the contract. So imagine that you are certified and you put in a price of \$1.1 million, and your competitor puts in \$1 million. You could still win a contract that’s \$100,000 extra profit just for being certified! There are many other benefits and resources that the state provides, which is why these certifications are so valuable.

With that said, the state knows that this certification is potentially worth millions of dollars for your company, so getting approved is an extremely rigorous process. I would say it’s harder

Giving a shiur to a full beis midrash



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than getting almost any mortgage or loan, because the way the laws were created, the certifiers do not necessarily have to prove that your company isn’t owned by women. Even if something simply appears questionable or implausible, they can deny you, which is an extremely low bar for denial. These days they are becoming stricter and stricter, and unfortunately, we are even seeing a lot of recertifications being denied.

And today, especially with the new New York City tax abatement program called 485-x, it’s creating enormous pressure in the *heimish* construction world to get MWBE-certified. Many 485-x projects require that roughly 25 percent of contracts go to MWBE-certified companies, making these certifications more necessary than ever.

I can’t begin to tell you the pressure we have to find a woman-certified company when we represent clients. Let’s say we need an HVAC sub for a \$3 million project. We must find an MWBE-certified company within seven days; otherwise, they’re going to take the job away. Three million

dollars gone. We had people ten minutes before the deadline begging, “Please just take the job—throw another \$100,000 on top, just take it.”

There’s a guy who has a construction company doing over \$100 million in revenue. He came to me crying, saying we had to figure out how he could get certified. Why? Because his biggest client told him that if he couldn’t get the certification, they would have to find somebody else. That’s how powerful it is. People’s *parnasah* is on the line.

How do you handle the certifications?

We have a certification department now, and we do several a day. Certifications are very analytical and deep. You have to think like a lawyer; you have to break it down and figure out what they want. There are so many intricacies. You’ll get denied if you don’t know what you’re doing. Every word can be used against you. You need to understand how the government thinks. I found a woman who had been doing certifications for more than 20 years and brought her in to run the department.

A lot of our clients actually come in because they need to get certified, and then they become bidding clients. One of my biggest clients came in that way.

I understand that you had an interesting story about working with Sing Sing Prison.

Back when I was working for Hershey's Fencing, I did a lot of prison work for him. We got an email about a fencing job at Sing Sing, the famous prison. It was a \$250,000 job, which is not considered massive, but it was a job. With prisons, you have to work with very specific materials from certain suppliers. So I called the supplier, and he told me that another fencing company was already doing the work.

So I called Jeff, the general contractor, and said, "Jeff, what are you doing to me? You wanted a price just to push your guy a little cheaper? Be honest and tell me; I'll work with you. Give me the next job."

He said, "I don't know what you're talking about. Why are you talking like this?" I told him the supplier had said that another company was on the job as we were speaking. He said, "You don't understand; you're a woman-owned company. I have to throw them off and bring you in." And we got that job.

Think about it—in the middle of the work. *Mes-shuga!* The guy was already physically working on the job, and they threw him off and brought in Hershey's Fencing instead. People don't realize the power of that certification.

How do you make your money?

We make money through a combination of management fees and performance-based structures, depending on the client and type of work involved. For most clients, we charge management fees, which are basically hourly, and we charge performance-based commissions.

The management fee is the foundation. We tell clients, "We're not your broker; we're your outsource management company to win government contracts for you." As the bids go forward, they take fewer hours to put together, because as your file gets cleaner and cleaner, a lot of the work becomes easier to replicate. But some

agencies require a tremendous amount of work, and some require less.

With certifications, it's a flat-rate fee, but internally we price it based on how long we estimate it will take, given the complexity of the client's file.

I actually shifted the company from more of a brokerage model to a management firm. The reason is simple. As a commission-only brokerage, it worked when it was just me and everything was small and controlled, but it doesn't work so well at scale. I've had clients who were bleeding money for months, doing multiple bids and still not winning because their pricing was off or they didn't have skin in the game. We're at their mercy. The management model means you're paying for the service, not for the end result, because the end result isn't always dependent on us.

I'm curious about your three foundations for the business.

I still have the paperwork from my first employee signing where I wrote those down, and I still stick to them today.

The first foundation is that we don't sell dreams. It's very easy to dream when it comes to government bids; everyone wants to get into government contracts because it's so exciting and there's so much money. But you can easily lose a lot of money very quickly, whether it's because you don't have the proper structure or don't really have the proper pricing. So we don't sell dreams. We will tell you openly if it's not going to work.

The second foundation is that we don't believe in secrets. We tell clients all the time that there are no secrets in this industry, meaning that we are not going to help them find something that no one else can find. It's all hard work and familiarity. When you do something all day every day, you really begin to understand it.

This is extremely hard work. There are bids in our office right now with files that are very thick; you can't imagine how many rules there are. There are no shortcuts. I went to many seminars and got extensive training to learn this world inside and out.

And the third foundation is reputation. My

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Preparing for the “Chazer the Daf” shiur



“My goal is not to be involved in this company more than 60 minutes a week, and I’m working on it. Right now, I’m really there for hiring, firing and payroll. That’s it. Keep me out of it.”

reputation is everything, and I say that with total seriousness. In this business, I could have made quick money. People were dangling money in front of me, offering thousands of dollars as monthly fees early on, and I said no. I wanted to focus on building the company and doing it right. I went slowly until I felt that I was ready for growth, that I had systems in place, that I understood this world and could structure it properly.

My long-term vision was always to build something stable, scalable and sustainable, where the company could operate successfully without depending on my involvement.

What’s a typical bid size for your clients?

A typical client of ours is bidding between \$1 million and \$5 million, not more than that. And a lot of them are bidding for much smaller jobs. We’re mainly focused on the sub world, not general contractors. Even the GCs who use our services are doing one, two, three million. They’re not doing massive contracts. The largest contract I ever bid on as a sub was around \$15 mil-

lion, which is considered massive in this world. We didn’t end up getting that one, but we’ve had some very healthy wins.

Government contracting is a ladder, and it’s a slow one. There’s no one in the world who can win a multimillion dollar contract from day one. You have to build up your track record, your bonding capacity, and your compliance history. The bidding world is also very small. You know your competition very quickly. When you walk into a bid opening, you see the same five faces, the same five companies.

We had a \$1.6 million plumbing bid recently, and you know how many people showed up? No one. Our plumbing client wasn’t able to bid because he had already won all the other projects and was bonded out. We had another plumbing guy who walked into a bid and saw no one else there, so he went outside, took out a pen, and wrote a new paper adding \$75,000 to every building.

But I always say this is not real life. Real-life bidding requires tremendous patience, tremendous work and a lot of risk.

Right now, it’s one of the hottest times for government contracts in construction because there’s still so much funding flowing. School districts in Orange and Rockland County alone have probably close to half a billion dollars in opportunities in the near future. Everyone’s doing new infrastructure, new HVAC, new flooring, new mechanical, new electrical. The number of bids in these trades right now is absolutely unheard of.

You mentioned wanting to step back. How is that possible with a company this active?

It’s all about systems. Bidding is about systems. At this point I can take off a week and Bid-Master will run smoothly, and I just did exactly that. It took time. I built systems; I have dashboards. I can tell you right now, without being involved day to day, exactly how many hours were billed and where all our bids are holding.

My goal is not to be involved in this company more than 60 minutes a week, and I’m working on it. Right now, I’m really there for hiring, firing and payroll. That’s it. Keep me out of it.

If you have patience and structure, you'll make money. And you also have to be able to eat peanut butter and jelly for years sometimes. I take risks like crazy, and when I opened my security startup DoberMe, I can't tell you how much money I lost in the early days because I wasn't focused.

How did DoberMe start?

When I heard about Swimplly [Airbnb for pools] back in 2021, I loved the idea that a company that's focused on one thing could be so massive. I remember thinking, "Oh, if only I would've thought of it. It's such a good idea."

Then I heard about Poplin, which at the time was called SudShare. It's an app focused on one thing—washing and folding people's clothing. And I realized that when you have an app focused on one niche, you can really be successful. The service they were offering was technically available on TaskRabbit and other apps, but when you build something focused on one niche, you have much more success.

I'm always looking for the next idea. Late in 2024, I was sitting at my friend's house. He's an EMT, and he had an idea to open an agency for EMTs that the community could use. I told him, "Forget about an agency. Open an app, Uber for EMTs." He didn't like the idea, so I decided right then that I would look into it myself.

I started doing heavy research, and I saw that people have many credentials that they don't monetize. My wife mentioned to me once that she never renewed her lifeguard license, and it struck me that many people have licenses that they just throw away because there's no platform to make money from them.

I dug deeper and realized that the largest specialized industry is actually security. There are many security guards. Allied alone does around \$23 billion in revenue a year. I decided to focus on security first because it's business-to-business, and there's no need to change human behavior.

There are many retired cops who are done working for agencies but would love to come do a security job for a *shul*. If you need security for Shabbos morning, you hop on the app and see the person's ratings, reviews and profile.

You know what you're getting. The payment is through the app. Everything is seamless.

One cold day in early 2025, I went to a startup event in New York City. I told people there about the idea, and most of them said, "You'll either hit the moon, or you'll be in the graveyard." I hired someone to build an MVP [minimum viable product] and told him I needed it in under 30 days because I wanted to see if I could get bookings; otherwise, I'd be wasting my time. He built it in 11 days. I got a few bookings right away, and I knew I was on to something.

How did you get security guards to sign up?

To my surprise, I gave my number to two security guards, one where I give my *shitur* and one at a grocery store, and I got 100 sign-ups the first week. So I thought, "Whoa—a lot of guards want work." We now have 600 security guards signed up, including traffic control. I hired Ari Samet of Abissel Status to make a video for me, and he kept asking me when I was going to release it. I was spending all my energy on the tech side, and Bunim Laskin of Swimplly asked me, "How many sales do you have?" I said I was still working on the tech. He said, "Just go out there and make sales."

I took the *mussar* to heart, and I told Ari to release the video and we would launch. It exploded overnight. I became very busy with bookings, and since then it's been a crazy ride. Right now our focus is on security and traffic control. The future verticals are going to be lifeguards, EMTs and baby nurses.

Imagine that you just had a baby and are trying to find a baby nurse. It's very difficult. With our app, you'll be able to see the ratings and reviews so you know who you're getting. I had a personal experience where we needed a baby nurse. The first one was good, but with the second one, I woke up in the middle of the night, and she was out cold on the couch. Imagine if she had an app profile with reviews!

DoberMe comes from the word "Doberman," which is a type of watchdog. Our focus is going to be on everything having to do with watching—whether it's watching your kids in the pool, watching your baby sleeping, watching

DoberMe comes from the word "Doberman," which is a type of watchdog. Our focus is going to be on everything having to do with watching.

With the Ostrava Rebbe



“One cold day in early 2025, I went to a startup event in New York City. I told people there about the idea, and most of them said, ‘You’ll either hit the moon, or you’ll be in the graveyard.’”

your party for security, or having an EMT on the scene if something happens.

How big is DoberMe today?

The company itself is very lean. We have a small core team plus freelancers working on the design and tech side. We’re building a tech company, not a manual company. If you need a booking right now, you open the app, you request it, and it gets sent out to local guards. They accept it, you get confirmation that it’s approved, and the people come. I don’t need to be involved in any bookings.

We have jobs every single day, seven days a week, all over New York and New Jersey, Patterson, Newark, Elizabeth, Lakewood, Monsey, Monroe. We’ve done hundreds of thousands of dollars in bookings so far without any real marketing or sales—just two videos.

The vision is to work with a wide range of people, not just *Yidden*. I like *Yiddishe* clients, but I want to build something where hundreds of thousands of bookings can take place every day. I learned very quickly that if you want to succeed, you have to focus on the niche, really

understand it, and build it out completely before expanding to a new niche. It’s a long-term vision. You can’t just expand into everything.

And you have to roll up your sleeves and hustle. I can’t tell you how much I had to *shvitz* to get DoberMe off the ground. When I started, I didn’t understand the security industry. I had this great idea to build a marketplace and connect guards, but the reality was that I was connecting human beings, and I ran into many issues.

I got scrappy. I was out on the road in the heat, doing anything and everything to get it going. I would give a *Daf Yomi shiur* in the morning, sit in a CEO suite an hour later, and then go out in the heat and man traffic control myself. If you really want to do something, you have to be willing to roll up your sleeves and get dirty.

People are busy worrying about perfection. If your product is perfect, you’re already too late. Just get out there and do it. If I really want DoberMe to be what I believe it can be—a multibillion dollar company—it’s going to take an insane amount of pressure, sacrifice and non-stop work to get there.

Let's talk about the *shiurim* you give. When did you start?

Adirei HaTorah changed my life. I was at my brother-in-law Avi Verschleiser's house around Pesach time a few years ago. He's very involved in BMG. He told me about an Adirei HaTorah event and convinced me to go.

I walked in there and saw thousands of *yungeleit*, and there is one word for that scene—contentment. They were happy. They had what they wanted. They had what they needed. And I thought, "We're all running, we're all chasing, we're running without thinking." It made a big impression on me and cemented my view of who I wanted to be. That's when I decided that I really wanted to put a focus on my learning.

I was always an anti-*Daf Yomi* guy, actually. But it was a Thursday night in Sheiner's, and it had been a terrible week as far as learning. Every day, there was a different reason, and we didn't end up learning well that week. I knew the three *Bavos* very well from when I was young, and I said to myself, "Let me review a *daf* a day and start with *Bava Kama*." I'd learned the *Bavos* dozens of times as a *bachur*. So I opened up the *Dirshu luach* for my *Mishnah Brurah*, and I realized that the *luach* said *Bava Kama, Daf Beis*, the next day. You can't make this up.

A short time later I walked into a *shul* and saw an older gentleman learning the *daf*. I asked him, "You learn *Daf Yomi*? You have a *chavrusa*?" He said no. I said, "Maybe we should learn, I'll come tomorrow." He thought I was joking. All my *chavrusas* today originally thought I was joking.

I pulled up a seat the next day, and we started learning *Bava Kama*. That was a few years ago.

How did the *shiurim* at Fountain View start?

I went to a Pesach program, and I walked into *shul* and started learning. There was a guy there who was supposed to give the *Daf Yomi shiur*; the regular *maggid shiur* hadn't shown up, and the owner of the program was making this guy fill in. He was *krechtsing* and complaining. I said, "Let's learn together. If I like it, I'll give the *shiur*."

I gave the *shiur*; and once I gave it, I tasted it. The *sipuk* was incredible. My *shver* was there. He told me, "If you don't give *shiurim*, you're throwing away the talents Hashem gave you."

I came back and told my *chavrusa*, "Listen, I love you dearly. I have a lot of *hakaras hatov* that we learned together, but I'm going to give a *shiur*." I called the rabbi of Fountain View, a retirement community that's right near my house. He said there was no *Daf Yomi shiur* there, and he didn't think there was a demand. I said, "Give me one guy, and I'll give a *shiur* to that person." He said he would think about it.

He called me back a few days later and said that right after he spoke to me, a woman called him to ask why there was no

Optimizing Corporate Spend for Future Care Consultants

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At the end of the shiur, attendees have questions for Yehuda



Learn Torah.
Focus on it.
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promise that
you'll be a
better father, a
better
husband, a
better person,
and a happier
person.

Daf Yomi shiur. The backstory was that her father, who was a tremendous *talmid chacham*, had been learning *Daf Yomi* his whole life, but for the past few months his wife had been sick and he'd fallen behind. They had just gotten up from *shivah* that day, and her father needed the *chizzuk*.

He told the woman, "Wow! Someone just called me offering to give a *shiur*. He said he would give it for even one person, so I guess we will have one!" He went after *Maariv* to see if there was any interest, and to his surprise, there was a lot. So we started at the beginning with a very nice *oilam*.

This woman later told me that she was at a *shivah*, and the daughter of a man who had passed away and used to come to my *shiur* said that the only reason her father moved to Fountain View was because of the *Daf Yomi shiur*. This woman said to me, "You're not going to believe it. I'm the one who caused it!"

When a son or a daughter calls me and says, "You give my father so much *chiyus* with your *shiurim*," it's worth everything.

You give *shiurim* in private to a group of older men, but you also give a popular weekly *chazarah shiur*. Tell me about that.

I like structure and do very well with it. On Sunday mornings I was having a difficult time with structure, and there was a person giving a *Daf Yomi chazarah shiur* on *Yerushalmi* at Sheiner's with a nice breakfast. I liked it mainly for the structure; I could come to *shul* Sunday morning, it pushed me to *daven* a little earlier, the *shiur* was at 9:30, I had a full breakfast, and I came away feeling accomplished. Unfortunately, for whatever reason, that person wasn't able to continue giving the *shiur*.

I started calling *Daf Yomi maggidei shiur* and begging them, "Please, can we do a *chazarah shiur* at Sheiner's? I'll pay for it. I'll give the breakfast." Everyone gave me a different reason why they couldn't do it. So I said, "If we can't find a *maggid shiur* by the time we reach *Bava Basra*, I'll do it myself." *Bava Basra* is a *masechta* I know very well.

I bumped into Rabbi Nochum Sheiner at an

event and told him what I wanted to do. I don't think he took me seriously. But I told him I wanted to do a *Daf chazarah shiur* with a nice breakfast, and I did it. I started *Bava Basra*, and it grew right away, *baruch Hashem*.

The *shiur* is two hours. It's very rigid, fast-paced and intense. We *chazer* all seven *dapim* from the previous Sunday to Shabbos. We go through every word. When it comes to my *shiur*, my mission, especially at Sheiner's, is to give someone a space where he can sit down and learn. There are plenty of people who don't sit for the full two hours. They can't, and that's fine. They can leave whenever they need to and listen later.

People sometimes apologize, thinking I take it personally. I say, "I don't want you to sit for two hours. You're not in a class. If you come every week and leave at 10:30, I'm happy. I accomplished what I wanted."

I take it *masechta* by *masechta*. Making a large commitment is very overwhelming, and if, for whatever reason, it's not the right thing for me to continue giving the *shiur*, I don't have that pressure and I can stop. But my goal is to finish *Shas*; it's just much easier knowing we're going *masechta* by *masechta*.

The *shiur* went up on YouTube, and within the first month, a few hundred people were watching it. Right after that we got onto TorahAnytime, because there's no one there who gives a seven-*blatt chazarah shiur* in English.

How many *shiurim* do you give each week?

Altogether I give 13 *shiurim* a week—*Daf Yomi* seven days, *Daf chazarah* on Sundays, and *Mishnah Brurah* five days a week.

I also do *Mishnayos Yomi* with my brother, and we go through the Chofetz Chaim as well.

A *Mishnah Brurah shiur*?

The *Mishnah Brurah shiur* actually started before the *Daf Yomi shiurim*. I've been learning *Mishnah Brurah* for many

years and was starting *Hilchos Shabbos*, which is very difficult, especially if you're learning on your own. I figured if I gave a *shiur*, it would make me responsible to understand it much better. I started at Sheiner's, but the scheduling was too difficult, so I moved it to Fountain View. It's mainly for the residents there.

When I started, I didn't push anybody and didn't tell anyone. I had a few guys who came. One day when I came in, there was a guy I never talked to who was on the phone, and I heard him say, "I have to go; I have my *shiur* now." And I realized that a slow change was happening. *Baruch Hashem*, right now we get 20 or 25 people. It became part of their schedule organically; I didn't have to push at all.

To what do you attribute your success?

First of all, anything I'm able to do is because of my wife. And I mean that very seriously. The reality is that when I keep an intense schedule giving *shiurim* and running businesses, I get a tremendous amount of *sipuk*. It fits my personality. I enjoy it and thrive on it.

But without a strong wife supporting you, none of this works. People see the businesses and the *shiurim*, but they don't see the sacrifice happening behind the scenes at home. My wife absorbs a tremendous amount of that, and I'm very aware and appreciative of it.

But I attribute my success to *shemiras einayim* and *limud haTorah*. I've seen it, and I know it. The real purpose of everything I'm saying here is that you can be hustling, you can be working, you can be very focused on your business, but run your business around your learning, not the other way around.

Learn Torah. Focus on it. Have *shemiras einayim*. I promise that you'll be a better father, a better husband, a better person, and a happier person. I see it up close with all the companies I work with. Among the ones that did very well this year, the common denominator was that the people in

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At a siyum for the chazarah shiur



“If you prepare for the week on Sunday, by the time you walk in on Monday morning, you’ll be much more advanced. You won’t be so reactive, and you’ll actually get things done.”

charge of them are *makpid* on *shemiras einayim* and *limud haTorah*. I asked them. For our *yungeleit*, our generation, I believe that these are the two strongest pillars.

Walk me through your daily schedule.

I don’t work on a daily schedule; I work on a weekly one. I operate on 168 hours because it’s too complex to plan day by day. My work week is Monday, Tuesday, Wednesday and Thursday. When Friday morning comes, it’s all about the *shiurim*. Sunday I go into the office for 60 to 90 minutes to work on the upcoming week, but that’s it. From Friday morning at ten o’clock, when I give my *shiur*, through Sunday afternoon, it’s all about the *shiurim* and family time.

I’m assuming that going to the office on Sunday to plan the week enables you to

be more focused during the week both on your business and on *shiurim*.

Just because you plan ahead doesn’t mean it will work out fine and you will live stress-free, but it certainly helps. I believe it’s almost impossible to succeed in business without aggressively trying to plan ahead.

Back to your schedule.

On a typical Monday through Thursday, I get up around 6:45. I’m with my kids in the morning, I drop off my son, and I *daven Shacharis* at nine. Right after *davening*, around 9:45, I send a lot of messages to employees and assistants—what I call an offload, dumping out everything in my brain that I want handled that day. I give my *Daf Yomi shiur* at ten. Then I work from 11 until six. Six o’clock I’m home. Seven o’clock is the *Mishnah Brurah shiur*, 7:30 is *Maariv*, and afterward I prepare for the next day’s *shiurim*. Sometimes I go back to the office, and I may work until 11:30 or midnight.

Monday is heavily focused on BidMaster and other companies. Tuesday and Wednesday are heavily focused on DoberMe. Tuesday nights at 7:30 I go out with my wife for a date night.

I think many of us want to plan a weekly date night. I need to put it in my calendar. I’m assuming my wife will read this article...

It’s hard to make it a routine in the beginning. Every excuse comes up, but once you do it for a few weeks, it becomes part of your schedule, and the entire family revolves around it.

Monday and Wednesday nights I learn *biyun*. My *rosh yeshivah* said I should try to learn *biyun*, so I got a *chavrusa* for it. Thursdays we have a 60-minute company meeting where we go through everything, all of the clients. Thursday is focused on the bigger picture, and my brain is calm enough to strategize new ideas. I’ll often head out afterward to another office that’s right near my home and work very late.

Fridays are a complete shift. I have the same morning schedule, but right after the *Daf Yomi shiur* at ten, I learn with a *chavrusa*, Heshy Grunblatt of New York Steel. I actually met him at a show. We do *chazarah* on the *Daf Yomi* starting from the previous Sunday, covering as

much as we can until noon. On a summer Friday I do a little Shabbos shopping; then I try to squeeze in three and a half hours preparing for the Sunday *shiur*. On Friday night I squeeze in another hour.

On Shabbos morning, I get up early and squeeze in more time after the *seudah*. Basically, I spend most of Shabbos preparing for the *Daf chazarah shiur*. By the time Sunday morning comes around, I want to have all seven *blatt* crystal-clear, because I go at a very fast pace. I need to know that one line in *Tosafos* that I want to throw in, that Rashi, that *kneitch*. I have highlighters and little notes throughout my Gemara.

On Sunday, the *shiur* is from 9:30 to 11:30. Then I go home for a little while, and then I go to the office to prepare for my week—the to-do list, the priorities. As I mentioned earlier, if you prepare for the week on Sunday, by the time you walk in on Monday morning, you'll be much more advanced. You won't be so reactive, and you'll actually get things done.

How do you manage all of this practically? What devices do you use to manage your to-do list?

I operate with a tablet and a flip phone, just for focus. The flip phone is my personal number, talk and text only, and I don't really give it out. Everything else works through the tablet. When I went to buy it, I asked for the biggest tablet. The guy asked why, and I said, "Because I want it to be the most annoying." You won't find people walking the streets holding a laptop-sized tablet, and that's exactly the point. You get your things done, and then you put it away.

People think the flip phone has to do with *Yiddishkeit*. It has nothing to do with *Yiddishkeit*. It's about focus and time management. A tablet can't be carried around all the time, so you're forced to put it away. Everyone's fighting smartphone addiction, but if you can do something that forces you to step back, it's a powerful thing.

I do currently have a smartphone, but only as a short-term thing for DoberMe. People needed access to me at all times via

WhatsApp, and I couldn't carry my tablet everywhere. But it's not something I'm planning on having long term. I don't want it, I don't need it, and I work better without it. I really separate my WhatsApp, too. I have one for personal, one for DoberMe, one for BidMaster, and one for strangers I meet at events. I like to keep my numbers separate.

I'm also very strict about meetings. I do virtual meetings almost exclusively. I have a policy—it's either 15 minutes, 30 minutes or 45 minutes depending on the purpose of the meeting. Anything more than that is *chazarah* and a waste of time. Whoever wants the meeting must come in knowing the goal. If the question can't be answered in that time, there's no point in having the meeting.

I don't believe in face-to-face meetings, and every time I do one, I regret it. Some people don't like it, some people feel that I'm a little abrupt, but that's how I operate. I have too much going on and too much I want to accomplish.

My brain is everywhere, so I have an assistant who handles a tremendous amount for me—doctor's appointments, reminders, scheduling, bills and coordination. If my wife asks me to pick up something from the store, I'll message my assistant, and she'll put it into my reminders immediately.

One of the biggest advantages of this is speed. If I'm at a show or networking event and I shake someone's hand and ask if he'd like to meet at 11 on a particular day, within minutes the person already has a calendar invite and a confirmation email. Once a meeting is officially on someone's calendar, there's a much higher chance it will actually happen. This system allows me to move and close things very quickly.

How do you deal with stress?

There are two types of stress that businessmen have—overload stress and structural stress. Overload stress is when there are too many things going on, too many cylinders, and you get overwhelmed. For

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Giving a shiur gives him energy



“Staying positive is not just some emotional concept or motivational line. It has a real physical effect. Your mindset directly impacts how you function, how you recover, and how you handle difficult periods.”

that, the only real way to deal with it is to reset completely. I go out for a few hours, and I have one rule—it can't be screen time. I can call someone, go out to eat with a friend or do whatever I want. I leave the environment and come back refreshed.

Structural stress is different. That's about the direction of the company, whether you hired the right person, your payroll, your sales. For that, you should have a small group of mentors you can call. I have slightly more than a handful of them.

I can pick up the phone and say, “Chaim, I need to talk to you.” It has to be somebody you can talk to honestly and who knows what's going on in your company. You're not going to them for therapy. You're going to get an outside perspective and common sense about what's really stressing you.

I went to one of these guys, a man in his 60s who is wealthy and has gone through everything in his business life. I said, “I don't want your business, I don't want your connections, and I don't want your money. I want one thing—a few minutes of your time, and your advice and guidance.”

He couldn't believe it. He said, “Sure.” It got to a point in our relationship where he now shares with me what he's going through, because even though I'm much younger, there's no one else for him to talk to.

So many times you have heavy stress, and when you speak to someone about it, they break it down—this is the issue, this is not the issue, this is normal, this is not normal, this is what you need to do. You feel like a new person and can come back with clarity.

If you ask me about life stress, maybe I'm not the right person to ask. We all know that the answer to that is *bitachon*, *bitachon* and again *bitachon*...

But you went through some medical challenges, which can make it almost impossible to focus on business.

I've dealt with quite a few difficult medical issues over the years, and yes, there are definitely periods when it's not easy. But I learned very early on that if you sit and focus on the problem all day, you become paralyzed.

I once heard a powerful idea. No one has ever thought his way out of a negative mindset. Only action takes you out of it.

Exactly. It's mindset coupled with action. Staying positive is not just some emotional concept or motivational line. It has a real physical effect. Your mindset directly impacts how you function, how you recover, and how you handle difficult periods. And at a certain point, if you've done the *hishtadlus* and there's nothing more you can realistically do, you have to let go a little and continue functioning.

Your reputation clearly means a lot to you.

I'm willing to lose money faster than losing my reputation.

I had a misunderstanding recently with an event planner. I put my money where my mouth was—\$3,000 gone. I ate it, no questions, done. I care about my reputation. I care about what happens 20 years down the line. I had another *pesharah* that cost me \$9,000. It is what it is;

it's part of business. I will do anything to protect my reputation. You will not find a single person in business who would have a *tainah* on me.

The same goes for client confidentiality. I have some of the largest companies in the *heimish* market, companies doing \$150 million, \$250 million in revenue. We see personal statements, business statements, financials, W-2s. As part of preparing a government contract, especially certifications, we really need to see the entire company. People trust us with their information, and we take that extremely seriously.

When we were schmoozing about the systematic way you run your companies, you had some strong opinions about EOS. Can you elaborate?

A lot of people think I run my companies with EOS [entrepreneurial operating systems], with the weekly meetings and writing people into the right seats and quarterly targets and three-year visions and ten-year visions. I have everything on paper, my mission statement and my core values and all of that. But the truth is I don't run EOS. Don't let your business build EOS—EOS should build your business. So many companies are building EOS because they see how many businesses use it, and they think it must be good. Meanwhile, it doesn't really work well in the *heimish* market.

When you have to spend the first five minutes of every meeting coming up with something positive to say, it starts to become *shtusim*. I remember from my own experience as an employee spending time thinking about what cute thing I was going to say to segue into the meeting instead of just focusing on the work. Use common sense. I've seen very smart people suddenly lose their *daas* because they became so focused on "doing EOS right"

that they stopped thinking practically. They hold a meeting even if no one is showing up. They're fooling themselves. It's not a checklist.

I'm very passionate about this. You can use the common-sense elements of EOS, and there is a lot of common sense there. Everything should be on paper, you should have systems, you should know where your company is running and make sure it's profitable. If you can't look at a dashboard and know where your money is, it's a *tzufloigene* company, and I see it close up now. All the companies that are failing and struggling with cash flow are companies that were never properly organized.

You mentioned being closed on Friday. That's unusual in this industry.

BidMaster is not completely closed on Fridays. We usually have one employee come in just to manage emails. But I have a very strong opinion that there's no reason in the *heimish* world to schlep an employee in for a fifth day when she comes in for two hours and not too much gets done. So we run a four-day workweek to a certain degree, and it's more intense on those four days.

Still, it's rare. I'm assuming you're closed on Chol Hamoed.

Chol Hamoed we are completely closed. Twice this cost me dearly. One Sukkos I had a contract for around \$6.5 million that we couldn't pull through because of Chol Hamoed, and there was no other bidder on that job. We would have gotten it. I had even flown down to meet the agency. But I don't have any *charatah*.

Then, this past Sukkos, it happened again with a very good contract worth a few million dollars. They didn't award it because they felt there was no communication during that period. Both times it was okay with the client. I don't

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“When a ben Torah is working so hard that he feels he doesn’t have enough time to learn, he needs the learning more than anyone because it will make him more settled.”

know what would happen in a situation where we already have a contract in place and we’re in breach. I hope never to get to such a point.

It’s important to me that my employees don’t feel pressured. I don’t care if you show up at 9:05 or 9:15 one day. I always say that if you’re stuck in traffic on the way to work and you’re stressed out thinking you’re going to be late, I failed as a boss. I don’t want to care about the nitty-gritty; I want to care about output and what you’re accomplishing. How would I feel if I had a boss like that on top of me?

We’re completely closed on Yom Tov, and I pay my employees in full.

What drives you forward from here?

In 20 years, I want my companies to create value and be able to print money, whether I’m in the *beis midrash* or on the beach. You’ve got to think long term.

People ask me how I have so much time to do what I do. First of all, I just waste less time. I’m more focused; I strive under pressure. I was like this as a kid and as a *bachur*, too. Some people crack under pressure, but I get energized by it. If

I don’t have structure, I collapse. That’s my personality.

I have a belief I talk about internally in the company. Our focus is on the larger clients, the ones we’re bidding for every single week, bid after bid, with processes in place. But my long-term vision is to take care of the smaller clients, too—companies that can’t do a bid over a million dollars—because every company needs to have a mission.

Are you here just to make money? There are plenty of ways to make money. It bothers me when I see that the *Yiddishe* economy is so big and the government contracting world is worth trillions of dollars—the government is the biggest buyer there is—and the *Yidden* are not taking a piece of it. I want every *Yid* to have the opportunity to try to get into government contracting. It’s a belief system, not just a business model.

What would you tell people who say they have no time to learn?

The first thing I want to point out is that the busier you are and the less time you think you

have, the more you need to carve time out to learn. It will bring structure to your life and lessen the chaos. When a *ben Torah* is working so hard that he feels he doesn't have enough time to learn, he needs the learning more than anyone because it will make him more settled.

What do you think is the best way to approach the learning itself?

Don't get complicated, and don't think long term. That's the biggest mistake people make. They look at the mountain and freeze. Think about what you can do for yourself in the next 30 to 60 days. That's it. Grab a *chavrusa* and commit to learning for two weeks. Just two weeks.

I think it's important to learn with a *chavrusa*. At the beginning of your *chavrusashaft*, you need to make it like *yeihareig val yaavor*. Make it your priority at the start.

I mentioned earlier that I started learning more *biyun* because my *rosh yeshivah* told me I was learning too much *bekius*. Nobody has time; everyone is busy. The guy who learns three hours a day is busy, the guy who learns 30 minutes a day is busy, and the guy who doesn't learn at all is busy. Everyone has the same excuse.

The way to beat the *yetzer hara* is not to make big commitments, because big commitments scare people away from starting in the first place. Even with my Sunday *chazarah shiur*, where I review the previous seven *blatt*, I only commit to doing it *masechta* by *masechta*. I don't commit to finishing *Shas*. I don't commit to five years from now. I commit to this *masechta*, and then we'll see. That takes all the pressure off.

Start slow. Learn Mishnayos with someone for 15 minutes a day or set up a *chavrusa* for Gemara twice a week. You don't have to sign up for a five-year program. Just get started. Learn. Once you taste it, once you start, you'll find yourself learning more and more. It builds on itself. ●



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