Welcome to the USACE Transatlantic and Pacific Ocean Divisions Business Opportunity Briefings

Moderator: Capt. William “Bill” Grip, P.E., F.SAME, USN (Ret.), Client Account Manager, Gilbane

Speakers:
Brig. Gen. Richard Stevens, USA, Commander, USACE Pacific Ocean Division
Col. Vincent Quarles, USA, Deputy Commander, USACE Transatlantic Division
2013 SAME Small Business Conference
Pacific Ocean Division

Richard L. Stevens
Brigadier General
Commanding

November 21, 2013
POD Key Command Contacts

Division Commander
BG Richard L. Stevens – Pacific Ocean Division

Deputy Commander
COL Gregory J. Gunter

Directors
Mr. Eugene Ban, Director for Programs
Mr. James Bersson, Director, Regional Business

District Commanders

COL Christopher Lestochi – Alaska District (POA)
LTC Thomas D. Asbery – Honolulu District (POH)
COL Bryan S. Green – Far East District (POF)
COL John S. Hurley – Japan Engineer District (POJ)
Key Small Business Contacts

Division Leader, Small Business Program

Ms. Raynette H. Gurney
Raynette.gurney@usace.army.mil
(808) 835-4764

District Small Business Specialists

Ms. Cathy Yoza
Honolulu District
cathy.yoza@usace.army.mil
(808) 835-4020

Ms. Ivonne Drake
Alaska District
Ivonne.drake@usace.army.mil
(907) 753-5576
Key Contracting/PM Contacts

Principal Assistant Responsible for Contracting (PARC)
Mr. Denver Heath

Regional Chief of Contracting
Mr. Alex Lau

Chiefs of Contracting
Mr. Christopher Tew – POA  Mr. David Kam - POF
Mr. Roger (Dave) Williams - POH  Mr. Kurtis Kikkawa - POJ

Deputy District Eng for Program and Project Management
Mr. Randy Bowker - POA  Mr. Jon Iwata - POF
Mr. Tony Paresa - POH  Mr. Gary Kitkowski - POJ
POD Area of Responsibility

- Division Headquarters
- District Headquarters

About half the earth’s surface
More than 50% of the world’s population
Three largest economies
Most populous nation in the world, the largest democracy, and the largest Muslim-majority nation

Source: PACOM

US Army Corps of Engineers
Pacific Ocean Division

Building stability and security in the Pacific while making people’s lives better – a great team on the leading edge of the Engineering world.
What We Do in the Pacific. . .

- **Building stability and security** –
  - Military Construction
  - Host Nation Construction
  - International & Interagency Support

- **Making people’s lives better** –
  - Disaster Preparedness & Response
  - Humanitarian Assistance
  - Water Resources Development – Civil Works
  - Regulatory Decisions
  - Environmental Stewardship
## Pacific Ocean Division
### FY 13 Small Business Achievements

<table>
<thead>
<tr>
<th></th>
<th>FY13 SB Goals</th>
<th>FY13 % Obligated w/ SBs</th>
<th>FY13 Dollars Obligated w/ SBs</th>
<th>FY14 SB Goals</th>
</tr>
</thead>
<tbody>
<tr>
<td>Small Business</td>
<td>43.3%</td>
<td>66%</td>
<td>$269 Mil</td>
<td>43.3%</td>
</tr>
<tr>
<td>Small Disadv Bus</td>
<td>18.0%</td>
<td>42%</td>
<td>$172 Mil</td>
<td>18.0%</td>
</tr>
<tr>
<td>Woman-Owned SB</td>
<td>7.0%</td>
<td>10%</td>
<td>$41 Mil</td>
<td>7.0%</td>
</tr>
<tr>
<td>SDVOSB</td>
<td>4.0%</td>
<td>4%</td>
<td>$17 Mil</td>
<td>4.0%</td>
</tr>
<tr>
<td>HUBZone</td>
<td>11.0%</td>
<td>8%</td>
<td>$32 Mil</td>
<td>11.0%</td>
</tr>
</tbody>
</table>

Exceeded overall Small Business goal by 20%

Building stability and security in the Pacific while making people’s lives better –
a great team on the leading edge of the Engineering world.
Alaska District Small Businesses at Work

- Unalakleet Waste Disposal Services, Unalakleet, AK, $1.6M, WOSB Set-Aside - ELM Solutions Corp., Renton, WA

- NE Cape HTRW Remedial Actions, St. Lawrence Island, AK, $8.3M, 8(a) Sole Source - Bristol Environmental Remediation Services.

- Modified Record Firing Range, JBER, AK, $4.8M, SDVOSB Set-Aside – G2 Construction, Inc.

- Modified Record Firing Range, FT. Wainwright, AK, $5.1M, 8(a) Competitive - Arctic-American JV.

Building stability and security in the Pacific while making people’s lives better – a great team on the leading edge of the Engineering world.
Honolulu District Small Businesses at Work

USARPAC Command & Control Complex (C2F) Ph 1, Fort Shafter, HI
$47 MIL - Unrestricted IFB to a Small Business - Niking Corporation

F22 Combat Aircraft Parking Apron, Hickam AFB, HI
$12 MIL - SBSA to a WOSB - Cutting Edge Concrete Services

Institutional Controls for UXO Safety Awareness, Defense Environmental Restoration Program, FUDS, Waikoloa, HI
$500K - 8(a) SDVOSB - Native Hawaiian Veterans LLC

Rehabilitation of Damaged Flood Control Works - Hanapepe River, Kauai, HI
$2MIL – HUBZone – Earthworks Pacific Inc.

Building stability and security in the Pacific while making people’s lives better – a great team on the leading edge of the Engineering world.
POD Future Funding Projections *

About 85% of our workload is overseas.

About a $1B workload is projected for Small Business in Hawaii and Alaska over the next 5 years

Note: Projections assume a 43.3% Small Business annual goal
* Includes FY13 Unawarded Projects

Building stability and security in the Pacific while making people’s lives better – a great team on the leading edge of the Engineering world.

BUILDING STRONG®
## POD FY 14 Contract Opportunities

### Alaska District

### Fort Wainwright, Alaska:

<table>
<thead>
<tr>
<th>Location</th>
<th>Value</th>
<th>Contract Type</th>
<th>Release Date</th>
</tr>
</thead>
<tbody>
<tr>
<td>Org Vehicle Parking</td>
<td>$2.5 to $3.5 Mil</td>
<td>DBB - SDVOSB Set-Aside</td>
<td>Oct 2013</td>
</tr>
<tr>
<td>FTW373B ATF PH IIIB COF</td>
<td>$9 to $11 Mil</td>
<td>DB - HUBZone Set-Aside</td>
<td>Nov 2013</td>
</tr>
<tr>
<td>Demolition of Hangers 2&amp;3</td>
<td>$3.5 to $5 Mil</td>
<td>DBB - HUBZone</td>
<td>Nov 2013</td>
</tr>
<tr>
<td>Battalion HQs with</td>
<td>$10 to $12 Mil</td>
<td>AB - 8(a) - Set-Aside</td>
<td>Dec 2013</td>
</tr>
<tr>
<td>Classrooms</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Warm Storage Hanger</td>
<td>$28.8 to $31 Mil</td>
<td>DB - Unrestricted</td>
<td>Aug 2013</td>
</tr>
</tbody>
</table>

### Fort Greely, Alaska:

<table>
<thead>
<tr>
<th>Location</th>
<th>Value</th>
<th>Contract Type</th>
<th>Release Date</th>
</tr>
</thead>
<tbody>
<tr>
<td>Heating Hot Water #2 MDC</td>
<td>$2.5 to $3 Mil</td>
<td>DB - 8(a) - Set Aside</td>
<td>TBD</td>
</tr>
<tr>
<td>Facilities</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Mechanical-Elect Bldg, MF#1 (MDA)</td>
<td>$60 to $70 Mil</td>
<td>DB - Unrestricted</td>
<td>Nov 2013</td>
</tr>
</tbody>
</table>
## POD FY 14 Contract Opport - Cont’d

### CONSTRUCTION

<table>
<thead>
<tr>
<th>Location</th>
<th>Value</th>
<th>Contract Type</th>
<th>Release Date</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Aliamanu Military Reservation, Oahu, HI</strong></td>
<td>$1 to $2 MIL</td>
<td>DBB – TBD</td>
<td>FY14</td>
</tr>
<tr>
<td>Replace Overhead Lines</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Fort Shafter, Oahu, HI</strong></td>
<td>$50 to $75 MIL</td>
<td>DBB - Unrestricted</td>
<td>2nd Qtr FY14</td>
</tr>
<tr>
<td>Command and Control Facility (C2F) Ph 2</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Kwajalein Atoll, Republic of the Marshall Isles</strong></td>
<td>$50 to $75 MIL</td>
<td>DB - Unrestricted</td>
<td>FY14</td>
</tr>
<tr>
<td>Echo Pier Restoration</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Pohakuloa Training Area, Hawaii Island, HI</strong></td>
<td>$25 to $50 MIL</td>
<td>DBB - Unrestricted</td>
<td>2nd Qtr FY14</td>
</tr>
<tr>
<td>Infantry Platoon Battle course (IPBC)</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Schofield Barracks, Oahu Island, HI</strong></td>
<td>$10 to $20 MIL</td>
<td>DBB - SBSA</td>
<td>FY14</td>
</tr>
<tr>
<td>Renovate Bldg 452, 2nd &amp; 3rd Floors, Quad D</td>
<td>$5 to $10 MIL</td>
<td>DBB - SBSA</td>
<td>FY14</td>
</tr>
<tr>
<td>Bldg 155, Renovate HQs/Cos Offices, Quad B</td>
<td>$1 to $5 MIL</td>
<td>DBB - SBSA</td>
<td>FY14</td>
</tr>
<tr>
<td>Bldg 2069 Warehouse Conversion</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Tripler Army Medical Center, Oahu, HI</strong></td>
<td>$1 to $5 MIL</td>
<td>DBB - SBSA</td>
<td>FY14</td>
</tr>
<tr>
<td>Repair Main Swimming Pool</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Wheeler Army Air Field, Oahu, HI</strong></td>
<td>$50 to $75 MIL</td>
<td>DBB - Unrestricted</td>
<td>Award 1st Qtr 14</td>
</tr>
<tr>
<td>Combat Aviation Brigade Complex, Ph 2</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

*Honolulu District*

---

*Building stability and security in the Pacific while making people’s lives better – a great team on the leading edge of the Engineering world.*
POD FY 14 Contract Oppor - Cont’d

ENVIRONMENTAL

Alaska District

<table>
<thead>
<tr>
<th>Location</th>
<th>Value</th>
<th>Contract Type</th>
<th>Release Date</th>
</tr>
</thead>
<tbody>
<tr>
<td>FUDS</td>
<td>$65,000 Mil</td>
<td>Unrestricted, IDIQ, 8(a), &amp; Set-Asides</td>
<td>Various</td>
</tr>
<tr>
<td>Environmental-AF/Army</td>
<td>$40,000 Mil</td>
<td>Unrestricted, IDIQ, 8(a), &amp; Set-Asides</td>
<td>Various</td>
</tr>
<tr>
<td>IIS ENV</td>
<td>$3,000 MIL</td>
<td>Unrestricted, IDIQ, 8(a), &amp; Set-Asides</td>
<td>Various</td>
</tr>
<tr>
<td>NALEMP</td>
<td>$4,500 MIL</td>
<td>Cooperative Agreements</td>
<td>Various</td>
</tr>
<tr>
<td>Denali Commission &amp; BIA</td>
<td>$2,000 MIL</td>
<td>8(a) Set-Asides</td>
<td>Various</td>
</tr>
</tbody>
</table>

Building stability and security in the Pacific while making people’s lives better – a great team on the leading edge of the Engineering world.
## POD FY 14 Contract Opport - Cont’d

**ENVIRONMENTAL**

### Location

<table>
<thead>
<tr>
<th>Location</th>
<th>Value</th>
<th>Contract Type</th>
<th>Release Date</th>
</tr>
</thead>
<tbody>
<tr>
<td>Formerly Used Defense Sites – Pacific Region</td>
<td>$16 Mil</td>
<td>IDIQ - SBSA</td>
<td>FY 14</td>
</tr>
<tr>
<td>Various Projects/Locations include:</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>FUDS Waikoloa Rm A-C</td>
<td></td>
<td>IDIQ - 8(a)</td>
<td>2nd Qtr</td>
</tr>
<tr>
<td>FUDS Waikoloa RI/FS</td>
<td></td>
<td>IDIQ - SBSA</td>
<td>2nd-3rd Qtr</td>
</tr>
<tr>
<td>FUDS Hospital Dump Site, CNMI</td>
<td></td>
<td>IDIQ - SBSA</td>
<td>2nd-3rd Qtr</td>
</tr>
<tr>
<td>Pacific Region</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Cultural Resources Investigations/Studies</td>
<td>$9.5 Mil</td>
<td>IDIQ – SBSA</td>
<td>FY 14</td>
</tr>
</tbody>
</table>

### ARCHITECT ENGINEERING

### Various Locations – Pacific Region

<table>
<thead>
<tr>
<th>Location</th>
<th>Value Capacity</th>
<th>Contract Type</th>
<th>Release Date</th>
</tr>
</thead>
<tbody>
<tr>
<td>AE IDIQ – Geotech/Survey</td>
<td>$9.9 MIL capacity</td>
<td>IDIQ –TBD</td>
<td>FY14</td>
</tr>
<tr>
<td>AE IDIQ – Structural</td>
<td>$9.9 MIL capacity</td>
<td>IDIQ –TBD</td>
<td>FY14</td>
</tr>
<tr>
<td>AE IDIQ – Electrical</td>
<td>$9.9 MIL capacity</td>
<td>IDIQ –TBD</td>
<td>FY14</td>
</tr>
</tbody>
</table>

*Building stability and security in the Pacific while making people’s lives better – a great team on the leading edge of the Engineering world.*
Top 5 Tips
Doing Business with POD

- **Seek local partnerships** – Hawaii & Alaska are both difficult markets to penetrate. Local partnerships may help to establish a presence in the market.

- **Recognize logistical challenges** – Remote sites in Hawaii & Alaska present unique challenges. Sometimes the only means of accessing project locations is by water or air. For example, in remote Alaska, the preponderance of the costs of a project can be in logistics.

- **Know the construction seasons** – Alaska’s is short while Hawaii’s is long. Plan ahead to increase the likelihood of success.

- **Highlight subcontracting experience** – Identifying expertise on government projects can add value on your capabilities statement, if you do not have experience via direct awards.

- **Request a debriefing** – If you’re not the successful offeror, a debriefing will help you improve on future proposal packages.
POD Future Outreach Events – FY14

- Anchorage, Alaska:
  - POA Safety & Health Training for Small Business 2nd Qtr
  - PTAC Small Business Fair 2nd Qtr
  - Section 8(a) Program Annual Conference 3rd Qtr
  - Industry Day Presentation 3rd Qtr

- Honolulu, Hawaii
  - POH Safety & Health Training for Small Business Jan 17
  - POH Small Bus Post Award Workshop Mar
  - GCA Hawaii Small Business Workshop Apr
  - HIPTAC Veterans Forum & Expo Apr 17
  - Hawaii State Dept of Transportation SB Conference May
  - DoD Hawaii Small Business Conference Jul 17

Please find updated events on the Pacific Ocean Division Website: www.pod.usace.army.mil
PLEASE VISIT US AT POD BOOTH NO. 535

- **Booth No. 535.** Many of our key stakeholders will be waiting to talk with you.

- **Solicitation Website:** [www.FBO.gov](http://www.FBO.gov)
- **Division Website:** [www.pod.usace.army.mil](http://www.pod.usace.army.mil)
- **Facebook:** [https://www.facebook.com/PODCorps](https://www.facebook.com/PODCorps)

*Building stability and security in the Pacific while making people’s lives better – a great team on the leading edge of the Engineering world.*
Thank you for your time and we look forward to working with you.
Transatlantic Division Operations

Presenter:
COL Vincent Quarles
Deputy Commander, Transatlantic Division

November 2013
Transatlantic Division Leadership

MG Michael Eyre
Commander

SES Howard Stickley
Program Director

SES Donn Booker
Business Director

COL Vincent Quarles
Deputy Commander

CSM Roy Ward
Command Sergeant Major

Mission

The Transatlantic Division provides design, construction execution and related engineering services to U.S. Central Command and other activities within the CENTCOM area of responsibility to establish the conditions for regional security, stability and prosperity; and on order, support for USACE worldwide contingency operations.
Transatlantic Division Structure

U.S. Army Corps of Engineers

Transatlantic Division

Middle East District

TAD Forward Leadership

COL Jeffrey J. Kwicinski
Forward Deputy Commander
Transatlantic Division - Kabul

COL Clinton R. Pendergast
Forward Deputy Commander
Camp Arifjan, Kuwait
Transatlantic Division

TAD District Leadership

COL Jon L. Christensen
Commander
Transatlantic Middle East District

COL Michael J. Price
Commander
Transatlantic Afghanistan District
USCENTCOM Area of Operations

Number of projects in construction:
- Afghanistan: 337
- Bahrain: 6
- Egypt: 6
- Iraq: 6
- Jordan: 4
- Kazakhstan: 4
- Kuwait: 9
- Kyrgyzstan: 11
- Oman: 2
- Pakistan: 3
- Qatar: 27
- Saudi Arabia: 2
- U.A.E.: 9
- Tajikistan: 1

No current projects:
- Iran
- Lebanon
- Syria
- Turkmenistan
- Uzbekistan
- Yemen

☆ USACE Activities
TAD Program Overview

Pre-Award: 39 @ $834M / In Construction: 427 @ $5.5 B

<table>
<thead>
<tr>
<th>Program/Country</th>
<th>Pre-Award</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>NOP  PA $M</td>
<td></td>
</tr>
<tr>
<td>ANSF</td>
<td>11  $85</td>
<td></td>
</tr>
<tr>
<td>MILCON</td>
<td>4   $191</td>
<td></td>
</tr>
<tr>
<td>FMS</td>
<td>23  $452</td>
<td></td>
</tr>
<tr>
<td>AIF</td>
<td>1   &gt;$100</td>
<td></td>
</tr>
</tbody>
</table>

Data as of 12 Nov 13
### 8 ANA – Afghan National Army

- Electrical Upgrades – Camp Shaheen < $1M
- Fiber Optic Replacement – ANDU < $1M
- Roof Leak Repair – ANDU < $1M
- Barracks, Classroom – Gamberi ($5 to $10M)
- C-130 Hanger – North KAIA ($10 to $20M)
- RMTC re-solicit – Camp Hero ($10 to $20M)
- CDO/SOK – Gamberi ($5 to $10M)
- Quick Reaction Force Vehicle < $1M

### 3 ANP

- Access Road Paving ($1 to $5 M)
- O&M UP DHQ – Sayad, Sari Pul < $1M
- Police Training Center – Kandahar ($20 to $30M)

### AIF

- Dahla Dam Phase II ($100 - $250 Million)

### Four Military Construction Projects

- **UAE:**
  - BAMS Facilities, Al Dhafra AB (<$50M)

- **Oman:**
  - Air Lift Apron, Al Musanah AB (<$50M)

- **Bahrain:**
  - Medical/Dental Clinic (<$50M)
  - Ammo Magazines (<$100M)
Dahla Dam Phase II

- Full and Open Competition
- Magnitude of $100M-$250M
- Scheduled for award in 3rd Qtr. FY14
**ANSF Operations and Maintenance**

- Follow on O&M Services for critical infrastructure/facilities.
  - Provides for technical and maintenance support for life sustaining facilities.
    - Power plants
    - Waste Water Treatment Plants
  - Trains and equips plant managers, CORs, and quality assurance technicians
  - Full and Open Competition
  - Magnitude of $100M-250M
Al Musanah Airlift Apron, Oman

- Full & Open Competition
- Magnitude of $20-$30 Million
- Approximately 170,000 Sq. Meters of Poured Concrete
- Parking Spots for 4 C5 and 10 C-130 Aircraft
- 2 Truck Fill Stands
- 6 Jet Fuel Hydrants
U.S. Business Opportunities Overseas

- Small businesses should
  - Become familiar with USACE projects overseas
  - Seek partnerships with experienced firms working overseas
  - Become involved with professional organizations
- Contact large businesses working on USACE projects overseas to seek sub-contracting opportunities
- Look to other agencies (State Department, Defense Logistics Agency)
- Monitor overseas embassy websites
Key Contacts

Colleen O’Keefe
TAD Regional Contracting Chief
Colleen.J.Okeefe@usace.army.mil

Mike Weaver
Deputy for Small Business
William.M.Weaver@usace.army.mil

Carl Stubbert
MED Contracting Chief
Carl.L.Stubbert@usace.army.mil

Tom Walters
MED Deputy for Programs and Project Management

Mike Weaver
Deputy for Small Business
William.M.Weaver@usace.army.mil

Julie Anderson
TAA Contracting Chief

Michael Darrow
TAA Deputy for Programs and Project Management

Michael Darrow
TAA Deputy for Programs and Project Management

William.M.Weaver@usace.army.mil

Julie Anderson
TAA Contracting Chief
Engineering Excellence!

Questions?
Foreign-Owned Business Opportunities

- TAD supports local foreign-owned business opportunities that exist within the U.S. Central Command area of operations through the Section 886 Afghanistan First Program
  - Creates business opportunities for Afghan companies and jobs for Afghan citizens (capacity and business development)
  - Authorized clauses in contracts through Defense Federal Acquisition Regulations Supplement (DFARS)

- How are we doing?
For FY2012-FY2013 there were 138 distinct Afghan Contractors used for USACE projects in Afghanistan.
South Caucasus, Central Asian States

- Section 801, Public Law 111-84, FY2010 National Defense Authorization Act
  - Provides temporary authority to acquire products or services from the SC/CAS states when the acquisition is in support of military or stability operations in Afghanistan
  - Current USCENTCOM Policy provides preference for the “Stans” – Tajikistan, Uzbekistan, Turkmenistan, Kyrgyzstan, and Kazakhstan

- TAD is partnering with the Defense Logistics Agency on this effort.

- See [tam.usace.army.mil/Contracting.asp](tam.usace.army.mil/Contracting.asp) for current list of suppliers.

- How are we doing?
  - For FY13, USACE contractors have purchased $33,494,167 of materials direct from CAS. Top materials are rebar ($10,047,915) and structural steel components (4,761,204)
  - For FY12, USACE contractors purchased $27,174,007 in materials from CAS.
Projected Awards

- Middle East/Central Asia projects – a list of available upcoming projects can be found at: tam.usace.army.mil
  - Approximately 41 planned projects – valued at $870 million – estimated for award in FY-14
  - Projects are synopsized on Federal Business Opportunities: fbo.gov

- Almost all projects in Afghanistan are awarded.
  - Only 21 are planned for FY 2014 for award at this time.
Overseas Construction Challenges

- **Base access**
  - Base passes, CACs, search pits, escorts
  - Resident status and resident visas
  - Vehicles and materials/equipment

- **Logistics and support**
  - Ordnance clearance
  - Evacuation plans
  - Contractor mobilization and lay down areas
  - Power/utilities (capacity/type)
  - Medical services unavailable in remote locations
  - Staff housing/transportation sometimes in off-base locations

- **Local sponsorship** – host nations’ requirements for registration
Construction Challenges  *(Continued)*

- **Materials and equipment**
  - Local procurements and small purchases
  - Licensing, insurance, disposition

- **Physical security**
  - Personnel, including subcontractors
  - Job site, including equipment, materials and completed work

- **Safety**

- **Life support - multinational workforce, communications**

- **No small business offices OCONUS; embassy offices not staffed for support**
Qualities of Successful Contractors

- Contractors that are competent, engaged and well versed in prime contractor management *in the countries in which they’re operating*

- Prime contractors that:
  - Directly participate in day-to-day construction activities
  - Engage in leading and mentoring the workforce
  - Ensure workers get paid on time and get paid fairly

- Contractors that protect the workforce and job site with thorough security and accident prevention plans
  - *Daily enforcement and communications!*

- Contractors with a detailed schedule of each task for job completion