

Proposal

Electronic Submission
Via Email:
bids@transformgov.org
Nicole Kenney

Solicitation: RFP-2026-122

Job Order Contracting (JOC) Services

Due: May 18, 2026, 5 pm CT



Alliance for Innovation

Proposal



Offeror:

Belt Built Contracting LLC
2138 Espey Court, Suite 8
Crofton, MD 21114
Phone: 410-263-5971
UEI: L3PEDEHACZY3
Cage Code: 68J60

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Introductory Page

May 18, 2026

Alliance for Innovation

Ms. Nicole Kenney
Contracting Officer

Dear Ms. Kenney:

Belt Built Contracting LLC is pleased to submit our proposal in response to the Job Order Contract (JOC) Services, Solicitation No. RFP-2026-122.

Belt Built Contracting, LLC is a Small Business, 8(a) graduate, and minority-owned company that specializes in **Job Order Contracting Services for the Federal Government** focusing on minor construction, repairs, maintenance alterations, emergency services and renovations for Federal facilities and military installations. Between 2017- Present, we have/are successfully completing multiple JOC contracts in multiple locations throughout the US for multiple agencies. Belt Built will leverage our knowledge of JOC and e-Converge guidelines to adapt project planning to each Task Order's (TOs) Statement of Work (SOW). Project planning and execution includes a comprehensive Safety Program and Quality Control Program as part of our commitment to excellence for our customers.

In addition, Belt Built Contracting is well experienced with the e-Converge pricing platform. We have been an e-Converge Beta Site User since 2024 and have earned the confidence of Mr. Michael Brown, owner of e-Converge, based upon our use of the platform for our JOC program for the City of San Antonio, TX. A recommendation reference from Mr. Brown is included in our submission.

Thank you for your consideration of our submission and we look forward to the opportunity to earn your confidence in Belt Built Contracting services.

Sincerely,

A handwritten signature in blue ink, appearing to read "THirsh".

Todd Hirsh, Partner
Belt Built Contracting, LLC

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Evaluation Section 1
JOC Qualifications & Experience

Company Overview

Belt Built Contracting, LLC, (Belt Built) was formed in 2010 by Mr. Joseph S Belt III, Mr. Todd M. Hirsch, and Mr. Morris L. Lewis. Mr. Lewis retired in the summer of 2023 and the firm is owned by Mr. Belt and Mr. Hirsch. Belt Built is an **SBA Certified Small Disadvantaged Business and an SCTRCA AABE, MBE, SBE**. In business for 16 years, Belt Built possesses a broad depth of experience with Federal and Municipal Government Job Order, Task Order, ID/IQ, MACC, MATOC, and SATOC construction contracts. The company's management team is experienced in executing multiple design build and design bid build construction and renovation contract vehicles and fully meeting the schedule and cost requirements of our customers.

Belt Built currently employs 55 professionals that consist of experienced project managers, superintendents/ field supervisors, safety personnel, quality control personnel, carpenters and administrative staff. Belt Built has successfully completed hundreds of municipal and federal construction projects under existing JOC contracts for the City of San Antonio, United States Air Force, Smithsonian Institution, Department of the Army, Carlisle Pennsylvania War College, Federal Law Enforcement Training Center (FLETC), and the General Services Administration. Belt Built's San Antonio, TX office is a bona fide SBA certified office and Belt Built is a registered SCTRCA AABE, MBE and SBE. Belt Built is also a Certified Texas Historically Underutilized Business.

Extensive Job Order Contract Experience: Belt Built has completed over 250 projects/job orders under multiple JOC contracts. Since 2012, Belt Built has performed construction services under task order contracts RS Means/**e-Converge** JOC contracts. Belt Built has also executed JOC contracts with the FBI in Quantico, VA and Clarksburg, WV, and with the Department of Energy in Washington, DC. Belt Built has also executed its third renewal of a two-year RS Means based JOC contract with Army Corps of Engineers for the Defense Information Services Agency (DISA), Fort Meade, MD. The construction services performed under these contract vehicles include a number of disciplines, Demolition; Fire Suppression; Mechanical; Plumbing; Electrical; Thermal and Moisture Protection; Hazmat Remediation; Lighting; Ceramic and Terrazzo Flooring; Carpentry and Interior Finishes. Belt Built self performs light interior finish work.

The employees of Belt Built understand line-item job order contracts and providing Fair and Reasonable task order pricing utilizing **e-Converge**, 4Clicks, Cost Works and Gordian software. Belt Built is poised to continue successfully executing task orders for the Alliance for Innovation.

Our project and supervisory staff are already trained, holding OSHA 30-Hour Safety, OSHA Confined Space, and USACE Construction Quality Management certifications, to meet the requirements of hazardous and advanced scope activities. We take considerable time to maintain and update our Safety Program and Quality Control Program (QCP) at the corporate level, making sure the same culture of safety and quality that achieves consecutive DART rates of zero (0) year-over-year is represented at the project level. Further, Belt Built's executives and project staff are committed to full compliance with MATOC and TO requirements. Our commitment starts with ensuring we meet requirements for award with Cybersecurity Maturity Model Certification (CMMC) affirmation.

Job Order Contract Experience

JOC Contract #1: Carlisle Army War College, Carlisle Pennsylvania

Agency: Department of the Army, Carlisle, PA Army War College
Contract Value & Duration: \$20,000,000/5 Years, 2018 - Present
Point-of-Contact Information: William Byrne, Director of Contracting, 717-578-8528,
William.a.byrne.civ@army.mil
Geographic Service Area: Carlisle, PA Army War College
Unit Price Book Utilized: Gordian
Project Types: Interior Repairs, Renovations, Site/Civil, MEP, Roofing, Building Envelope
Average Task-Order Size & Number of Task-Orders Issued: \$500,000, Fifty (50)+ TO's Issued/5 Years

JOC Contract #2: Smithsonian Institution, Washington DC

Agency: Smithsonian Institution, Washington DC
Contract Value & Duration: \$15,000,000/5 Years, 2021-Present
Point-of-Contact Information: Christine Grant, Contracting Officer, grantca@si.edu
Geographic Service Area: National Mall, Washington DC
Unit Price Book Utilized: eGordian/RS Means
Project Types: Museum Interior Renovations, MEP, Site/Civil Works
Average Task-Order Size & Number of Task-Orders Issued: \$250,000, Thirty (30)+ TO's Issued

JOC Contract #3: Joint Base San Antonio NC2 IDIQ

Agency: Department of the Air Force, San Antonio, TX
Contract Value & Duration: \$140,000,000/10 Years, 2023-Present
Point-of-Contact Information: Lori Witzlsteiner, Contracting Officer, lori.witzlsteiner@us.af.mil, 210-671-6084
Geographic Service Area: Joint Base San Antonio Service Area, Lackland AFB, Randolph AFB, Joint Base Fort Sam Houston, Camp Bullis
Unit Price Book Utilized: e4Clicks
Project Types: Office renovations, dormitory renovations, MEP, civil and sitework, pre-engineered metal buildings, runway renovations, abatement and hanger renovations.
Average Task-Order Size & Number of Task-Orders Issued: \$250,000, Thirty (60)+ TO's Issued

JOC Contract #4: City of San Antonio JOC

Agency: City of San Antonio, Texas
Contract Value & Duration: \$150,000,000/5 Years, 2021-Present
Point-of-Contact Information: Kenneth Heinzmann, Contract Manager,
Kenneth.heinzmann@sanantonio.gov, 210-207-1683
Geographic Service Area: City of San Antonio Texas
Unit Price Book Utilized eConverge & TruPrice Data Tool
Project Types: Civil and site work, interior renovations, pool renovations, dog kennels, landscaping and irrigation, paving and concrete and playground renovations.
Average Task-Order Size & Number of Task-Orders Issued: \$50,000, Four Hundred (400)+ TO's Issued

JOC Contract #5: GSA Austin Border Region IDIQ, San Antonio Border Region IDIQ, McAllen Border Region IDIQ

Agency: General Services Administration, Austin, San Antonio Border, McAllen Border
Contract Value & Duration: \$40,000,000/5 Years, 2022-Present
Point-of-Contact Information: Matt Deptuch, Contracting Officer, matthew.deptuch@gsa.gov, 817-201-3972
Geographic Service Area: Austin, TX, San Antonio Border, McAllen TX Border Regions
Unit Price Book Utilized RS Means Cost Works
Project Types: Courtroom renovations, border station renovations, asphalt and concrete, sitework, controlled entry points and MEP replacements and upgrades.
Average Task-Order Size & Number of Task-Orders Issued: \$100,000, Twelve (12)+ TO's Issued

Geographic Coverage

Service Areas Proposed:

Texas

Mid-Atlantic USA

Maryland

Virginia

West Virginia

New York

New Jersey

District of Columbia

Pennsylvania

Delaware

Southern California

Belt Built Contracting maintains primary office locations in San Antonio, TX and Crofton, MD. We possess the capability to provide JOC construction services nationally however our preferred geographic locations are listed above.

We do not possess any limitations preventing us from servicing PPA's in all 50 states. We have executed construction projects for the federal Government in over ten (10) states within the continental US.

Licenses & Certifications

Belt Built Contracting is licensed in the States of Maryland and Texas. We are fully able to obtain licensing for any proposed area in the continental United States.

Evaluation Section 2

Technical Approach & Methodology

JOC MANAGEMENT PROGRAM

Introduction

For the past five (5) years, Belt Built Contracting LLC, has continuously met the parameters of Order Contracts with task orders (TO) far exceeding \$850K. Our team's experience proactively guides plans for continual facility and component improvements that meet eConverge Technical Specifications and/or Contracting Officer (KO) Plans.

Our Management Approach, key personnel skills, specialty trade capabilities, and experience meeting JOC Statement of Work (SOW) requirements reinforce our project delivery in occupied and operational buildings, tailored to each TO. We plan to achieve mission accomplishment through proactive coordination with shared commitment to quality and safety.

Management Approach

a.) Staffing, Recruitment and Retention Plan

Belt Built combines an experienced staff with regional and national partnerships to support scalable work. We employ more than 50 highly qualified staff across each team member organization and a pre-qualified pool of more than 30 specialty trade subcontractors. Many of our internal staff act as project key personnel and tradesmen offering skillsets across the variety of trades required for this JOC. In fact, our proposed Program Managers and Superintendents have successfully managed several concurrent JOC Programs in the past five (5) years. For this contract, our team can align available personnel and vetted subcontractors who will know facilities and components to TO requirements ahead of project start.

Belt Built is equipped to meet emergent demands and skillfully manage multiple concurrent task orders without disruption or staff turnover – our staffing, recruitment, and retention plan is the basis of this capability.

Staffing

We value high-quality workmanship and bring the best constructors and managers together for Federal construction support services projects. Belt Built managers and supervisors have worn tool belts and labored before rising to supervisory and managerial positions, offering the versatility of their experience. Our staffing emphasizes this dual capability among our staff to ensure the corporate and project staff are well-aligned during JOC performance. Staffing is two-fold: Corporate-Level and Project-Level.

- **Corporate-Level. Belt Built** uses comprehensive hiring, onboarding, and staffing procedures to gain and keep top candidates that have both trade and managerial experience. It starts with sourcing from verified and vetted channels like our immediate professional network and continues through retention strategy such as maintaining a culture of safety and providing

ongoing training and diverse project opportunities for professional growth. Hiring and onboarding procedures can include, but are not limited to: providing timely Offer Letters upon hire, providing necessary equipment per role within the following work week, and onboarding them to corporate systems and software.

Corporate staff and project staff work together to deliver multiple concurrent projects on-time and within project budget.

- **Project-Level.** For JOC TOs, we start with local recruitment, pooling from our vetted talent pool and subcontractor network, and regularly re-assign high-performing internal key personnel from previous projects to new projects. Belt Built is currently managing and executing on seven (7) line estimate JOCs of similar scope as this solicitation and has completed even more in the past five (5) years across Pennsylvania, Texas, Maryland, Virginia, the District of Columbia, and South Carolina. Thus, AFI gains immediate access to labor support from our stronghold on local resources. Also, many of our team's assigned key personnel are full-time, in-house staff, who have worked with us for more than five (5) years. We know their skillsets. They hold active security clearances that streamline badging, and their history of performance demonstrates excellence in communication and project execution.

Our pool of highly qualified Program Managers (PrgM), Superintendents, Quality Control Managers (QCM), Safety and Health Officers (SHO), and tradesmen are available as key personnel and alternates, as needed. Their trade skills span management, plumbing, heating ventilation and air conditioning (HVAC), electrical, roofing, framing, drywall, interior and exterior painting, kitchen, bathrooms, flooring, and demolition.

Additionally, our supervisors and managerial project staff all hold OSHA 30 and USACE Construction Quality Management certifications. **Table 1** lists the minimum criteria Belt Built looks for in our key personnel when staffing JOC projects, exceeding the SOW's requirements.

Table 1. Belt Built recruits the Highest Qualified Candidates with Highly Preferred Screening Criteria

Program Manager	• Minimum 20 years of experience supervising Commercial or Federal construction projects • Outstanding performance track record overseeing 10+ simultaneous projects meeting or exceeding U.S. Government standards while maintaining costs and schedules • Extensive experience with and training on managing projects in the range of \$150,000 to \$25,000,000
Project Managers	• Minimum 15 years of project management experience • Outstanding performance track record overseeing multiple simultaneous projects meeting or exceeding U.S. Government standards while maintaining costs and schedules • Extensive experience with and training on managing projects in the range of \$150,000 to \$25,000,000
Superintendents (On-Site)	• Minimum 15 years of experience and with supervising at least five (5) simultaneous projects and excellent project-delivery track record • EM-385 Certified, OSHA 30, and USACE Construction Quality Management (CQM) Certification
Safety and Health	• Minimum 20 years of experience • Extensive safety training and impeccable health and safety record



Officer (On-Site)	• OSHA 30, EM-385 Certified & USACE CQM Certification
Quality Control Manager (On-Site)	• Minimum 20 years of experience • USACE CQM Certification & OSHA 30 • Fully empowered to enforce Quality Control Program

The staff amount, qualifications, and experience of our team ensure an ample managerial depth to successfully conduct multiple concurrent and multi-disciplinary, undertake new sudden commitments, scheduled, unscheduled, and emergency tasks.

Recruitment

Overall, our best recruitment tools are our own employees who, when a position opens, pass the word to suitable colleagues and candidates. Yet we employ multiple strategies to keep a pipeline of developing talent at the corporate and project level:

- **Corporate Level.** Belt Built carefully recruits high-caliber professionals based on qualifications that either start with a formal education and degree or are equivalent to professional experience. We source candidates from pre-vetted vocational programs, incentivize job referrals from current staff, and/or advertise clear job descriptions on verified job boards such as Indeed and LinkedIn. Combining these efforts fast-tracks our ability to develop a pipeline of potential hires, screen them through virtual and in-person interviews and verify at least three (3) references to fill corporate requisitions in less than 30 days.
- **Project Level.** Most often, Belt Built leverages resource re-assignment to place existing personnel on new projects or different phases of concurrent projects based on their availability and workload. We also use this method to replace staff that must be removed from a project due to poor performance or personal emergency. **This method provides access to the right personnel, often, in less than 24 hours and certainly within five (5) days of vacancy.** Additional methods include:
 - **Workforce Planning.** Conducting a thorough analysis of TO SOW requirements to identify the number and types of positions needed, including specialized skills and certifications. This helps our PrgM and supervisors articulate requirements and performance/availability expectations to potential project staff. Our planning aligns with project timelines and deliverable schedules, when a specialty requirement might need to be fulfilled.
 - **Streamlined Selection.** Our selection process includes structured interviews, skills assessments, certification and past performance verification, and cultural fit evaluations. We prioritize clear communication throughout the process to keep candidates well-informed and engaged.
 - **Subcontractor Integration.** For our consultants and subcontractors, we work with them to meet their proposed pricing that is fair and reasonable and within TO budgetary constraints. Team PCS is diligent about integrating external staff into the project team as soon as possible to foster shared commitment to project quality, safety, and success.

Responsibilities of Each Element

Mr. Todd Hirsch, Vice President of Belt Built Contracting, LLC has the authority to oversee this JOC. A mix of key personnel perform program and project management, site supervision, quality control, safety control and finishes, based on the capabilities of our team, to best meet the JOC needs. Key personnel **span of control** is described in the Roles and Responsibilities section below:

Roles and Responsibilities

Program Manager. Responsible for all aspects of the overall contract, ensuring customer expectations are met and:

- Works with TO PMs to ensure timely, cost-effective, and compliant completion of work.
- Collaborates with QCM to ensure compliance with contract documents.
- Teams with SHO to ensure safe job site conditions and compliance with safety regulations.
- Manages and monitors overall budget and schedule.
- Provides progress reports to the Government and Belt Built supervisors.
- Responsible for overall strategic management, ensuring proper allocation and reallocation of resources across multiple concurrent projects and TOs.
- Full authority to act for Belt Built on all construction, scheduling, resourcing issues.

Superintendent. Responsible for job site supervision and:

- Remains physically present on-site while work is being performed.
- Central POC to the KO/COR and Core Project Team (CPT) for the performance of all work under each TO.
- Responsible for the overall performance, management, and coordination of the TOs.
- Provides progress reports to the customer and Belt Built management team.
- Provides directions to subcontractors and self-performing skilled trades.
- Responsible for on-site construction quality control and safety control.
- Supervises all construction activity and subcontractor personnel.
- Works with the PM to execute the work safely, within budget and schedule and with the Government's shop drawings.
- Helps resolve schedule, performance, quality, and safety issues.
- Supports the QCM/SHO to maintain safe job site conditions and compliance with safety regulations and to ensure work is performed correctly.
- Maintain documentation on-site including current project documents, executed TO, RFP, contract drawings, contract specifications, Quality Control Plan (QCP), as-built drawings, and modifications.

Safety and Health Officer. Responsible for the overall health and safety of the site and:

-
- Daily reporting and posting of safety deficiencies as well as OSHA 300 logging of any incidents and incorporating this information into the daily reports.
 - Oversees the implementation of the Accident Prevention Plan (APP) and the Activity Hazard Analysis (AHA).
 - Maintains a list of hazardous materials on site.
 - Maintains accessibility of material safety data sheets for all hazardous materials on site.
 - Advocates subcontractor compliance with safety and health requirements.
 - Maintains EMR ratings/ DART rates for subcontractors on site.
 - Helps keep EM 385-1-1 Manual present on site and easily available for reference.
 - Coordinates weekly on-site safety toolbox meetings in accordance with specific safety hazards present or incidents that have occurred.

Quality Control Manager. Manages the Contractor Quality Control Plan (QCP) and:

- Liaise with the Government for compliance with quality control, and customer satisfaction
- Acts as QC Representative for interactions with subcontractors and outside parties.
- Liaise between on-site staff and Belt Built corporate office on the status of project QC.
- Ensure implementation of and compliance with the Contractor QCPs.
- Responsible for implementing and managing the USACE Three Phases of Control.
- Authority to stop work that is not in compliance with the contract.
- Establishes and ensures compliance with all testing protocols.
- Provides quality indoctrination for all employees on site (Prime and subcontractors).
- Surveys field operations for compliance with quality control and standards.
- Oversees project related testing and inspections.
- Tracks and reports on quality deficiencies.
- Works with the on-site staff to implement corrective actions and preventive measures.
- Conducts and documents training for QC.

Project Manager. Responsible for TO project management and:

- Supports planning, scheduling, coordination of work, and participates in project meetings.
 - Works with the on-site staff to keep timely, cost-effective, and compliant completion of work.
 - Collaborates with QCM to meet compliance with contract documents and QC.
 - Teams with SHO to maintain safe job site conditions and compliance with safety regulations.
 - Conducts performance reviews, addresses personnel problems if any and rewards outstanding performance.
 - Coordinates commissioning and startup schedule and documentation process.
-

-
- Obtains services from local resources, specialty consultants, and other organizations as required.
 - Supports submittal preparation and review, and monitoring for budget and schedule.
 - Resolves schedule, performance, quality, and safety issues.
 - Identifies necessary resources to acquire when needed.
 - Pre-qualifies subcontractors and executes subcontracts.
 - Approves invoices, change orders, and time sheets.

Executive Team. Provides oversight and ensures customer satisfaction:

- Review and resolve issues of concern from the Government, PrgM, and PM.
- Overseeing program performance across task orders for adequate staffing and supervision.
- Monitoring program performance through quarterly meetings and regular status reports.

Location of Decision-Making Authority

Todd Hirsch, our PrgM, has full authority to act on behalf of Belt Built on all contracting, construction, scheduling, resourcing, and/ or personnel matters and issues brought to our attention by the customer. Todd provides responsive answers and decisions within required timeframes for JOC management. The PrgM is located at our San Antonio, TX office.

On-Site Superintendents are the primary POC for the Government, CPT, and subcontractor communications during the project. They are responsible for the overall performance, management, and coordination of the TOs and is fully accountable to the PrgM. The Supt. operates on-site and leverages our local field office for operations.

The Project Manager supports TOs and the Superintendent.

The QCM and SHO has full stop work authority on matters related to quality control and safety control nonconformance, and works independently from the CPT to be able to fully reinforce the Quality Control Plans (QCP). The QCM reports directly to our Executive Team and to the Director of Quality and Director of Safety.



Interface Between On-Site and Off-Site Management and Government

Belt Built has a home/corporate office in Severna Park, MD and San Antonio, TX. Our home and local offices collaborate with shared capacity to support multiple concurrent and multi-disciplinary task orders.

Our home/corporate office sets a foundation for all projects to maintain programmatic consistency and quality, while the local site office (project management office) is **the hub** of project delivery and the working location for key personnel. Office synchronization allows us to promptly respond to sudden new commitments, and to redirect resources as needed to avoid delays. Namely, our Executive Team and PrgM monitor growth in work volume and source from our internal and external resource pool or engage pre-qualified subcontractors when necessary.

The home/corporate office supports all technical, clerical, and administrative needs, offering our CPT full-time and part-time corporate oversight in the following areas:

- Quality Assurance/Quality Control
- Safety and Health
- Contract Administration
- Design and Technical Support
- Management Information Systems
- Contract Administration
- Scheduling and Estimating
- Cost Accounting
- Human Resources
- Procurement (Subcontractor Management & Purchasing)

Also, our home/corporate offices are the basis of operations for our Executive Team. In its oversight and strategic planning role, the Executive Team meets with each of our Program/Project Managers on conference calls to review project progress and report trends. **Table 2** outlines our key programmatic support areas in the organizational structure.

Table 2. Established Organizational Structure and Programs

Organizational Highlights	Benefits to JOC Task Order Management
Fully qualified and longstanding key personnel	Established chain of command
Open and regular communication channels	Lessons learned cross training and discussions
Fully staffed Site Safety & Health Program	Vigilant attention to safety and ongoing safety inspections
Fully staffed construction Quality Control Program	3 Phases of Control implementation; USACE-Certified QC Inspectors
Engineering resource technical pool	Access to all traditional engineering disciplines

Corporate Support Staff	Provides needed support to remote project locations
Dedicated Contract Compliance Administrator	Enables strict compliance with contract obligations

Our executive oversight and key personnel are skilled managers and tradesmen. We work collaboratively to remain compliant with administrative requirements, transparent with the Government, and to provide the level of quality and safety necessary for successful task order delivery.

Communications Plan

Team PCS's Communications Plan is the core success factor in our Management Approach. It helps achieve clear lines of communication (See [Organizational Chart](#)), regular feedback, and stakeholder transparency and collaboration with cloud-based construction project management software (SOW Section 5.4.2) and protocols. We use this Plan to foster key collaborations that are critical to project progress, effectively supporting our partnership with AFI. Also, our intent is to improve scope definition, strengthen our understanding of the Government's goals, and properly support mission critical objectives.

The through-line collaborations below help: Meet building code compliance; Provide construction quality; Achieve commissioning and occupancy/use; and facilitate Operations & Maintenance (O&M).

Key Personnel and Director of Quality Control (DQC) ↔ Specialized Subcontractors

Our Core Project Team, Estimators, Schedulers ↔ Key AFI customer Stakeholders

Our Field Staff ↔ Office Corporate Staff

Clear Lines of Communication

The Superintendent and PgM are fully empowered and authorized to represent the Team PCS and our direct and everyday liaison between our CPT and the customer. Our QCM is empowered to communicate and authorize on quality related matters.

Regular Communication

Our Superintendent and QCM Government regularly hold meetings with continuous Government and subcontractor collaboration. Daily, bi-weekly, and monthly reports (**Table 3**) along with meeting minutes and correspondence recording are used to document the process.

Table 3. Regular Meetings for Consistent Communication Between Project Stakeholders

Typically Held Meetings:	
- Post-Award Kick-Off Meeting - Site Conference - Scope of Work Definition Meeting - Weekly Meetings - Emergency Meetings	- Preparatory, Initial, and Follow-Up QC Meetings - Pre-Construction Meeting - Project Close-Out/ Lessons Learned Conference - Others as Needed
Reports Produced and Used:	
- Daily Reports - Bi-weekly QC Reports	- Monthly Report - Earned Value Report

Our Superintendent and QCM develop daily reports, Bi-weekly QC reports, monthly report, earned value reports, and quarterly reports according to project milestones. Belt Built coordinates seamless

interfaces between on-site project management, off-site corporate management, and the Government through effective coordination for mission accomplishment.

c.) Relationships Between Corporate and On-Site Management

Belt Built values our relationship AFI Customers, our subcontractors, all project stakeholders, and the wellbeing of families, and civilians. Thus, our Executive Team takes extensive measures to foster open communication and assign clear project roles and responsibilities, reducing delays in decision making.

On-Site Superintendents reports to the PrgM, Executive Team, and the Government to Government the planning, scheduling, execution, and closeout phases of a TO. He coordinates all project activities and liaises communications between the CPT, subcontractors, and the KO or COR.

Our PrgM, Todd Hirsch, maintains full authority over all contracting, construction, scheduling, resourcing, personnel matters or any issues with the JOC. Todd meets with the QCM/SHO and supports the Superintendent for each TO, resolving any quality or safety control issues and providing resource allocation support. He ensures proper allocation and reallocation of resources across multiple concurrent TOs.

Line-Item Estimating. The Superintendent and our Project Manager(s) have extensive experience with building line-item estimates to meet the scope of work. Our on-site management work with the field team to build the estimate for Government review. Collaboration and communication between the Belt Built team and the client are critical components of a successful line-item estimate and product in a JOC.

Executive Oversight. Belt Built's Executive Team provides executive oversight for customer satisfaction by:

- Reviewing and resolving issues of concern brought by the Government, PrgM, and Superintendent.
- Overseeing program performance across TOs for adequate staffing and supervision.
- Monitoring program performance through quarterly meetings and regular status reports.

Subcontractor Integration. Belt Built, as the Prime Contractor, and our relationship with tradesmen and subcontractors is grounded in proactive collaboration, transparency, and shared commitment to quality and safety. Subcontractor integration starts early before NTP and during the Bidding stage or when we are aware a TO notice is in the pipeline..

Our PrgM and Executive Team gauge TO requirements and pre-qualify subcontractors within our network based on proximity to work, their safety records, and recent experience and track record with similar work. We work with them to estimate pricing, discuss expectations and gain feedback, and prepare them for starting the project (security requirements, training, etc.) after Government approval of selected subcontractors. Belt Built tracks field management in the Government's required software such as eConverge, eGordian or otherwise requested.

Our goal is to master open communication and transparency, so we especially foster this with our core resource: the builders/subcontractors. Through structured coordination, Belt Built maintains a close working relationship with our subcontractors throughout each project duration and for the life of the JOC to provide support and keep a pipeline of nearby, qualified subcontractors that can meet a range of SOW needs.

JOC Program Management

Task Order Delivery Management and e-Converge Utilization

Task Order Management Approach

Managing Multiple, Concurrent Task Orders Requiring Diverse Skills Across Multiple Locations

Team Belt Built's programmatic support discussed above, such as office collaboration, along with Integrated Project Management optimize scheduling, cost control, and quality control to support concurrent task orders. We adjust the plan for the specific needs of a TO.

Belt Built's PrgM's and Executive Team successfully implement the approach described in this section, across our contractual portfolio allowing us to manage more than 30 simultaneous projects of various scales in multiple locations on any day. We currently manage seven (7) line-item JOCs in the Mid-Atlantic region and Texas for the Air Force, General Services Administration (GSA), and local governments. Further, several key tactics support our Integrated Project Management approach.

Supporting Project Management for Concurrent Task Orders

Accurate Estimates and Schedules. The PrgM and Executive Team analyze the schedule to identify and address any risks before they impact the schedule or resolve issues to reduce delays. Baseline Project Schedules (BPS) for individual task orders are incorporated into our Integrated Master Schedule (IMS).

Cost Estimate Reviews. After initial cost estimates, the PrgM and Executive Team scrutinize task order level estimates to identify potential trends across concurrent task orders.

Strategic Planning. We use e-Converge, eGordian, Primavera P6, or other Government-requested project management software, and work with K2 Consulting experts to map out full project lifecycles, allowing our PrgMs and Executive Team to plan, track, and maintain staffing, equipment, and subcontractor resources and bonding capacity across multiple concurrent TOs and forecasted commitments.

Regular Meetings with the KO and Stakeholders to help determine potential future personnel requests based on AFI customers own forecast of construction requirements.

Supporting Government Designs/Shop Drawings and Construction assures coordination and constructability, as well as consistency between design, fabrication, and installation during project construction. Team Belt Built will follow the Government's specifications and can offer expertise on designs in the way that our key personnel have recently performed for existing clients.

30, 60, and 90-Day Resource Planning across construction sites to: Coordinate adequate staffing, shift resources in a timely manner, and match manpower resources to individual TOs based on specific experience.

Attentive Subcontractor Management to enable immediate mobilization to the work site with experienced and pre-qualified subcontractors nearby to the job site location, no matter the location. Each tactic helps facilitate overall milestone and resource tracking across multiple concurrent task orders to support prioritization and resource allocation. We identify critical milestones that impact deadlines and allocate resources (labor and/or equipment) based on urgency, using techniques like resource leveling to balance demands across sites.

Effectively Adding New Work into Existing Projects

The tactics and planning for managing concurrent task orders equally support incorporation of new work into an existing project. Team Belt Built's Superintendent works with the KO, key personnel and subcontractors to accommodate a change request, after reviewing the Baseline Project Schedule (BPS), Estimates-to-Complete, and change request. We document changes to the scope in eGordian or other construction project management software as requested, with full visibility to the Government. Also, our team coordinates with vendors and the Government facility staff to procure any new materials within a short lead team, as much as possible.

Additionally, belt Built carefully plans to distribute resources across workloads, so delays are avoided and contractual commitments are met. A key component of this process is our [Project Close-Out and Acceptance](#) protocols (See *Quality Control Program*). We manage labor, materials, and equipment, while promoting cross-project resource sharing for workload balance and cost control.

Strategic Planning for Peak Workloads

Strategic planning allows us to maximize or reduce local personnel, material, and financial resources, stagger peak workloads across concurrent task orders, prepare for upcoming commitments, and plan for resources that are finalizing Project Close-Out. Belt Built meets predictable and unpredictable peak workload demand through the following:

Skilled Trades on the Team. Our team has full-time personnel with expertise in management and trade for Federal projects, including 10 Construction Managers and Estimators. Our staff expertise across the full team supports our repair, demolition, and minor construction projects, offering skilled trades and labor disciplines such as: interior/exterior remodel, demolition, roofing, concrete, MEP systems, fire protection, carpentry (wood, trim, metal), painting, flooring, windows, and asphalt overlays.

Project Close-Out Resource Allocation. Proper Project Close-Out, as part of our Quality Control Program (QCP), opens resource availability, so resources can then be re-assigned to support other ongoing projects, help streamline other Project Close-Outs, or begin performance on new task order assignments. The PrgM monitors and manages this re-allocation of resources.

Personnel Re-assignment. Belt Built's key personnel are highly versatile in skill and certified, often performing multiple roles as the contract terms dictate, such as a singular person acting as both the QCM and SHO. Assigning levels of authority to key personnel with such versatility allows us to address sudden surges or reduction in workload through short-term reassignments. Additionally, timely closeout of completed projects supports efficient personnel reallocation.

Vetted Local Subcontractor Pool. Where emergent situations arise, we garner resources from our pool of local subcontractors to gain urgent/expedited pricing on trades and initiate our [Subcontractor Management Plan](#). Subcontractors support our efforts in specialized trades and are key resources in augmenting in-house resources as workloads increase. All approved subcontractors are immediately integrated into the project team and contractually obligated to meet quality, safety, cost, and schedule expectations.

Local Suppliers/Vendors. As general policy and to the extent possible, we use local vendors/suppliers. Belt Built has accounts and decades-long relationships with many suppliers. Supplier relationships span interior finishes, plumbing, electrical and HVAC materials.

Vendor Management and Purchasing. For emergent material needs, Belt Built uses an integrated purchase order system for materials, Sage 100, as our accounting and project management software or other required tools. On-site key personnel, such as the Superintendent, develop the purchase order to meet the sudden demand. The Superintendent, PrgM, and our accounting personnel review and approve

it in Sage. We maintain full visibility of the purchase order status in approved systems for project stakeholders.

- **Local Delivery Storage.** We can receive materials at our office warehouse for storage and delivery to the jobsite. Field personnel receive notice of delivery status several days in advance and can prepare to directly deliver materials to the jobsite. Our team works with Government Security Officers to meet proper security and access procedures for the delivery.

Financial Capability. Belt Built's financial resources and high bonding capacity of \$125M+ (aggregate) allow us to meet all peak load financial requirements.

All combined, our vetted and experienced resources and strategic planning allow Belt Built to meet peak workload demands across concurrent TOs in multiple locations.

Integrated Project Management Plan

Belt Built's approach to managing task orders for the AFI JOC fuses all aspects of construction project management with regular feedback from project stakeholders. Integrated Project Management leverages strict documentation and Government-approved technology to streamline concurrent implementation and support compliance per TO. Daily, we manage and monitor schedule and cost control, our Quality Control Program and project-specific QC Plans, Safety Program, Subcontractor Management Plan, Vendor Management Plan, and Risk Management Plan using integrated tools such as Sage 100, eGordian, Primavera P6, and so on.

On-Site Superintendents will work closely with the Government, key personnel, and the PrgM Todd Hirsch to regularly identify opportunities for efficiency, resource re-allocation for pending TO requests, and rapid resolution of any issues.

Job Order Development Process

Belt Built understands Job Order Contracts to be a collaborative effort between the client, the end user, and the JOC Contractor. When projects are correctly scoped and estimated on the front end, the project gets off on the right foot. Belt Built will assist in the project scope and offer value engineering ideas when possible to reduce the cost and time to execute a task order. The primary objective of a Job Order Contract is to execute multiple task orders for minor construction, repair, rehabilitation and alteration of facilities and buildings concurrently at a fair and reasonable price and on schedule.

- During Task Order Planning we will work with the customer to develop a clear performance-based work statement with goals tied to specific and measurable tasks.
- During Task Order Planning we will work with the customer to develop a clear and concise schedule to use a guide and a communication tool with the end user.
- During estimating of the Task Order we will maintain the goal of providing the task order at a fair and reasonable price and offer value engineering ideas to reduce construction costs.
- During construction Belt Built will continuously provide input to improve the efficiency and effectiveness of the process and propose value engineering change proposals (VECPs) to reduce construction costs while maintaining the functionality of the completed facility.

- During turnover and occupancy, we will be a true partner providing commissioning, testing and balancing, warranties, and ongoing support.

Our Project Manager will lead the planning, scheduling, execution, and closeout phases of a project and is the coordinator of all project activities and the hub in communications between the design and construction teams, including any subcontractors that may be engaged. Our Project Managers are fully empowered to lead the efforts of a project's Core Project Team and are fully accountable to the Program Managers and JV Executive Team. Our project managers all have extensive experience with building line-item estimates to ensure that they meet the intent of the scope of work. Our project managers work with the field team onsite to build the estimate for review by the government client. Collaboration and communication between the PCS team and the client are critical components of a successful line-item estimate and end product in a job order contract.

Quality Control Assurance across Multiple/Concurrent Task-Orders

Quality Control Approach:

Belt Built's quality control (QC) approach governs our internal quality control structure and processes. The approach maximizes our Safety Program, bolsters our Quality Control Program (QCP) and is further executed through project-specific QC Plans.

Internal Quality Control Structure and Processes

Our Quality Control Program (QCP) delineates QC structure and processes, enforcing three (3) core tenets: Accountability, Empowerment, and Enforcement. Belt Built uses USACE Three Phases of Control unless TYAD KO or contract representatives specify otherwise, and our managers and key personnel are USACE Contractor Quality Control certified. The Director of Quality Control (DQC) on the Executive Team and PrgM oversee successful implementation of the QCP and work directly with the Quality Control Manager (QCM) for regular updates. We work together with the Government to meet TO requirements.

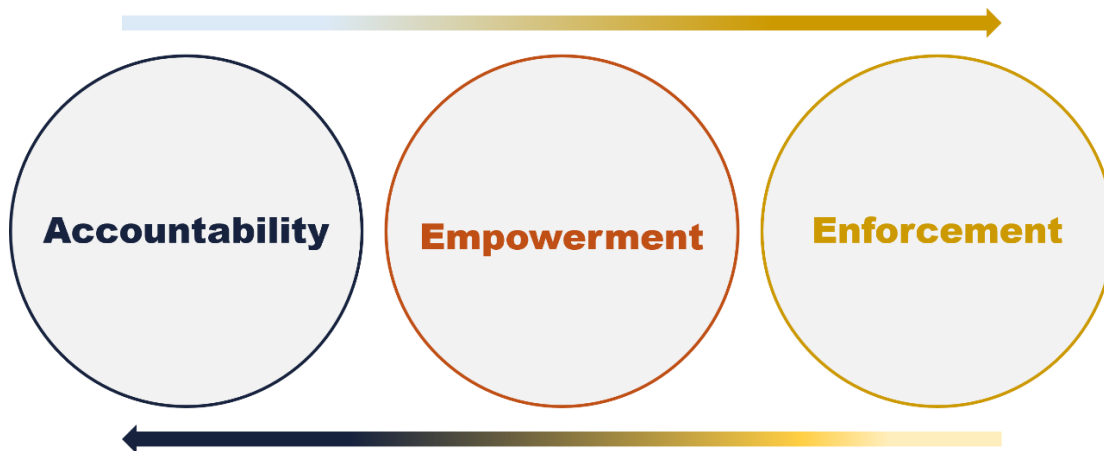


Figure 1. Clear Tenets for Quality at the Program Level: Accountability, Empowerment, and Enforcement

Accountability. All Belt Built project personnel and subcontractors are contractually responsible for and accountable for the safety and quality of their work, as well as conformance to regulatory requirements. Our CPT maintains quality control on job sites by:

- Establishing surveillance, testing, and inspection methods to comply with requirements.

- Documenting compliance/non-compliance, including corrections and verifications.
- Analyzing problem trends and implementing preventive or improved processes.
- Overseeing and evaluating conformance to regulatory requirements including, but not limited to:
 - Department of Defense (DOD) Building Code MIL-STD-3007
 - TYAD Master Specifications and Installation Planning Design Guide
 - Unified Facilities Criteria (UFC) and Unified Facilities Guide Specifications (UFGS)
 - Institute of Electrical and Electronics Engineers (IEEE)
 - Comprehensive and coordinated set of International Codes (ICC)
 - American Society of Heating, Refrigerating and Air Conditioning Engineers (ASHRAE)
 - Occupational Safety and Health Administration (OSHA)

Empowerment. Belt Built empowers our designated QC Team personnel (**Table 6**) with project independence (with stop work authority) to perform their duties. Our QCM has full authority over project specific QC Plan development and implementation, reports directly to our Executive Team and is solely dedicated to quality, not project timeline or costs. The QCM and PM meet at least weekly with the TYAD KO or COR to discuss progress and address issues of concern. During these meetings, we discuss and document all quality inspections, issues detected, and their complete resolution.

Enforcement. We enforce quality requirements for in-house staff, the CPT, design firms, and subcontractors through initial recruitment selection, contractual obligation, organizational culture reinforcement, daily monitoring and regular meetings. Our QCP implementation adheres to the USACE Three Phases of Control on and off-site:

- **Preparatory Phase** to properly plan for compliance with contract requirements. Subcontractor Field Safety Managers and staff are required to attend this meeting.
- **Initial Phase** for the QCM to perform inspection until satisfied that a representative portion of the work meets standards and requirements. Subcontractor representatives must attend this meeting as well.
- **Follow-Up Phase** to perform routine inspections until completion. Prior to completion, our QCM conducts Pre-Final and Final Inspection in collaboration with the Government.

Risk Management enables us to perform additional Preparatory and Initial Phase Inspections, as necessary; Identify deficiencies and root causes to promptly implement corrective actions and preventative measures; Analyze possible alternatives and impact of corrective actions; Monitor corrective actions closely to assure resolution; and establish a culture of continuous improvement using lessons learned.

Project Specific QC Plans

Belt Built's QCM collaborates with the CPT key personnel and DQC upon Notice-to-Proceed (NTP) to develop a project-specific QC Plan with estimating and scheduling that meets the TO SOW. The QCM and DQC review the plan and specifications to identify routine items, unique requirements, key quality risks and establish a proactive risk mitigation strategy. The QC Plan addresses DFOW and activities in the Pre-Construction, Construction, and Post-Construction Phases (**Figure 3**). Our early QC planning carefully plans for all third-party and internal inspections to facilitate a complete QC process through the warranty period.

Pre-Construction Phase	Construction Phase	Post-Construction Phase
Qualify trade partner capabilities	Pre-installation meetings	Commissioning and validation
Constructability reviews	QC inspection samples and mock-ups	Proper Project Close-Out
Inspection & Test Plan	Initial inspection of first-install work	
Design reviews	Zero-defect policy reviews	
	Compliance inspections	
	Installation preparation	
	Follow-up inspections	
	Stakeholder Collaboration	

Figure 2. Project QC Plan Activities across Project Phases

- **Collaborative Reviews.** Our QCM, CPT, subcontractors, tradesmen, and Safety Manager collaborate, with shared commitment to quality control, during pre-construction activities, design reviews (D/B method), and constructability reviews. Each review closely dissects the project scope and design for constructability issues and elevated risks.
 - As an insight, experience has shown that water intrusion (precipitation, groundwater, or building systems) is a common cause of construction defect claims. So, our project-specific QC Plan pays close attention to moisture intrusion prevention through staging, sequencing, temporary measures, and testing.
- **Proper coordination between key trades** is critical. Trade coordination meetings are defined and set to take place prior to starting DFOV coordination, supporting proper workflow and designated QC inspections as milestones within our Inspection & Test Plan. In addition, we determine the samples and mock-ups for QC inspections and inter-trade coordination.
- **Material Verification Pre-planning and Pre-installation Meetings** makes sure the right people are engaged at the right time for material verifications and overall adherence to the QC Plan.
- **Work Inspections.** The project specific QC Plan defines the required inspections organized in three (3) phases: Installation preparation, first-work, and follow-up.

Project Close-Out and Acceptance

Proper Project Close-Out is paramount to project success and resource allocation. Our Close-Out process conducts the following:

- **Punchlist Completion.** Although our internal QC process minimizes punch list items, we work diligently to close the punch list and expedite Close Out as needed.
- **Inspections.** QC Team authorities that have jurisdiction promptly complete all final inspections.
- **Site Cleanup and Demobilization.** We ready the project site for a smooth turn over through debris clean up, equipment removal, and so on.
- **Document Collection and Turnover.** Our CPT uses document control processes to collect and maintain all documents such as as-built, manuals, and warranty certificates to promptly turn over as part of Project Close-Out.
- **Training.** Our CPT trains the AFI facility team to operate and maintain installations in accordance with specifications and commissioning.

- **Designation of Warranty Manager.** We designate the Warranty Manager to act as the primary point-of-contact for the Government regarding defects, answering questions, and resolving warranty concerns.

QC Meetings

Belt Built's QC team hold bi-weekly meetings, while also participating in the project's weekly progress meeting. During the QC meetings, the QCM leads discussion on QC inspections, results, issues, and resolution tracking, while providing transparent updates during weekly progress meetings to inform all stakeholders.

Subcontractor Quality Control

Subcontractors are required to keep a tracking log on quality control, safety, and non-performance violations for all TOs. Written notifications of safety and QC deficiencies are immediately sent to the subcontractor's office and expected to be corrected within 24 hours. In the case of non-performance, a 3-day cure notice is issued to the subcontractor. If the non-performance is not corrected, the subcontractor is terminated and a new subcontractor is solicited to perform completion of the work. Belt Built's PrgM and Executive Team are proactive in subcontractor replacement, where these issues arise. Any subcontractor that accumulates violations across different concurrent TOs is placed on a banned list, preventing any future subcontracting opportunities. Additionally:

- Subcontractors must assign a dedicated QC Officer or representative who is responsible for the day-to-day execution of work, conducting inspections, and maintaining documentation.
- Evidence of qualified personnel, such as certifications, references, and training records, as well as approved procedures, must be submitted prior to a subcontractor beginning work on site.
- Compliance with the Belt Built project-specific QC Plan is evaluated and documented for each subcontractor. This evaluation is used in deciding whether to maintain a subcontractor's pre-qualified status for future projects.

Duties, Responsibilities and Authorities of QC Personnel:

Belt Built's QCP is successful because our executives clearly define expectations and levels of authority for quality at the onset of each TO – remaining proactive with this approach throughout JOC duration. **Table 6** outlines QC Team personnel independent duties, roles, and areas of collaboration.

Table 1. Clear Roles and Responsibilities for the QCP Team Enforces Commitment to Ongoing Quality Control

Quality Team Member	Duties and Responsibilities
Program Manager	Oversees overall quality management and assure the QCP is effectively implemented and evaluated. Liaison with the QCM to ensure the job site QC Plan is maintained at all levels. Carefully monitors project activities (admin and construction) to avoid quality issues.
Director of Quality Control (DQC) (Executive Team)	Implements the QC Program for the company and works directly with the QCM and PM to ensure compliance with the contract and the project SOW. Visits every job site to perform 'self-inspections' of the project documents, test reports and records.
Quality Control Manager (On-Site)	Present on-site during field activities and supervises the key personnel and subcontractors' quality of work. Responsible for developing the project site QC Plan, conducting source and receiving inspection, assists with the approved supplier processes and oversees the on-site QC Program. Reports directly to the DQC and works closely with the PM to

	ensure that the work is performed in compliance with project specifications. Holds full authority to direct removal and replacement of deficient items or substandard work and to stop work entirely if contract requirements are not being met. In the event the QC Manager is unavailable, the assigned Alternate QC Manager assumes the assigned responsibilities.
Alt Quality Control Manager	Possesses the same qualifications and certifications as the primary QCM so that, in the event the QCM is unavailable, he/she can seamlessly assume the assigned responsibilities.

Our goal is to meet 100% compliance, and to do that we maintain a dedicated QCP Team with core duties.

Procedures Used for Tracking Construction Deficiencies

Belt Built's procedures for tracking construction deficiencies and managing non-conformance include policy enforcement, material verification meetings, preventative action, and documentation.

Zero-Defect Policy

Our Zero-Defect Policy enforces effective control and reduction of non-conformance (deficiency) to prevent unintended use or installation of failed products. During inspections, the QCM reviews and documents materials, components, assemblies, DFO, or products that fail to meet specifications and thus render those items unusable.

Those photographic records and reports are managed and fully visible/retrievable at any time for the Government. Minor non-conformance is corrected within **24 hours**. Major non-conformance results in **work stoppage** for the relevant portion of work until resolution is reached. Our CPT corrects all deficiencies prior to usage for that material/product as efficiently as possible to maintain project schedule.

Material Verification Pre-Planning and Pre-Installation Meetings

Our key personnel work with subcontractors to hold material verification pre-planning and pre-installation meetings. For D/B projects, Belt Built collaborates with the DOR, and the Government during constructability reviews or Integrated Review Cycles to deliver feedback on designs and materials and supplies.

Key Activities in Pre-Planning and Pre-Installation Meetings for QC:

- **Review of Submittals and Data.** Analyze product data, shop drawings, and manufacturer specifications to confirm they match project requirements.
- **Verify Material and Quality.** Inspect approved samples, confirm product compatibility, check for proper storage, and discuss mock-up requirements.
- **Installation Method and Sequence.** Discuss installation procedures, tools needed, and sequencing with other trades.
- **Schedule and Inspections.** Confirm scheduling of materials and inspection milestones, including project-specific requirements for our QCM within the AFI facilities.

Preventive Action Plan

Preventive action begins with identifying potential or existing conditions adverse to quality. The extent of corrective or preventive action is commensurate with the magnitude of the condition and associated

risk factor(s). As a minimum, the QCM will:

1. Identify the non-compliance with a visible red tag stating “REJECTED” with explanation.
2. Write a discrepancy report.
3. Identify deficiency, location, and type of corrective action on the Daily QC Report.
4. Suggest corrective/preventative measures to the PM/Superintendent.
5. Identify timetables for final resolution.
6. Perform additional follow-up inspections and document compliance after correction.
7. Maintain a Master Deficiency List.
8. Provide a monthly report of deficiencies and corrective actions on the first Monday of each month.

Our documented procedures for preventative action empower non-QC Team personnel to be informed and own quality control throughout the project timeline.

Logs, Documentation, and Daily Reporting

Our QCM and CPT maintain stringent documentation and record keeping on quality control. These records support proper analysis of the quality system, identification of quality deficiencies or trends, and the need and/or effectiveness of corrective action. As a minimum the following types of documents are maintained and controlled as part of this procedure:

- | | | |
|----------------------------|------------------------------------|---|
| • Plans | • Daily QC Reports | • Deficiency Log |
| • Shop drawings | • Material Approval Submittal Form | • Submittal Status Log |
| • Technical Specifications | • Daily Production Reports | • Preparatory, Initial & Follow-Up Meeting Form |
| • Test Results | • Product Certifications | • Construction Checklist |
| • Laboratory Reports | | |
| • Subcontractor Logs | | |

A Daily QC Report is required for each day and is signed and dated by the QCM. The PM, DQC and TYAD representatives receive copies of the reports by close of business at the end of the reporting week. A Daily Production Report is required for each day work is performed and signed and dated by the PM or Superintendent. These documents are maintained on-site, as well as with the home/corporate office in Crofton, MD. Our QCM completes a DFOW log with distinct project tasks, each section of the specifications cross referenced to the production schedule, and all items of work on the Baseline Project Schedule (BPS).

In addition to our reports, our CPT uses Construction Checklists tailored to the tasks of each project and aligned with the schedule and QC Plan. Construction checklists help with:

- Management of all aspects of construction projects.
- Organizing workflow to optimize productivity.
- Defining individual responsibilities and accountability.

- Identifying risks and implementation of necessary safety measures, and

Maintaining the Inspection & Test Plan.

Approach to Scheduling, Phasing, and Coordination

Schedule Control

Our scheduling and schedule control methodology is based on:

Accurate Estimates. Belt Built's experienced Estimators, Schedulers, and estimating tools (eConverge, eGordian, RS Means) help provide accurate cost estimates, which are the backbone of an accurate schedule. Cost information from current R.S. Mean's publications is also used to provide a "check and balance" approach for accuracy and completeness.

Baseline Project Schedule (BPS). Our estimating method with the TO Statement of Work (SOW) enables the Superintendent and PM to prepare the BPS with stakeholder feedback. The BPS integrates labor and equipment tasks, notifications and inspections, customer/end-user occupancy, and site operating requirements. It also incorporates the contractual period of performance (PoP), project activities, and dependencies such as:

- Permitting requirements for submission and approval.
- Submittal approvals and Government shop drawing feedback.
- Procurement Government times for long-lead construction materials and equipment.
- Input from utility entities providing any new services to the facility.
- A detailed breakdown of construction activities by work areas.
- Startup, commissioning and training.
- Occupancy and operation requirements by function and office.

The BPS is reviewed, refined, and approved for finalization using eGordian, Primavera P6 and/or Microsoft Project. Belt Built's Superintendent and PM Support measures daily progress and productivity in the schedule and discusses it with the team during weekly project coordination meetings. We also compare material quantities to estimates to monitor productivity. Schedules (hard copy and electronic) are made available to the KO and COR.

Reconciliation of Progress with the project schedule is done daily to correct issues and avoid schedule delays. Progress reconciliation is reinforced through coordination planning, requests for information, and submittal tracking throughout the project.

Continuous Monitoring supports adapting the schedule, as needed, over time and doing so with the BPS as reference. If it appears that a milestone could be missed due to unforeseen/unavoidable conditions, we work together with project stakeholders to exercise a mitigation plan or resolution to make up for delays.

Risk Management for the BPS involves identifying uncertainties like material delays or weather impact to the best of our ability, then adjusting timelines with buffers, probabilistic durations, and adjusted forecasting. **Table 5** lists some of these critical risk management techniques for schedule control.

Table 2. Early Mitigation Strategy for Common Risks that Impact Schedule

Project Risks that Impact Schedule	Mitigation Strategies
Schedule Non-Compliance	Tracking critical path method using Primavera P6 or other required Government software.
Weather Delays	Incorporate anticipated adverse weather delays, based on the project site location, into initial Schedule, with buffer as the project progresses.
Cost/Budget Variances	Earned Value and Cost-to-Complete reports identify compliance or variance with schedule and budget.
Logistics Delays	Use Long-Government and Just-In-Time logistics management techniques to ensure timely delivery of critical construction packages.
Workforce Fluctuation	Careful screening/recruitment and assigning trusted resources from past projects. Letters of commitment and contractual obligations to secure availability.
Work in Occupied Areas of Building	Daily safety briefings, restricting hazardous areas, posting highly visible signage, and work with building security personnel to enforce perimeters of the area.
Interruption of Critical Mission Operations	Daily briefings with directors and supervisors, develop and use work around procedures, schedule work when personnel are not in the area (nights and weekends).
Safety Issues that Impact Staff and Construction	Site-specific Safety and Health Plans; Safety Manager, PM, QCM, and Superintendent authority to stop work for safety concerns, daily "tailgate briefings", unannounced safety inspections.

We assign risk owners, prioritize risk mitigation according to risk impact score, and assign probability of occurrence as part of risk management. Overall, the Superintendent oversees BPS execution and adherence, regularly working with subcontractors for schedule control to jointly identify potential delays.

Cost Control

Belt Built's cost control process manages the complete cycle of tracking cost data, analyzing cost information and cost trends, correcting cost variances, and reporting cost status. We use an integrated cost management system of Government-approved software for purchasing, payroll, accounts payable, and accounts receivable to track budgeted, committed, incurred, and forecasted costs. Additionally, our cost control measures anticipate change management procedures.

Our cost control methods include the following activities:

- Establishing a project chart of accounts with the Government
- Developing and detailing project budgets
- Assigning cost codes and budgeted amounts to bid evaluations
- Monitoring and reporting total project costs
- Collecting current and forecasted costs
- Reviewing and consolidating all cost reports
- Alerting the project team to variances for remedial action, if needed
- Preparing change notices and change orders

- Maintaining a register for change notices and change orders.

Belt Built's methods achieve real-time collaboration and quality control using Sage 100 to keep Government representatives and CPT personnel engaged and informed on accurate data. We have experience with the USACE Resident Management System (RMS) and can leverage this tool to provide quality management and contract administration designed to effectively support compliance with Government task orders. Further, our proactive coordination merge cost and schedule control. Effective schedule control allows us to manage costs through: Expediting permit procedures for submission and approval; Planning procurement times for long-lead materials and equipment; and input from utility entities providing new services to the facility.

Change Management for Cost Control. Changes from unforeseen conditions cause cost increases in every construction project. Belt Built's anticipates change control and works with Government to curate mutually agreed upon cost mitigation solutions that are fair and equitable – minimizing impact to the Government. Our Superintendent uses the Change Management Plan to conduct three (3) steps: Assessment and Identification, Solution and Approval, and Implementation and Review. Our technique is to develop flexible Value Engineering Change Proposals (VECP) that align with the project.

Unit Price Book

Unit Price Book Experience & e-Converge Utilization

As a City of San Antonio JOC contractor, **Belt Built is a beta user for the e-Converge platform.** Belt Built owns several licenses at the Enterprise level and has been using e-Converge since its inception. We've been providing feedback to the development team at e-Converge for over a year and a half and have intimate knowledge of the platform. Belt Built has been pricing projects for the City of San Antonio for over a year and has currently priced over 120 projects on the e-Converge platform using TruPriceData and the BNi Building News database.

When we find an area that requires a pricing update or additional pricing, we use the feedback mechanism within e-Converge to request additional pricing data.

Belt Built is an active user of e4Clicks, RS Means Cost Works and eGordian line item pricing platforms. These are used across over a dozen job order and line item estimate based contract vehicles. Belt Built has well over 15 years' experience utilizing line item estimating tools and the estimators and project managers on staff who understand the process.

UPB Line Item Approach for Work not Standard in the UPB

Belt Built will start the estimate process by identifying scopes of work within the project by construction division and then further breaking down the divisions into material, labor and equipment required to execute those tasks. After identifying and quantifying individual tasks, our estimating team uses the eGordian platform to search for each task and enter the task into the project. By focusing on each construction division and driving down the task level, we ensure an accurate and fair estimate. If a task is not in the database, we first contact eConverge for additional data and as a last resort use non-pre-priced market data. In addition, building a line item estimate can be used as an interactive scope confirming exercise with the client. Openly communicating tasks and line items included in the scope allows for a more accurate estimate and a more accurate outcome.

Non Pre-Priced Item Methodology and e-Converge Methodology

Belt Built will provide at least 2 market-based price quotes for any non-pre-priced items that can't be found in the eConverge price database. We try to avoid non-pre-priced items by constantly providing feedback to the eConverge teams when we find gaps in pricing data. In general, if a project has more than 10% non-pre-priced items, Belt Built will do a deeper dive on the project and interact with eConverge to attempt to minimize those non-pre-priced items.

Technology & Software -eConverge Platform Experience

Prior Experience - eConverge Platform Utilization

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Line Item TO Preparation within e-Converge Platform

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Non-Pre-Priced Item Management Within the e-Converge Platform

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TO Tracking & Mgmt within e-Converge Platform

Belt Built uses eConverge to track projects by contract vehicle and then by location or client. For example the City of San Antonio has dozens of agencies for which Belt Built executes task order projects. eConverge allows for a hierarchical tracking of projects by agency and gives reporting metrics by agency. The Navigation Tree and Work Area tools within eConverge are still being developed, however, those tools will allow hierarchical project management, document storage and management as well as a tool to interact with clients and project team members.

Subcontractor Management

Belt Built's subcontractors provide specialized trades and services that supplement our in-house capabilities/trades. After qualifying subcontractors and gaining Government-approval, we integrate subcontractors into project planning early to effect commitment to quality and safety. The following process pre-qualifies, coordinates and manages, and evaluates subcontractors to meet our QC Program and Safety and Health Program for successful subcontractor performance.

- **Pre-Qualification.** Our pre-qualification process is based on assessing:

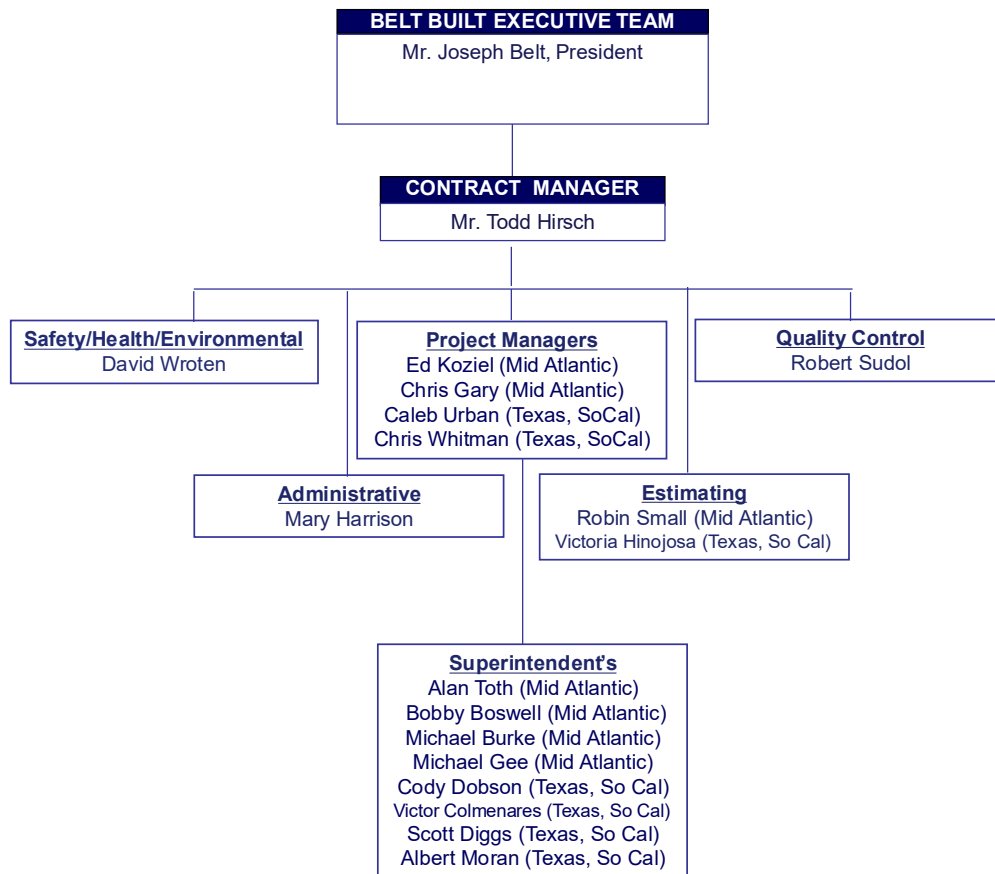
- **Financial health** to ensure there are no problems with cashflow or bankruptcy, while assuring diligent procurement for resources and experienced tradesmen and laborers.
- **Safety Record** to assure a subcontractor's safety program and performance aligns with our own uncompromising Safety and Health Program.
- **Project Experience** on similar projects or JOC experience to assure the subcontractor's capacity to deliver quality work.
- **Strong References** to assure the potential subcontractor has a clear track record of complying with contract requirements across the board and that the subcontractor fits into the Team PCS Integrated Project Management Plan of schedule, cost, and quality control as well as our corporate culture of client satisfaction.
- **Coordinating and Managing.** Once we have pre-qualified a subcontractor, we have a standard Master Agreement that establishes the general framework of our Prime and subcontractor relationship. The agreement is further supplemented with the specific contract that applies to a specific project. Once a contract is in place, we coordinate and manage our subcontractors through effective communication channels, clearly defined roles that are listed in the Construction Checklist for the Lead PM's and on-site Superintendent's reference, and daily monitoring and QC inspections.
- **Evaluation.** We perform regular subcontractor performance evaluations to identify any performance issues as soon as possible. Evaluations allow our key personnel to determine any discrepancies and, if needed in rare cases, discontinue future work with underperforming subcontractor.

Our subcontractor management supports an extensive pool of high-performing subcontractors and suppliers across multiple trades and specialties, ready to support our efforts with facilities.

Evaluation Section 4

Key Personnel & Project Management

Organizational Chart



Key Personnel (Resumes Attached)

All Belt Built personnel proposed possess extensive experience with the execution and management of JOC contracts for State, Local, and Federal Government agencies.

Program/Contract Manager

Mr. Todd Hirsch

Contract Management & Oversight for all Belt Built JOC Contracts

Project Managers

Mr. Ed Koziel

(Carlisle Army War College JOC Program, Smithsonian Institution JOC Program)

Mr. Chris Gary

(Smithsonian Institution JOC Program)

Mr. Caleb Urban

(City of San Antonio JOC Program, Joint Base San Antonio JOC Program, General Services Administration Texas JOC Program)

Mr. Chris Whitman

(City of San Antonio JOC Program, Joint Base San Antonio JOC Program, General Services Administration Texas JOC Program)

Estimating

Ms. Robin Small

(Carlisle Army War College JOC Program, Smithsonian Institution JOC Program)

Ms. Victoria Hinojosa

(City of San Antonio JOC Program, Joint Base San Antonio JOC Program, General Services Administration Texas JOC Program)

Superintendents (Mid-Atlantic)

Mr. Alan Toth

(Carlisle Army War College JOC Program, Smithsonian Institution JOC Program)

Mr. Mke Gee

(Carlisle Army War College JOC Program, Smithsonian Institution JOC Program)

Mr. Bobby Boswell

(Carlisle Army War College JOC Program, Smithsonian Institution JOC Program)

Mr. Michael Burke

(Carlisle Army War College JOC Program, Smithsonian Institution JOC Program)

Superintendents (Texas, So Cal)

Mr. Cody Dobson

(City of San Antonio JOC Program, Joint Base San Antonio JOC Program, General Services Administration Texas JOC Program)

Mr. Victor Colmenares

(City of San Antonio JOC Program, Joint Base San Antonio JOC Program, General Services Administration Texas JOC Program)

Mr. Scott Diggs

(City of San Antonio JOC Program, Joint Base San Antonio JOC Program, General Services Administration Texas JOC Program)

Mr. Albert Moran

(City of San Antonio JOC Program, Joint Base San Antonio JOC Program, General Services Administration Texas JOC Program)

Belt Built Contracting, LLC



Partner, CFO, Contract Manager

Todd Hirsch

Todd has over 24 years of business operations experience. Todd got his start in bringing telecommunications products to market for some of the largest phone companies in the world. These product development efforts required the management of a multitude of organizations, including sales, operations, and accounting in order to successfully bring competitive products to market.

In addition to many years' experience in telecommunications managing network installations and operations, Todd is a Member in Belt Built Contracting, LLC. Todd's area of expertise is in accounting, forecasting, purchasing and general oversight of business operations.

Todd Hirsch is responsible for all back office operations, which includes accounting, forecasting, purchasing and general oversight of business operations, as well as responsible for primary due diligence, technical assessment and financial valuation of potential investments and acquisitions.

ROLE FOR THE COMPANY

- Leads the San Antonio, Texas office
- Oversees the performance of personnel in administrative group
- Conducts the weekly group project management meetings for construction projects
- Attends on-site progress meetings of group projects and assists with Owner liaisons
- Approves divisional non-project related budget expenditures
- Reviews subcontractor and vendor payments for the group

- Monitors the performance, quality, and financial requirements of group projects
- **Estimates task order contracts for GSA, COSA, DOE and NAVFAC**

KEY REPRESENTATIVE PROJECTS

- Smithsonian Institution, Five (5) year JOC Construction Contract
- Smithsonian Institution, Three (3) year IDIQ Construction Contract
- Naval Air Station Fort Worth, MACC
- FBI Quantico, Job Order Contract
- Army Corps of Engineer, JOC
- City of San Antonio, JOC
- GSA San Antonio, Task Order Contract
- Joint Base San Antonio, Task Order Contract
- Department of Energy, JOC

EDUCATION

- M.S. - Business Administration - Economics and Marketing - University of Tulsa
- B.S. - Business Administration - Marketing - University of Tulsa

CERTIFICATIONS/TRAINING

- U.S. Army Corps of Engineers (USACE) - Construction Quality Management for Contractors
- Business Valuation and Mergers and Acquisitions / Jones Graduate School of Management / Rice University

PROFESSIONAL EXPERIENCE

Belt Built Contracting, LLC - Partner CFO
- 2010 – Present
Todd lives in San Antonio.



Belt Built Contracting, LLC

SENIOR PROJECT MANAGER, SAFETY COORDINATOR

Chris Whitman

With twelve (12) years construction experience. Chris Whitman's roles have included Project Manager, Construction Manager, Site Safety & Health Officer and Quality Control Manager working on federal and municipal task order projects. Chris began his career in general construction and progressed through electrical trade school. He furthered his career overseas working on specialty teams and sensitive projects for both the Overseas Building Operations and the State Department. Chris has experience in end-to-end construction site management, including estimating scheduling, monitoring, and inspection during all phases of work from kick off to closeout. Chris interacts effectively with customers, architects, engineers, developers, contractors, and inspectors to bring projects in on time and within or below budget. Chris has been the lead Project Manager on various City of San Antonio JOC task orders.

ROLES FOR THE COMPANY

SENIOR PROJECT MANAGER:

- Scope and estimate task orders.
- Schedule the project tasks in logical steps and budget time required to meet deadlines
- Coordinate workers and subcontractors in critical path to ensure timely completion
- Maintain daily log (written) of activities on the jobsite
- Preside over weekly site meetings designed to coordinate the work

- Perform quality control duties and responsibilities regarding the work being performed.
- Communicate with project team regarding RFI's and Submittals.
- Ensure that work is performed in accordance with plans and specifications
- Resolve conflicts or revisions to the plan
- Inspect work site to monitor compliance with building and safety codes, and other regulations

SITE SAFETY & HEALTH OFFICER (SSHO):

- Oversee safety compliance for all projects managed from the San Antonio office.
- Site Application/Conformance to the project Accident Prevention Plan (APP) and the Activity Hazard Analysis (AHA).

KEY REPRESENTATIVE PROJECTS

- City of San Antonio, Job Order Contract
- US Air Force, Joint Base San Antonio, Task Order Contract

CERTIFICATIONS/TRAINING

- OSHA 30 certified
- EM385 1-1 Competent Person Fall Protection
- EM 385 SSHO 40hr training
- First Aid & CPR
- US Army Corps of Engineers Construction Quality Management Certification

EDUCATION

- Tivy Highschool Class of 2004
- 2012-2014 ABC Associated Builders and Contractors, Inc. South Texas Chapter

PROFESSIONAL EXPERIENCE

2021–Present – Belt Built Contracting, LLC –
Construction Manager, Estimator, QCM, SSHO

Chris resides in San Antonio, Texas



Belt Built Contracting, LLC

SENIOR PROJECT MANAGER

Caleb Urban

With fifteen (15) years construction experience and oil field experience, Caleb Urban's roles have included Project Manager, Construction Manager, Site Safety & Health Officer and Quality Control Manager working on federal and municipal task order projects. Caleb started his career as a construction superintendent, migrated to the oil field as an operations manager and is currently responsible for end to end estimating and management of task order projects. He has experience in end-to-end construction site management, including estimating scheduling, monitoring, and inspection during all phases of work from kick off to closeout. Caleb interacts effectively with customers, architects, engineers, developers, contractors, and inspectors, bring projects in on time and within or below budget. Caleb has been the lead Project Manager on over 200 City of San Antonio JOC task orders.

ROLES FOR THE COMPANY

PROJECT MANAGER:

- Scope and estimate task orders.
- Schedule the project tasks in logical steps and budget time required to meet deadlines
- Coordinate workers and subcontractors in critical path to ensure timely completion
- Maintain daily log (written) of activities on the jobsite
- Preside over weekly site meetings designed to coordinate the work
- Perform quality control duties and responsibilities regarding the work being performed.
- Communicate with project team regarding RFI's and Submittals.

- Ensure that work is performed in accordance with plans and specifications
- Resolve conflicts or revisions to the plan
- Inspect work site to monitor compliance with building and safety codes, and other regulations

SITE SAFETY & HEALTH OFFICER (SSHO):

- Site Application/Conformance to the project Accident Prevention Plan (APP) and the Activity Hazard Analysis (AHA)

CONSTRUCTION QUALITY CONTROL (CQC) MANAGER:

- Monitor and implement quality control through the preparatory, initial and closeout phases or construction

KEY REPRESENTATIVE PROJECTS

- City of San Antonio, Job Order Contract
- GSA, San Antonio to Border, Task Order Contract
- GSA, Austin, Task Order Contract
- US Air Force, Joint Base San Antonio, Task Order Contract

CERTIFICATIONS/TRAINING

- USACE Construction Quality Management for Contractors
- OSHA 30 Hour Safety Training

EDUCATION

- Trinity University, BS Business Management

PROFESSIONAL EXPERIENCE

2018–Present – Belt Built Contracting, LLC – Construction Manager, Estimator, QCM, SSHO
Caleb resides in San Antonio.



Belt Built Contracting, LLC

Edward (Ed) Koziel

With more than twenty years' experience of construction project management, Ed Koziel is responsible for all phases of project management of various federal construction projects primarily with federal government agencies, including those with security requirements. He has experience in end-to-end project management, including bidding, strategic and budget planning, effective scheduling, estimating, contracting, monitoring safety and quality control, and inspecting all work from start to closeout. Mr. Koziel collaborates with clients, architects, engineers, developers, contractors, subcontractors, and inspectors to mitigate potential issues by providing solutions while moving the project forward to completion. He has managed a variety of key construction projects while maintaining high quality standards and complying with budget and time constraints.

ROLES

- Estimating projects and preparing bids
- Performing key project tasks, including project scheduling, estimating, ensuring OSHA compliance, materials tracking, contract documents and specification review, subcontract review and submittal tracking
- Preparing AAPs Accident Prevention Plans; Ensuring worksite safety, including OSHA compliance
- Submitting, managing, and tracking Schedules, Submittals, RFI's, Change Orders, and Closeout Documents.
- Working with Design/Build and construction teams during various phases of ongoing construction processes
- Generating contracts, safety plans and project schedules.
- Managing associated costs and contractors to achieve project completion on time and within budget.
- Conducting periodic inspections of construction sites.
- Effectively coordinating subcontractors, vendors, and all associated costs

EDUCATION

Bradley University - BS Construction Engineering

- Phi Kappa Phi – National Honor Society
- Sigma Lambda Chi – National Honorary Scholastic Construction Society

CERTIFICATIONS/TRAINING

- US Army Corps of Engineers (USACE) – Construction Quality Management (CQM)
- Occupational Safety and Health Administration (OSHA) 30-Hour Construction



Industry Certification

- First Aid CPR/AED Certifications
- OPSEC Awareness for Military Members, DoD Employee's & Contractors Certification
- Security Clearance

PROFESSIONAL EXPERIENCE

Belt Built Contracting, LLC – Project Manager - 2020 -Present

Carlisle JOC Contract Program

- Bldg. 315 Renovation 2nd Floor \$575,806
- Bldg. 330/309 Phased Renovations \$1,105,402
- Transformer Replacements Bldgs. (315,452,847) \$350,130
- Sprinkler Repairs Bldgs. (313,460,950) \$479,384
- Fac 870 HVAC Replacement \$433,600

2024

Carlisle JOC Contract Program

- Bldg. 844 - Replace Rubber Roof \$1,073,332
- Liggett Road Parking Lot \$635,216
- Fac 65 Water Drainage (Thorpe Gym Tennis Courts), Building Water Drainage \$240,167
- Bldg. 22 Basement Demo & Renovation \$1,210,459
- 627 Parking Lot (Demolition Bldg. and Convert to Parking Lot) \$512,988
- Fac 327 - Replace Transformer & MDP \$270,450
- 313 Exterior Repairs Work \$775,602
- Relocate Base Flagpole \$224,792

NIST Recycle Yard/EV Charging Stations Project \$896,108

2023

- FBI Clarksburg East Guard Rail Replacements \$204,888
- FBI Clarksburg Parking Lot Sealing, Restriping, and Roadway Crack Sealing SOW \$446,332
- FBI C41 Air Handler Unit Heating Hot Water Coil Replacement \$100,093
- CIIS FBI Service Center Dock Leveler \$21,355

Carlisle JOC Contract Program

- Fac 454 - NEC Comms Shelter \$1,036,780
- Fac B338 - Repair Bridge Retaining Wall \$231,896
- Bldg. 632 - Replace Electrical Service (Switch Gears and Panels) \$255,915
- Carlisle Barracks - B460 CEILINGS, PAINTING, CARPET \$368,882
- Bldg. 313 - Interior Painting /Trim \$446,004
- Fac 686 - Pavillion \$202,503
- FAC 452 - Replace Roofs (Chapel Replace Roof, Gutters, and Downspouts) \$546,854

2022

Carlisle Barrick JOC Contracting Program –

- Bldg. 650 - Carpet Replacement \$667,200
- Base Water Line Replacement \$1,360,594
- Bldg. 22 - Paint, Carpet, Demo Partition & Education Center Renovation \$888,266
- Fac 303 - CID Building Addition and Renovation \$1,227,508
- Bldg. 313 Replace Carpet & Ceiling & Ballroom HVAC \$706,670
- Fac 950 – Reseal Parking Lot and Access Road \$125,203
- Building 22 – Basement, Restrooms and Office Renovation \$636,810

PROJECT MANAGER

Christopher Gary

Mr. Gary is responsible for all phases of project management of various construction jobs primarily with federal government agencies. This includes estimating new work; maintaining budgets; supervising manpower; coordinating subcontractors; retaining and working with design team during all parts of the construction process. He has managed a variety of key construction projects while maintaining high quality standards with his performance and clients.

ROLES

- Responsible for line item estimating projects and preparing bids
- Performing key project tasks, including: project scheduling, estimating, ensuring OSHA compliance, materials tracking, contract documents and specification review, subcontract review and submittal tracking
- Preparing AAPs Accident Prevention Plans; Ensuring worksite safety, including OSHA compliance
- Submitting, managing, and tracking Schedules, Submittals, RFI's, Change Orders, and Closeout Documents.
- Working with Design/Build and construction teams during various phases of ongoing construction processes
- Generating contracts, safety plans and work schedules.
- Conducting periodic inspections of construction work sites.
- Effectively coordinating subcontractors, vendors and all associated costs

KEY REPRESENTATIVE PROJECTS

- Smithsonian Institution JOC Program American History HVAC Replacement
- NSA Mechanicsburg, PA Roof Replacement
- Museum Support Center Rain Harvest System Design/Installation
- National Museum of American History Emergency Generator Relocation/Modification

EDUCATION

- B.S. Managing Technical Operations
Embry-Riddle Aeronautical University

CERTIFICATIONS/TRAINING

- US Army Corps of Engineers (USACE) – Construction Quality Management (CQM)
- Occupational Safety and Health Administration (OSHA) 30-Hour Construction Industry Certification
- EM 385-1-1 Site Safety and Health Officer Construction Hazard Awareness 40-Hour Certification
- OPSEC Awareness for Military Members, DoD Employee's & Contractors Certification
- CP/AED and First Aid Certifications

PROFESSIONAL EXPERIENCE

Belt Built Contracting, LLC - Project Manager
2014 - Present

Responsible for project management of various construction projects. Maintains budgets, bids new work, supervises manpower, coordinates subcontractors, retains and works with design team in all phases of ongoing construction processes.



Belt Built Contracting, LLC

PROJECT SUPERINTENDENT

Cody Dobson

Cody has over five (5) years' experience in the construction industry. After serving seven (7) years in the United States Navy, Cody has used his years of experience in leadership, organization, and time management and applied them to overseeing construction projects with efficiency and order. Cody has managed projects in all phases of the construction industry. His skills include acting as the superintendent, on-site safety supervisor, reviewing plans, developing schedules, and coordination of clients and Subcontractors. Cody has maintained strong Client relationships by effectively managing complex projects, and keeping projects on schedule, and at budget, while maintaining high quality standards.

ROLES FOR THE COMPANY

CONSTRUCTION SUPERINTENDENT:

- Schedule the project tasks in logical steps and budget time required to meet deadlines
- Coordinate workers and subcontractors in critical path to ensure timely completion
- Maintain daily log (written) of activities on the jobsite
- Preside over weekly site meetings designed to coordinate the work
- Perform quality control duties and responsibilities regarding the work being performed.
- Communicate with project team regarding RFI's and Submittals.
- Ensure that work is performed in accordance with plans and specifications
- Resolve conflicts or revisions to the plan
- Inspect work site to monitor compliance with building and safety codes, and other regulations

KEY REPRESENTATIVE PROJECTS

- City of San Antonio, Job Order Contract
- US Air Force, Joint Base San Antonio, Task Order Contract
- DHS – Customs and Border Patrol, Task Order Contract

CERTIFICATIONS/TRAINING

- U.S. Army Corps of Engineers - Construction Quality Management for Contractors
- Occupational Safety and Health Administration (OSHA) - 30-Hour for
- Introduction to Confined Space for Construction

EDUCATION

- American Council and Education – U.S. Navy 2012-2018
- Northwest Vista College and related Naval training 25 College credit hours towards environmental sciences.

PROFESSIONAL EXPERIENCE

- *2023-Present Belt Built Contracting, LLC – Construction Superintendent*
- *February 2022 – March 2023 Jayco, LLC. –*
- *Tradesman*
- *November 2020 – Present Elite Services – Owner*
- *October 2019 – November 2020 - Tradesmen International - Tradesman*

Cody resides in San Antonio, Texas.



Belt Built Contracting, LLC

CONSTRUCTION SUPERINTENDENT, SITE HEALTH & SAFETY OFFICER (SSHO) – QUALITY CONTROL MANAGER

Albert Moran

With eighteen years construction experience, Albert Moran's roles have included Project Manager, Construction Manager, Site Safety & Health Officer and Quality Control Manager working on residential, federal and municipal task order projects. Albert started his career as a residential construction superintendent, migrated to the railroad as a welder and is currently responsible for end to end management of task order projects. Albert has managed in excess of 100 task orders for the City of San Antonio JOC program. He has experience in end-to-end construction site management, including estimating, scheduling, monitoring, and inspection during all phases of work from kick off to closeout. Albert interacts effectively with customers, architects, engineers, developers, contractors, and inspectors, bring projects in on time and within or below budget.

ROLES FOR THE COMPANY

CONSTRUCTION SUPERINTENDENT:

- Scope and assist in estimating task orders.
- Schedule the project tasks in logical steps and budget time required to meet deadlines
- Coordinate workers and subcontractors in critical path to ensure timely completion
- Maintain daily log (written) of activities on the jobsite
- Preside over weekly site meetings designed to coordinate the work

- Perform quality control duties and responsibilities regarding the work being performed.
- Communicate with project team regarding RFI's and Submittals.
- Ensure that work is performed in accordance with plans and specifications
- Resolve conflicts or revisions to the plan
- Inspect work site to monitor compliance with building and safety codes, and other regulations

SITE SAFETY & HEALTH OFFICER (SSHO):

- Site Application/Conformance to the project Accident Prevention Plan (APP) and the Activity Hazard Analysis (AHA)

CONSTRUCTION QUALITY CONTROL (CQC) MANAGER:

- Monitor and implement quality control through the preparatory, initial and closeout phases or construction

KEY REPRESENTATIVE PROJECTS

- City of San Antonio, Job Order Contract
- GSA, San Antonio to Border, Task Order Contract
- US Air Force, Joint Base San Antonio, Task Order Contract

CERTIFICATIONS/TRAINING

- USACE Construction Quality Management for Contractors
- OSHA 30 Hour Safety Training

EDUCATION

- Alamo Community College, Residential Inspection Certification

PROFESSIONAL EXPERIENCE

2018–Present – Belt Built Contracting, LLC –
Construction Manager, QCM, SSHO
Albert Resides in San Antonio.



Belt Built Contracting, LLC

SUPERINTENDENT

Scott Diggs

As a Construction Professional with more than twenty years of construction experience, Scott Diggs has experience in full on-site construction management, including effective scheduling, monitoring, and inspecting all work from start to customer orientation, including monitoring subcontractor performance; implementation of Quality Control and safety programs; and enforcing OSHA, and EM-385 standards to ensure compliance. Scott works collaboratively with clients, architects, engineers, developers, other contractors, and inspectors.

ROLES FOR THE COMPANY

CONSTRUCTION SUPERINTENDENT:

- Schedule the project tasks in logical steps and budget time required to meet deadlines
- Coordinate workers and subcontractors in critical path to ensure timely completion
- Maintain daily log (written) of activities on the jobsite
- Preside over weekly site meetings designed to coordinate the work
- Perform quality control duties and responsibilities regarding the work being performed.
- Communicate with project team regarding RFI's and Submittals.
- Ensure that work is performed in accordance with plans and specifications
- Resolve conflicts or revisions to the plan
- Inspect work site to monitor compliance with building and safety codes, and other regulations

CONSTRUCTION QUALITY CONTROL (CQC) MANAGER:

- Monitor and implement quality control through the preparatory, initial and closeout phases or construction
- Create, update and maintain the project submittal log and all other project specific quality control reports
- Review shop drawings and submittals for conformance with project specifications by direct review and by leveraging the knowledge and experience of others in the project team as necessary
- Chair and document regular QC meetings with the superintendent

KEY REPRESENTATIVE PROJECTS

- *City of San Antonio, Job Order Contract*
- *US Air Force, Joint Base San Antonio, Task Order Contract*

EDUCATION

- Illinois Valley Community College, Associate of Arts 1989
- University of Texas at San Antonio, BA Interdisciplinary Studies 2024

CERTIFICATIONS/TRAINING

- OSHA 30
- U.S. Army Corps of Engineers (USACE) - Construction Quality Management for Contractor

PROFESSIONAL EXPERIENCE

- *Belt Built Contracting, LLC* - Construction QCM – 2023-Present
- *Licensed Residential Appraiser* - 2021-2023
- *Instructional Designer* 1997 – 2012
- *Residential Construction and Remodeling* 1991 – 1997

Scott resides in San Antonio, Texas.



Belt Built Contracting, LLC

CONSTRUCTION SUPERINTENDENT

Michael E. Gee

More than 25 years in construction supervision, including roles as Site Safety & Health Officer and Quality Control Management on federal projects. Mike has experience in full on-site construction management, including effective scheduling, monitoring, and inspecting all work from start to customer orientation. He works collaboratively with clients, architects, engineers, developers, contractors, and inspectors.

ROLES FOR THE COMPANY

SITE HEALTH & SAFETY OFFICER (SSHO):

- Site Application/Conformance to the project Accident Prevention Plan (APP) and the Activity Hazard Analysis (AHA)
- Oversight and enforcement of site safety requirements with zero (0) reportable accidents/incidents while serving in current role.
- Compliance with all Personal Protective Equipment (PPE) for BB site personnel as well as subcontractors
- Subcontractor safety compliance
- Safety & health incident investigation and reporting
- Scheduling and implementing regular safety toolbox talks
- Safety & health communications from BB Corporate Safety Officer to site personnel
- Coordination of safety training requirements for site personnel
- Daily safety audits, inspections, assessments, and reporting
- Site safety inspections

- Ensuring safety among team and subcontractors
- Leveraging communication skills in interactions with all project-related personnel regulations

CONSTRUCTION QUALITY CONTROL (CQC) MANAGER:

- Monitor and implement quality control through the preparatory, initial and closeout phases or construction
- Create, update and maintain the project submittal log and all other project specific quality control reports
- Review shop drawings and submittals for conformance with project specifications by direct review and by leveraging the knowledge and experience of others in the project team as necessary
- Chair and document regular QC meetings with the superintendent
- Document these meetings in the daily QC report and Preparatory Phase reports
- Provide written daily QC reports
- Conduct preparatory, initial and follow-up meetings to establish an understanding of the standards of care desired for each definable feature of work.
- Verify and document that all materials received for the project are in conformance
- Schedule, document the results of, and maintain a log of all code and independent inspections as required
- Conduct periodic follow-up inspections to verify that work is proceeding pursuant to the contract documents and the approved submittals
- Coordinate and document the testing and commissioning of building systems

- Document and distribute pre-punch lists, punch lists and the completion of these lists
- Monitor the project "as-built" drawings on a daily basis
- Assemble and forward project closeout documents that include O&M manuals, as-builts and warranties
- Stop work if necessary to resolve matters that affect safety, quality and/or inhibit the logical progress of work

CONSTRUCTION SUPERINTENDENT:

- Schedule the project tasks in logical steps and budget time required to meet deadlines
- Coordinate workers and subcontractors in critical path to ensure timely completion
- Maintain daily log (written) of activities on the jobsite
- Preside over weekly site meetings designed to coordinate the work
- Perform quality control duties and responsibilities regarding the work being performed.
- Communicate with project team regarding RFI's and Submittals.
- Ensure that work is performed in accordance with plans and specifications
- Resolve conflicts or revisions to the plan
- Inspect work site to monitor compliance with building and safety codes, and other regulations

KEY REPRESENTATIVE PROJECTS

- **NIST Building 301 Renovation, NIST Gaithersburg, MD**
- Smithsonian Institution, Environmental Research Center (SERC), Edgewater, MD; Multiple Projects
- National Park Service, Washington, D.C.;
- Naval Facilities Engineering Command Multiple Projects (NAVFAC) – U.S. Naval Academy, Annapolis, MD; Multiple Projects:

- Alumni Hall – Sound System Installation
- Bancroft Hall – Remodel & Sprinkler System Installation
- Haligan Hall – Stair Installation
- Ward Hall – Data Center Build & Office Remodel
- Lejeune Hall Locker Room - Renovation
- King Hall – Roof Repair
- USNA Laundry – Renovation
- Multiple Projects: USDA, GSA
NDU Fort McNair,

EDUCATION

- Southern High School - Harwood, MD - Management and Safety Courses

CERTIFICATIONS/TRAINING

- USACE Manual EM 385-1-1 & OSHA 1926 Construction (40 Hours)
- U.S. Army Corps of Engineers (USACE) - Construction Quality Management for Contractors
- American Red Cross CPR-AED
- American Red Cross First Aid



Belt Built Contracting, LLC

CONSTRUCTION SUPERINTENDENT Alan Toth

Alan has over 20 years experience in the construction industry. Since 2010, Alan has managed projects for Belt Built in all phases of the construction. Alan's roles have included superintendent, QC Manager, and on-site Safety Manager. Alan has maintained strong client relationships through effective subcontractor coordination, and by delivering projects on schedule and at budget, while maintaining the highest quality standards.

ROLES FOR THE COMPANY

CONSTRUCTION SUPERINTENDENT:

- Schedule the project tasks in logical steps and budget time required to meet deadlines
- Coordinate workers and subcontractors in critical path to ensure timely completion
- Maintain daily log (written) of activities on the jobsite
- Preside over weekly site meetings designed to coordinate the work
- Perform quality control duties and responsibilities regarding the work being performed.
- Communicate with project team regarding RFI's and Submittals.
- Ensure that work is performed in accordance with plans and specifications
- Resolve conflicts or revisions to the plan
- Inspect work site to monitor compliance with building and safety codes, and other regulations

CONSTRUCTION QUALITY CONTROL (CQC) MANAGER:

- Monitor and implement quality control through the preparatory, initial and closeout phases or construction
- Create, update and maintain the project submittal log and all other project specific quality control reports
- Review shop drawings and submittals for conformance with project specifications by direct review and by leveraging the knowledge and experience of others in the project team as necessary
- Chair and document regular QC meetings with the superintendent
- Document these meetings in the daily QC report and Preparatory Phase reports
- Provide written daily QC reports
- Conduct preparatory, initial and follow-up meetings to establish an understanding of the standards of care desired for each definable feature of work.
- Verify and document that all materials received for the project are in conformance
- Schedule, document the results of, and maintain a log of all code and independent inspections as required
- Conduct periodic follow-up inspections to verify that work is proceeding pursuant to the contract documents and the approved submittals
- Coordinate and document the testing and commissioning of building systems
- Document and distribute pre-punch lists, punch lists and the completion of these lists
- Monitor the project "as-built" drawings on a daily basis
- Assemble and forward project closeout documents that include O&M manuals, as-builts and warranties
- Stop work if necessary to resolve matters that affect safety, quality and/or inhibit the logical progress of work

KEY REPRESENTATIVE PROJECTS

- **Smithsonian Institution JOC Program**
- Naval Facilities Engineering Command, United States Naval Academy, Annapolis, MD; Multiple Projects:
 - 5th Floor Fox Hall Renovations
 - Bancroft Door Access system
 - Fire Station USNA
 - Building 89 NSA
 - Clinic
- Smithsonian Institution Environmental Research Center (SERC), Edgewater, MD; Multiple Projects. CO2 Walkway, Hog Island walkway, Geothermal Installation, Visitor Center, et al.

CERTIFICATIONS/TRAINING

- USACE Construction Quality Management for Contractors
- OSHA 30-Hour Construction
- USACE EM 385-1-1 (40 Hours)
- Certified First Aid CPR-AED Erosion & Sediment Control Certification

PROFESSIONAL EXPERIENCE

Severn Associates LLC/Belt Built Contracting LLC
- Construction Superintendent/QCM/SSHO –
2010-Present



Belt Built Contracting, LLC

CONSTRUCTION SUPERINTENDENT /
QUALITY CONTROL MANAGER / SITE
SAFETY HEALTH OFFICER

Robert Boswell

As a Construction Professional with more than twenty years of construction experience, Bob Boswell has experience in full on-site construction management, including effective scheduling, monitoring, and inspecting all work from start to customer orientation, including monitoring subcontractor performance; implementation of Quality Control and safety programs; and enforcing OSHA, and EM-385 standards to ensure compliance. Bob works collaboratively with clients, architects, engineers, developers, other contractors, and inspectors.

ROLES FOR THE COMPANY

CONSTRUCTION SUPERINTENDENT:

- Schedule the project tasks in logical steps and budget time required to meet deadlines
- Coordinate workers and subcontractors in critical path to ensure timely completion
- Maintain daily log (written) of activities on the jobsite
- Preside over weekly site meetings designed to coordinate the work
- Perform quality control duties and responsibilities regarding the work being performed.
- Communicate with project team regarding RFI's and Submittals.
- Ensure that work is performed in accordance with plans and specifications
- Resolve conflicts or revisions to the plan

- Inspect work site to monitor compliance with building and safety codes, and other regulations

CONSTRUCTION QUALITY CONTROL (CQC) MANAGER:

- Monitor and implement quality control through the preparatory, initial and closeout phases or construction
- Create, update and maintain the project submittal log and all other project specific quality control reports
- Review shop drawings and submittals for conformance with project specifications by direct review and by leveraging the knowledge and experience of others in the project team as necessary
- Chair and document regular QC meetings with the superintendent
- Document these meetings in the daily QC report and Preparatory Phase reports
- Provide written daily QC reports
- Conduct preparatory, initial and follow-up meetings to establish an understanding of the standards of care desired for each definable feature of work.
- Verify and document that all materials received for the project are in conformance
- Schedule, document the results of, and maintain a log of all code and independent inspections as required
- Conduct periodic follow-up inspections to verify that work is proceeding pursuant to the contract documents and the approved submittals
- Coordinate and document the testing and commissioning of building systems
- Document and distribute pre-punch lists, punch lists and the completion of these lists
- Monitor the project "as-built" drawings daily.
- Assemble and forward project closeout documents that include O&M manuals, as-builts and warranties

- Stop work if necessary to resolve matters that affect safety, quality and/or inhibit the logical progress of work

KEY REPRESENTATIVE PROJECTS

- *DEA Clandestine Lab 2nd Floor fit-out* - \$1.38M office tenant renovation project
- *Tobyhanna Sustainment, Restoration & Modernization project at DLA Distribution Facility* - \$1.49M project which included structural slab repairs, structural column repairs, loading dock restoration and pavement restoration at various buildings and roads within the DLA facility.
- JOC contract at Quantico Virginia - Supervised various task order contracts at FBI training facility:
 - Building 17 Front Office Renovation
 - Central Utility Plant – Pump Overhaul and Motor Replacement
 - Shooting Range – Roof Replacement and Repairs
 - Demolish Ballistic Research Facility Trailers
 - HRT Building addition of UPS outlets
- Smithsonian Institution:
 - National Air & Space Museum (NASM) - Milestones of Flight
 - National Museum of American History (NMAH) - The Nation We Build
 - National Museum of the American Indians (NMAI) – The Americas
 - National Museum of African American History & Culture – Watching Oprah
- New Balance Corporate Headquarters (Boston, MA) — Corporate Environment
- NASA Langley Research Center - Centennial Trailer

- 82nd Airborne Museum – US Army Fort Bragg
- Maryland National Capitol Parks & Planning Commission – Woodland Plantation

EDUCATION

- Lackey High School – Indian Head, MD

CERTIFICATIONS/TRAINING

- USACE Manual EM 385-1-1 (40 Hours)
- U.S. Army Corps of Engineers (USACE) - Construction Quality Management for Contractors
- Certified CPR-AED & First Aid

PROFESSIONAL EXPERIENCE

Belt Built Contracting, LLC - Construction Superintendent/QCM/SSHO – 2018-Present

Capital Exhibit Services, Inc. - Construction Superintendent – 2014-2018 – Supervised all aspects of various construction projects including museums and other federal facilities, including custom interior installations.

Blair, Inc. - Construction Superintendent – 2000-2014 – Supervised museum and tradeshow exhibit fabrications and construction; served as customer service liaison and troubleshooter; collaborated with designers

1.. NAME MICHAEL W. BURKE		ROLE IN THIS CONTRACT SUPERINTENDENT					
		YEARS EXPERIENCE					
		a. TOTAL 30	b. WITH CURRENT FIRM				
FIRM NAME AND LOCATION (City and State) CFM/SEVERN JOINT VENTURE							
EDUCATION & COMPETENCIES		TRAINING/CERTIFICATIONS					
Barnes Business College- Denver Colorado Montgomery Junior College		• OSHA 30-Hour Construction Safety and Health • OSHA 30- Hour Construction Industry training • USACE Construction Quality Management for Contractors • American Red Cross CPR-AED/ First Aid • OPSEC Security Awareness Training • EM-385 30-hour Safety Training • Department of Defense (DOD) Clearance					
OTHER PROFESSIONAL QUALIFICATIONS 16 years in Mission Critical Federal and DOD Projects, including JOC/IDIQ at Patuxent Naval Air Station, Patuxent River, MD; US Naval Academy, Annapolis, MD; US Naval Support Facility, Dahlgren, VA; US Naval Support Facility, Indian Head, MD; Andrews Air Force Base, MD., The Pentagon, FBI Facilities Washington DC and Idaho, Government Printing Office, Camp Lejeune NC, Fort Bragg NC, Fort Jackson SC, US Coast Guard Boston, Ma., , Philadelphia, PA. Projects also include 30 years of experience in residential, general and commercial construction in the Washington Metropolitan area.							
AGENCY/Site Location Department of Defense Fort Patrick Space Force Base- Coco Beach, Fl.		<table border="1"> <tr> <td colspan="2"></td> </tr> <tr> <td>PROJECT VALUE \$1,400,000.00</td> <td>PERIOD OF PERFORMANCE 3/2022– 8/2022</td> </tr> </table>				PROJECT VALUE \$1,400,000.00	PERIOD OF PERFORMANCE 3/2022– 8/2022
PROJECT VALUE \$1,400,000.00	PERIOD OF PERFORMANCE 3/2022– 8/2022						
Quality Control Manager The contract consisted of demolition, removal, and installation of 2- M40 Gibraltar Vehicle Barrier System. installation of an Ameristar anti-ram security fence, and vehicle Loop Detection cabling. Removal of bluestone sidewalks, excavation, installation of bollards and restoration of bluestone sidewalks.							
AGENCY/Site Location Department of Defense Fort Detrick Army Base- Ft. Detrick, Md.		<table border="1"> <tr> <td colspan="2"></td> </tr> <tr> <td>PROJECT VALUE \$5,200,000.00</td> <td>PERIOD OF PERFORMANCE 1/2021-3/2022</td> </tr> </table>				PROJECT VALUE \$5,200,000.00	PERIOD OF PERFORMANCE 1/2021-3/2022
PROJECT VALUE \$5,200,000.00	PERIOD OF PERFORMANCE 1/2021-3/2022						
Project Superintendent Demolition of existing barriers, wiring and control systems, layout, and excavation. Install 4 - M50 Gibraltar Vehicle Denial Barriers, Vehicle Loop Detection cabling, CCTV Cameras, Traffic lights and Warning Signs, Low Voltage Feeds to existing Guard Stations and New Control panels, Asphalt paving repairs.							
AGENCY/Site Location Department of Defense Various Locations		<table border="1"> <tr> <td colspan="2"></td> </tr> <tr> <td>PROJECT VALUE \$7,600,000.00</td> <td>PERIOD OF PERFORMANCE 5/2018-1/2021</td> </tr> </table>				PROJECT VALUE \$7,600,000.00	PERIOD OF PERFORMANCE 5/2018-1/2021
PROJECT VALUE \$7,600,000.00	PERIOD OF PERFORMANCE 5/2018-1/2021						
Project Superintendent Acted as a superintendent on various Department of Defense projects located on multiple military bases such as Fort Gordon, Ga., Fort Campbell, Kentucky., USCG, Massachusetts, Fort Bragg, North Carolina, Ft. Jackson, South Carolina, Ft. Riley, Kansas, US Capitol, District of Columbia, Ft. McCoy. Task orders were repetitive and included the following for each site. <i>Layout, excavation (demolition of existing barriers, wiring and controls) installation M50 Gibraltar Vehicle Denial Barriers, Vehicle Loop Detection cabling, M40 and M50 Steel Bollard Array System, M50 Retractable Auto Grab netting, CCTV Cameras, Traffic lights and Warning Signs, Low Voltage Feeds, New Control panels, Installation Guard Check Point Stations</i>							

AGENCY/Site Location		
Federal Bureau of Investigation FBI Field Office – Pocatello, Idaho		
	PROJECT VALUE \$12,900,000.00	PERIOD OF PERFORMANCE 3/2016-5/2018
Quality Control Manager Mechanical and Electrical upgrades to existing system, installation of 2 nd floor steel for office addition, roofing, window system, office systems, carpeting, lighting, life safety systems, bathrooms, renovation of lower-level bathrooms, New BAC chiller Tower, 2 New Air Handler units, 4 new computer room CRAC units, Fittings and Piping, Necessary duct work, Modify existing VAV boxes on lower level.		
AGENCY/Site Location		
Government Publishing Office Washington, D.C.		
	PROJECT VALUE \$15,600,000.00	PERIOD OF PERFORMANCE 8/2014-2/2016
Project Superintendent Project included removal of existing 3 rd floor vaulted roof steel structure, install new steel roofing, new steel roof deck to support 6 – York Air Cool/Heat Chillers, Pump House, Box Air Handler were disassembled and re-assembled on site due to size, New mechanical room equipment duct / piping and integrated system controls on 3 rd floor and 2 nd floor.		
AGENCY/Site Location		
Government Publishing Office Washington, D.C		
	PROJECT VALUE \$1,900,000.00	PERIOD OF PERFORMANCE 8/2009-8/2014
Project Superintendent Project included hydro scarify and removal of 2.5 inches of existing concrete flooring, install #8 rebar and mesh, welded into brackets place/welded 2” steel rail beams on bearing points. The installation of high strength concrete to support new 80,000 lb printer, and installation of printer. The installation of 4-foot diameter stainless steel system, from 2 nd floor to roof securing with imbedded brackets to exterior of brick building and install steel support cage for duct work on ground level.		
AGENCY/Site Location		
Naval Facilities Engineering Systems Command Pax River / Annapolis Naval Academy		
	PROJECT VALUE \$1,500,000.00	PERIOD OF PERFORMANCE 8/2006-8/2009
Project Superintendent Various Mechanical and Electrical System upgrades, abatement and renovations to existing buildings and hangars including Base Medical Clinic, Gate 2 Guard Booth, and Pass Office, 911 Emergency Call Center, Coast Guard Hangar, NAVSUP FLC, VXS-1, Building 1652.		



Belt Built Contracting, LLC

CONSTRUCTION SUPERINTENDENT SITE SAFETY & HEALTH OFFICER (SSHO) – QUALITY CONTROL MANAGER

Victor Colmenares

With more than fifteen (15) years construction experience, the roles of Victor Colemanares have included roles as Construction Superintendent, Site Safety & Health Officer and Quality Control Manager on large projects. Starting as General Superintendent, He has experience in end-to-end site construction management, including scheduling, monitoring, and inspecting during all phases of work from kick off to closeout. Victor interacts effectively with customers, architects, engineers, developers, contractors, and inspectors.

ROLES FOR THE COMPANY

CONSTRUCTION SUPERINTENDENT:

- Schedule the project tasks in logical steps and budget time required to meet deadlines
- Coordinate workers and subcontractors in critical path to ensure timely completion
- Maintain daily log (written) of activities on the jobsite
- Preside over weekly site meetings designed to coordinate the work
- Perform quality control duties and responsibilities regarding the work being performed.
- Communicate with project team regarding RFI's and Submittals.
- Ensure that work is performed in accordance with plans and specifications
- Resolve conflicts or revisions to the plan

- Inspect work site to monitor compliance with building and safety codes, and other regulations

SITE SAFETY & HEALTH OFFICER (SSHO):

- Site Application/Conformance to the project Accident Prevention Plan (APP) and the Activity Hazard Analysis (AHA)
- Oversight and enforcement of site safety requirements with zero (0) reportable accidents/incidents while serving in current role.
- Compliance with all Personal Protective Equipment (PPE) for BB site personnel as well as subcontractors
- Subcontractor safety compliance
- Safety & health incident investigation and reporting
- Scheduling and implementing regular safety toolbox talks
- Safety & health communications from BB Corporate Safety Officer to site personnel
- Coordination of safety training requirements for site personnel
- Daily safety audits, inspections, assessments, and reporting
- Site safety inspections
- Ensuring safety among team and subcontractors
- Leveraging communication skills in interactions with all project-related personnel
- Assemble and forward project closeout documents that include O&M manuals, as-builts and warranties
- Stop work, if necessary, to resolve matters that affect safety, quality and/or inhibit the logical progress of work

CONSTRUCTION QUALITY CONTROL (CQC) MANAGER:

- Monitor and implement quality control through the preparatory, initial and closeout phases or construction
- Create, update and maintain the project submittal log and all other project specific quality control reports
- Review shop drawings and submittals for conformance with project specifications by direct review and by leveraging the knowledge and experience of others in the project team as necessary
- Chair and document regular QC meetings with the superintendent
- Document these meetings in the daily QC report and Preparatory Phase reports
- Provide written daily QC reports
- Conduct preparatory, initial and follow-up meetings to establish an understanding of the standards of care desired for each definable feature of work.
- Verify and document that all materials received for the project are in conformance
- Schedule, document the results of, and maintain a log of all code and independent inspections as required
- Conduct periodic follow-up inspections to verify that work is proceeding pursuant to the contract documents and the approved submittals
- Coordinate and document the testing and commissioning of building systems
- Document and distribute pre-punch lists, punch lists and the completion of these lists
- Monitor the project "as-built" drawings daily.
- Assemble and forward project closeout documents that include O&M manuals, as-builts and warranties
- Stop work, if necessary, to resolve matters that affect safety, quality and/or inhibit the logical progress of work

KEY REPRESENTATIVE PROJECTS

- NAFVAC Task Order, Modernize Fire Station Bays at Bldg. 1425, NAS JRB Fort Worth, TX.
- NAVFAC Task Order, Lighting Grounding Testing & Repairs, NAS JRB Fort Worth, TX
- Multiple Task Orders, Alpha Building Corp,

CERTIFICATIONS/TRAINING

- USACE Construction Quality Management for Contractors
- OSHA 30 Hour Safety Training
- American Red Cross CPR-AED
- American Red Cross First Aid

EDUCATION

- Texas A&M Major in Construction Science, 1994
- US Army, Specialist 1st Infantry Division, Delta Co. 1/ 34 AR, 1994 - 1999

PROFESSIONAL EXPERIENCE

2016–Present – Belt Built Contracting, LLC - Construction Superintendent/QCM/SSHO

2014–2015 Tradeco Infrastructures, Superintendent

2012-2013 Texas Sterling Corporation Superintendent

2009-2012 Webber, LLC General Superintendent



Belt Built Contracting, LLC

ESTIMATORS

Robin Small/Victoria Vinojosa

JOC estimating team for Belt Built since 2021. Experience in eConverge, RS Means, eGordian, 4Clicks, and Tru Data software for all JOC contracts.

ROLES FOR THE COMPANY

ESTIMATING TEAM

KEY REPRESENTATIVE PROJECTS

- City of San Antonio Job Order Contract.
- GSA San Antonio Task Order Contract.

Air Force Joint Base San Antonio IDIQ Contract.

NAVFAC NAS JRB Task Order Administration

NAVFAC Middle Atlantic Task Order Administration

Smithsonian Institute IDIQ & JOC Task Order Administration

- USACE SATOC Task Order Administration

- GSA Task Order Administration including GSA IDIQ for Eastern PA Counties

- Carlisle PA Army War College JOC

PROFESSIONAL EXPERIENCE

2017–Present – Belt Built Contracting, LLC

Staff Retention & Continuity

Hiring and Retention

Belt Built's hiring and retention success is built on how well our field, home office, and corporate personnel work together as a team. Our proposed project staff and corporate office work well together because we've adapted the following retention strategies into our staffing processes and culture of work, minimizing turnover:

Competitive Compensation. During the hiring process, our processes attract top talent with competitive compensation and a benefits package including 401K-contribution. Ultimately, we strive to help our staff feel appreciated and to provide compensation that meets their experience level, role and responsibilities, and cost of living in their respective locations.

Respectful, Inclusive, and Safe/Healthy Workplace. Belt Built strives to provide all personnel with a positive and supportive work environment, and we have and enforce corporate policies pursuant to a respectful and inclusive workplace that reflects the diversity of our community and society. The health and safety of our employees on-site and in our offices is paramount and we continuously train our employees to promote overall awareness and improve our practices.

Individual Growth. We promote individual career satisfaction, working with our employees so that each one can establish a career path that balances individual needs and aspirations with corporate needs and goals. Belt Built provides high-quality tools that are readily available for technicians and subcontractors and offer flexible telecommuting policies to accommodate each employee's changing life situation.

Recognition. We recognize excellence and achievement with performance bonuses, spotlights from the Executive Team, and social media highlights.

Balanced Workloads. The Executive Team carefully balances workload so that, despite the volatility of the construction industry, we can maintain stable staffing levels, prevent costly overtime, and burn out, while supporting an overall sense of employment stability. Belt Built provides a healthy work-life balance.

Training. Belt Built supports our staff's training and development, offering ongoing training opportunities for new certifications and refresher training to keep their skills and existing certifications (OSHA, LEED, etc.) up to date.

Belt Built can proudly say most of **our staff are long-term employees and that our turnover rate is very low**. One of the criteria we use in selecting consultants and subcontractors is demonstrated alignment with these staffing and retention values. Additionally, we require that they have adequate employee recruitment and retention processes. To assist in this process, we follow the protocols described in our [Subcontractor Management Plan](#), please refer to that section for additional details.

Continuous Improvement

Our recruitment and retention practices are regularly reviewed and refined based on employee feedback, industry trends, and project outcomes. Our adaptive approach helps us remain an employer of choice that consistently meets the staffing demands of multiple concurrent and multi-disciplinary contracts.

Evaluation Section 5

References & Past Performance

JOC Contract #1: Carlisle Army War College, Carlisle Pennsylvania

Agency: Department of the Army, Carlisle, PA Army War College
Contract Value & Duration: \$20,000,000/5 Years, 2018 - Present
Point-of-Contact Information: William Byrne, Director of Contracting, 717-578-8528,
William.a.byrne.civ@army.mil
Geographic Service Area: Carlisle, PA Army War College
Unit Price Book Utilized: Gordian
Project Types: Interior Repairs, Renovations, Site/Civil, MEP, Roofing, Building Envelope
Average Task-Order Size & Number of Task-Orders Issued: \$500,000, Fifty (50)+ TO's Issued/5 Years

JOC Contract #2: Smithsonian Institution, Washington DC

Agency: Smithsonian Institution, Washington DC
Contract Value & Duration: \$15,000,000/5 Years, 2021-Present
Point-of-Contact Information: Christine Grant, Contracting Officer, grantca@si.edu
Geographic Service Area: National Mall, Washington DC
Unit Price Book Utilized: eGordian/RS Means
Project Types: Museum Interior Renovations, MEP, Site/Civil Works
Average Task-Order Size & Number of Task-Orders Issued: \$250,000, Thirty (30)+ TO's Issued

JOC Contract #3: Joint Base San Antonio NC2 IDIQ

Agency: Department of the Air Force, San Antonio, TX
Contract Value & Duration: \$140,000,000/10 Years, 2023-Present
Point-of-Contact Information: Lori Witzlsteiner, Contracting Officer, lori.witzlsteiner@us.af.mil, 210-671-6084
Geographic Service Area: Joint Base San Antonio Service Area, Lackland AFB, Randolph AFB, Joint Base Fort Sam Houston, Camp Bullis
Unit Price Book Utilized: e4Clicks
Project Types: Office renovations, dormitory renovations, MEP, civil and sitework, pre-engineered metal buildings, runway renovations, abatement and hanger renovations.
Average Task-Order Size & Number of Task-Orders Issued: \$250,000, Thirty (60)+ TO's Issued

JOC Contract #4: City of San Antonio JOC

Agency: City of San Antonio, Texas
Contract Value & Duration: \$150,000,000/5 Years, 2021-Present
Point-of-Contact Information: Kenneth Heinzmann, Contract Manager,
Kenneth.heinzmann@sanantonio.gov, 210-207-1683
Geographic Service Area: City of San Antonio Texas
Unit Price Book Utilized eConverge & TruPrice Data Tool
Project Types: Civil and site work, interior renovations, pool renovations, dog kennels, landscaping and irrigation, paving and concrete and playground renovations.
Average Task-Order Size & Number of Task-Orders Issued: \$50,000, Four Hundred (400)+ TO's Issued

JOC Contract #5: GSA Austin Border Region IDIQ, San Antonio Border Region IDIQ, McAllen Border Region IDIQ

Agency: General Services Administration, Austin, San Antonio Border, McAllen Border
Contract Value & Duration: \$40,000,000/5 Years, 2022-Present
Point-of-Contact Information: Matt Deptuch, Contracting Officer, matthew.deptuch@gsa.gov, 817-201-3972
Geographic Service Area: Austin, TX, San Antonio Border, McAllen TX Border Regions
Unit Price Book Utilized RS Means Cost Works
Project Types: Courtroom renovations, border station renovations, asphalt and concrete, sitework, controlled entry points and MEP replacements and upgrades.
Average Task-Order Size & Number of Task-Orders Issued: \$100,000, Twelve (12)+ TO's Issued

**Evaluation Section JOC Program &
eConverge Performance References**

**Note: eConverge Reference Included from
Mr. Michael Brown, Owner of eConverge**

Subject:
Date:
Attachments:

eConverge Owner Reference

From: Michael Brown <michael@econverge.com>
Sent: Monday, April 27, 2026 11:18 AM
To: Chris Whitman <cwhitman@beltbuiltllc.com>; Kenneth Heinzmann (CDD) <Kenneth.Heinzmann@sanantonio.gov>
Cc: Victoria Hinojosa <VHinojosa@beltbuiltllc.com>; Caleb Urban <curban@beltbuiltllc.com>; Kennedy Massey <KMassey@beltbuiltllc.com>; Todd Hirsch <thirsch@beltbuiltllc.com>
Subject: RE: eConverge Missing Mold Abatement Pre-priced Line Items

Good morning Ken and COSA Team,

I wanted to follow up and let you know that I am preparing an outline for your review covering the following areas:

Mold and Mildew Remediation
Rodent, Insect, and Pest Remediation
Lead Removal / Lead-Based Paint Abatement
A full review of the existing Asbestos Abatement section

The intent of this outline is to help ensure the scope language, assumptions, and pre-priced line items accurately reflect field conditions, regulatory requirements, and practical use within JOC. Much of this effort is being informed by recent feedback and examples provided by the COSA team, which we greatly appreciate.

I would also like to take this opportunity to thank Chris and his team, for his leadership and partnership in helping build a stronger, more accurate JOC community TruPriceData™ cost book. Your engagement and collaboration continue to play a key role in improving the value and usability of the system for all participants.

Once the outline is complete, I will share it with you for review and discussion so we can

confirm alignment and identify any additional gaps or refinements needed before finalizing updates in the system.

Please let me know if there are any specific concerns or priorities you would like incorporated as part of this review.

Thank you again for your continued collaboration.

Best regards,

Michael

From: Chris Whitman <cwhitman@beltbuiltllc.com>
Sent: Monday, April 27, 2026 10:43 AM
To: Kenneth Heinzmann (CDD) <Kenneth.Heinzmann@sanantonio.gov>
Cc: Victoria Hinojosa <VHinojosa@beltbuiltllc.com>; Caleb Urban <curban@beltbuiltllc.com>; Kennedy Massey <KMassey@beltbuiltllc.com>; Todd Hirsch <thirsch@beltbuiltllc.com>; Michael Brown <michael@econverge.com>
Subject: RE: eConverge Missing Mold Abatement Pre-priced Line Items

He emailed me last week and is working on pricing for this.

eConverge has an internal reporting system I use it every time I don't find a line item I need or a discrepancy. Super useful.

From: Kenneth Heinzmann (CDD) <Kenneth.Heinzmann@sanantonio.gov>
Sent: Monday, April 27, 2026 8:26 AM
To: Michael Brown <michael@econverge.com>
Cc: Victoria Hinojosa <VHinojosa@beltbuiltllc.com>; Chris Whitman <cwhitman@beltbuiltllc.com>; Caleb Urban <curban@beltbuiltllc.com>; Kennedy Massey <KMassey@beltbuiltllc.com>; Todd Hirsch <thirsch@beltbuiltllc.com>
Subject: eConverge Missing Mold Abatement Pre-priced Line Items

Good morning Michael,

We need your assistance to add more mold remediation pre-priced line items. Please find the attached cost estimate that uses a different line item to make up for the missing mold remediation line item.

Thank you,

Kenneth Heinzmann
Contract Manager

MArch / MBA / CLSSYB (Certified Lean Six Sigma Yellow Belt)

City of San Antonio, Capital Delivery Department

Mailing: P.O. Box 839966 | San Antonio, TX 78283-3966

Work: 100 W. Houston St., Street Level | San Antonio, TX 78205

O: 210.207.1683 | C: 210.844.5403



I will be out of Office from May 27th and returning June 8th 2026



Dear Todd,

I am pleased to write this letter of appreciation and formal recognition for Victoria Hinojosa and the Belt Built team. Since we began partnering on City construction projects, Victoria has demonstrated a level of professionalism and dedication that is truly rare in this industry.

I began the relationship with the Belt Built team using the Job Order Contracting (JOC) structure with the City of San Antonio's Primelink system. This was a process that I was unfamiliar with; however, my first encounter with Victoria changed everything. One of my first projects with Victoria was a shade structure I needed to place at our Warehouse Facility. I had received a proposal from a vendor who had place a shade structure at another location. I distinctly remember Victoria looking at a proposal for the shade structure and telling me, *"Abraham, that shade is almost triple of what it actually costs. Let me get you a quote for the exact structure and canopy replacements; if you like it, I can get it started as early as next week."*

True to her word, the cost difference was shocking, and Victoria completed the job within a week of receiving the Purchase Order. That moment solidified my decision to trust Belt Built with my JOC portfolio.

Project Success & Technical Excellence

Victoria and Kennedy have proven to be an amazing team, handling a diverse range of complex projects with quick turnarounds and seamless communication:

- **Brush Site Waste Management:** Successful roof replacement on the facility office building.
- **Westside Service Center:** Installation of a new shade structure and canopy replacements on the adjacent property.
- **Starcrest Transfer Station:** Coordination of a comprehensive 11-acre boundary and private utility survey to facilitate a critical perimeter privacy fence.

Above and Beyond: The Starcrest Renovation

The most impressive display of Victoria's work ethic began in October 2025 during the design review for the Starcrest facility. For seven months, before there was even a project to bill against, she attended every single weekly site visit and Teams meeting. She worked together with the design team, Solid Waste Management, ITSD networking, and Capital Delivery. Despite over 15 design revisions, Victoria was always prepared with the right subcontractor or solution.



Most notably, during a high-pressure window before Easter weekend, my department set a grueling deadline of Monday at 10:00 AM. Victoria "burnt the midnight oil," working through the holiday weekend to provide finalized numbers.

Current Progress & Impact

We have already successfully kicked off Phase 1 (totaling **\$650,000**) with six projects already completed, including plumbing work, mesh netting, fiber optic locates, and surveying. With a proposed **\$3.5M budget** for Phase 2, I have total confidence moving forward.

I recently called Victoria specifically to thank her for her monumental efforts. I told her that she is a "superhero" for her ability to satisfy the high expectations of City leadership by delivering real, professional results and moving these complex projects forward ahead of schedule.

Closing

Victoria Hinojosa is an exceptional asset to your company. Her ability to find solutions rather than dwell on issues, her responsiveness, and her genuine care for the City's budget and timelines are outstanding. She possesses the unique institutional knowledge and leadership skills necessary to manage the City's most vital projects.

I am pleased to continue working with Victoria and the Belt Built team on all future projects under my responsibility for the Solid Waste Management Department of the City of San Antonio.

Best Regards,

Abraham Diaz

Specials Project Manager

Solid Waste Management Department

City of San Antonio



May 29 ,2024

To whom it may concern,

Letter of Reference for Belt Built Contracting LLC.

I would like to take the time to offer my recommendation for Belt Built Contracting. I am a project manager for the General Services Administration. I've worked very closely with Belt Built Contracting on several projects throughout South Texas, as well as in San Antonio.

These projects range from remodeling conference rooms, asphalt, flooring, storefront installations, and flatwork. Belt Built's performance has been nothing short of professional. Their work is completed in a timely manner. They work alongside our Government Project's team to provide a solution. I've enjoyed working with their construction team and I am happy to be able to provide this recommendation for Belt Built Contracting LLC as a high-quality general contractor to work with.

Please do not hesitate to contact me if you have any additional questions.

Sincerely,

Garrett Paris

Project Manager
General Services Administration, Region 7
Public Buildings Service Greater West Service Center (7PSWS)
727 E. Cesar Chavez Blvd, Room B602 San Antonio, TX 78206
C: (210) 596-4230
E: garrett.paris@gsa.gov

From: [Chris Gary](#)
To: [Todd Hirsch](#)
Subject: FW: Reference letter
Date: Monday, June 3, 2024 9:50:39 AM

FYI

Chris Gary
Project Manager
Belt Built Contracting, LLC
(443) 955-8487

From: Jones, Sean <JonesS@si.edu>
Sent: Monday, June 3, 2024 6:03 AM
To: Chris Gary <cgary@beltbuiltllc.com>
Subject: Reference letter

Subject: Statement of Reference – Belt Built Contracting LLC

Dear Madam/Sir: Belt Built Contracting LLC has executed dozens of projects for the Smithsonian under our Smithsonian JOC contract. Based upon their excellent performance managing and executing multiple task-orders under the JOC over the last six (6) years, it is my pleasure to recommend Belt Built as a highly valued contractor to City of San Antonio. Belt Built continues to meet and exceed the expectations of the government in terms of safety, quality, schedule, and cost for work completed.

Thank you and please do not hesitate to contact me if I can provide any additional information.

Sean Jones
SI Construction Manager
202.438.6204

Belt Built

May 15,2024

To Whom it May concern:

I am writing this letter to provide a reference of recommendation for Belt Built Contracting . I am the facilities Manager for the San Antonio Police Department where I work very closely to Caleb Urban general Contractor on several projects.

These projects range from Carpet installation to the remodeling of our police units. Mr. Urbans performance and professionalism has been nothing short of outstanding and satisfactory. His work is done timely and with the greatest attention to detail is one of his best traits

I enjoy working with Belt Built and am happy to be able to provide this recommendation. I have great respect for Mr. Urban as an individual and as a professional and I am confident that he will continue to exhibit positive performance in the workplace.

Please feel free to contact me if you have any additional questions. You may reach me at 210-668-6425 or (Joey.Blackman@sanantonio.gov). Regards, Joey Blackman

Print Close

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CONTRACTOR PERFORMANCE ASSESSMENT REPORT (CPAR)

Construction

Name/Address of Contractor:

Vendor Name: BELT BUILT CONTRACTING, LLC

Division Name:

Street: 2139 ESPEY CT STE 6

City: CROFTON

State: MD Zip: 211142446

Country: USA

CAGE Code: 68J60

Unique Entity ID: L3PEDEHACZY3

Product/Service Code: Z2CZ Principal NAICS Code: 236220

Evaluation Type: Final

Contract Percent Complete:

Period of Performance Being Assessed: 07/28/2023 - 11/30/2023

Contract Number: W91QF021D0001 W91QF022F0011 **Business Sector & Sub-Sector:** Construction

Contracting Office: W6QM MICC-CARLISLE BARRACKS **Contracting Officer:** DAHALIA TREVENEN **Phone Number:** 717-245-3898

Location of Work:

Fac 22, 2nd floor

Date Signed: 07/15/2022 **Period of Performance Start Date:** 07/29/2022

Est. Ultimate Completion Date/Last Date to Order: 11/30/2023 **Estimated/Actual Completion Date:** 11/30/2023

Funding Office ID: W25BD3

Base and All Options Value : \$881,155 **Action Obligation:** \$881,155

Complexity: Medium **Termination Type:** None

Extent Competed: Full and Open Competition after Exclusion of Sources **Type of Contract:** Firm Fixed Price

Key Subcontractors and Effort Performed:

Unique Entity ID:

Effort:

Unique Entity ID:

Effort:

Unique Entity ID:

Effort:

Project Number: 270163

Project Title:

Fac 22 2nd floor renovation, Ed Center and PKSOI Offices

Contract Effort Description:

This was a two part project. 1st: Renovate existing area to move the Army Education Center to the facility. 2nd: Renovate existing office space for the PKSOI offices. The education center involved removing old wood partition walls

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with associated data and power, removing old carpet, repairing old plaster walls. The building out involved framing and finishing 9 rooms to include power, data, HVAC alterations, fire alarm alterations, doors, ceiling grid and tiles, carpet, and built-in casework. The large classroom had low profile raised flooring installed for power and data requirements to 32 computer stations for class/testing facility.

Small Business Subcontracting:

Does this contract include a subcontracting plan? No

Date of last Individual Subcontracting Report (ISR) / Summary Subcontracting Report (SSR): N/A

Evaluation Areas	Past Rating	Rating
Quality:	N/A	Very Good
Schedule:	N/A	Very Good
Cost Control:	N/A	N/A
Management:	N/A	Very Good
Small Business Subcontracting:	N/A	N/A
Regulatory Compliance:	N/A	Very Good
Other Areas:		
(1):		N/A
(2):		N/A
(3):		N/A

Variance (Contract to Date):

Current Cost Variance (%): Variance at Completion (%):

Current Schedule Variance (%):

Assessing Official Comments:

QUALITY: The work quality throughout the Task Order has been good. The contractor and subcontractors were able to work within an old building and repair and build out the new facilities better than was expected from the project. The work drew praise from the ed center's HQ leadership during their visit at the end of the project. The PKSOI leadership, while critical during the construction on schedule, was very satisfied of the renovated offices. As the COR I was able to oversee the work with very little issues or discrepancies from the anticipated results.

SCHEDULE: The schedule, while an issue, most was caused by the government and previous ACOE project in the facility. The contractor was able to complete a majority of the work without issue. The scheduling of material had some issue with glass doors, fixed windows and casework. The contractor was able to complete the change order for 12 partition walled offices with a extension on the required date from the occupants. The extension was only two days and was minor in the overall project.

COST CONTROL: The project is through a Job Order Contract with agreed upon pricing. The pricing is set by the contract. If unforeseen situations are found during construction, it is dealt with as a change order.

MANAGEMENT: The management of the Task Order went well. There could be better communication to

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ensure that sub-contractors are available and working on required task. The rating is satisfactory as I have seen some of the sub-contractors are not always cooperative for the construction superintendent. I believe he is trying to ensure the project runs smoothly.

REGULATORY COMPLIANCE: The contractor complied with all requirements put forth along with applicable NEC, NFPA, safety requirements.

ADDITIONAL/OTHER: Overall the project went well, and the end result was a good renovation of the space. The issues encountered tended to be fairly minor and were typically taken care of quickly. The contractor was able to complete the project and turn over the area with minor punch list and were fixed quickly.

RECOMMENDATION:

Given what I know today about the contractor's ability to perform in accordance with this contract or order's most significant requirements, I would recommend them for similar requirements in the future.

Name and Title of Assessing Official:

Name: Kevin Kauffman

Title: Assessing Official

Organization: MICC

Phone Number: 7177137170 Email Address: kevin.l.kauffman.civ@army.mil

Date: 01/03/2024

Contractor Comments:

ADDITIONAL/OTHER: Thank you for your positive feedback. Our priority remains safety, quality, and meeting/exceeding the expectations of the government.

CONCURRENCE: I concur with this evaluation.

Name and Title of Contractor Representative:

Name: Chris Izydore

Title: VP

Phone Number: 14105332502 Email Address: cizydore@beltbuiltllc.com

Date: 01/03/2024

Review by Reviewing Official:

Review by Reviewing Official not required.

Name and Title of Reviewing Official:

Name:

Title:

Organization:

Phone Number: Email Address:

Date:

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Administrative & Appendix Documents

- Insurance Certificate
- Bonding Statement
- Licensing
- Prevailing Wage Confirmation
- Appendix A: Proposal Form
- Appendix B: Terms & Conditions Acceptance Form
- Appendix C: Disclosures



PHILADELPHIA INSURANCE COMPANIES

A Member of the Tokio Marine Group

May 4, 2026

Alliance for Innovation
JOC Construction Services
POC: Ms. Nicole Kenney

Re: Job Order Contracting (JOC) Services - RFP-2026-122

Belt Built Contracting, LLC is currently bonded by Philadelphia Indemnity Insurance Company, and is an account in good standing. Philadelphia Indemnity Insurance Company is rated by A.M. Best as "A++" (Superior) and "XV" financial size. Philadelphia Indemnity Insurance Company is admitted to conduct Surety business throughout the United States with an underwriting limitation of \$394,881,000 assigned by the US Department of the Treasury.

We would favorably consider bonding individual projects of \$10,000,000 and an aggregate work program of \$125,000,000 for Belt Built Contracting, LLC.

We will consider specific requests for surety bonds based on our underwriting evaluation at the time of the request. Our underwriting evaluation includes our satisfactory review of contract terms and conditions and bond forms, verification of project financing, appropriate financial information as well as other underwriting conditions which may exist at the time of the request. Any request for bonds is a matter between Belt Built Contracting, LLC and Philadelphia Indemnity Insurance Company, and Philadelphia Indemnity Insurance Company assumes no liability to any party by providing this letter.

Philadelphia Indemnity Insurance Company

Laura L. Brown, Attorney-In-Fact



PHILADELPHIA INDEMNITY INSURANCE COMPANY

One Bala Plaza, Suite 100
Bala Cynwyd, PA 19004-0950

Power of Attorney

KNOW ALL PERSONS BY THESE PRESENTS: That **PHILADELPHIA INDEMNITY INSURANCE COMPANY** (the Company), a corporation organized and existing under the laws of the Commonwealth of Pennsylvania, does hereby constitute and appoint Robert T. Crawley, Laura L. Brown, Rush H. Seale, Elizabeth A. Korpela, Bernadette S. Good, Amy Schmalbach, Cody Brugos, Kelli Weldon, Courtney DeCroes, Robert Doucette, Andrew Doucette of RCM&D, Inc., its true and lawful Attorney-in-fact with full authority to execute on its behalf bonds, undertakings, recognizances, consents of surety and other contracts of indemnity and writings obligatory in the nature thereof, issued in the course of its business and to bind the Company thereby, in an amount not to exceed \$50,000,000.

This Power of Attorney is granted and is signed and sealed by facsimile under and by the authority of the following Resolution adopted by the Board of Directors of PHILADELPHIA INDEMNITY INSURANCE COMPANY on the 14th of November 2016.

RESOLVED:

That the Board of Directors hereby authorizes the President or any Vice President of the Company: (1) Appoint Attorney(s) in Fact and authorize the Attorney(s) in Fact to execute on behalf of the Company bonds and undertakings, contracts of indemnity and other writings obligatory in the nature thereof and to attach the seal of the Company thereto; and (2) to remove, at any time, any such Attorney-in-Fact and revoke the authority given. And, be it

FURTHER

RESOLVED:

That the signatures of such officers and the seal of the Company may be affixed to any such Power of Attorney or certificate relating thereto by facsimile, and any such Power of Attorney so executed and certified by facsimile signatures and facsimile seal shall be valid and binding upon the Company in the future with respect to any bond or undertaking to which it is attached.

IN TESTIMONY WHEREOF, PHILADELPHIA INDEMNITY INSURANCE COMPANY HAS CAUSED THIS INSTRUMENT TO BE SIGNED AND ITS CORPORATE SEAL TO BE AFFIXED BY ITS AUTHORIZED OFFICE THIS 21ST DAY OF AUGUST 2025.

(Seal)

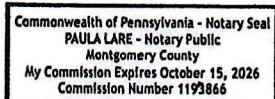


John Glomb, President & CEO

Philadelphia Indemnity Insurance Company

On this 21st day of August, 2025, before me came the individual who executed the preceding instrument, to me personally known, and being by me duly sworn said that he is the therein described and authorized officer of the **PHILADELPHIA INDEMNITY INSURANCE COMPANY**; that the seal affixed to said instrument is the Corporate seal of said Company; that the said Corporate Seal and his signature were duly affixed.

Notary Public:



residing at:

Bala Cynwyd

My commission expires:

October 15, 2026

I, Angelique Cooper, Corporate Secretary of PHILADELPHIA INDEMNITY INSURANCE COMPANY, do hereby certify that the foregoing resolution of the Board of Directors and the Power of Attorney issued pursuant thereto on the 21st day of August, 2025 are true and correct and are still in full force and effect. I do further certify that John Glomb, who executed the Power of Attorney as President, was on the date of execution of the attached Power of Attorney the duly elected President of PHILADELPHIA INDEMNITY INSURANCE COMPANY

In Testimony Whereof I have subscribed my name and affixed the facsimile seal of each Company this 4th day of May, 2026.



Angelique Cooper, Corporate Secretary
PHILADELPHIA INDEMNITY INSURANCE COMPANY

90 County

State of Maryland

License

02311211

02532540

14958573

25

BELT BUILT CONTRACTING LLC
2138 ESPEY COURT
SUITE 8
CROFTON MD 21114

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SUITE 8
CROFTON MD 21114

CODE	UNIT	TYPE OF LICENSE	NO OF LIC	COST
77	015	CONSTRUCTION FIRM (NOT FOR HOME IMPROVEMENT)	1	15.00

DATE OF ISSUE
MO DAY YR
04/11/2025

MONTHS PAID
12

ISSUING FEES	2.00
TOTAL	17.00
AMOUNT PAID	17.00

ISSUED BY

SCOTT A. POYER, CLERK OF CIRCUIT COURT
8 CHURCH CIRCLE, ROOM H-101
ANNAPOLIS, MARYLAND 21401 (410)222-1434

PMY

THIS LICENSE MUST BE PUBLICLY DISPLAYED
AND EXPIRES ON **APRIL 30 ,2027**