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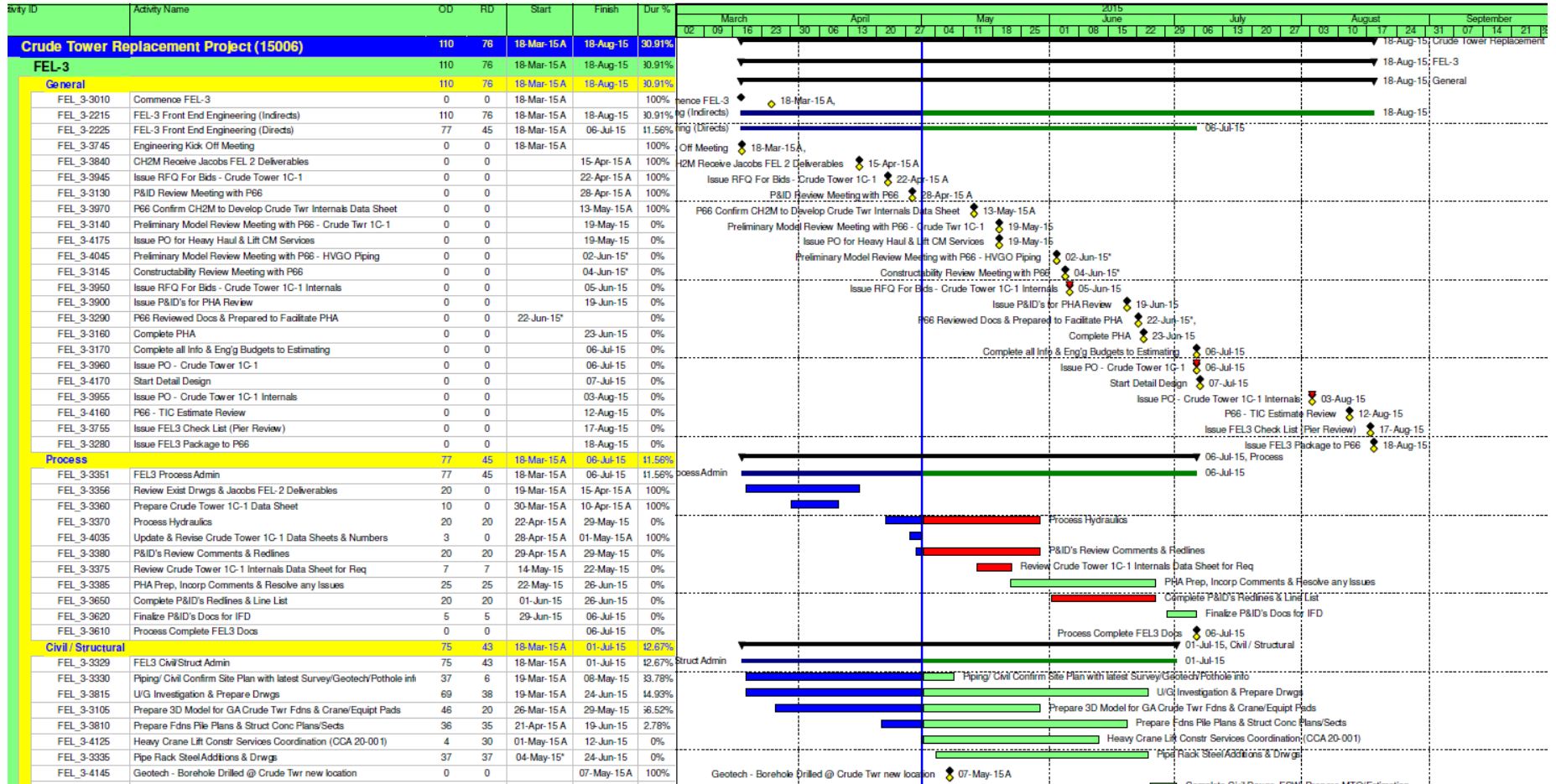








ACCT #	ITEM & DESCRIPTION	KEY QTY'S	MANHOURS	LABOR \$	MATERIAL \$	SUB CONT \$	TOTAL \$	TAR MH
0X-XXX	EXCAVATION AND CIVIL WORK	2,647 CY	3,329	256,401	94,928	218,093	569,422	
1X-XXX	CONCRETE	130 CY	1,296	95,442	37,221		132,663	
2X-XXX	STRUCTURAL STEEL	52 TN	4,399	365,157	138,427		503,584	1,997
3X-XXX	ARCHITECTURAL	SF						
4X-XXX	MECHANICAL EQUIPMENT	1 EA	4,890	427,346	4,984,301		5,411,647	824
5X-XXX	PIPING	4,167 LF	19,250	1,634,344	1,003,634		2,637,978	11,513
6X-XXX	ELECTRICAL	8,745 LF	4,873	390,052	246,072		636,124	758
7X-XXX	INSTRUMENTATION	78 EA	2,384	204,742	359,050		563,792	1,315
8X-XXX	PROTECTIVE COATINGS	1 LOT	9,302	756,717	379,250		1,135,968	3,589
	DIRECT FIELD COSTS (DFC)		49,723	4,130,202	7,242,883	218,093	11,591,178	19,996
90-610	FIELD STAFF	29%		1,199,052			1,199,052	
90-620	GENERAL CONSTRUCTION EQ	17%		702,781			702,781	
90-630	TEMPORARY FACILITIES	5%		206,510			206,510	
90-730	FREIGHT	2%			126,915		126,915	
92-165	OVERTIME PREMIUM			405,218			405,218	
92-200	SCAFFOLD	22%	11,042	1,089,584		110,416	1,200,000	
93-100	HEAVY HAUL / HEAVY LIFT					3,000,000	3,000,000	
95-110	CRANE RENTAL (50TN OR LARGER)	10%				413,020	413,020	
95-120	SPARE PARTS (WAREHOUSE)							
	INDIRECT FIELD COSTS (IFC)		11,042	3,803,145	126,915	3,523,436	7,253,496	
	TOTAL FIELD COSTS (TFC)		60,764	7,733,347	7,369,798	3,741,529	18,844,674	
96-320	ENGINEERING LABOR, FEL3	2%		537,000			537,000	(% of TPC)
96-330	ENGINEERING LABOR, DETAIL DESIGN	12%		3,500,000			3,500,000	(% of TPC)





An Open Mind is a Good Place to Start

Keep your eyes and mind open, take advantage of opportunities, and embrace new responsibilities. Don't be narrow minded in your career, don't be

“The Unemployable”

“I am graduating with a degree in mechanical engineering with an emphasis on bio-cyclical systems looking to become a leading engineer developing genetic bio-motors utilizing green energy from seaweed photosynthesis”

Instead get that first job, embrace it, learn from it, but don't think that it will be what you are doing for the rest of your career, because the possibilities are instead, endless, and road you'll travel, exciting.

Stay Humble

“I am always learning and working at the margin of my ignorance”

Harvey Golub, Former CEO of American Express

- Look for and lean on experienced mentors, use them to bounce off decisions and to back you up when you are challenged.
- Know that you don’t know, even if you think you know (“the margin of my ignorance”).

“To know that you do not know is the best. To pretend to know when you do not know is a disease.” Lao-Tzu

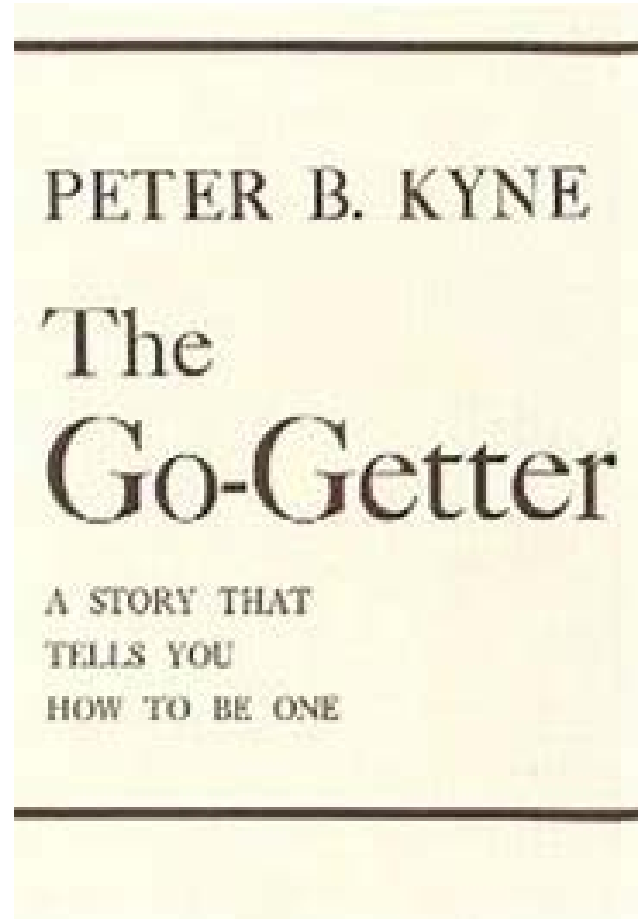
Strike the words “I know...” from your vocabulary. There will be those that desire to teach you but will not teach if you don’t have a teachable spirit. You will need to have humility which sometimes doesn’t feel very good.

Be Patient

- Building experience and credibility takes time and hard work.
- Promotions will come but must be earned by doing the best job you can at the job you are given plus demonstrating a willingness to do more.
- Resolve to be the best at the job you are given and the rewards will come.



- **Have initiative (Be a “Go-Getter”)**
 - Don’t wait for work to come to you. Go get it.
 - If you need something from someone else to get your job done, get up and go get it.
 - If you see something that needs to be done, either do it, or make sure someone does it.
 - Communicate person to person. Don’t rely on email or chat etc. Pick up the phone, get up off your duff and go talk to the other person.



Tell the Truth

- Talk Straight, Use Simple Language, Call things what they are.
- Demonstrate Integrity, Don't distort facts or leave false impressions

“whoever is careless with the truth in small matters cannot be trusted with important matters” Albert Einstein

“I look for three things in hiring people. The first is personal integrity, the second is intelligence, and the third is a high energy level. But, if you don't have the first, the other two will kill you.” Warren Buffett

Finally, Learn how to work with people, all kinds of people, because you will have to work with people, all kinds of people.

