

CONSTRUCTION REQUEST FOR PROPOSAL

City of Ann Arbor

Engineering/Public Services

RFP No. 22-37

Street Preventative Maintenance Project – FY 2023

Submitted By

Strawser Construction, Inc.



A COLAS COMPANY

1392 DUBLIN ROAD - COLUMBUS, OH 43215 - PHONE (614) 276-5501 - FAX (614) 276-0570
www.strawserconstruction.com

July 6, 2022

City of Ann Arbor
c/o Customer Service
301 East Huron Street
Ann Arbor, Michigan 48108

Re: RFP No. 22-37
Street Preventative Maintenance Project – FY 2023

To Whom It May Concern:

Strawser Construction is pleased to offer this proposal for providing the City of Ann Arbor with street preventative maintenance services as outlined in RFP No. 22-37.

Strawser Construction has been serving the Midwestern United States since 1976. Today we are part of a worldwide organization consisting of over 1,200 business units. We are committed to providing products and services to build and maintain the transportation infrastructure. Safety, quality, ethics, environmental awareness, innovation, and financial strength are the keys that allow us to lead in our industry and serve the needs of our customers and employees.

Performance and innovation are the backbone of our ability to provide complete solutions for our customers. Our fully integrated organization includes a broad range of construction products and systems to effectively meet the needs of minor rehabilitation and preservation of highways, streets, and roads. All our products and systems are carefully engineered and go through an extensive laboratory design procedure and quality control process to ensure that our customers receive the greatest value possible. We are committed to quality, performance, and innovation to help our customers meet their needs and goals.

We look forward to working with the City of Ann Arbor and addressing your pavement maintenance needs. If you have any questions or need additional information, please contact our office.

Sincerely,

Doug Perry
Senior Estimator

RFP No. 22-37

Street Preventative Maintenance Project – FY 2023

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SECTION A

Qualifications, Experience and Accountability



A COLAS COMPANY

1392 DUBLIN ROAD - COLUMBUS, OH 43215 - PHONE (614) 276-5501 - FAX (614) 276-0570
www.strawserconstruction.com

Strawser Construction Inc. History

Strawser Construction Inc., is dedicated to providing long-lasting, cost effective solutions for today's road and highway problems. Through the implementation of a number of technologically advanced asphalt and emulsion products, Strawser Construction, Inc. specializes in providing cost effective turn-key Pavement Preservation solutions to help extend the life of your pavements. We are a leader in our industry and one of the largest Pavement Preservation companies in the country.

Our company as it exists today, is the culmination of two national leaders in pavement preservation. Terry Asphalt Materials, Inc. was formed in 2006 by Barrett Industries, stemming from the asset acquisition of the Terry family of companies that were known to be synonymous with quality and very well known in south-west Ohio and around the region. The Terry family of companies originally date back to 1955. Strawser has been serving the Midwestern United States since 1976. In 2008, Strawser was also acquired by Barrett Industries and merged with Terry Asphalt Materials, Inc. (Hamilton, OH). Today the Terry / Strawser family is part of a worldwide organization consisting of over 1,200 businesses, all of which pertain to and support infrastructure. SCI is committed to providing products and services to build and maintain the transportation infrastructure.

We at Strawser Construction, Inc. are committed to quality, performance and innovation to help our customers meet their needs and goals. These commitments, coupled with our research and development process and the efforts of our many talented employees, are what allow us to help our customers to keep *Moving Pavement Preservation Forward*. Our dedication and professionalism is not only crucial to our current and perspective customer base, it is also in recognition of those who have preceded us in our family of companies who developed an unwavering sense of integrity, ethics, and customer service.

SCI holds itself to a different standard than most companies in the industry. We don't view our products and services as commodities whatsoever; We are a provider of solutions. Our highly trained personnel take this responsibility very seriously. This perspective of customer service resulting in trust and accountability with our clients has been the largest driving factor of our growth and continues today. It was these principles that initially made our company a success, and it is these principles that will continue to define Strawser long into the future as we lead the way in Pavement Preservation.



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Summary of Qualifications

Strawser Construction's qualifications are unmatched in the region among our specific industry. Our talent, knowledge, experience, capacity, service and technical support are factors that set SCI apart from all others. Performance and innovation are the backbone of our ability to provide complete solutions for customers. Our fully integrated organization includes the capacity to provide a broad range of construction products and systems. All of our products and services are carefully engineered and go through an extensive laboratory design procedure and quality control process to ensure that our customers receive the greatest value on all their pavement projects.

The people of SCI are undoubtedly the best in the industry. Strawser employees are dedicated to their craft and responsibility to the customer. Throughout levels of management of SCI you will find most individuals with decades of experience in the pavement preservation industry. The majority of our management team has been elevated through the ranks of our company to lead and continue our high standards. Our experience is what hundreds of communities rely upon when looking to us to provide pavement preservation solutions. It is the people of Strawser that make us the industry standard in pavement preservation.

Strawser Construction Inc. has a distinguished reputation among countless municipal markets, especially in the Michigan and Ohio area. However, a substantial portion of our business is done around the Midwest. We are pre-qualified and continue to acquire work in the state of Michigan as well as Ohio, Kentucky, Indiana, and West Virginia. Our excellence in highway construction maintenance is seen as the standard in preservation, especially pertaining to microsurfacing.

Our fully integrated organization is shown through our own internal family of companies. Terry Asphalt Materials has a liquid AC and emulsion manufacturing facility located in Hamilton, OH. Their laboratory capabilities allow our group to maintain a high level of responsiveness to material needs. As a part of Barrett Industries, we also are supported by Colas Solutions in Newtown, Ohio which assist in design and other technical issues that need further research. There are various affiliated companies located in other parts of the country. This group is a part of a world-wide team that provides products and services to build and maintain the transportation infrastructure. Safety, quality, ethics, environmental awareness, innovation, and financial strength are the keys that allow us to lead our industry and serve the needs of our customers.

Strawser Construction Inc.
Construction Personnel - 2021

Name	Present Position or Office	Years of Construction Experience	Magnitude and Type of Work	In What Capacity
Michael Szymborski	President/Regional Manager	16	Management	President/Regional Manager
Amanda Chaffin	HR and Safety Manager (January 2022 promoted to Assistant Regional Manager/Assistant Secretary)	26	Management	Assistant Regional Manager, Human Resources, Safety, and Operations
Paul Dannenfelser	Construction Manager	29	Operations	Operations
Shane Geise	Operations Manager	18	Operations	Operations
Pierre Peltier	Marketing, Sales, and Business Development Manager	45	Marketing, Sales, and Business Development	Marketing, Sales, and Business Development
David Kiser	Assistant Business Development & Technical Support Manager	40	New Business Development and Operations Technical Support	New Business and Operations Technical Support
Mike Metzger	Construction Sales Manager	20	Sales and Business Development	Marketing, Sales and Business Development
Timothy Amling	Senior Estimator	50	Job Estimating	Estimating
Doug Perry	Senior Estimator	41	Job Estimating	Estimating
Jordan Traylinek	Senior Estimator	12	Job Estimating	Estimating
Andrew Sigafoos	Terminal Manager	15	Manufacturing/Product Management	Material Production
Kenny Cox	Shop Manager	21	Equipment Procurement/Management	Equipment Handling
Jamie Steiner	Safety Coordinator	22	Safety Compliance	Safety Operations
Andrew Friend	Project Manager	6	Field Management	Field Operations
Ryan High	Project Manager	19	Field Management	Field Operations
John Kahmann	Project Manager	22	Field Management	Field Operations
Rick Kissinger	Project Manager	12	Field Management	Field Operations
Dominic LaJoye	Project Manager	14	Field Management	Field Operations
Kyle Stricker	Sales Representative/Project Manager	26	Sales/Field Management	Sales/Field Operations
Dale Ernst	Quality Control	28	Quality Control/Field Management	Quality Control/Field Operations
Rodney Bond	Foreman	7	SAMI/FiberMat	Field Operations
Anthony "AJ" Boyer	Foreman	7	Truck Mount Micro Surfacing, Slurry Seal	Field Operations
Elijah "Glen" Caudill	Foreman	19	Truck Mount Micro Surfacing, Slurry Seal	Field Operations
Kevin Erwin	Foreman	35	Continuous Micro Surfacing	Field Operations
David Lykins	Foreman	22	Crackseal, Polyfil	Field Operations
Danny Snyder	Foreman	9	Crackseal, Polyfil	Field Operations
Bill Vernon	Foreman	10	Invia-Axys and Onyx	Field Operations
Aaron Staton	Foreman in Training	6	Continuous Micro Surfacing	Field Operations
Amanda Hess	Traffic Control Coordinator	20	Traffic Control	Field Operations Safety



GRETCHEN WHITMER
Governor

STATE OF MICHIGAN
DEPARTMENT OF TRANSPORTATION
Lansing

PAUL C. AJEGBA
Director

March 14, 2022

Strawser Construction Inc.
1392 Dublin Rd
Columbus OH 43215-1009

Vendor ID: 07091

Dear Contractor:

Thank you for your interest in doing business with the Michigan Department of Transportation (MDOT) as a prequalified construction contractor. This is to inform you that the application submitted for prequalification by **Strawser Construction Inc. has been approved.**

In accordance with our [Administrative Rules](#), an **overall financial rating of \$265,058,000.00** has been established which covers numerical ratings in the classifications(s) listed below:

10000	(\$10,000,000.00)	Ca	Chip Seals
265058	(\$265,058,000.00)	N93E	Overband Crack Fill
265058	(\$265,058,000.00)	N93F	Joint Or Crack Filling
265058	(\$265,058,000.00)	N93H	Slurry Seal
265058	(\$265,058,000.00)	N93I	Microsurfacing

This prequalification rating is effective until April 30, 2024; a renewal application must be submitted by this date to prevent removal of prequalification.

If the assigned rating is not satisfactory, the Prequalification Committee must be notified in writing within 15 days of having been advised of the rating granted. MDOT may declare a prequalified bidder ineligible to bid at any time because of developments subsequent to prequalification which, in its opinion, would affect the responsibility of the bidder or their ability to perform the contract work.

If you have any questions or need additional information, please use the following contacts:

Construction Prequalification: MDOTPrequal@michigan.gov, [Prequalification Website](#)

Bid Letting (electronic bidding process): MDOT-BidLetting@michigan.gov, [Bid Letting Website](#)

Congratulations on your status as an MDOT Construction Prequalified Contractor. MDOT's Construction Prequalification team looks forward to working with you!

MURRAY D. VANWAGONER BUILDING • P.O. BOX 30050 • LANSING, MICHIGAN 48909
www.michigan.gov • (517) 373-2090

LH-LAN-0(01/11)



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REFERENCES

Listed below are references from similar projects completed recently

- 1) Project Name: Ottawa County, Michigan Cape Seal
Cost: \$1,381,586.13
Contact Name: Brett Laughlin
Phone Number: 616-850-7204
Date Completed: August, 2021
- 2) Project Name: Cincinnati, Ohio Street Preventive Maintenance
Cost: \$1,536,238.00
Contact Name: Joe Flading
Phone Number: 513-452-5284
Date Completed: September, 2020
- 3) Project Name: Columbus, Ohio Preventive Surface Treatments
Cost: \$1,472,523.58
Contact Name: Max Bauman
Phone Number: 614-645-5470
Date Completed: Summer, 2019
- 4) Project Name: Kentwood, Michigan Microsurfacing & Chip Seal
Cost: \$769,480.78
Contact Name: Brad Boomstra
Phone Number: 616-554-0740
Date Completed: Summer, 2021
- 5) Project Name: Kent County, Michigan Microsurfacing & Cape Seal
Cost: \$2,617,157.20
Contact Name: Steve Roon
Phone Number: 616-242-6950
Date Completed: Summer, 2020



80 Park Drive, PO Box 266
Thornville, Ohio 43076
office: 740-246-6315
fax: 740-246-4715
www.shellyco.com

February 9, 2017

Re: Prequalification Reference

To whom it may concern,

Attached please find a reference questionnaire for prequalification for Strawser Construction Inc. I hope the attached information provided will be useful in evaluating their prequalification status. Please do not hesitate to contact me if any additional information is required.

Respectfully,

The Shelly Company

A handwritten signature in blue ink, appearing to read "Aaron D. Mollenkamp".

Aaron D. Mollenkamp, VP

REFERENCE QUESTIONNAIRE FOR PREQUALIFICATION

Contractor wishing to prequalify: **Strawser Construction Inc.**
 1392 Dublin Road
 Columbus, Ohio 43215
 614-276-5501

Type of work performed with which you are familiar: Micro Surfacing, SAMI Seal, Frictional Mastic Surface Treatment, Polymerized Emulsion Repairs, Crack Seal

Please rate:	Above Average	Average	Below Average
Progress of such work	✓		
Quality of such work	✓		
Supervision	✓		
Adequacy of personnel	✓		
Adequacy of equipment	✓		
Maintenance of traffic	✓		
Cooperation with stakeholders	✓		
Payment of due bills for labor and materials	✓		

Approximate amount of largest contract: \$ 1,021,258.50

Date work was completed by contractor: 9/30/2017

Comparison with other contractors performing similar work:

Above Average	Average	Below Average
✓		

Remarks: Strawser Construction Inc. has always been a reliable & professional contractor to work with.

Date: 2/9/17

By: [Signature]

Company: The Shelly Company

Title: Vice President



REFERENCE QUESTIONNAIRE FOR PREQUALIFICATION

Contractor wishing to prequalify:

Strawser Construction Inc.
1392 Dublin Road
Columbus, Ohio 43215
614-276-5501

Type of work performed with which you are familiar: Microsurfacing, Crack Sealing
Chip Seal

Please rate:	Above Average	Average	Below Average
Progress of such work		X	
Quality of such work	X		
Supervision	X		
Adequacy of personnel	X		
Adequacy of equipment	X		
Maintenance of traffic	X		
Cooperation with stakeholders	X		
Payment of due bills for labor and materials		X	

Approximate amount of largest contract: \$25,000⁰⁰

Date work was completed by contractor: October, 2018

Comparison with other contractors performing similar work:

Above Average	Average	Below Average
X		

Remarks: Good Contractor to work with

Date: 2/16/18

By: Bill Prus

Company: Prus Construction

Title: Vice President

REFERENCE QUESTIONNAIRE FOR PREQUALIFICATION

Contractor wishing to prequalify: Strawser Construction Inc.
1392 Dublin Road
Columbus, Ohio 43215
614-276-5501

Type of work performed with which you are familiar: SAMI, CRACK SEALING
MICRO SURFACING

Please rate:	Above Average	Average	Below Average
Progress of such work	✓		
Quality of such work	✓		
Supervision	✓		
Adequacy of personnel	✓		
Adequacy of equipment	✓		
Maintenance of traffic	✓		
Cooperation with stakeholders	✓		
Payment of due bills for labor and materials	✓		

Approximate amount of largest contract: \$ 3,000,000

Date work was completed by contractor: VARIOUS

Comparison with other contractors performing similar work:

Above Average	Average	Below Average
✓		

Remarks: JORDAN TRAYLIVEK AND TIM AMLING DO AN
OUTSTANDING JOB IN REGARDS TO QUOTES AND
PROJECT NEEDS

Date: 2/17/20

By: [Signature]

Company: SHELLY AND SANDS, INC.

Title: ASST. VICE-PRESIDENT



City of Lancaster
Department of Transportation

815 Lawrence Street
Lancaster, Ohio 43130-9401
(740) 687-6668 ~ Fax: (740) 687-6694
LDOT@ci.lancaster.oh.us

RE: Strawser Construction Inc.

To whom it may concern:

I am writing you today to let you know about the experience the City of Lancaster has had working with and using Strawser Construction's materials. The City of Lancaster first started using their micro surfacing product in 2001 as it is a cost effective maintenance application for our City streets and the budget for streets was consistently being cut. The City has performed numerous projects with them since and has always been pleased with the workmanship and the product.

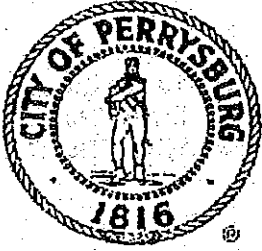
I began working for the City in 2009 and each year but one of my tenure we have performed a maintenance project utilizing their materials. From personal experience I can tell you that they are a great partner to have. They understand the limited funding and tight budgets we work on to help us choose the right application for the streets we are targeting. If our target street is not a good candidate, they tell us. I have always been able to contact them and they have been willing to do whatever it takes to ensure a successful project.

The product has been a great help in extending the life of our City streets. Up until 3 years ago we did not have a dedicated funding source for maintenance or reconstruction of our streets. The residents stepped up and supported a 3.1 Mil Property Tax Levy that can only be used for streets and alleys. For each year's program, there is money set aside to perform maintenance overlays and we look to Strawser for their expertise and workmanship.

In short, I highly recommend Strawser Construction and their products. If you wish to discuss them further, feel free to contact me at
(740) 687-6668.

Cordially,

Toby Shamblin, Superintendent
City of Lancaster
Department of Transportation



Jon G. Eckel
Director of Public Service

City of Perrysburg

Department of Public Service
11980 Roachton Road
Perrysburg, Ohio 43551-2002
(419) 872-8020

To Whom It May Concern,

The City of Perrysburg has utilized Strawser Construction for a variety of pavement preservation projects over the past three years. These include micro surfacing and FiberMat. The crews operate in a timely and professional manner and perform excellent work.

The sales reps are very knowledgeable and helpful when selecting projects. In my experience, they will advise not to perform a project which is not suited to a particular application rather than simply try to sell a job.

We look forward to working with Strawser in the future and I would recommend them to any agency wishing to utilize their services.

Sincerely,

Richard Toepfer
Deputy Director of Public Service

RT/dai

Quality Assurance Program

On the following pages is a quality assurance program that Strawser Construction utilizes for micro surfacing projects with the Michigan Department of Transportation. This document helps ensure the customer is being provided a quality product that exceeds expectations and results in a project that the contractor, MDOT and the traveling public will be happy with.

Strawser Construction, Inc
Micro-Surfacing Quality Control Plan
MDOT Contract ID 52011-124065
M-95, Marquette County

Overview of the Project

This project is a Micro-Surfacing Single Course treatment on M-95 in Marquette County.

After placement of the Micro-Surfacing, final Pavement Marking and Raised Pavement Markers will be installed.

The Project Manager for this project will be Michael Szymborski. Michael will be managing all aspects of the project, from the initial placement of construction signs through the final pavement markings. Michael will be the main contact for MDOT and our subcontractors and suppliers regarding the construction schedule. He will also be the initial contact for MDOT for any issues that need resolved on the project.

The Supervisor for Micro-Surfacing on this project will be Dale Ernst. Dale will be on the project during the time the Micro-Surfacing crew is on the project.

These employees of Strawser Construction, Inc. will have the authority to stop Micro-Surfacing production on this project in response to quality issues:

Michael Szymborski
Dale Ernst
Daniel Boone

Materials

1. Pre-Production
 - a. A Mix Design will be submitted at least 1 week prior to Micro Surfacing.
 - b. The Project Manager will ensure that all materials for this project meet the contract requirements for certification.

These materials will be used in the Micro-Surfacing mixture on this project. Listed with each material are the methods used by Strawser Construction Inc. to determine compliance with job specifications.

1. Aggregate
 - a. The aggregate for the leveling and surface course will be 100% Micro-Surfacing aggregate from A Lindberg and Sons.
 - b. The aggregate will be tested prior to production. A test for gradation and a Sand Equivalent Test will be performed.
 - c. All aggregate will be screened for oversize material by a portable screening plant at our staging area.
2. Emulsion – CSS-1hM, Michigan Paving and Materials Co, Alma, MI
 - a. All emulsion will be certified by the producer, Michigan Paving and Materials.
 - b. Emulsion will be tested daily by our Supervisor, Dale Ernst. Dale will perform the emulsion sieve test (ASTM D44) to help identify any problems with the emulsion.
 - c. The emulsion will also be screened at the staging area as it is loaded into the support trucks.
3. Cement – Type I Portland Cement, Holcim Inc., Dundee, MI
 - a. The cement will be delivered to our staging area bagged and on pallets by Holcim Inc. Each pallet will be individually shrink wrapped to protect the bags from moisture prior to the day that pallet is used. In addition, a plastic tarp will be placed over all remaining pallets of cement each night at the staging area.

JMF

To ensure compliance with the JMF for this project, the following steps will be taken.

1. Calibration
 - a. Prior to production each Mobile Mix Paver will be calibrated to determine the rate of delivery of materials.
 - b. The aggregate, emulsion and cement will each be tested separately to determine rate of delivery. These tests will be documented on calibration forms which will be provided to MDOT.
 - c. Using the calibration forms, we will determine the proper gate setting for the aggregate delivery.
 - d. Also using the forms, we will enter the delivery rate in the counters on the mobile mixer. These counters will display the pounds of aggregate, emulsion and cement being delivered into the mix as the Micro Surfacing is applied.

2. Application

- a. At least 3 times per day, the asphalt content of the mix will be calculated using the equipment counter readings. If any of these calculations vary more than 0.5 % from the JMF, production will stop until the cause is determined, and corrective action has been taken.
- b. A daily report will be submitted. This report will contain the pounds of each component of the material placed that day as well as the percent of each material of the mix.

EQUIPMENT

1. Mobile Mix Paver

- a. The emulsion delivery system will be inspected daily by the operator. The operator will check for any leaks which need to be corrected. The pumps, hoses and valves will be checked for wear and any obstructions.
- b. The aggregate delivery system will be inspected daily by the operator, checking for proper tension and any improper wear. The operator and the driver of the Mobile Mix Paver are responsible for monitoring for any aggregate spillage on to the roadway. If spillage occurs, production will stop until the spillage is cleaned from the roadway and corrective maintenance has been performed to prevent any further spillage.
- c. Mobile Mix Pavers and material transport trucks will be checked daily for oil and fluid leaks that may affect the performance of the Micro-Surfacing.

2. Spreader Boxes

- a. Spreader boxes shall be cleaned daily. This prevents the build-up of excess material on the box which may fall into the mix and create drag marks.
- b. Spreader boxes shall be inspected daily for wear and any necessary adjustments needed for the augers or runners.
- c. Strike offs will be inspected daily for wear, adjustments, or any necessary cleaning.

Pavement Preparation

1. Removal of Plastic Pavement Markings

- a. Plastic Pavement Markings shall be removed prior to the placement of any Micro-Surfacing. Small amounts of plastic may be removed by our crews prior to that days work.

2. Other Pavement Preparation

- a. The pavement surface shall be thoroughly cleaned prior to the placement of any Micro-Surfacing. Power brooms and blowers shall be used. Any vegetation will be removed with an edger.
- b. Castings and other structures shall be protected using plastic cut to the size of the structure. The plastic will be glued in place and then marked for identification. All castings will be uncovered by the end of each days work.

Application

1. Monitoring of materials placed
 - a. Prior to production, the project will be staked.
 - b. During production, the supervisor and the operator will use the distance markers and the calibrated material counters to determine the following:
 1. Compliance of the mixed material with the JMF.
 2. Application rate of the mixture.
 3. Completion of the Contractor Daily Reports and yield reports.
2. Surface Quality
 - a. The supervisor, operator and screed men will monitor the placed mix for:
 1. Verify that the cross section is restored to the driving lanes.
 2. Surface defects caused by oversize materials.
 3. Surface defects caused by a dirty strike off. The strike offs will be cleaned at the end of each paving pass. If needed more often, the operator will stop production until the strike offs are acceptably cleaned.
 4. A uniform surface that is free of excessive scratch marks, tears, rippling and other surface irregularities.
 5. Paving joints that are in the appropriate location, straight, and with an overlap that meets the criteria in the specifications.
 6. If at any time the Surface Quality does not meet the standards of the specifications, production will cease until the problem is corrected.
 7. Prior to opening a completed section to traffic the Supervisor will ensure that the material has sufficiently cured. This will be done by:
 - a. Probing the entire depth of the Micro-Surfacing to verify that no free emulsion exists with the mixture.
 - b. Blotting the Micro-Surfacing to ensure that only clear water is present. Brown staining would indicate emulsion that has not broken.

Traffic Control

1. Protecting the Material
 - a. At some intersecting roads we must resurface the returns back to the right-of-way. Short term closures of these intersecting roads will be necessary while the material is placed.
 - b. Special consideration will be given at ramps and at intersections. Our schedule is to pull through these intersections and then cover with black sand to protect the Micro-Surfacing. Sweepers will be used as necessary to clean up the black sand.
 - c. We will have sufficient amount of grabber cones to tighten spacing wherever necessary to protect the material.

2. Inspection of Devices

- a. The supervisor will make sure that traffic control devices are inspected regularly. The Supervisor can inspect devices themselves or designate another employee to do the inspection. A form will be used and completed during these inspections.
- b. Completed inspection forms will be at the job site until the completion of the project. At the end of the project the forms will be filed at Strawser Construction offices.
- c. Special consideration at ramps. As mentioned above, traffic will be maintained on ramps by narrowing the ramp. This will mean that the grabber cones will need to be checked regularly to see that all are still standing and in the proper place.

Weather

1. Weather Limitations

- a. Product will not be placed unless the air and pavement temperatures are 45 F. No product will be placed if any rain is expected within one hour.



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MAJOR SUBCONTRACTORS

<u>Subcontractor</u>	<u>Work</u>	<u>Amount</u>
P.K. Contracting	Pavement Markings	\$291,170
Scodeller Construction	Crack Filling	\$342,155
Cadillac Asphalt	Cold Milling/Hand Patching	\$1,097,825
Poco	Traffic Control/Devices	\$112,000

SECTION B

Workplace Safety



A COLAS COMPANY

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SAFETY

Strawser Construction, Inc. is recognized by our customers and our industry for excellent construction and manufacturing practices that put us above the rest. We want to be recognized for our safe operations, proven safety programs and technical innovations that put us above the rest. Becoming an incident-free, injury-free workplace requires more than programs, policies, and technology, it requires a companywide safety culture and personal commitment from every employee to put safety first in all our activities. Strawser Construction Inc., we ask every employee to make that commitment to themselves, their co-workers, and their families.

We have made improvements in safety over time through our Goal Zero program by focusing on our safety culture. Strawser wants every employee to go home safely every day, so we're investing in our safety. We have partnered with Caterpillar Safety Services as an expert resource to guide our improvement. Everyone is empowered to speak up and share ideas or concerns. Safe work is productive work. No task, project or deadline is so important that we should risk an injury to get it done. Production and safety go hand in hand, and this is a process to achieve a culture in which they are valued equally in spirit, and in action.

Through positive Safety activities such as Daily Safety Huddles, Tool Box Talks, Transitional Work, Close Call Reporting, Positive Reinforcement and employee led safety training, Strawser is successfully shifting the company culture to one where safety truly is a core value on everyone's minds.



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www.strawserconstruction.com

June 30, 2022

City of Ann Arbor
Procurement Unit
301 E. Huron Street
Ann Arbor, MI 48104

Re: Street Preventative Maintenance Project – FY 2023
RFP 22-37, Safety Compliance

To Whom It May Concern:

This letter is to assure compliance to the US Department of Labor, Occupational Safety and Health Administration (OSHA) Standards. In addition, our safety plan and subcontract documents require our subcontractors to comply with all Federal & State Safety Regulations.

If you have any questions or need additional information, please contact me.

Sincerely,



Jamie Steiner
Safety Specialist



January 13th, 2022

Strawser Construction Inc.

RE: Strawser Construction Inc. Experience Modification Confirmation

To Whom It May Concern:

The Worker's Compensation Experience Modification Rating Factor for Strawser Construction Inc. is as follows:

4/1/2015	4/1/2016	4/1/2017	4/1/2018	4/1/2019	4/1/2020	4/1/2021
0.78	0.70	0.64	0.55	0.64	0.64	0.60

Sincerely,

1/13/2022

X *Zachary Martinez*

Zachary Martinez

Signed by: Martinez, Zachary W

Zachary Martinez
Underwriting Analyst
Construction Underwriting
Liberty Mutual Insurance

☐ USDOT Number ☐ MC/MX Number ☒ Name

Enter Value: STRAWSER CONSTRUCTI

Search

Company Snapshot

STRAWSER CONSTRUCTION INC

USDOT Number: 1833085

ID/Operations | [Inspections/Crashes In US](#) | [Inspections/Crashes In Canada](#) | [Safety Rating](#)

Carriers: If you would like to update the following ID/Operations information, please complete and submit form [MCS-150](#) which can be obtained [online](#) or from your State FMCSA office. If you would like to challenge the accuracy of your company's safety data, you can do so using FMCSA's [DataQs](#) system.

Carrier and other users: FMCSA provides the Company Safety Profile (CSP) to motor carriers and the general public interested in obtaining greater detail on a particular motor carrier's safety performance than what is captured in the Company Snapshot. To obtain a CSP please visit the [CSP order page](#) or call (800)832-5660 or (703)280-4001 (Fee Required).

For help on the explanation of individual data fields, click on any field name or for help of a general nature go to [SAFER General Help](#).

The information below reflects the content of the FMCSA management information systems as of **06/27/2022**.

Other Information for this Carrier

▼ [SMS Results](#)

▼ [Licensing & Insurance](#)

Entity Type:	CARRIER		
Operating Status:	ACTIVE	Out of Service Date:	None
Legal Name:	STRAWSER CONSTRUCTION INC		
DBA Name:			
Physical Address:			
Phone:			
Mailing Address:			
USDOT Number:	1833085	State Carrier ID Number:	
MC/MX/FF Number(s):		DUNS Number:	--
Power Units:	123	Drivers:	112
MCS-150 Form Date:	05/03/2022	MCS-150 Mileage (Year):	658,017 (2021)
Operation Classification:			
	Auth. For Hire Exempt For Hire <input checked="" type="checkbox"/> Private(Property) Priv. Pass. (Business)	Priv. Pass.(Non- business) Migrant U.S. Mail Fed. Gov't	State Gov't Local Gov't Indian Nation
Carrier Operation:			
	<input checked="" type="checkbox"/> Interstate	Intrastate Only (HM)	Intrastate Only (Non-HM)
Cargo Carried:			
	General Freight Household Goods Metal: sheets, coils, rolls Motor Vehicles Drive/Tow away Logs, Poles, Beams, Lumber Building Materials Mobile Homes Machinery, Large Objects Fresh Produce	Liquids/Gases Intermodal Cont. <input checked="" type="checkbox"/> Passengers Oilfield Equipment Livestock Grain, Feed, Hay Coal/Coke Meat Garbage/Refuse US Mail	Chemicals Commodities Dry Bulk Refrigerated Food Beverages Paper Products Utilities Agricultural/Farm Supplies <input checked="" type="checkbox"/> Construction Water Well

[ID/Operations](#) | [Inspections/Crashes In US](#) | [Inspections/Crashes In Canada](#) | [Safety Rating](#)

US Inspection results for 24 months prior to: **06/27/2022**

Total Inspections: 15

Total IEP Inspections: 0

Note: Total inspections may be less than the sum of vehicle, driver, and hazmat inspections. Go to [Inspections Help](#) for further information.Inspections:

Inspection Type	Vehicle	Driver	Hazmat	IEP
Inspections	5	15	3	0
Out of Service	3	0	0	0
Out of Service %	60%	0%	0%	0%
Nat'l Average % as of DATE 05/27/2022*	21.41%	6.04%	4.45%	N/A

OOS rates calculated based on the most recent 24 months of inspection data per the latest monthly SAFER Snapshot.**Crashes reported to FMCSA by states for 24 months prior to: **06/27/2022*Note:** Crashes listed represent a motor carrier's involvement in reportable crashes, without any determination as to responsibility.Crashes:

Type	Fatal	Injury	Tow	Total
Crashes	0	1	1	2

[ID/Operations](#) | [Inspections/Crashes In US](#) | [Inspections/Crashes In Canada](#) | [Safety Rating](#)Canadian Inspection results for 24 months prior to: **06/27/2022**

Total inspections: 0

Note: Total inspections may be less than the sum of vehicle and driver inspections. Go to [Inspections Help](#) for further information.Inspections:

Inspection Type	Vehicle	Driver
Inspections	0	0
Out of Service	0	0
Out of Service %	0%	0%

Crashes results for 24 months prior to: **06/27/2022****Note:** Crashes listed represent a motor carrier's involvement in reportable crashes, without any determination as to responsibility.Crashes:

Type	Fatal	Injury	Tow	Total
Crashes	0	0	0	0

[ID/Operations](#) | [Inspections/Crashes In US](#) | [Inspections/Crashes In Canada](#) | [Safety Rating](#)*The Federal safety rating does not necessarily reflect the safety of the carrier when operating in intrastate commerce.*Carrier Safety Rating:The rating below is current as of: **06/27/2022**

Review Information:

Rating Date:	None	Review Date:	None
Rating:	None	Type:	None

Strawser Construction Inc ATSSA Trainings

ATSSA Traffic Control Supervisors		Flagger Certified			
Employee Name	Expiration	Employee Name	Expiration	Employee Names	Expirations
Brown, Ryan	4/12/2023	Alloway, Alex	4/9/2023	Riggs, William	5/5/2026
Meyer, Anthony	4/12/2023	Boone, Daniel	4/9/2023	Miller, Chris	5/5/2026
Redick, Chris	4/12/2023	Cox, Garold	4/9/2023	Barney, Drake	5/5/2026
Snyder, Danny	4/12/2023	Dunigan Jr, Russell	4/9/2023	Davis, Greg	5/5/2026
Steiner, Jamie (FIT)	12/11/2024	Dyer, Bradley	4/9/2023	Rinehart, Nathan	5/5/2026
Jones, Andrea	10/13/2025	Friend, Andrew	4/9/2023	Cooper, Wayne	5/5/2026
Stricker, Kyle	1/6/2026	Huffman, William	4/9/2023	Franklin, Khaleed	5/5/2026
Ernst, Dale	1/17/2026	Miller Sr., Derrick	4/9/2023	Ober, Dawn	5/5/2026
High, Ryan	1/17/2026	Stone, Brian	4/9/2023	Roe, George	5/5/2026
Kissinger, Rick	1/17/2026	Shumaker, Dylan	4/12/2023	Layne, Austin	5/5/2026
Lykins, David	1/17/2026	Adkins, Scott	4/28/2025	Thoroughman, Tim	5/13/2026
Vernon, Bill	1/17/2026	Bailey, Shannon	4/28/2025	McCally, Kenneth	5/5/2026
Hess, Amanda	1/23/2026	Bair, Shannan	4/28/2025	Mata, Evan	5/5/2026
Caudill, Elijah	2/1/2026	Beatty, Penny	4/28/2025	Tidmore, Tyler	5/5/2026
Kahmann, John	2/6/2026	Campbell, George	4/28/2025	Cooper, Candy	5/13/2026
Steiner, Jamie	2/14/2026	Caseman, Joey	4/28/2025	Stone, Greg	5/13/2026
Mata, Rob	3/16/2026	Colucy, Michael	4/28/2025	Hollingshead, Bo	5/13/2026
Staton, Aaron	4/6/2026	Colucy, Sharon	4/28/2025	Woodard, Matt	5/5/2026
LaJoye, Dominic	4/6/2026	Cox, Bill	4/28/2025		
Masters, Willis	5/5/2026	Finnerty, Bobby	4/28/2025	Lowery, Clint	5/23/2026
		Harris, Steve	4/28/2025	Carroll, Paul	5/5/2026
		Hollingshead, Joe	4/28/2025	Hill, Ryan	5/23/2026
		Holt, Steve	4/28/2025	Hall, Derek	5/6/2026
		Knipp, Cody	4/28/2025	Henry, Evan	5/31/2026
		Landis, Josh	4/28/2025	McCally, Jacob	5/31/2026
		Lutz, Scott	4/28/2025	Stanton, Matthew	6/6/2026
		Marchan, Bernardo	4/28/2025	Scott, Harlen	6/15/2026
		Mosley, Anthony	4/28/2025	Brown, Jeff	5/6/2026
		Musser, Gary	4/28/2025		
		Paulson, Mark	4/28/2025	Rhoades, Matthew	6/15/2026
		Payne, Mackenzie	4/28/2025		
		Samano, Victor	4/28/2025		
		Tackett, Paul	4/28/2025		
		Thoroughman, Kelly	4/28/2025		
		Tidmore, Chris	4/28/2025		
		Tucker, Brian	4/28/2025		
		Voyles, Chris	4/28/2025	Webb, Brett	5/6/2026
		Webb, James	4/28/2025		
		Boyer, Anthony	5/3/2025		
		Burden, Ed	5/3/2025		
		Czarnecki, David	5/3/2025		
		Jackson, Jair	5/6/2025		
		Jackson, Jherrell	5/6/2025		

Strawser Construction Incorporated OSHA Training		
Employee	Course Description	HRS
Bond, Rodney (10162512)	OSHA 10-Hour Construction Training Course	10.0
Bond, Rodney (10162512)	OSHA 10-Hour Construction Training Course	10.0
Caler, Jeffrey (10009925)	OSHA 10-Hour Construction Training Course	10.0
Colucy, Sharon (10174336)	OSHA 10-Hour Construction Training Course	10.0
Colucy, Sharon (10174336)	OSHA 10-Hour Construction Training Course	10.0
Cox III, Kenneth (10010027)	OSHA 10-Hour Construction Training Course	10.0
Czarnecki, David (10010060)	OSHA 10-Hour Construction Training Course	10.0
Finnerty, Robert (10171217)	OSHA 10-Hour Construction Training Course	10.0
Finnerty, Robert (10171217)	OSHA 10-Hour Construction Training Course	10.0
Harris, Steven (10010313)	OSHA 10-Hour Construction Training Course	10.0
High, Ryan (10010348)	OSHA 10-Hour Construction Training Course	10.0
Jones, Andrea (10152451)	OSHA 10-Hour Construction Training Course	10.0
Jones, Andrea (10152451)	OSHA 10-Hour Construction Training Course	10.0
Kiser, David (10010500)	OSHA 10-Hour Construction Training Course	10.0
Kissinger, Richard (10010501)	OSHA 10-Hour Construction Training Course	10.0
Kissinger, Richard (10010501)	OSHA 10-Hour Construction Training Course	10.0
Lahrmer, Shannon (10009770)	OSHA 10-Hour Construction Training Course	10.0
Landis, Josh (10152242)	OSHA 10-Hour Construction Training Course	10.0
Landis, Josh (10152242)	OSHA 10-Hour Construction Training Course	10.0
Mata JR, Robert (10010627)	OSHA 10-Hour Construction Training Course	10.0
Meyer, Anthony (10161556)	OSHA 10-Hour Construction Training Course	10.0
Meyer, Anthony (10161556)	OSHA 10-Hour Construction Training Course	10.0
Mosley, Anthony (10174333)	OSHA 10-Hour Construction Training Course	10.0
Mosley, Anthony (10174333)	OSHA 10-Hour Construction Training Course	10.0
Paulson, Mark (10010804)	OSHA 10-Hour Construction Training Course	10.0
Paulson, Mark (10010804)	OSHA 10-Hour Construction Training Course	10.0
Samano, Victor (10010935)	OSHA 10-Hour Construction Training Course	10.0
Snyder, Danny (10170441)	OSHA 10-Hour Construction Training Course	10.0
Snyder, Danny (10170441)	OSHA 10-Hour Construction Training Course	10.0
Staton, Aaron (10174170)	OSHA 10-Hour Construction Training Course	10.0
Staton, Aaron (10174170)	OSHA 10-Hour Construction Training Course	10.0
Tidmore, Christopher (10011113)	OSHA 10-Hour Construction Training Course	10.0
Webb, Danielle (10160693)	OSHA 10-Hour Construction Training Course	10.0
Webb, Danielle (10160693)	OSHA 10-Hour Construction Training Course	10.0
Webb, James (10148635)	OSHA 10-Hour Construction Training Course	10.0
Webb, James (10148635)	OSHA 10-Hour Construction Training Course	10.0
Chaffin, Amanda (10009956)	OSHA 30-Hour Construction Training Course	30.0
Dannenfelser, Paul (10010066)	OSHA 30-Hour Construction Training Course	30.0
Ernst, Dale (10010152)	OSHA 30-Hour Construction Training Course	30.0
Geise, Shane (10010236)	OSHA 30-Hour Construction Training Course	30.0
High, Ryan (10010348)	OSHA 30-Hour Construction Training Course	30.0
LaJoye, Dominic (10010540)	OSHA 30-Hour Construction Training Course	30.0
Stricker, Kyle (10011072)	OSHA 30-Hour Construction Training Course	30.0
Traylinek, Jordan (10011123)	OSHA 30-Hour Construction Training Course	30.0



Moving Pavement Preservation Forward

Employee Safety and Health Program (ESHP)

DATE: 6/28/22

PROJECT: Ann Arbor Street Preventative Maintenance Project – FY 2023



1. **Statement of Policy**

Employees of **STRAWSER CONSTRUCTION INC.** are considered valuable assets; their safety is of vital concern. Recognizing Strawser Construction Inc.'s needs and responsibilities for the safety of its employees, the company considers accident prevention an important and integral part of every operation undertaken.

Safety will be given primary importance in planning and operating all company activities in order to protect employees against occupational injuries and illnesses, and to protect the company against unnecessary financial burden and reduced efficiency.

Each member of management is responsible for the safety, well being, and safe work conduct of all persons who report to, or are assigned to, him or her.

To carry out this policy, the company will:

- A. Maintain safe and healthful working conditions.
- B. Furnish, within reason, the best available mechanical safeguards and personal protective equipment, where they are needed.
- C. Maintain an active and aggressive program in which all members of management will participate to promote safety awareness among its employees.
- D. Provide adequate medical and first aid facilities for work-caused injuries and illnesses.
- E. Maintain a continuous educational program in safe operating procedures.
- F. Insist that all employees observe established safety regulations and practices and use the safety equipment provided.

STRAWSER CONSTRUCTION INC.

Chris S. Anspaugh

General Manager

1/10/20

Date



I. MANAGEMENT RESPONSIBILITY

A. Introduction

It is the policy of Strawser Construction, Inc. to establish and maintain an effective accident prevention and safety program on every job site.

Safety education of all workers (from Project Managers down through all hourly crew workers) in the recognition and avoidance of unsafe working conditions and practices shall be conducted throughout all phases of the work performed by the contractor. All practical steps shall be taken to maintain safe, healthful places of work for our workers. Approved protective equipment shall be provided and shall be used by all persons, including subcontractors, at work locations which require such equipment.

B. Responsibility

The Project Manager is explicitly assigned the prime responsibility for the application and enforcement of the overall accident prevention and safety program on their project. The Project Manager has the responsibility of ensuring that all applicable provisions of OSHA, DOT, EPA regulations are made known and complied with on this project. The Project Manager shall also promote individual safety awareness in an effort to recognize and eliminate unsafe working practices and conditions, which may not be specifically covered in the regulations.

C. Listed and Required Responsibilities

Management will:

1. Provide a means to accomplish the policy as stated above.
2. Enforce this policy and discipline any employee willfully disregarding it.
3. Require all subcontractors to abide by this policy.
4. Encourage all other prime contractors to abide by this policy and document any violations for future reference.
5. Conduct safety inspections and file reports.
6. Investigate, or cause to have investigated, any and all accidents and file full reports on each accident that is reported.
7. Establish procedure for treatment of injuries.
8. Establish and provide safety training for personnel.

Project Manager will:

1. Instruct the Front-line Supervisor that safe practices are to be followed and safe conditions maintained throughout the project.
2. Inform the Front-line Supervisor that they are not to require or permit their workers to take chances, but rather that they instruct the workers in proper and safe procedures.
3. Instruct Front-line Supervisors on their projects regarding their safety responsibilities. Assist Front-line supervisors in employee training and instruction as needed.
4. Perform hazard assessment as part of job set up. Communicate findings and/or corrections to front-line supervisor prior to start of project.
5. Provide names, addresses, and phone numbers for emergency treatment as part of job set up.
6. Make weekly site inspections for unsafe conditions, and unsafe acts. Take immediate remedial action to correct.
7. Review all accidents with Front-line Supervisor, see that full reports are filed, and see that corrective action is taken immediately.
8. Require all subcontractors and encourage other prime contractors to adhere to all safety regulations.
9. Have available copies of all federal, state, and local safety regulations.
10. Be familiar with the laws and regulations pertaining to safety and their basic requirements.
11. LEAD BY EXAMPLE!

The Front-line Supervisors are responsible for carrying out the objectives of the safety program on the project. Front-line Supervisors are responsible for the prevention of accidents for work under their direction and shall be responsible for thorough accident prevention and safety training and instruction of the employees they supervise. Front-line Supervisors will be held accountable for employees not complying with safety policies and regulations.

Front-line Supervisor will:

1. A supervisor's greatest contribution to the success of the accident prevention and safety program is the display of enthusiasm for the program and their earnest desire for accident-free production. It is necessary that supervisors set the example for other workers.
2. Front-line Supervisor shall provide safety instructions for all employees reporting for work at the time their first work task is assigned. Any particular hazards with the work place must be pointed out and the applicable precautions explained.
3. Front-line Supervisors must coordinate their work activities and direction of workers such that the safety of any worker or crew is not jeopardized by the activities of others. When

these conditions are unavoidable, special instructions and safeguards are in order and will be arranged between the Front-line Supervisor and Project Manager.

4. All employees shall be given frequent accident prevention instructions. Each Front-line Supervisor shall ensure that safety training is an integral part of the day-to-day job training that the supervisor administers to the people working under his direction. The Front-line Supervisor shall point out safety hazards inherent in the work to be done and shall familiarize their employees with the tools and equipment which shall be used in doing the work, particularly stressing correct, safe operating procedures.
5. Perform a daily hazard assessment of work situation and discuss with employees prior to starting work during daily huddle meeting.
6. Observe for unsafe acts and unsafe conditions and take immediate corrective actions as required.
7. Assure that employees have suitable personal protective equipment (PPE) for the work being performed and that the equipment is properly maintained and used. Will not allow employees to work with out proper PPE.
8. Investigate every accident, which occurs under their supervision, and make prompt reports. Investigation is for the purpose of taking corrective action and should be made even if no physical injury or significant damage to equipment or material is incurred.
9. Hold daily huddle meetings to discuss daily job plans, safety issues, production goals, etc. Hold weekly tool box talks.

Employees:

1. Compliance with the Safety and Loss Prevention Program is a condition of employment and each employee is held accountable for his/her own performance.
2. Employees must report all injuries, accidents, and/or hazards to supervisory personnel as soon as possible.
3. Each employee is expected to protect their fellow workers and the general public at all times.

Traffic Control Coordinators: All traffic control coordinators hold an ATSSA Worksite Supervisor Certification.

Chief Safety Personnel: the Regional Safety Officer will serve as the chief safety personnel for the project. The Regional Safety Officer holds an OSHA 10 Construction Training card.

On Site Safety Personnel: the Front-line Supervisor will serve as the on-site safety personnel for the project. The front-line supervisor holds an OSHA 10 Construction Training card. He has the authority to make immediate decisions concerning safety and health including the authority to stop work if necessary.

D. Planning

Prior to the start of each major phase of work, the project manager will review their construction schedule and prepare a job site hazard analysis which will include major and minor hazards, as well as commonly recurring safety deficiencies that might possibly be



encountered for that operation. Such analysis should identify proposed safety measures to front-line supervisors prior to start of work. The results of such measures shall be reviewed at subsequent meetings.

Each front-line supervisor shall include safety measures in the planning of his assigned work for the coming day and shall discuss such safety measures with his workers at the daily huddle meetings.

E. Training

The project manager has the responsibility of ensuring that all applicable provisions of OSHA/MSHA/DOT regulations are made known and complied with on this project. The project manager shall also promote individual safety awareness in an effort to recognize and eliminate unsafe working practices and conditions, which may not be specifically covered in the regulations.

All employees shall be given frequent accident prevention instructions. Each front-line supervisor shall ensure that safety training is an integral part of the day-to-day job training that the supervisor administers to the people working under his direction. The front-line supervisor shall point out safety hazards inherent in the work to be done and shall familiarize their employees with the tools and equipment which shall be used in doing the work, particularly stressing correct, safe operating procedures.

All construction employees participate in annual safety and health orientation training, including flagger training, required OSHA training and other company mandates safety topics.

F. Safety Meetings and Postings

The following two types of safety meetings will be held throughout the life of the job.

1. Daily Huddle Meetings

Each front-line supervisor on the project will hold a daily huddle meeting with all crew members prior to starting work for the day. During this meeting, the supervisor will discuss daily job plans, safety hazards or issues the may encounter and production goals for the day. The purpose of this daily meeting is to make sure the goals and issues are communicated to all crew members before starting work.

2. Toolbox Safety Meetings

Each front-line supervisor on the project will be required to conduct a weekly meeting of approximately 15 minutes duration with the employees at least once a week at their toolbox or meeting place before starting work. All unsafe conditions or unsafe work practices noted on the project, which may affect the workers, will be brought to their attention and the proposed method for eliminating any further occurrence of these practices or conditions will be discussed. If especially hazardous conditions are about to be encountered or crews appear to be careless about safety, special toolbox meetings will be required at more frequent intervals. Front-line supervisors shall submit a brief written summary of each toolbox meeting to the project manager and Regional Safety Officer.

G. Safety Posting

Where applicable, each project shall have a bulletin board where safety posters and other required safety information shall be posted. Such information shall be kept up to date and maintained in good, readable condition. Warning signs shall be posted in appropriate areas and a number of safety signs and posters shall be displayed on the project where all



employees can see and read them. Such posters shall be maintained in good repair and shall be changed periodically throughout the job.

H. **First Aid**

The front-line supervisor will be responsible for seeing that any employee under his supervision who sustains an injury shall report it and have the injury evaluated by first aid trained employees. If additional treatment beyond first aid at the job site is required, employees will be sent to the doctor.

Records of all injuries treated in first aid will be maintained and will state the type of injury and the treatment given.

A first aid station shall be maintained at the job site. This will usually be located in the front-line supervisor's vehicle.

As required by OSHA, the project manager will provide to the front-line supervisor the names, addresses and telephone numbers of all emergency services including hospitals, police and fire departments located nearest to the job site.

I. **Reporting Accidents**

The proper reporting and investigation of accidents is a necessary part of this safety program. Determining causes of accidents generally indicates means that will prevent recurrence of similar accidents.

Employees shall report all injuries immediately, no matter how trivial they appear. All accidents shall be investigated immediately by the injured person's supervisor and/or front-line supervisor to determine the cause and, where possible, corrective action shall be taken immediately to prevent recurrence of a similar injury. Employees shall be encouraged to report "near misses" and the front-line supervisor and/or project manager shall investigate any near miss in the same manner as if it were an injury accident.

For accidents requiring medical treatment, including first aid, an accident report will be made by the front-line supervisor immediately upon investigation of the accident using the Supervisors Incident Investigation Report (SIIR). Such reports shall include a review of the cause of the accident, whether an unsafe condition, an unsafe act, or combination thereof, and also an accounting of what steps have been or will be taken to correct the situation. Accident reports shall be reviewed by the project manager who will check corrective actions taken by foremen and supervisors to eliminate accident causes, and will take any further appropriate steps to insure that similar accidents do not recur. A Final Review will be made by the Safety Officer and the General Manager. The contractor or regional safety officer will personally investigate any fatal, serious, and unusual accidents.

J. **Inspection**

Workers shall be instructed in the proper use of hand tools and personal protective equipment required for their work and shall be expected to make a daily inspection of such tools and equipment before putting them to use. Defective tools or protective equipment shall be tagged as defective and removed from service immediately.

Construction front-line supervisors, prior to putting their employees to work at any new place of work, shall make an inspection of the work area to ensure that all safety requirements are met, paying particular attention to traffic control set up and "flagger" positioning. Once the work has begun, the front-line supervisor shall make continuing inspections at their place of work to ensure that safe working conditions and practices are maintained.

The project manager shall make a general safety inspection of the project periodically and shall take appropriate measures to assure compliance with the safety program. The project manager may, if he so chooses, delegate another top supervisory person to conduct such inspections, but this will in no manner detract from the ultimate responsibility of the superintendent for correcting any unsafe practices or conditions found during such inspections.

Management will make frequent job site inspection visits and will discuss the results of such inspections with appropriate management personnel, making such recommendations as are necessary to ensure compliance with the safety program.

K. Subcontractors

Prior to starting work on any project, each subcontractor shall meet with the superintendent, or designated person, for the purpose of discussing safety-related matters. At the meeting, the superintendent should make clear to the subcontractor what his safety responsibilities are on the project and whatever safety services will be provided by the contractor.

Prevention of accidents to employees of any subcontractor is the prime responsibility of that subcontractor. All subcontractors shall be required to conduct their work within the framework of General Safety Rules established by the prime contractor and/or owner. Sufficient copies of the General Safety Employee Rules will be made available to all subcontractors.

Subcontractor shall hold safety meetings in accordance with their company's policies. The prime contractor may conduct group meetings from time to time to cover policy matters. All accident reports must be completed promptly and distributed as required.

Subcontractor representatives shall attend safety meetings conducted by the project management as scheduled to discuss the accident experience of the project and to discuss safety-related matters in the work scheduled for the next work period.

The subcontractor shall stop any part of the work that the job superintendent deems unsafe until corrective measures have been taken.

L. Enforcement

Any employee who willfully and flagrantly violates safety regulations will be subject to **disciplinary action up to and including immediate termination.**

II. GENERAL WORK RULE GUIDE

A. Attitude

All company employees are required to treat safety as the number one priority. As such, they are expected to report to work in good mental and physical condition and be able to safely perform their assigned duties. Before starting any task, employees must consider the possible effects of their actions on themselves and others and take appropriate protective measures to ensure their safety and the safety of others.

B. Personal Protective Equipment

Hard hats will be worn in material production areas and construction sites whenever equipment is moving. Exceptions are granted by the Front-line supervisor at Job Lots when only equipment cleaning and maintenance tasks are being performed.



Safety glasses and ANSI Class III safety vests will be worn at all times. Gloves should be worn when handling sharp objects. Long sleeves and face shields will be worn when handling hot or pressurized materials or liquids. Leather work boots covering the ankle are to be worn at all times. Tennis or gym shoes are not permitted.

C. Access

Use only safe means of access to and from work areas. Jumping from or to work areas is not allowed, nor is sliding down cables, ropes, or guys. Using "crossovers" between opposing lanes of divided highways is prohibited.

D. Air Tools

Secure pneumatic tools to hose in a positive manner to prevent accidental disconnection. Install and maintain safety clips or retainers on pneumatic impact tools to prevent attachments from being accidentally expelled. All hoses exceeding ½ inch inside diameter require safety devices at the source of supply to reduce pressure in case of hose failure.

E. Compressed Air, Use of

Compressed air used for cleaning purposes may not exceed 30 psi, and then only in conjunction with effective chip guarding and personal protective equipment. The use of compressed air to clean your self off or other workers is not allowed.

E. Compressed Gas Cylinders

Put valve protection caps in place before compressed gas cylinders are transported, moved, or stored. Cylinder valves will be closed when work is finished and when cylinders are empty or being moved.

Compressed gas cylinders will be secured in an upright position at all times. Keep cylinders at a safe distance or shield from welding or cutting operations and placed where they cannot become part of an electrical circuit. Oxygen and acetylene must be stored at least 25 feet apart when not in use or separated by a fire safe barrier.

Oxygen and fuel gas regulators must be in proper working order before and while in use.

F. Electrical - General

All extension cords must be 3-wire types, protected from damage, and not fastened with staples, hung from nails, or suspended from wires. No cord or tool with a damaged ground plug may be used. Splices must have soldered wire connections with insulation equal to the cable. Worn or frayed cables may not be used and should be removed from service immediately.

G. Electrical – GFCI or Inspection

Both 15 and 20-amp receptacle outlets on single-phase, 120-volt circuits for construction sites, which are not a part of the permanent wiring of the building or structure, must be protected by either ground-fault circuit interrupters or an assured equipment grounding conductor program.

An assured equipment grounding conductor program covers all cord sets, receptacles, which are not a part of the permanent wiring of the building or structure, and equipment connected by cords and plugs.

H. Fuel Storage

1. Tanks and Containers

Only approved containers and portable tanks will be used for storage and dispensing of flammable and combustible liquids.

Approved safety cans must be used for small quantities of flammable and combustible liquids. All tanks must be equipped with emergency venting devices and dispensing ports must be located above the fluid level.

2. Tank Placement

Individual tanks exceeding 1,100 gallon capacity and two (2) or more tanks having 2,200 gallon capacity shall be separated by a five (5) foot clear area.

Storage area must be graded to divert possible spills from buildings or other exposures or shall be curbed or diked (minimum 12" high) to contain possible spills.

Storage areas must be at least twenty (20) feet from any building or structure.

Storage areas must be maintained free of flammable and combustible materials.

3. Fire Extinguisher Placement

At least one (1) portable fire extinguisher of not less than 20-B rating shall be located and properly mounted not more than 75 feet or less than 25 feet from any outside storage areas.

At least one 20-B rated fire extinguisher shall be mounted on each vehicle used for transporting or dispensing flammable liquids.

Project Superintendents and Foremen carry portable fire extinguishers in their vehicles at all times. Additionally, Support Trucks and most paving equipment are equipped with portable fire extinguishers.

4. Dispensing Area Requirements

Dispensing areas shall be located at least 25 feet from any operation.

Bonding wires and clips must be provided and used for transferring of flammable or combustible liquids.

Only approved dispensing nozzles, automatic closing type, without a latch-open device, shall be used for dispensing liquids.

All dispensing units, including hoses, must be protected against collision damage.

5. Posting of Signs and Labeling

Each tank and container must be legibly labeled identifying the contents.

Each storage area must have posted, at a minimum, the following warning signs.

DANGER – FLAMMABLE LIQUIDS NO SMOKING

Each dispensing area must have posted as follows:

**NO SMOKING
DANGER – FLAMMABLE LIQUIDS
ENGINE MUST BE SHUT DOWN WHILE REFUELING**



I. General Requirements

All spills must be reported, promptly cleaned up and/or disposed of. Refer to spill procedure (located in SPCC/SWP3 plans).

No open flames or other sources of ignition must be permitted within fifty (50) feet of dispensing or storage areas.

Only properly trained and designated persons should be allowed to handle or dispense flammable or combustible liquids. Refer to OSHA 1926.152 and NFPA standards.

J. Hand Tools

Employees will not use unsafe hand tools. Wrenches may not be used when jaws are sprung to the point slippage occurs. Keep impact tools free of mushroomed heads. Keep wooden tool handles free of splinters or cracks and assure a tight connection between the tool head and the handle.

Electric power-operated tools will either be approved double insulated, be properly grounded, or used with ground fault circuit interrupters.

K. Hazard Communication

Employees will receive training on their rights, duties and responsibilities under the Hazard Communication Standard. A copy of the company's program and the standard will be made available to all employees on request. Employees may review Material Safety Data Sheets when working with a covered material for the first time and anytime thereafter when a question arises. Safety precautions outlined on Material Safety Data Sheets are to be followed. Project Managers and front-line supervisors will have a copy of the company policy and MSDS book in their vehicle at all times to allow for access and timely response to emergencies and requests. Additionally, company product and materials MSDS are available "on-line" at www.corner-enviro.com. (User ID: "tam-hamilton" ; Password: "foundation." The Regional Safety officer is responsible for the Hazard Communication program. Employees can contact their supervisor or the Regional Safety Officer with safety and health concerns.

L. Hearing Protection

Hearing protection will be worn in areas where sound levels may exceed 85 decibels.

M. Horseplay

All disruptive activities usually referred to as "horseplay" are forbidden. Practical jokes and fighting **will not be tolerated**.

N. Housekeeping

Remove combustible scrap and debris at regular intervals. Containers will be provided for collection and separation of all refuse. Covers are required on containers used for flammable or harmful substances.

At the end of each phase of work, return all tools and excess material to proper storage. Clean up all debris before moving on to the next phase. Employees are responsible for keeping their work areas clean.

O. Ladders

The use of ladders with broken or missing rungs or steps, broken or split side rails, or with other faulty or defective construction is prohibited. When ladders with such defects are discovered, withdraw them from service immediately. Place portable ladders on a substantial base at a 4-1 pitch, have clear access at top and bottom, extend a minimum of 36 inches above landing, or, where not practicable, provide grab rails. Secure against movement while in use (tie ladder off).

P. Motor Vehicles and Mechanized Equipment

Check all vehicles in use at beginning of each shift to assure all parts, equipment, and accessories affecting safe operation are in proper operating condition and free from defects. All defects shall be corrected before placing vehicle in service. (Refer to the company's policy for details related to motor vehicle use.)

Q. Protection of the Public

All company personnel are charged with aiding in the protection of the public, including, as your job description indicates, installation and maintenance of signs, signals, lights, fences, guardrails, ramps, temporary sidewalks, barricades, overhead protection, etc. as may be necessary.

R. Respiratory Protection

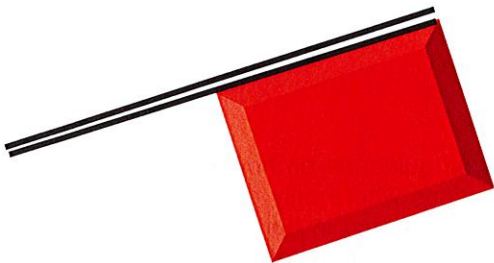
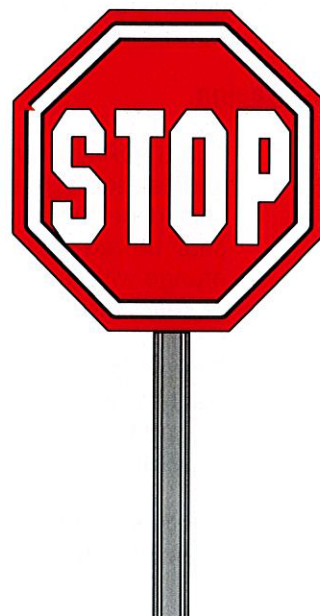
In emergencies, or when feasible engineering or administrative controls are not effective in controlling toxic substances, approved respiratory protective equipment will be provided and used. Respiratory protective devices will be approved for the hazardous material involved and extent and nature of work requirements and conditions. Employees required to use respiratory protective devices will be thoroughly trained in their use. Respiratory protective equipment will be inspected regularly and maintained in good condition. Respiratory protection is usually not required on asphalt construction projects.

ATTACHMENT "A"
FLAGGING OPERATION

1. SECTION 293.1 – GENERAL

Hand signaling devices are used by flaggers to regulate and warn traffic by indicating whether approaching traffic is required to stop, reduce speed, or proceed.

2. SECTION 293.2 – HAND SIGNALING DEVICES



ATTACHMENT “F”

FLAGGING OPERATION (cont'd)

A. Application

1. Hand-signaling devices, such as STOP/SLOW paddles, lights, and red flags, are used to control road users through TTC zones.
2. The STOP/SLOW paddle should be the primary and preferred hand-signaling device because the STOP/SLOW paddle gives road users more positive guidance than red flags. Use of flags should be limited to emergency situations.
3. The signal light is for use during hours of darkness by flaggers to issue signals to oncoming traffic.

B. Design

1. The STOP/SLOW paddle shall have an octagonal shape on a rigid handle. STOP/SLOW paddles shall be at least 450 mm (18 in) wide with letters at least 150 mm (6 in) high and should be fabricated from light semirigid material. The background of the STOP face shall be red with white letters and border. The background of the SLOW face shall be orange with black letters and border. When used at night, the STOP/SLOW paddle shall be retroreflectorized.
2. The signal flag shall consist of a suitable red material, at least twenty-four (24) inches by twenty-four (24) inches, securely fastened to a staff approximately three (3) feet long. The free edge should be weighted to assure that the flag will hang essentially vertical in moderately windy conditions.
3. The signal light shall consist of a steady burning red light visible to approaching traffic for at least five hundred (500) feet. Battery powered flashlight wands are recommended.

C. Related Devices

Flagger sign (see Section 238.7)

3. SECTION 293.3 – SIGNALING PROCEDURES

A. General

Subdivisions B through E of this section provide guidance on how to direct traffic. The text and illustrations are directly applicable to situations where only one direction of approaching traffic is controlled. When controlling traffic approaching in both directions, the flagger may adapt the guidelines, as necessary, to effectively control traffic in each direction. When controlling traffic at an intersection, the flagger may adapt the guidelines, as necessary, to effectively control traffic from the various approaches.

B. Signaling Traffic to Stop

STOP/SLOW PADDLE

To stop road users, the flagger shall face road users and aim the STOP paddle face toward road users in a stationary position with the arm extended horizontally away from the body. The free arm shall be held with the palm of the hand above shoulder level toward approaching traffic.

FLAG

To stop road users, the flagger shall face road users and extend the flag staff horizontally across the road users' lane in a stationary position so that the full area of the flag is visibly hanging below the staff. The free arm shall be held with the palm of the hand above the shoulder level toward approaching traffic.

C. Signaling Traffic to Proceed

STOP/SLOW PADDLE

To direct stopped road users to proceed, the flagger shall face road users with the SLOW paddle face aimed toward road users in a stationary position with the arm extended horizontally away from the body. The flagger shall motion with the free hand for road users to proceed.

FLAG

To direct stopped road users to proceed, the flagger shall stand parallel to the road user movement and with flag and arm lowered from the view of the road users, and shall motion with the free hand for road users to proceed. Flags shall not be used to signal road users to proceed.

D. Signaling Traffic to Reduce Speed

STOP/SLOW PADDLE

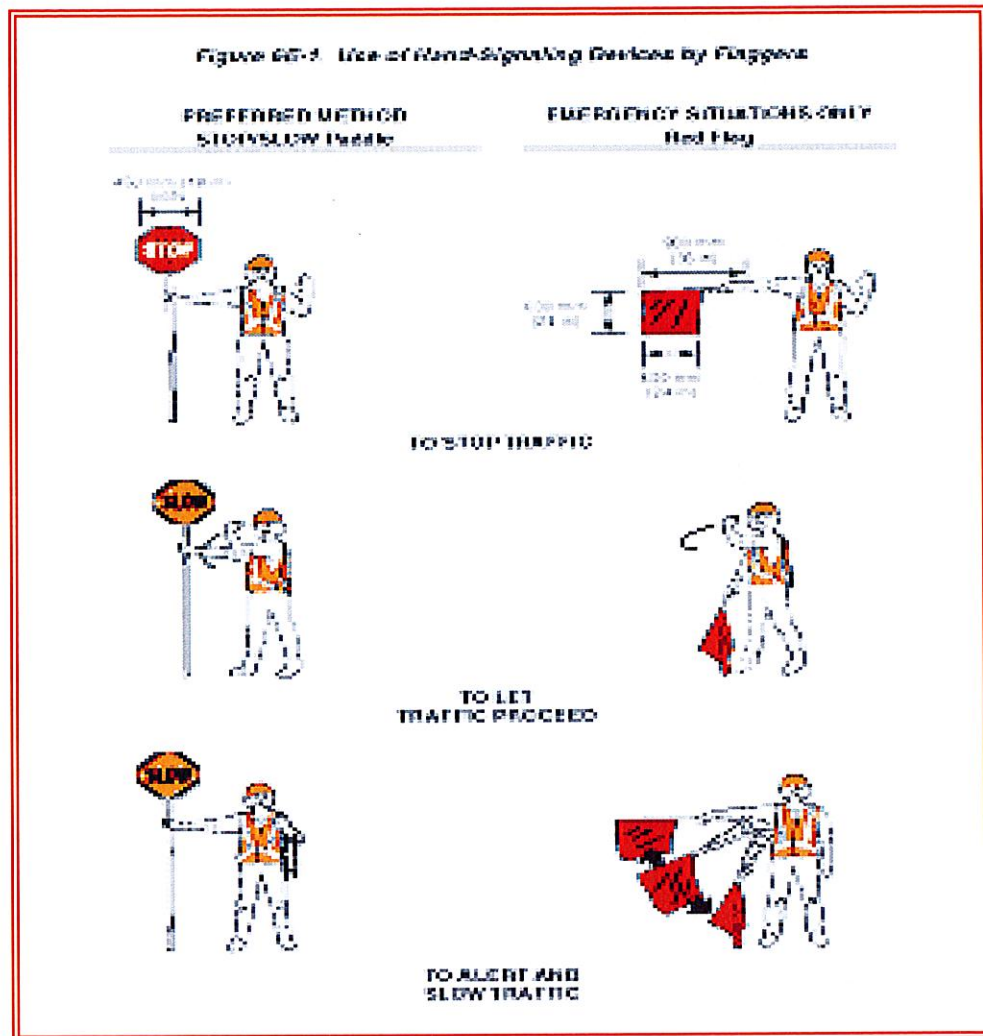
To alert or slow traffic, the flagger shall face road users with the SLOW paddle face aimed toward road users in a stationary position with the arm extended horizontally away from the body.

FLAG

To alert or slow traffic, the flagger shall face road users and slowly wave the flag in a sweeping motion of the extended arm from shoulder level to straight down without raising the arm above a horizontal position. The flagger shall keep the free hand down.

E. No Signal Intended

1. When a flagger using a flag is not directing traffic, the flag should be held at rest, with the staff in a vertical position at his or her side.
2. When a flagger using a red light is not directing traffic, the light should be extinguished or held at rest in a vertical position at his or her side.
3. When a flagger using a paddle is not directing traffic, the paddle should be removed from view of approaching traffic.



F. Flagger Stations

Standard:

Flagger stations shall be located such that approaching road users will have sufficient distance to stop at an intended stopping point.

Option:

The distances shown in Table 6E-1, which provides information regarding the stopping sight distance as a function of speed, may be used for the location of a flagger station. These distances may be increased for downgrades and other conditions that affect stopping distance.

Flagger stations should be located such that an errant vehicle has additional space to stop without entering the work place.

Standard:

Except in emergency situations, flagger stations shall be preceded by an advance warning sign or signs. Except in emergency situations, flagger stations shall be illuminated at night.

Guidance:

The flagger should stand either on the shoulder adjacent to the road user being controlled or in the closed lane prior to stopping road users. A flagger should only stand in the lane being used by moving road users after road users have stopped. The flagger should be clearly visible to the first approaching road user at all times. The flagger also should be visible to other road users. The flagger should be stationed sufficiently in advance of the workers to warn them (for example, with audible warning devices such as horns or whistles) of approaching danger by out-of-control vehicles. The flagger should stand alone, never permitting a group of workers to congregate around the flagger stations.

Option:

At a spot constriction, the flagger may have to take a position on the shoulder opposite the closed section in order to operate effectively.

A spot lane closures where adequate sight distance is available for the reasonably safe handling of traffic, the use of one flagger may be sufficient.

Table 6E01. Stopping Sight Distance as a Function of Speed

Speed* (mph)	Distance (ft)
20	115
25	155
30	200
35	250
40	305
45	360
50	425
55	495
60	570
65	645
70	730
75	820

*Posted speed, off-peak 85th-percentile speed prior to work starting, or the anticipated operating speed.



**Strawser
Construction
Inc.**

Moving Pavement Preservation Forward

GOAL

EMPLOYEE SAFETY RULES & REQUIREMENTS

ZERO



Building Our Road To Safety Excellence



SAFETY CULTURE, ATTITUDE & JUDGMENT

- ✓ Demonstrate a safe attitude 100% of the time
- ✓ Never hurry or take shortcuts of any kind
- ✓ Be a team player – work safely with others
- ✓ Correct unsafe actions when you see them
 - See It, Own It!
- ✓ Never take risks of any kind
- ✓ Always ask for help when you need it

It's Our
CULTURE!
GOAL



ZERO
Incidents

ZERO
Accidents

INCIDENT REPORTING

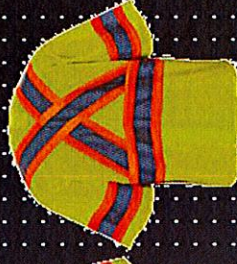
- ✓ Report all incidents to your Foreman IMMEDIATELY!
 - Injuries – Spills and Leaks – Property or Equipment Damages – Motor Vehicle Accidents – Regulatory Violations, Visits and Inspections – Product Quality Incidents – Fires – Occupational Diseases – Near Miss Incidents



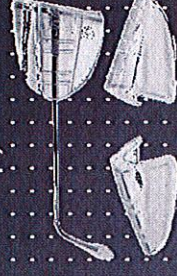
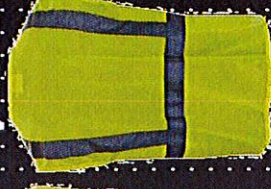
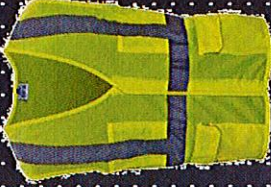
PERSONAL PROTECTIVE EQUIPMENT (PPE)

- ✓ Except for prescription safety glasses and work boots, employees are not permitted to provide/purchase their own PPE.
- ✓ Required PPE:
 - Hard Hat.
 - Safety Glasses (side shields must be worn with prescription safety glasses)
 - Boots (sturdy, covering ankle. – no sneakers aloud in field or shop)
 - Safety Vest (class 2 for day work, class 3 for night work)
- ✓ When working with hot AC:
 - Long sleeve shirt, gloves with gauntlet cuff, hard hat with face shield and safety glasses
- ✓ When working with liquid chemicals:
 - Hard hat with face shield and safety glasses, and gloves
- ✓ PPE Requirements Agreement

Class 3 - Night Work



Class 2 - Day Work



HAZARD COMMUNICATION (SDS) “RIGHT TO KNOW”

✓ Employees have the “Right to Know” what materials they’re exposed to, the hazards of working with them, and how to protect themselves.

- Petroleum Asphalt AC 20 (Hot)
- Onyx RI/Axys CW (Mastic Surface Treatment)
- Cationic/Anionic Emulsion (Emulsion)
- Redicote C-450 (Emulsifier)
- Fiber Mat Rovings & Dry Chop Strands (Fiberglass)
- Rhoma-Sol (Asphalt Cleaner)

SPILLS • EXPOSURES • POISONINGS

SDS
SAFETY DATA SHEETS
24 HOURS A DAY 7 DAYS A WEEK 365 A YEAR

SPILLS • EXPOSURES • POISONINGS

SPILLS • EXPOSURES • POISONINGS

www.3EOnline.com
YOU WILL NEED YOUR USER NAME & PASSWORD TO LOGIN

SPILLS • EXPOSURES • POISONINGS

SPILLS • EXPOSURES • POISONINGS

User Name: Colas
Password: msds

SPILLS • EXPOSURES • POISONINGS

SPILLS • EXPOSURES • POISONINGS

3E
COMPANY
A World Analytics Company
3207 Gay Hawk Court, Suite 200, Carlsbad, CA 92010
T: 760-502-8700 F: 760-502-8888

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www.3EOnline.com

HEAT STRESS ILLNESS

- ✓ Heat Stress/Heat Exhaustion
 - Symptoms: headaches, dizziness, fainting, moist skin, confusion, vomiting

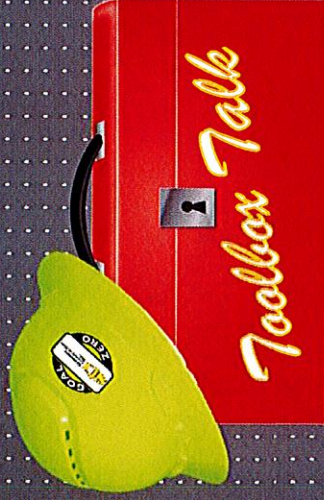
- ✓ Heat Stroke
 - Symptoms: dry/hot skin (no sweating), confusion, loss of consciousness, seizures

- Monitor Yourself & Co-Workers
- Take Breaks
- Drink Fluids (avoid caffeinated drinks)
- Use Cooling Towels & Sun Shades
- Tell Your Supervisor/Call 911



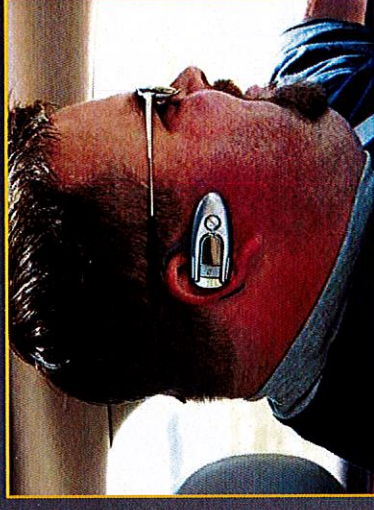
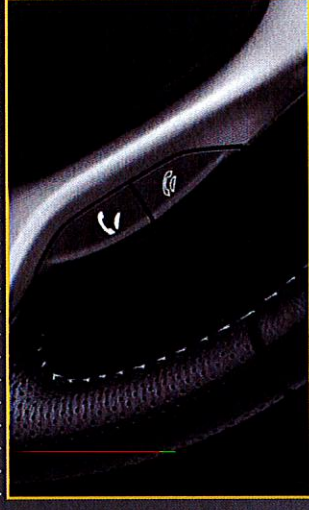
SAFETY AT THE FOREFRONT

- ✓ Daily Huddles – Discuss Safety Positives, Hazards, Plans for Day
 - Employees Facilitate & Spark Conversation
 - Open Forum for Ideas, Concerns & Recognition
- ✓ Toolbox Talks – Weekly Specific Hazard Discussion



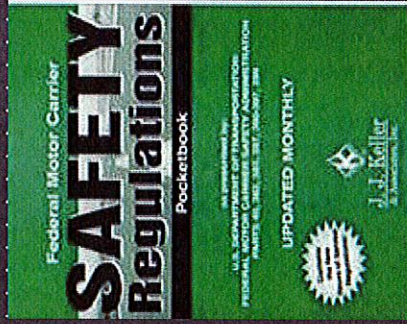
MOTOR VEHICLE SAFETY & USE

- ✓ Cell phone use with hands-free only.
 - Cell Phone Requirements Agreement
- ✓ Texting, Emailing, Surfing Web is prohibited.
- ✓ Fines: \$2,750 for driver & \$11,000 for company.
- ✓ Use of any electronic device is prohibited while backing.
- ✓ If no hands-free device is available, safely exit the roadway and legally park prior to taking any calls.
- ✓ Setup GPS devices prior to beginning trip.



HOURS OF SERVICE REGULATIONS

- ✓ We fall under the Construction Exemption
- ✓ We adhere to interstate regulations:
 - Not permitted to drive a CMV (has DOT sticker) after working **70 hours in an 8-day period**
 - The 70/8 clock with reset after a period of 24 consecutive hours off duty (rain days qualify)
 - Cannot drive after being on duty 14 hours – must take 10 consecutive hours off to drive again
 - Cannot drive more than 11 hours per day
 - **All time spent in the work zone is to be recorded as ON DUTY (NOT DRIVING)**
 - Trips to and from the load site are recorded as DRIVING
 - After 8 continuous hours of DRIVING, you must take a 30 minute rest break before driving again (show on log as OFF DUTY) – generally on mob (mobilization) days only



DRIVER'S DAILY LOGS

- ✓ Complete daily and turn into your supervisor – this is your timesheet!

ACCURATE DATE → **6 3 2015** **MONTH DAY YEAR**

MILEAGE → **52** **TOTAL MILES (ESTIMATE YOURS)**

SIGNATURE → *[Signature]* **DRIVER'S DAILY LOG (CONT. CALENDAR DAY - 24 HOURS)**

VEHICLE # → **1-12-407** **VEHICLE NUMBER (SHOW EACH UNIT)**

CITY & STATE → **STRAWSER CONSTRUCTION INC.** **(NAME OF CARRIER OR CARRIER)**

@ EACH GRID → **1595 FRANK RD. - COLUMBUS, OH 43223** **(UNIT OFFICE ADDRESS)**

CHANGE → **(NAME OF CO-DRIVER)** **(SAME)**

PRINTED NAME → **JOHN DOE** **PRINTED NAME**

NAME → **1016403** **NAME**

HOURS ADD UP TO 24

TIME	1	2	3	4	5	6	7	8	9	10	11	TOTAL HOURS
1: OFF DUTY												11
2: SLEEPER BERTH												0
3: DRIVING												1
4: ON DUTY (NOT DRIVING)												12
USED NIGHT												24

REMARKS

13 HOURS TODAY **19 HOURS WEEK**

HRS. SINCE LAST RESET: **13** **END OF DAY / POST**

LAST DATE INTERSTATE: **8/29/15**

TIME STARTED 2ND VEHICLE: **NA**

PRINTED NAME → **JOHN DOE** **PRINTED NAME**

NAME → **1016403** **NAME**

EXAMPLE

- * Include PTJ and lunch

VEHICLE & EQUIPMENT INSPECTIONS

- ✓ When operating a CMV, all employees are responsible for:
 - Pre & Post-Trip Inspections
 - Pre-trip inspections recorded
 - Report all defects to Supervisor immediately and have fixed prior to driving
 - Always check your load, even if someone else checks it
 - Stop every 150 miles to inspect load



MACHINERY DAILY CHECKLIST

INSPECTION PERFORMED PRIOR TO START UP

Completed checklist must be sent to:
☒ Columbus Shop Phone: 614/276-1696 Fax: 614/276-0570
☐ Monroe Shop Phone: 513/727-8047 Fax: 513/423-5644

OPERATOR John Doe DATE 7 / 30 / 2019
 LOCATION CANTON, OHIO
 UNIT NUMBERS 1-10-402
 MILEAGE / HOURS 124,114
 SERVICE DUE AT 124,200

BRAKES	O.K.	O.K.	O.K.
STEERING	✓		
LIGHTS	✓		
TIRES / WHEELS	✓		
HORN	✓		
COUPLING DEVICES	✓		
BODY / GLASS	✓		
MIRRORS	✓		
EMERGENCY EQUIPT.	✓		
SAFETY EQUIPT.	✓		
DRAIN AIR TANKS	✓		
FLUID LEVELS	✓		

PAPERWORK:
 LICENSE/MEDICAL CARD
 REGISTRATION
 INSURANCE CARD/ACCIDENT PACKET
 FUEL CARD/IFTA STICKER
 DOT ANNUAL INSPECTION
 IFTA MILEAGE BOOK

REPAIRS NEEDED: SERVICE IS DUE
IN 250 MILES.

Printed & Powered by J.J. KOLLER & ASSOCIATES, INC. • Newark, NY • USA
 (500) 527-5686 • jkk.com • Printed in the United States

EXAMPLE

FLAGGER RESPONSIBILITIES

✓ 1st Priority -- **Protect Yourself**

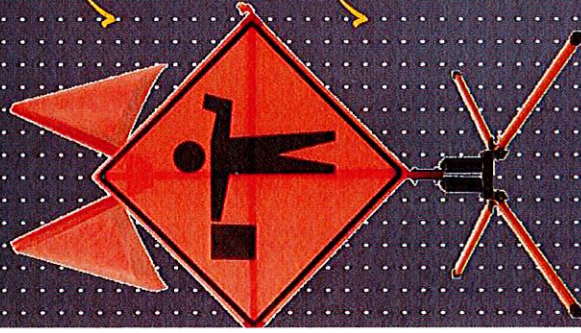
- Have an escape route – Do not stand or turn your back to traffic.

✓ 2nd Priority -- **Protect Your Crew**

- Alert crew as soon as possible of approaching problems.
- If in doubt, stop traffic.

✓ 3rd Priority -- **Direct Traffic**

- Get briefed by Supervisor on traffic pattern & your role.
- Use 'stop/slow' paddle & use precise hand signals.
- Establish eye contact with motorists.
- Stay in contact with other flaggers (radio, hand signals).
- Maintain situational awareness – Stay Alert!



SECTION C

Workplace Development



A COLAS COMPANY

1392 DUBLIN ROAD – COLUMBUS, OH 43215 – PHONE (614) 276-5501 – FAX (614) 276-0570

Employee Training Completed:

- CPR/AED
- First Aid
- Fire Extinguisher
- Drug & Alcohol Training
- Reasonable Suspicion Training (Management)
- GOAL Zero Safety Training
 - CAT Safety Cultural Excellence Workshop
 - CAT Speak Up Listen Up
 - Serious Injury/Fatality Recognition (Life Saving Icons)
 - Safety Training and Recognition Techniques (Management)
- Lock Out Tag Out
- OSHA 10/30
- ATSSA Flagger Training
- ATSSA Traffic Control Technician (Select Crew)
- ATSSA Traffic Control Supervisor (Select Crew)
- Daily Pre-shift Huddles
- Mentor Training Program (New Hires)



Strawser Construction Inc., a subsidiary of Barrett Industries Corporation, is an equal opportunity/affirmative action employer.

2022 BENEFITS-AT-A-GLANCE For BIC Hourly Employees



NOTE: Benefits are effective the first of the month following date of hire (or concurrent if hired on the first of the month.)

2022 BENEFITS-AT-A-GLANCE For BIC Hourly Employees

	<p>NETWORK PROVIDERS</p> <p>You have the flexibility to use any dentist of your choice. However, it is a good idea to understand that Delta Dental has different networks of providers—Delta Dental PPO Network & Delta Dental Premier Network, as well as the option to use an Out-of-Network dentist. The amount you pay depends on the type of network dentist you choose. Review the chart to see your options.</p> <table><tr><th>PPO Network</th><th>Premier Network</th><th>Out-of-Network</th></tr><tr><td><ul style="list-style-type: none">These dentists have agreed to accept a discounted fee—approximately 20%-30% less than the average feeCoinsurance will be based on this discounted feeYou will pay the least with the PPO Network; however, there are fewer dentists to choose fromGenerally, you pay lower costs & save on out-of-pocket expensesYou will not be responsible for amounts above what Delta Dental considers its maximum plan allowance. However, you will be responsible for the coinsurance & deductibleYou do not have to file any forms</td><td><ul style="list-style-type: none">These dentists have agreed to accept a fee based on the average fee charged by dentists in the area, or the Delta Dental maximum plan allowance, whichever is lessCoinsurance will be based on this amountIf your dentist does not participate in the PPO Network, check if they participate in the Premier Network</td><td><ul style="list-style-type: none">You pay the most when you use an out-of-network dentistSince an out-of-network dentist does not have to accept Delta Dental's allowance, you are responsible for any charges above the maximum plan allowanceYou may need to pay the dentist up front & file a claim for reimbursement</td></tr></table> <p>You are free to see the dentist of your choice; however, participating providers prove to be less expensive. To see if your dentist is in-network or to find a Delta Dental provider, visit www.deltadentalnj.com.</p>	PPO Network	Premier Network	Out-of-Network	<ul style="list-style-type: none">These dentists have agreed to accept a discounted fee—approximately 20%-30% less than the average feeCoinsurance will be based on this discounted feeYou will pay the least with the PPO Network; however, there are fewer dentists to choose fromGenerally, you pay lower costs & save on out-of-pocket expensesYou will not be responsible for amounts above what Delta Dental considers its maximum plan allowance. However, you will be responsible for the coinsurance & deductibleYou do not have to file any forms	<ul style="list-style-type: none">These dentists have agreed to accept a fee based on the average fee charged by dentists in the area, or the Delta Dental maximum plan allowance, whichever is lessCoinsurance will be based on this amountIf your dentist does not participate in the PPO Network, check if they participate in the Premier Network	<ul style="list-style-type: none">You pay the most when you use an out-of-network dentistSince an out-of-network dentist does not have to accept Delta Dental's allowance, you are responsible for any charges above the maximum plan allowanceYou may need to pay the dentist up front & file a claim for reimbursement																											
PPO Network	Premier Network	Out-of-Network																																
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Vision	<p>VISION</p> <p>VSP provides affordable vision coverage for you & your family. Benefits described in the chart below are available every calendar year. For more information as well as finding participating providers, visit www.vsp.com.</p> <table><tr><th></th><th>In-Network Member Cost</th><th>Out-of-Network Member Reimbursement</th></tr><tr><td>Well-Vision Exam</td><td>\$20 copay</td><td>Up to \$50</td></tr><tr><td>Prescription Glasses</td><td>\$20 copay</td><td>\$20 copay</td></tr><tr><td>Frame</td><td><ul style="list-style-type: none">\$175 allowance for a wide selection of frames\$195 allowance for featured frame brands20% savings on the amount over your allowance\$100 Costco® frame allowance</td><td>Up to \$70</td></tr><tr><td>Lenses single vision, lined bifocal, lined trifocal</td><td>Covered after \$20 prescription glasses copay</td><td>Single Vision Lenses—Up to \$50 Lined Bifocal Lenses—Up to \$75 Lined Trifocal Lenses—Up to \$100</td></tr><tr><td>Lens Enhancements Tints/Photochromic Adaptive Lenses</td><td>Covered in full</td><td>Up to \$5</td></tr><tr><td>Standard Progressive Lenses</td><td>\$50 copay *</td><td>Up to \$85</td></tr><tr><td>Premium Progressive Lenses</td><td>\$80 - \$90 copay*</td><td>Up to \$85</td></tr><tr><td>Custom Progressive Lenses</td><td>\$120 - \$160 copay *</td><td>Up to \$85</td></tr><tr><td>Elective Contacts (Instead of Glasses)</td><td>*Copay shown is in addition to the materials copay \$150 allowance for contacts; copay <u>does not</u> apply</td><td>Up to \$105 to be used toward the contact lens exam & materials</td></tr><tr><td>Contact Lens Exam Fitting & Evaluation</td><td>Up to \$60 copay</td><td>See Elective Contacts allowance</td></tr></table>		In-Network Member Cost	Out-of-Network Member Reimbursement	Well-Vision Exam	\$20 copay	Up to \$50	Prescription Glasses	\$20 copay	\$20 copay	Frame	<ul style="list-style-type: none">\$175 allowance for a wide selection of frames\$195 allowance for featured frame brands20% savings on the amount over your allowance\$100 Costco® frame allowance	Up to \$70	Lenses single vision, lined bifocal, lined trifocal	Covered after \$20 prescription glasses copay	Single Vision Lenses—Up to \$50 Lined Bifocal Lenses—Up to \$75 Lined Trifocal Lenses—Up to \$100	Lens Enhancements Tints/Photochromic Adaptive Lenses	Covered in full	Up to \$5	Standard Progressive Lenses	\$50 copay *	Up to \$85	Premium Progressive Lenses	\$80 - \$90 copay*	Up to \$85	Custom Progressive Lenses	\$120 - \$160 copay *	Up to \$85	Elective Contacts (Instead of Glasses)	*Copay shown is in addition to the materials copay \$150 allowance for contacts; copay <u>does not</u> apply	Up to \$105 to be used toward the contact lens exam & materials	Contact Lens Exam Fitting & Evaluation	Up to \$60 copay	See Elective Contacts allowance
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Flexible Spending Account (FSA)	<p>FLEXIBLE SPENDING ACCOUNT (FSAs)</p> <p>Flexible Spending Accounts (FSAs) can help you manage your share of the costs for health care & dependent care by setting aside pre-tax money from each paycheck into a special account to plan for eligible expenses. Barrett provides two types of FSAs: Health Care FSA (to pay for qualifying out-of-pocket medical, dental & vision expenses) & Dependent Care FSA (to pay for dependent care expenses, such as day care or elder care, incurred by eligible dependents).</p> <p><i>*NOTE: If you enroll in the HDHP, you are <u>not</u> eligible to open a Health Care FSA.</i></p> <table><tr><th>How the FSAs Work</th><th>Use It or Lose It</th><th>Tax Advantage of Contributing to an FSA</th></tr><tr><td>With an FSA, you elect to have your annual contribution amount (up to the limit set by the IRS) deducted from your paycheck each pay period on a pre-tax basis, in equal installments throughout the year, until you reach the yearly maximum you have specified. The amount of your pay that goes to FSA reduces your taxable income, so you will have immediate tax savings.</td><td>If you have a balance in your Health Care FSA as of December 31, 2021, the balance will automatically roll over up to \$550 of your remaining Health Care FSA funds that you will be able to use starting 2022. If you do not re-enroll in the Health Care FSA in the following year, balances of less than \$25 will be forfeited. All expenses for 2021 must be submitted by February 28, 2022.</td><td>An FSA can help you pay less in taxes. When you participate, your contributions come out of your paycheck before federal income taxes, Social Security, & state tax (in certain states) are calculated. As a result, you lower your taxable income & pay less in taxes. By using these tax-free funds for reimbursement for eligible healthcare & dependent care services, you can save 15% or more on these expenses.</td></tr></table> <p><i>*NOTE: Barrett's FSA programs are administered through MyChoice Accounts.</i></p>	How the FSAs Work	Use It or Lose It	Tax Advantage of Contributing to an FSA	With an FSA, you elect to have your annual contribution amount (up to the limit set by the IRS) deducted from your paycheck each pay period on a pre-tax basis, in equal installments throughout the year, until you reach the yearly maximum you have specified. The amount of your pay that goes to FSA reduces your taxable income, so you will have immediate tax savings.	If you have a balance in your Health Care FSA as of December 31, 2021, the balance will automatically roll over up to \$550 of your remaining Health Care FSA funds that you will be able to use starting 2022. If you do not re-enroll in the Health Care FSA in the following year, balances of less than \$25 will be forfeited. All expenses for 2021 must be submitted by February 28, 2022.	An FSA can help you pay less in taxes. When you participate, your contributions come out of your paycheck before federal income taxes, Social Security, & state tax (in certain states) are calculated. As a result, you lower your taxable income & pay less in taxes. By using these tax-free funds for reimbursement for eligible healthcare & dependent care services, you can save 15% or more on these expenses.																											
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Health Care FSA	<p>HEALTH CARE FLEXIBLE SPENDING ACCOUNT (Health Care-FSA)</p> <p>With the Health Care-FSA, you can save money on a pre-tax basis to help pay for eligible healthcare expenses, as long as you are <u>not enrolled in the HDHP</u>. The 2022 Health Care FSA limit is \$2,850 (rollover up to \$570). You can use the Health Care FSA for eligible expenses incurred during the plan year under your medical, dental, & vision plans, such as:</p> <ul style="list-style-type: none">DeductiblesCoinsuranceCopays for physician visits or prescription drugs, & more <p>For a full list of eligible healthcare expenses & more information on the Health Care-FSA, visit www.irs.gov (Publication 502).</p> <p>KEEP YOUR RECEIPTS</p> <p>If you contribute to the Health Care FSA, you will receive a debit card which can be used at participating providers to pay for eligible healthcare expenses only. Keep your receipts, as you may be required to provide a copy for certain transactions in accordance with IRS regulations.</p>																																	
Dependent Care FSA	<p>DEPENDENT CARE FLEXIBLE SPENDING ACCOUNT (Dependent Care-FSA)</p> <p>A Dependent Care-FSA provides pre-tax reimbursement for out-of-pocket expenses related to dependent care if you & your spouse both work full-time or part-time, or are in school. You may contribute up to \$5,000 in 2022 for eligible dependent care expenses.</p> <p>Eligible Expenses Include:</p> <ul style="list-style-type: none">Day care inside or outside of your home for children under age 13, or any age if disabledTuition for pre-school, day camp or before- & after-school programs for children under age 13Day care for dependent or disabled parent who lives with you at least eight hours a day <p>To pay for expenses, you can only use up to the amount that is in your account at the time of reimbursement. In addition, the Dependent Care FSA is a "use it or lose it" account, which means that you will not be able to carry over any unused balance after December 31, 2022. <u>The unused balance in your account will be forfeited.</u></p> <p>The IRS has a full list of eligible expenses & further information on Dependent Care FSA. Visit the IRS website at www.irs.gov & select IRS Publication 503, Dependent Care Expenses.</p>																																	

2022 BENEFITS-AT-A-GLANCE For BIC Hourly Employees



LIFE INSURANCE & ACCIDENTAL DEATH & DISMEMBERMENT (AD&D) PROGRAMS																															
At Barrett, we provide income protection for your family in the event of your death or injury due to an accident—at no cost to you.																															
Life Insurance and AD&D Coverage	<div>Basic Life Insurance</div> <p>In the event of your death, you are automatically provided term life insurance. The benefit is paid to your designated beneficiary(ies). Your basic life insurance benefit is equal to 1.5 times your basic annual earnings (rounded up to the next higher multiple of \$1,000), to a maximum of \$1,000,000.</p>																														
	<div>Basic AD&D Insurance</div> <p>If your death is the result of an accident, this benefit pays your designated beneficiary(ies) an amount equal to your basic term life insurance coverage. This benefit would be paid in addition to basic life insurance benefits. The plan also provides a paid benefit if you lose your eyesight or a limb in an accident.</p>																														
Supplemental Coverage Employee + Dependent Life Insurance or AD&D Insurance	SUPPLEMENTAL EMPLOYEE & DEPENDENT LIFE AND AD&D INSURANCE																														
	If you feel that you need more protection to meet the needs of your family, Barrett offers additional Life & AD&D insurance coverage. You pay for the cost of this coverage through after-tax payroll deductions. If you did not enroll in this coverage during your initial new hire eligibility period or want to increase your level of coverage, you can enroll but will need to complete Evidence of Insurability and be approved by Unum.																														
	<div>Supplemental Life & AD&D Insurance</div> <p>You may elect Supplemental Life & AD&D insurance for yourself. The supplemental insurance is a voluntary, employee-paid life insurance plan in which you can elect coverage of 1x, 2x, 3x, 4x, or 5x your annual base earnings (rounded to the next higher multiple of \$1,000) to a maximum of \$1,000,000.</p>																														
	<div>Dependent Life & AD&D Insurance</div> <p>You have the option to elect Life & AD&D insurance for your dependents. This is a voluntary, employee-paid life insurance plan in which you can elect coverage for your eligible dependents as long as you elected supplemental life insurance.</p> <ul style="list-style-type: none">Spouse Life: Amounts in \$12,500 benefit units to a maximum of \$200,000 (not to exceed 50% of the employee optional amount)Child Life: Amounts in \$2,000 benefit units to a maximum of \$10,000 (not to exceed 50% of the employee optional amount)Dependent AD&D is the percentage of the employee optional AD&D <p>Coverage for children ends at the of the month in which they turn age 19 years if not a full-time student, and age 25 years if a full-time student.</p>																														
	<div>Supplemental Employee & Dependent Care Ages & Rates</div> <table><tr><th>Employee Age as of 12/31/2022</th><th>Monthly Rate per \$1,000 of Coverage</th></tr><tr><td>Under Age 25</td><td>\$0.058</td></tr><tr><td>Age 25-29</td><td>\$0.062</td></tr><tr><td>Age 30-34</td><td>\$0.080</td></tr><tr><td>Age 35-39</td><td>\$0.090</td></tr><tr><td>Age 40-44</td><td>\$0.126</td></tr><tr><td>Age 45-49</td><td>\$0.194</td></tr><tr><td>Age 50-54</td><td>\$0.295</td></tr><tr><td>Age 55-59</td><td>\$0.556</td></tr><tr><td>Age 60-64</td><td>\$0.849</td></tr><tr><td>Age 65-69</td><td>\$1.631</td></tr><tr><td>Age 70+</td><td>\$2.648</td></tr></table> <div>Supplemental AD&D</div> <table><tr><th>Employee Age as of 12/31/2022</th><th>Monthly Rate per \$1,000</th></tr><tr><td>Employee</td><td>\$0.018</td></tr><tr><td>Employee + Family</td><td>\$0.030</td></tr></table>	Employee Age as of 12/31/2022	Monthly Rate per \$1,000 of Coverage	Under Age 25	\$0.058	Age 25-29	\$0.062	Age 30-34	\$0.080	Age 35-39	\$0.090	Age 40-44	\$0.126	Age 45-49	\$0.194	Age 50-54	\$0.295	Age 55-59	\$0.556	Age 60-64	\$0.849	Age 65-69	\$1.631	Age 70+	\$2.648	Employee Age as of 12/31/2022	Monthly Rate per \$1,000	Employee	\$0.018	Employee + Family	\$0.030
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Disability Coverage	DISABILITY																														
	Barrett provides Short-Term Disability (STD) & Long-Term Disability (LTD) as income protection to you in the event of an illness or accident. This benefit is administered by Unum																														
	<div>Short-Term Disability</div> <p>STD is provided to full-time employees at no cost. You must meet the definition of disability for benefits to be paid. The weekly benefit is 66.67% of your salary limited to \$500 to a total of 26 weeks of payments.</p>																														
	<div>Long-Term Disability</div> <p>You are eligible to participate & purchase LTD benefits through Unum during your initial new hire enrollment and/or elect anytime during the plan year. After six months of continuous disability under the STD Plan, you may be eligible for LTD benefits of 60% of your monthly salary to a maximum benefit of \$10,000 per month, offset by deductible sources of income and any earnings you may have while disabled such as Social Security disability benefits. Benefits are provided to age 65 if disability occurs prior to age 60 as long as you continue to meet the definition of disability as determined by Unum.</p> <p>All new hires can enroll in LTD coverage when the rest of their benefits are effective without providing Evidence of Insurability. For current employees who would like to enroll in LTD benefits, they can do so at any time. Please note however, that enrollment initiated outside of the initial new hire enrollment will require completion of a medical Evidence of Insurability form and be approved by Unum.</p>																														

OTHER VALUABLE BENEFITS

<p>EMPLOYEE ASSISTANCE PROGRAM (EAP)</p> <p>Barrett provides you & your family members with an Employee Assistance Program (EAP) through SupportLine.</p> <p>The SupportLine EAP is a confidential resource that helps you deal with life's challenges & the demands that come with balancing home & work. SupportLine provides confidential, professional referrals & up to five (5) sessions of face-to-face counseling sessions for a wide variety of concerns, such as:</p> <ul style="list-style-type: none"> • Anxiety • Depression • Marriage & Relationship Problems • Grief & Loss • Substance Abuse • Anger Management • Stress Financial Assistance • Legal Assistance • Family Assistance 	<p>TELADOC</p> <p>Health needs do not always keep business hours which is why Barrett provides you with Teladoc, a telemedicine service that gives you access to health care by phone or video conference anytime, from anywhere.</p> <p>You can use telemedicine as a low-cost alternative to an urgent care or emergency room visit. When you speak with a board-certified doctor, they can diagnose your condition & even write a prescription to manage it—all online or over the phone.</p> <p>In order to utilize Teladoc services, you & your dependents must be covered through the company medical plan.</p> <p>WHEN YOU SHOULD USE TELADOC</p> <p>Common conditions that are treatable through telemedicine include:</p> <ul style="list-style-type: none"> • Common cold • Flu • Sinus Infection • Fever • Headache • Skin Condition • Back Pain • Bronchitis • Pink Eye <p>Teladoc doctors will refer you to your physician if they cannot treat your condition.</p> <p><i>*NOTE: If you have shortness of breath or another symptom of a more serious condition, go to the emergency room. Employees enrolled in the PPO plans can access Teladoc at no cost. Employees enrolled in the HDHP are charged a \$55 co-pay.</i></p>
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2022 BENEFITS-AT-A-GLANCE For BIC Hourly Employees



Health Advocate	401(k) Savings Plan
<p>Health Advocate is a key benefit provided at no cost to you. It gives you, & your eligible family members, unlimited phone or email access to your own, designated Personal Health Advocate who can help you:</p> <ul style="list-style-type: none"> Find the right doctors Schedule appointments Assist with transfer of medical records Coordinate with insurance companies Answer your health care questions, & more 	<p>Our 401(k) Savings Plan helps you plan, save, & invest for the future. You are eligible to participate immediately upon your hire date. The plan features include:</p> <ul style="list-style-type: none"> Company matching contributions of 100% on the first 3% of eligible earnings, & 50% on the next 2% of eligible earnings; matching contributions available after one year of continued employment Company contribution of 2% of your eligible salary; after you are employed with the company one calendar year, worked 1,000 hours, & employed on the last day of the calendar year The ability to elect pre-tax and/or Roth after-tax contributions, from 1% to 50% of your pay, subject to an annual IRS limit of \$20,500 (based on the 2022 limit) Catch-up contributions are available if you are age 50 or older by the end of the calendar year, up to the annual IRS limit of \$6,500 (based on the 2022 limit) <p>Barrett's 401(k) Plan is administered by Prudential.</p>

This summary covers highlights only; many details are omitted by design. In the event of a conflict between this summary and the plan document or full policy, the plan document will prevail.

2022 MONTHLY BENEFIT CONTRIBUTIONS FOR MEDICAL, DENTAL, & VISION

MONTHLY MEDICAL CONTRIBUTIONS WITH WELLNESS CREDIT			
LEVEL OF COVERAGE	PPO-1	PPO-2	HDHP
Employee Only	\$70	\$0	\$0
Employee + Spouse	\$145	\$75	\$45
Employee + Child(ren)	\$130	\$70	\$40
Family	\$205	\$110	\$65

**Note: Everyone is considered to have completed 2022 Wellness Program requirement, 2022 discounted premium will be applied*

MONTHLY DENTAL CONTRIBUTIONS	
LEVEL OF COVERAGE	
Employee Only	\$10
Employee + Spouse	\$20
Employee + Child(ren)	\$22
Family	\$33

MONTHLY VISION CONTRIBUTIONS	
LEVEL OF COVERAGE	
Employee Only	\$3
Employee + Spouse	\$6
Employee + Child(ren)	\$5
Family	\$8

CONTACTS

For Questions About...	Vendor Name	Phone Number	Online
General Questions	Colas Benefits Service Center	844-427-5558 <i>Monday-Friday 8AM-8PM (EST)</i>	https://barrettemployees.com
Medical & Prescription Drugs	Capital BlueCross	888-428-2566 <i>Monday-Friday 8AM-8PM (EST)</i>	www.capbluecross.com
Dental	Delta Dental of New Jersey	800-452-9310 <i>Monday-Thursday 8AM-6:30PM (EST) Friday 8AM-5PM (EST)</i>	www.deltadentalnj.com
Vision	VSP	800-877-7195 <i>Monday-Friday 9AM-6PM (PST) Saturday-Sunday 7AM-5PM (PST)</i>	www.vsp.com
FSA's	MyChoice Accounts	844-427-5558 <i>Monday-Friday 8AM-5PM (EST)</i>	benefits.colasusa.com
Health Savings Account (HSA)	Bank of America	866-791-0250 <i>Call anytime - Open 24/7</i>	https://myhealth.bankofamerica.com
EAP	SupportLinc	888-881-LINC (5462) <i>Call anytime - Open 24/7</i>	www.supportlinc.com (username: colas)
Teladoc	Teladoc	800-TELADOC (800-835-2362) <i>Call anytime - Open 24/7</i>	www.teladoc.com
Health Advocate	Health Advocate	866-695-8622 <i>Monday-Friday 8AM-9PM (EST)</i>	www.healthadvocate.com
401(k) Savings Plan	Prudential	877-778-2100 <i>Monday-Friday 8AM-5PM (EST)</i>	www.prudential.com/online/retirement



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www.strawserconstruction.com

There are no plans to utilize apprentices on this project.

Strawser Construction is currently not participating in a Registered Apprenticeship Program. However, the company utilizes a Mentorship Program for new hires. See the descriptions below which outline 2 training programs that we provide.

Mentor Training Program: Every new hire at Strawser Construction enters the mentor program to ensure that questions are answered while shadowing another employee on the job that they will be doing. After the training, a mentor signs off on the trainee and the crew foreman for validation. Each new employee also wears a different color hard hat for the first season to help seasoned employees identify and look out for them.

Commercial Driver's License Training: Strawser is a registered Federal Motor Carrier CDL Training Provider. Our in-house Entry Level Driver Training certifies the FMCSA that our program meets minimum standards to provide commercial training to drivers. ELDT training is comprised of classroom (theory) education and skills training.

Our employees learn approximately 30 subjects within the classroom portion of the training and must score a minimum on a theory assessment to meet minimum program requirements. In addition, to qualify for the CDL exam, employees will receive specified behind-the-wheel training and have our trainer's endorsement stating that they are proficient in the CDL skills curriculum.

We train between 10-15 new hires annually to obtain their Class A CDL.

SECTION D

Social Equity and Sustainability



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- 1) Currently none of our workforce resides in the City of Ann Arbor or Washtenaw County, Michigan



Diversity, Equity & Inclusion Council

At Strawser, it's important that our employees have a sense of belonging and feel valued. That they feel welcomed and accepted for who they are. That they are treated fairly and have equal advancement opportunities. A diverse employee population allows for different perspectives, thoughts, and ideas, adding to our work culture.

To accomplish the above, we have created a Diversity, Equity & Inclusion Council:

Mission:

We are a champion of diversity; committed to inclusion, education, and recognition.

Vision:

To open the way to diversity and support an inclusive team environment throughout all levels of the Pavement Preservation Division.

Goals:

Drive the Diversity Continuum to achieve: Open-mindedness, Acceptance, Mutual Respect of each other.

For more information, please contact our DEI Council Chair Cheryl Suszczynski, HR Manager



A COLAS COMPANY

EQUAL EMPLOYMENT OPPORTUNITY POLICY STATEMENT

It is the policy of this Company to assure that all qualified applicants will be considered for employment without regard to their age, race, creed, color, national origin, sexual orientation, military status, gender, gender identity, disability, predisposing genetic characteristics, marital status, or domestic violence victim status.

There shall be no discrimination with regards to age, race, creed, color, national origin, sexual orientation, military status, gender, gender identity, disability, predisposing genetic characteristics or marital status of any individual in all matters applying to all employees of the Company.

Such matters concerning equal employment practices are recruitment or recruitment advertising, employment, promotions and transfers, layoffs and terminations, compensation, and selection of training, including apprenticeship, pre-apprenticeship, and/or on-the-job- training.

A handwritten signature in black ink, appearing to be 'CS', is located above the name of the Human Resources Manager.

Cheryl Suszczynski
Human Resources Manager



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Micro Surfacing Environmental Analysis

A 10mm micro surfacing process has been found to emit approximately 83% less carbon dioxide (CO₂), 86% fewer nitrogen oxides (NO_x), and 84% fewer sulfur oxides (SO_x) compared to the 50mm mill and overlay on a square meter basis. It was determined that using micro surfacing instead of mill and overlay for approximately 1,000 two-lane km of road saved approximately 28,500 tonnes of CO₂ emissions over 10 years in Ontario. That amount of CO₂ emissions saved is equivalent to the greenhouse gas emissions of 6,000 cars for one year. The 10mm micro surfacing process has been determined to use 40 to 86% less energy than the 50mm mill and overlay. Even when a tack coat is required for micro surfacing or when 40% reclaimed asphalt pavement (RAP) is used in hot mix asphalt, the micro surfacing process uses significantly less energy and resources than a 50mm mill and overlay over their life-cycles. Micro surfacing reduces the use of aggregate; a non-renewable resource. In Ontario it was found that when the life-cycle time is accounted for, micro surfacing uses 76% less aggregate than 50mm mill and overlay. In a wide study throughout the United States, it was determined that micro surfacing uses 150% less aggregate than 50mm mill and overlay throughout the life-cycle. This preserves non-renewable resources, lowers the production of waste, and lowers construction costs. Applying micro surfacing to roads before the need for rehabilitation treatments such as 50mm mill and overlay greatly reduces energy usage and greenhouse gas emissions. Hot mix asphalt applications require more energy to heat and apply the asphalt mixture than the micro surfacing process. Additionally, more greenhouse gases and smog are emitted from the hot mix processes due to more transportation of materials required. Micro surfacing provides numerous environmental benefits over hot mix asphalt applications and is the more sustainable option.



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1) RAP Micro (Reclaimed Asphalt Pavements)

As aggregate resources are depleted, there is a need to turn to more sustainable resources and alternatives to virgin aggregate for pavement preservation treatments. A recent survey shows RAP is stockpiled across the US in large quantities. Given the large quantities of RAP in the US, and the use of chip seal and microsurfacing for pavement preservation of state and local roadways, there is a need to determine if RAP can provide a cost-effective alternative to virgin aggregate in pavement preservation treatments for roadways across the country. Strawser Construction has successfully completed multiple projects using RAP in Ohio and have several projects to complete in 2022. In addition, using RAP in place of virgin aggregate will help reduce our carbon footprint to ensure cleaner air, water and food for future generations.

2) FUEL CONSUMPTION & EFFICIENCY

As part of our ongoing effort to reduce fuel consumption, our construction operations monitor idle time and fuel usage on all our equipment. This helps reduce our carbon footprint to ensure cleaner air.



Micro surfacing is placed on residential street in environmentally sensitive area

Micro Surfacing Scores High Points in Ecological Sustainability, Efficiency

By Paul Fournier

An independent standards development organization has verified the findings of an eco-efficiency analysis (EEA) of asphalt pavement technologies which shows micro surfacing using a styrene-butadiene-rubber (SBR) latex polymer to be more economical, and to cause less environmental impact, than "mill and fill" utilizing hot mix asphalt.

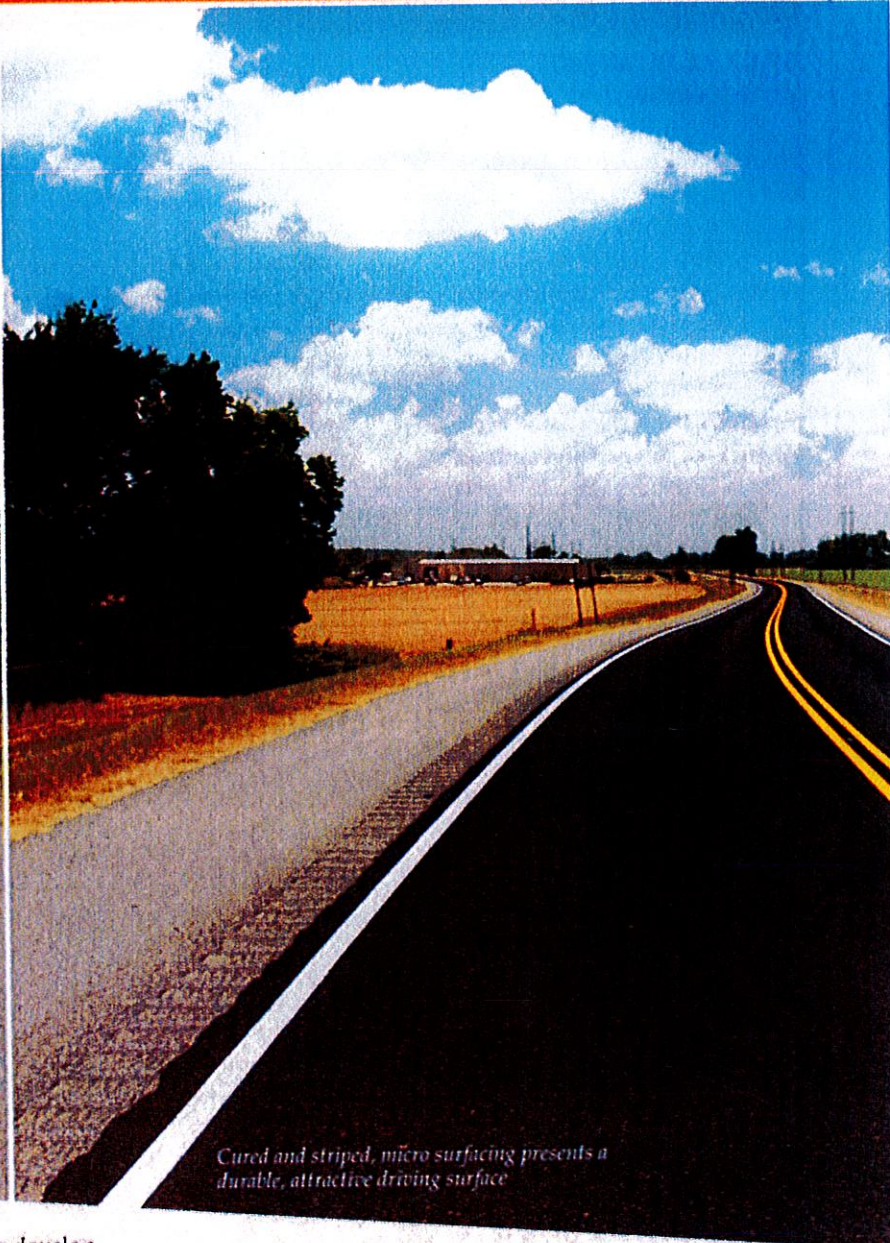
[Editor's Note: While micro surfacing was determined by the research to be more economical than mill and fill as

a surfacing, micro surfacing does not provide the structural enhancement to the pavement than does a mill and fill with HMA overlay.]

NSF International, a not-for-profit, non-governmental organization that develops national standards and provides third-party conformity assessment services, has verified a report submitted by BASF Corporation detailing the methods and findings of its *Micro Surfacing Eco-Efficiency Analysis*. Established in 1944, NSF is accredited by the



With right mix design, micro surfacing will hold up to Interstate-level traffic loads and volumes



Cured and striped, micro surfacing presents a durable, attractive driving surface

American National Standards Institute (ANSI) to develop standards and serves clients in 80 countries from 26 offices and laboratories worldwide.

EXACTING CERTIFICATION

Eco-efficiency is a term first coined by the World Business Council for Sustainable Development in 1992. BASF technical development leader Arlis Kadrmas, a member of the group that prepared the EEA report, explained that eco-efficiency is "a broad measure of sustainability, which calculates the environmental and economic impact of products or processes over their entire life cycle." This approach goes beyond the current International Organization for Standardization (ISO) standard for life cycle assessment, which only considers environmental impacts.

Certification of the Micro Surfacing EEA indicates the NSF has determined the EEA complies with its Protocol P352: Validation and Verification of Eco-Efficiency Analyses. NSF developed this protocol to help provide an independent,

third-party guideline for conducting an eco-efficiency analysis as well as provide a framework for verifying the conformity, quality and transparency of completed studies.

Headed by Bruce Uhlman, BASF senior sustainability specialist, a group of BASF and external experts conducted the study over a nine-month period and submitted its final report for verification. The full report is posted online by NSF at www.nsf.org/business/eco_efficiency.

The study findings were presented at the March 2010 annual convention of the International Slurry Surfacing Association (ISSA), which was held in conjunction with the annual meetings of the Asphalt Emulsion Manufacturers Association (AEMA) and the Asphalt Recycling & Reclaiming Association (ARRA). The combined event was attended by representatives of 145 companies involved in pavement preservation and rehabilitation. ISSA also planned to present the study findings at its 7th annual congress scheduled for Lyon, France on Oct. 13, 2010.

MILL AND FILL VERSUS MICRO SURFACING

The BASF EEA compares total life cycle environmental impacts and costs of a 2-in. mill and fill asphalt overlay with those of a cold mix, polymer modified asphalt emulsion-based micro surfacing, with a defined customer benefit as a goal. For purposes of establishing a common unit of comparison between the alternatives, the customer benefit is developed and defined

as the pavement preservation of a 1-mile stretch of a 12-ft. lane on an urban road using the two technologies to produce similar profiles and performances over a 40-year period.

These two alternatives were chosen because they are among the most common technologies used for extending the service life of existing pavements across the U.S., and constitute a substantial share of the market.

Micro surfacing is a pavement preservation method employing cold mix slurry made on the job site by mixing aggregate, mineral filler such as portland cement, water, and a polymer-modified asphalt emulsion. The polymer used for the analysis is styrene-butadiene-rubber (SBR) latex. Suitable for heavily traveled roads, micro surfacing can accept traffic in an hour, and is used for wearing courses, leveling surfaces and filling wheel ruts. For the analysis, ISSA quantity guidelines, i.e., 20 lbs. of material per square yard for wheel rut filling, and 25 lbs. per square yard for surface treatment, were used. Micro surfacing was assumed to have a durability of six years.

Mill and fill consists of removing existing surface pavement with a milling machine and hauling the filled material to a storage site. New asphalt plant mix, often containing some recycled asphalt pavement (RAP), is installed to replace the milled-out material. The EEA assumed RAP content to be 10 percent for the primary study case, but also examined another scenario where 40 percent RAP was assumed. A 2-in. compacted depth was assumed for the overlay, with a durability of 11 years. At a thickness of two inches, mill and fill is considered a structural pavement fix. The EEA also studied a second scenario, one assuming a durability of 17 years for the same thickness.

LIFE CYCLE COSTS

The life cycle costs analyzed in the EEA were those occurring in manufacture, delivery and installation of each product over the life cycle of the road, together with disposal costs. The study considered the time value of money and calculated the net present value of all future costs.

The research found that, in general, mill and fill uses about 2.5 times as much aggregate, and more than twice as much asphalt binder, than micro surfacing, in order to produce the same customer benefit over a 40-year life cycle. These facts contribute to the finding that micro surfacing has the lowest overall material and labor costs.



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Life cycle costs for micro surfacing were more than 25 percent lower than mill and fill, despite the fact micro surfacing lane striping costs were higher due to more frequent applications. Table 1 shows the component costs.

THE ENVIRONMENTAL BURDEN

Examination of life cycle environmental impact, or "environmental burden" as sometimes referred to in the analysis, considered six main categories: *primary energy consumption, raw material consumption, emissions* (air, water and solid waste), *land use, toxicity potential and risk potential*.

Energy and Resource Consumption. As mill and fill using hot mix asphalt requires hotter production and application rates, and uses more asphalt and aggregate than micro surfacing, micro surfacing consumes about 40 percent less primary energy than mill and fill over the life cycle.

Life Cycle Costs		Micro surfacing	Mill and Fill
Material Cost	\$/yd	\$4.00	\$9.25
Material and Labor Costs	\$/CB	\$97,079	\$136,037
Disposal Costs	\$/CB	\$3,650	\$7,900
Lane Rental Fees	\$/CB	\$7,740	\$19,505
Striping Fee	\$/CB	\$15,633	\$9,651
Total Cost	\$/CB	\$124,103	\$173,093

Table 1: Cost inputs for life cycle cost analysis of micro surfacing versus mill and fill

The bulk of raw material consumption — the most relevant environmental impact category for the study — is attributable to the asphalt binder, aggregate, road markings, end-of-life disposal and transportation of products. Even when considering the use of RAP in the asphalt mix overlay, the study found that micro surfacing uses over 50 percent less resources by mass.

Air, Water and Solid Waste Impacts. Air emissions — the most significant emissions category in

the study — include greenhouse gases, photochemical ozone creation potential (summer smog), acidification potential, and ozone depletion potential.

Greenhouse gases (GHG), which trap heat in the atmosphere, include carbon dioxide and methane, entering the atmosphere primarily through the combustion of fossil fuels such as oil, natural gas and coal. The highest carbon fingerprint determined in the EEA occurred in the mill and fill alternative, with



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micro surfacing GHG emissions lower by almost 45 percent.

Photochemical ozone creation potential caused principally from methane and non-methane volatile organic compounds emitted from combustion of transportation fuels was lowest for micro surfacing. It was higher for mill and fill because that alternative requires over twice the amount of material to be shipped to and from manufacturing and job sites.

Acidification potential resulting primarily from nitrous and sulfur oxides emissions during the burning of fuel oil to heat aggregate and asphalt was greatest for mill and fill, which requires higher manufacturing and application temperatures.

Ozone depletion potential coming predominately from materials used to manufacture thermoplastic striping material

used in lane striping was the least relevant air emission for both micro surfacing and mill and fill.

With regards to water emissions, micro surfacing has the highest critical water volume requirement, attributed primarily to the manufacture of lane striping materials. Excluding the impact of road markings, the remaining water emissions for each alternative are about the same.

Solid waste emissions included those from municipal, special, construction and mining wastes. They are principally the result of sending materials to landfills for disposal. Even when considering the perpetual use of RAP content, the study finds that mill and fill still has the highest impact in this category due to the much greater quantity of materials.

Taken together, the analysis showed the cumulative effects of air, water and solid waste emissions on the environment were greatest for mill and fill.

LAND USE, HUMAN HEALTH AND RISK

With respect to the impact caused by the two technologies on the biodiversity of our ecosystems, the EEA found that energy required to produce and apply mill and fill is the largest contributor to land use. Mining wastes as generated from aggregate production as well as solid waste disposal of un-recycled materials also contribute to the impact on land use.

How human health is directly impacted by the toxicity potential of the two technologies is investigated in depth in the EEA, with specific weighting percentages assigned to the production, use and disposal phases of the 40-year life cycle. The use phase has the highest weighting since the applications of the technologies subject people to the greatest exposure to the materials. Since mill and fill requires more than twice the amount of materials, it scores highest in this category.

Risk potential, the last major category of environmental burden examined by the EEA, considers the

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number of working accidents, fatalities, illnesses and diseases associated with the production, use and disposal of materials. The risk potential for occupational illnesses and accidents for both technologies is highest for the aggregate materials, and since mill and fill employs much greater amounts of aggregate than micro surfacing, it also scores much higher in risk potential.

In commenting on this section of the EEA report, Tim Harrawood, a member of the study group and current president of ISSA, pointed out there are social benefits of micro surfacing for both construction workers and motorists: "High production rates lead to less time on the project, fewer traffic delays and reduced exposure to construction zone accidents," Harrawood said.

SUMMATION OF EEA FINDINGS


Evaluating the individual environmental impact categories, the EEA finds that mill and fill has the highest environmental impact on a

weighted basis in all main categories. Micro surfacing performs best in all main categories on a weighted basis because it requires less than 50 percent of materials than that for mill and fill, while maintaining the desired customer benefit.

Furthermore, although applied more frequently, micro surfacing scores lowest in resource consumption — the most relevant environmental impact for the study — because of its significant reduction in the amount of binder and aggregate used. This materials reduction also benefits micro surfacing in toxicity potential and risk potential.

Micro surfacing also scores lowest in energy requirement — the second most relevant environmental impact — because of its lower overall consumption of asphalt binder, lower manufacturing and application temperatures, and reduced logistical impacts due to shipping less material to and from the job site.

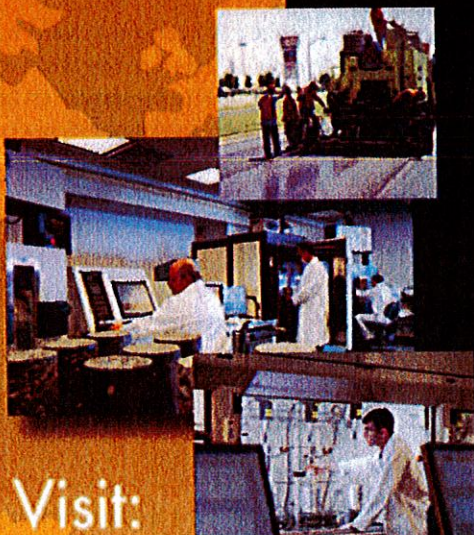
The BASF EEA methodology combines the six individual

environmental impact categories into a single relative environmental score, and balances that with the life cycle cost for each alternative in order to determine its relative eco-efficiency. The study findings support that micro surfacing is the more eco-efficient alternative for urban road pavement preservation due to its combination of lower environmental burden and lower life cycle cost. 

Edited by Pavement Preservation Journal from material contributed by the International Slurry Surfacing Association and BASF Corp. The BASF Corporation Eco-efficiency Analysis report was prepared by Bruce Uhlman, senior sustainability specialist; Jim Andrexos, marketing manager; Pete Montenegro, marketing manager; Arlis Kadrnas, technical development lead; Luke Egan, technical service manager, all of BASF; and Tim Harrawood, manager, Vance Brothers, Inc. Fournier is a freelance writer in the construction industry.

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SECTION E

Schedule of Pricing/Cost

E. Schedule of Pricing/Cost – 20 Points

Company: Strawser Construction Inc.

Unit Price Bid

<u>Line No.</u>	<u>Item No.</u>	<u>Item Description</u>	<u>Unit</u>	<u>Estimated Quantity</u>	<u>Unit Price</u>	<u>Total Price</u>
5	1047051	_Certified Payroll Compliance and Reporting	LSUM	1.00	\$ <u>12,000.00</u>	\$ <u>12,000.00</u>
10	1047051	_General Conditions, Max \$75,000.00	LSUM	1.00	\$ <u>55,000.00</u>	\$ <u>55,000.00</u>
15	1047051	_Project Supervision, Max \$50,000.00	LSUM	1.00	\$ <u>29,000.00</u>	\$ <u>29,000.00</u>
20	1047051	_Resident Notification	LSUM	1.00	\$ <u>24,500.00</u>	\$ <u>24,500.00</u>
25	2080020	Erosion Control, Inlet Protection, Fabric Drop	Ea	250.00	\$ <u>130.00</u>	\$ <u>32,500.00</u>
30	2090001	Project Cleanup	LSUM	1.00	\$ <u>45,000.00</u>	\$ <u>45,000.00</u>
35	4037050	_Dr Structure Cover, Adj, Case 1, Retrofit with Insertion Ring Riser	Ea	75.00	\$ <u>155.00</u>	\$ <u>11,625.00</u>
40	5017001	_Crack Filling with Asphalt Repair Mastic	Ft	295.48	\$ <u>19.00</u>	\$ <u>5,614.12</u>
45	5017011	_Cold Milling HMA Surface, Modified	Syd	1,052.60	\$ <u>310.00</u>	\$ <u>326,306.00</u>
50	5017031	_Hand Patching, Modified, Major Streets	Ton	284.53	\$ <u>1,576.00</u>	\$ <u>448,419.28</u>
55	5017031	_Hand Patching, Modified, Minor (Local) Streets	Ton	401.59	\$ <u>980.00</u>	\$ <u>393,558.20</u>
60	5020003	_Overband Crack Fill, Lane	Lnmi	79.36	\$ <u>4,885.00</u>	\$ <u>387,673.60</u>
65	5047011	_Micro-Surface, Single Course	Syd	288,541.61	\$ <u>4.20</u>	\$ <u>1,211,874.76</u>
70	5057011	_Seal, Single Chip, Modified	Syd	288,541.61	\$ <u>3.35</u>	\$ <u>966,614.39</u>
75	8110049	Pavt Mrkg, Ovly Cold Plastic, Direction Arrow Sym, Bike	Ea	32.00	\$ <u>135.00</u>	\$ <u>4,320.00</u>
80	8110058	Pavt Mrkg, Ovly Cold Plastic, Bike, Small Sym	Ea	32.00	\$ <u>135.00</u>	\$ <u>4,320.00</u>
85	8110079	Pavt Mrkg, Ovly Cold Plastic, Sharrow Symbol	Ea	2.00	\$ <u>220.00</u>	\$ <u>440.00</u>
90	8110153	Pavt Mrkg, Sprayable Thermopl, 4 inch, White	Ft	40,003.00	\$ <u>0.23</u>	\$ <u>9,200.69</u>
95	8110154	Pavt Mrkg, Sprayable Thermopl, 4 inch, Yellow	Ft	57,781.00	\$ <u>0.23</u>	\$ <u>13,289.63</u>

TOTAL THIS PAGE \$ 3,981,255.67

Line No.	Item No.	Item Description	Unit	Estimated Quantity	Unit Price	Total Price
100	8110155	Pavt Mrkg, Sprayable Thermopl, 6 inch, White	Ft	15,218.00	\$ 0.30	\$ 4,565.40
105	8110212	Pavt Mrkg, Thermopl, 12 inch, Cross Hatching, White	Ft	365.00	\$ 5.00	\$ 1,825.00
110	8110213	Pavt Mrkg, Thermopl, 12 inch, Cross Hatching, Yellow	Ft	233.00	\$ 5.00	\$ 1,165.00
115	8110214	Pavt Mrkg, Thermopl, 12 inch, Crosswalk	Ft	7,601.00	\$ 5.00	\$ 38,005.00
120	8110218	Pavt Mrkg, Thermopl, 24 inch, Stop Bar	Ft	2,368.00	\$ 12.00	\$ 28,416.00
125	8110231	Pavt Mrkg, Waterborne, 4 inch, White	Ft	40,003.00	\$ 0.18	\$ 7,200.54
130	8110232	Pavt Mrkg, Waterborne, 4 inch, Yellow	Ft	57,781.00	\$ 0.18	\$ 10,400.58
135	8110233	Pavt Mrkg, Waterborne, 6 inch, White	Ft	15,218.00	\$ 0.27	\$ 4,108.86
140	8110343	Rem Spec Mrkg	Sft	21,478.00	\$ 2.85	\$ 61,212.30
145	8117010	_Pavt Mrkg, Polymer Cement Surface, Bike Lane Green	Syd	67.11	\$ 160.00	\$ 10,737.60
150	8117050	_Pavt Mrkg, Thermopl, Lt Turn Arrow Sym	Ea	160.00	\$ 35.00	\$ 5,600.00
155	8117050	_Pavt Mrkg, Thermopl, Only	Ea	788.00	\$ 35.00	\$ 27,580.00
160	8117050	_Pavt Mrkg, Thermopl, Railroad Sym	Ea	1.00	\$ 345.00	\$ 345.00
165	8117050	_Pavt Mrkg, Thermopl, Rt Turn Arrow Sym	Ea	251.00	\$ 35.00	\$ 8,785.00
170	8117050	_Pavt Mrkg, Thermopl, Thru and Lt Turn Arrow Sym	Ea	3.00	\$ 245.00	\$ 735.00
175	8117050	_Pavt Mrkg, Thermopl, Thru Arrow Sym	Ea	60.00	\$ 25.00	\$ 1,500.00
180	8117050	_Pavt Mrkg, Thermopl, Speed Hump Chevron, White	Ea	18.00	\$ 230.00	\$ 4,140.00
185	8120012	Barricade, Type III, High Intensity, Double Sided, Lighted, Furn	Ea	50.00	\$ 135.00	\$ 6,750.00
190	8120013	Barricade, Type III, High Intensity, Double Sided, Lighted, Oper	Ea	50.00	\$ 1.00	\$ 50.00
195	8120035	Channelizing Device, 42 inch, Fluorescent, Furn	Ea	402.00	\$ 40.00	\$ 16,080.00
200	8120036	Channelizing Device, 42 inch, Fluorescent, Oper	Ea	402.00	\$ 10.00	\$ 4,020.00

TOTAL THIS PAGE \$ 243,221.28

<u>Line No.</u>	<u>Item No.</u>	<u>Item Description</u>	<u>Unit</u>	<u>Estimated Quantity</u>	<u>Unit Price</u>	<u>Total Price</u>
205	8120140	Lighted Arrow, Type C, Furn	Ea	5.00	\$ <u>1,150.00</u>	\$ <u>5,750.00</u>
210	8120141	Lighted Arrow, Type C, Oper	Ea	10.00	\$ <u>10.00</u>	\$ <u>100.00</u>
215	8120210	Pavt Mrkg, Longit, 6 inch or Less Width, Rem	Ft	7,500.00	\$ <u>0.90</u>	\$ <u>6,750.00</u>
220	8120235	Pavt Mrkg, Wet Retrlec, Type NR, Paint, 4 inch, White, Temp	Ft	4,570.00	\$ <u>0.40</u>	\$ <u>1,828.00</u>
225	8120236	Pavt Mrkg, Wet Retrlec, Type NR, Paint, 4 inch, Yellow, Temp	Ft	4,625.00	\$ <u>0.40</u>	\$ <u>1,850.00</u>
230	8120310	Sign Cover	Ea	10.00	\$ <u>80.00</u>	\$ <u>800.00</u>
235	8120330	Sign, Portable, Changeable Message, Furn	Ea	7.00	\$ <u>7,000.00</u>	\$ <u>49,000.00</u>
240	8120331	Sign, Portable, Changeable Message, Oper	Ea	14.00	\$ <u>550.00</u>	\$ <u>7,700.00</u>
245	8120350	Sign, Type B, Temp, Prismatic, Furn	Sft	3,500.00	\$ <u>7.00</u>	\$ <u>24,500.00</u>
250	8120351	Sign, Type B, Temp, Prismatic, Oper	Sft	3,500.00	\$ <u>1.00</u>	\$ <u>3,500.00</u>
255	8120370	Traf Regulator Control	LSUM	1.00	\$ <u>148,000.00</u>	\$ <u>148,000.00</u>
260	8127050	_Pedestrian Type II Barricade, Temp	Ea	20.00	\$ <u>200.00</u>	\$ <u>4,000.00</u>
265	8127050	_Temporary No Parking Sign	Ea	150.00	\$ <u>105.00</u>	\$ <u>15,750.00</u>
270	8127051	_Minor Traffic Control, Max \$125,000.00	LSUM	1.00	\$ <u>83,350.00</u>	\$ <u>83,350.00</u>

TOTAL THIS PAGE \$ 352,878.00

TOTAL FROM PAGE ADDENDUM-2-3 \$ 3,981,255.67

TOTAL FROM PAGE ADDENDUM-2-4 \$ 243,221.28

TOTAL BASE BID \$ 4,577,354.95

SECTION F

Authorized Negotiator



A COLAS COMPANY

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AUTHORIZED NEGOTIATOR

Mike Szymborski	724-321-1907	Mike.Szymborski@strawserinc.com
Amanda Chaffin	614-648-5926	MChaffin@TerryAsphalt.com
Doug Perry	513-551-5213	DPerry@terryasphalt.com
Tim Amling	614-276-5501	TAmling@strawserconst.com

BID TENDERS COMMITTEE
OF THE
BOARD OF DIRECTORS

STATEMENT
April 7, 2022

BID TENDERS: STATE OF MICHIGAN

I, Michael Szymborski, the President and a member of the Bid Tenders Committee of Strawser Construction Inc., do hereby declare that the resolution adopted by the Board of Directors on December 6, 2021 under the caption "Bid Tenders: State of Michigan", as amended by this Bid Tenders Committee in accordance with the authorization of the Board of Directors granted on December 6, 2021, be and it hereby is further amended to restate the names of all persons designated therein, which resolution, as so amended, shall read in its entirety as follows:

"RESOLVED, that the persons designated below, acting as set forth in clause (v) below, be and they hereby are authorized in the name and on behalf of the Corporation, under its corporate seal or otherwise, (i) to prepare proposals and bids for the supplying of construction materials and the performance, within the State of Michigan (but not outside of said state), by itself or in joint venture, of work of whatsoever nature in connection with the construction or paving of highways, roads and airports and in connection with earthwork and civil engineering projects of all kinds, together with all work incidental thereto, (ii) to execute and submit any and all such proposals and bids to any governmental authority, instrumentality or agency of the United States or of the State of Michigan, including without limitation any municipality or other political or corporate sub-division of said state, and to any corporation, partnership, sole proprietorship or other business entity, (iii) in connection with any such submission, to deliver bid deposits as may be required, (iv) to execute and deliver definitive agreements binding the Corporation to perform work in accordance with any proposals and bids authorized hereby and (v) to act in the execution of any such proposals, bids and definitive agreements as follows:

(A) in each case involving an aggregate amount of less than \$500,000, by the signatures of any two persons designated in Groups I, II or III below;

(B) in each case involving an aggregate amount of at least \$500,000, but less than \$2,000,000, by the signatures of any two persons designated in Groups I or II below or by the signature of any one such person together with the signature of any person designated in Group III below;

(C) in each case involving an aggregate amount of at least \$2,000,000, but less than \$5,000,000, by the signatures of any two persons designated in Group I below or by the signature of any one such person together with the signature of any person designated in Groups II or III below; and

(D) in each case involving an aggregate amount of \$5,000,000 or more, by the signatures of any two persons designated in Group I below;

BID TENDERS COMMITTEE STATEMENT - STATE OF MICHIGAN
April 7, 2022

GROUP I

1. Michael Szymborski, President
2. F. Hunter Creech, Treasurer & Assistant Secretary
3. Daniel J. Koeninger, Director


GROUP II

1. Bradley K. Bundenthal
2. Bradley Collins
3. W. Pierre Peltier
4. Timothy W. Amling
5. Douglas C. Perry
6. Amanda Chaffin
7. Andrew Sigafos

GROUP III

1. Jordan Traylinek

RESOLVED FURTHER, that all documents which are required to be submitted by the Corporation for consideration of proposals and bids that are ancillary to the proposals and bids and that do not themselves set forth any financial obligations or commitments of the Corporation shall be deemed exempt from the foregoing limitations on signatory and other authority so that any person named in Groups I through III, inclusive, may execute and deliver such ancillary documents."


Michael Szymborski
President


F. Hunter Creech III
Treasurer

SECTION G

Attachments

ATTACHMENT B
GENERAL DECLARATIONS

City of Ann Arbor
Guy C. Larcom Municipal Building
Ann Arbor, Michigan 48107

Ladies and Gentlemen:

The undersigned, as Bidder, declares that this Bid is made in good faith, without fraud or collusion with any person or persons bidding on the same Contract; that this Bidder has carefully read and examined the bid documents, including City Nondiscrimination requirements and Declaration of Compliance Form, Living Wage requirements and Declaration of Compliance Form, Prevailing Wage requirements and Declaration of Compliance Form, Vendor Conflict of Interest Form, Notice of Pre-Bid Conference, General Information, Bid, Bid Forms, Contract, Bond Forms, General Conditions, Standard Specifications, Detailed Specifications, all Addenda, and the Plans (if applicable) and understands them. The Bidder declares that it conducted a full investigation at the site and of the work proposed and is fully informed as to the nature of the work and the conditions relating to the work's performance. The Bidder also declares that it has extensive experience in successfully completing projects similar to this one.

The Bidder acknowledges that it has not received or relied upon any representations or warrants of any nature whatsoever from the City of Ann Arbor, its agents or employees, and that this Bid is based solely upon the Bidder's own independent business judgment.

The undersigned proposes to perform all work shown on the plans or described in the bid documents, including any addenda issued, and to furnish all necessary machinery, tools, apparatus, and other means of construction to do all the work, furnish all the materials, and complete the work in strict accordance with all terms of the Contract of which this Bid is one part.

In accordance with these bid documents, and Addenda numbered 1,2, the undersigned, as Bidder, proposes to perform at the sites in and/or around Ann Arbor, Michigan, all the work included herein for the amounts set forth in the Bid Forms.

The Bidder declares that it has become fully familiar with the liquidated damage clauses for completion times and for compliance with City Code Chapter 112, understands and agrees that the liquidated damages are for the non-quantifiable aspects of non-compliance and do not cover actual damages that may be shown and agrees that if awarded the Contract, all liquidated damage clauses form part of the Contract.

The Bidder declares that it has become fully familiar with the provisions of Chapter 14, Section 1:320 (Prevailing wages) and Chapter 23 (Living Wage) of the Code of the City of Ann Arbor and that it understands and agrees to comply, to the extent applicable to employees providing services to the City under this Contract, with the wage and reporting requirements stated in the City Code provisions cited. Bidder certifies that the statements contained in the City Prevailing Wage and Living Wage Declaration of Compliance Forms are true and correct. Bidder further agrees that the cited provisions of Chapter 14 and Chapter 23 form a part of this Contract.

The Bidder declares that it has become familiar with the City Conflict of Interest Disclosure Form and certifies that the statement contained therein is true and correct.

The Bidder encloses a certified check or Bid Bond in the amount of 5% of the total of the Bid Price. The Bidder agrees both to contract for the work and to furnish the necessary Bonds and insurance documentation within 10 days after being notified of the acceptance of the Bid.

If this Bid is accepted by the City and the Bidder fails to contract and furnish the required Bonds and insurance documentation within 10 days after being notified of the acceptance of this Bid, then the Bidder shall be considered to have abandoned the Contract and the certified check or Bid Bond accompanying this Bid shall become due and payable to the City.

If the Bidder enters into the Contract in accordance with this Bid, or if this Bid is rejected, then the accompanying check or Bid Bond shall be returned to the Bidder.

In submitting this Bid, it is understood that the right is reserved by the City to accept any Bid, to reject any or all Bids, to waive irregularities and/or informalities in any Bid, and to make the award in any manner the City believes to be in its best interest.

SIGNED THIS 6th DAY OF July, 2022

Strawser Construction Inc.

Bidder's Name

1392 Dublin Rd.

Columbus, Ohio 43215

Official Address

614-276-5501

Telephone Number

Douglas C. Perry

Authorized Signature of Bidder

Douglas C. Perry

(Print Name of Signer Above)

dperry@terryasphalt.com

Email Address for Award Notice

ATTACHMENT C
LEGAL STATUS OF BIDDER

(The bidder shall fill out the appropriate form and strike out the other three.)

Bidder declares that it is:

* A corporation organized and doing business under the laws of the State of Ohio, for whom Douglas C. Perry, bearing the office title of Senior Estimator, whose signature is affixed to this Bid, is authorized to execute contracts.

NOTE: If not incorporated in Michigan, please attach the corporation's Certificate of Authority

• A limited liability company doing business under the laws of the State of _____, whom _____ bearing the title of _____ whose signature is affixed to this proposal, is authorized to execute contract on behalf of the LLC.

* A partnership, organized under the laws of the state of _____ and filed in the county of _____, whose members are (list all members and the street and mailing address of each) (attach separate sheet if necessary):

* An individual, whose signature with address is affixed to this Bid: _____ (initial here)

Authorized Official

Douglas C. Perry Date July 6, 2022

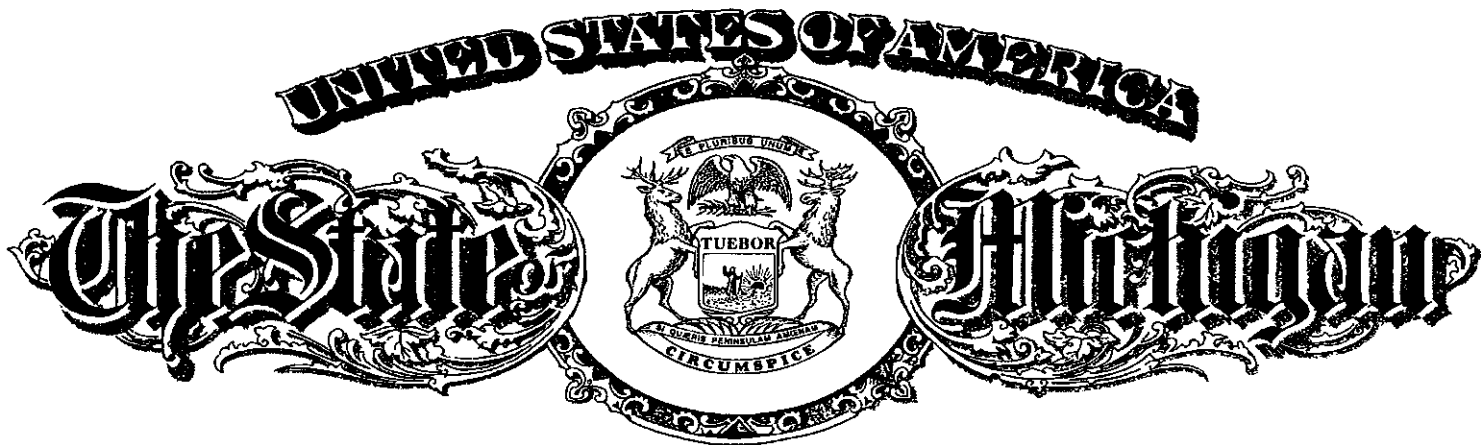
(Print) Name Douglas C. Perry Title Senior Estimator

Company: Strawser Construction Inc.

Address: 1392 Dublin Rd. Columbus, Ohio 43215

Contact Phone (614) 276-5501 Fax (614) 276-0570

Email dperry@terryasphalt.com



Department of Licensing and Regulatory Affairs

Lansing, Michigan

This is to Certify That

STRAWSER CONSTRUCTION INC.

*a(n) Ohio FOREIGN PROFIT CORPORATION,
was validly authorized on June 9 , 2008 to transact business in Michigan, and that said corporation
holds a valid certificate of authority to transact business in this state.*

*This certificate is issued pursuant to the provisions of 1972 PA 284 to attest to the fact that the corporation is
in good standing in Michigan as of this date and is duly authorized to transact in this state any business set
forth in its application which a domestic corporation formed under this act may lawfully conduct.*

*This certificate is in due form, made by me as the proper officer, and is entitled to have full faith and credit
given it in every court and office within the United States.*



Sent by electronic transmission

Certificate Number: 20050968040

*In testimony whereof, I have hereunto set my hand,
in the City of Lansing, this 15th day of May , 2020.*

A handwritten signature in cursive script, reading "Linda Clegg".

Linda Clegg, Interim Director

Corporations, Securities & Commercial Licensing Bureau

ATTACHMENT D
PREVAILING WAGE DECLARATION OF COMPLIANCE

The "wage and employment requirements" of Section 1:320 of Chapter 14 of Title I of the Ann Arbor City Code mandates that the city not enter any contract, understanding or other arrangement for a public improvement for or on behalf of the city unless the contract provides that all craftsmen, mechanics and laborers employed directly on the site in connection with said improvements, including said employees of subcontractors, shall receive the prevailing wage for the corresponding classes of craftsmen, mechanics and laborers, as determined by statistics for the Ann Arbor area compiled by the United States Department of Labor. Where the contract and the Ann Arbor City Code are silent as to definitions of terms required in determining contract compliance with regard to prevailing wages, the definitions provided in the Davis-Bacon Act as amended (40 U.S.C. 278-a to 276-a-7) for the terms shall be used. Further, to the extent that any employees of the contractor providing services under this contract are not part of the class of craftsmen, mechanics and laborers who receive a prevailing wage in conformance with section 1:320 of Chapter 14 of Title I of the Code of the City of Ann Arbor, employees shall be paid a prescribed minimum level of compensation (i.e. Living Wage) for the time those employees perform work on the contract in conformance with section 1:815 of Chapter 23 of Title I of the Code of the City of Ann Arbor.

At the request of the city, any contractor or subcontractor shall provide satisfactory proof of compliance with this provision.

The Contractor agrees:

- (a) To pay each of its employees whose wage level is required to comply with federal, state or local prevailing wage law, for work covered or funded by this contract with the City,
- (b) To require each subcontractor performing work covered or funded by this contract with the City to pay each of its employees the applicable prescribed wage level under the conditions stated in subsection (a) or (b) above.
- (c) To provide to the City payroll records or other documentation within ten (10) business days from the receipt of a request by the City.
- (d) To permit access to work sites to City representatives for the purposes of monitoring compliance, and investigating complaints or non-compliance.

The undersigned states that he/she has the requisite authority to act on behalf of his/her employer in these matters and has offered to provide the services in accordance with the terms of the wage and employment provisions of the Chapter 14 of the Ann Arbor City Code. The undersigned certifies that he/she has read and is familiar with the terms of Section 1:320 of Chapter 14 of the Ann Arbor City Code and by executing this Declaration of Compliance obligates his/her employer and any subcontractor employed by it to perform work on the contract to the wage and employment requirements stated herein. The undersigned further acknowledges and agrees that if it is found to be in violation of the wage and employment requirements of Section 1:320 of the Chapter 14 of the Ann Arbor City Code it shall have been deemed a material breach of the terms of the contract and grounds for termination of same by the City.

Strawser Construction Inc.
Company Name
Douglas C. Perry 7/6/22
Signature of Authorized Representative Date
Douglas C. Perry, Senior Estimator
Print Name and Title
1392 Dublin Rd., Columbus, Ohio 43215
Address, City, State, Zip
614-276-5501 dperry@terryasphalt.com
Phone/Email address

Questions about this form? Contact Procurement Office City of Ann Arbor Phone: 734/794-6500

ATTACHMENT E
LIVING WAGE ORDINANCE DECLARATION OF COMPLIANCE

The Ann Arbor Living Wage Ordinance (Section 1:811-1:821 of Chapter 23 of Title I of the Code) requires that an employer who is (a) a contractor providing services to or for the City for a value greater than \$10,000 for any twelve-month contract term, or (b) a recipient of federal, state, or local grant funding administered by the City for a value greater than \$10,000, or (c) a recipient of financial assistance awarded by the City for a value greater than \$10,000, shall pay its employees a prescribed minimum level of compensation (i.e., Living Wage) for the time those employees perform work on the contract or in connection with the grant or financial assistance. The Living Wage must be paid to these employees for the length of the contract/program.

Companies employing fewer than 5 persons and non-profits employing fewer than 10 persons are exempt from compliance with the Living Wage Ordinance. If this exemption applies to your company/non-profit agency please check here ☐ No. of employees__

The Contractor or Grantee agrees:

- (a) To pay each of its employees whose wage level is not required to comply with federal, state or local prevailing wage law, for work covered or funded by a contract with or grant from the City, no less than the Living Wage. The current Living Wage is defined as \$14.82/hour for those employers that provide employee health care (as defined in the Ordinance at Section 1:815 Sec. 1 (a)), or no less than \$16.52/hour for those employers that do not provide health care. The Contractor or Grantor understands that the Living Wage is adjusted and established annually on April 30 in accordance with the Ordinance and covered employers shall be required to pay the adjusted amount thereafter to be in compliance with Section 1:815(3).

Check the applicable box below which applies to your workforce

- ☐ Employees who are assigned to any covered City contract/grant will be paid at or above the applicable living wage without health benefits
- ☒ Employees who are assigned to any covered City contract/grant will be paid at or above the applicable living wage with health benefits

- (b) To post a notice approved by the City regarding the applicability of the Living Wage Ordinance in every work place or other location in which employees or other persons contracting for employment are working.
- (c) To provide to the City payroll records or other documentation within ten (10) business days from the receipt of a request by the City.
- (d) To permit access to work sites to City representatives for the purposes of monitoring compliance, and investigating complaints or non-compliance.
- (e) To take no action that would reduce the compensation, wages, fringe benefits, or leave available to any employee covered by the Living Wage Ordinance or any person contracted for employment and covered by the Living Wage Ordinance in order to pay the living wage required by the Living Wage Ordinance.

The undersigned states that he/she has the requisite authority to act on behalf of his/her employer in these matters and has offered to provide the services or agrees to accept financial assistance in accordance with the terms of the Living Wage Ordinance. The undersigned certifies that he/she has read and is familiar with the terms of the Living Wage Ordinance, obligates the Employer/Grantee to those terms and acknowledges that if his/her employer is found to be in violation of Ordinance it may be subject to civil penalties and termination of the awarded contract or grant of financial assistance.

Strawser Construction Inc.
Company Name

1392 Dublin Rd.
Street Address

Douglas C. Perry 7/6/2022
Signature of Authorized Representative Date

Columbus, Ohio 43215
City, State, Zip

Douglas C. Perry, Senior Estimator
Print Name and Title

614-276-5501 dperrya@terryasphalt.com
Phone/Email address



ATTACHEMENT G

Vendor Conflict of Interest Disclosure Form

All vendors interested in conducting business with the City of Ann Arbor must complete and return the Vendor Conflict of Interest Disclosure Form in order to be eligible to be awarded a contract. Please note that all vendors are subject to comply with the City of Ann Arbor's conflict of interest policies as stated within the certification section below.

If a vendor has a relationship with a City of Ann Arbor official or employee, an immediate family member of a City of Ann Arbor official or employee, the vendor shall disclose the information required below.

1. No City official or employee or City employee's immediate family member has an ownership interest in vendor's company or is deriving personal financial gain from this contract.
2. No retired or separated City official or employee who has been retired or separated from the City for less than one (1) year has an ownership interest in vendor's Company.
3. No City employee is contemporaneously employed or prospectively to be employed with the vendor.
4. Vendor hereby declares it has not and will not provide gifts or hospitality of any dollar value or any other gratuities to any City employee or elected official to obtain or maintain a contract.
5. Please note any exceptions below:

Conflict of Interest Disclosure*	
Name of City of Ann Arbor employees, elected officials or immediate family members with whom there may be a potential conflict of interest.	() Relationship to employee () Interest in vendor's company () Other (please describe in box below)
None	

*Disclosing a potential conflict of interest does not disqualify vendors. In the event vendors do not disclose potential conflicts of interest and they are detected by the City, vendor will be exempt from doing business with the City.

I certify that this Conflict of Interest Disclosure has been examined by me and that its contents are true and correct to my knowledge and belief and I have the authority to so certify on behalf of the Vendor by my signature below:		
Strawser Construction Inc.		614-276-5501
Vendor Name		Vendor Phone Number
Douglas C. Perry	7/6/2022	Douglas C. Perry
Signature of Vendor Authorized Representative	Date	Printed Name of Vendor Authorized Representative

ATTACHMENT H

DECLARATION OF COMPLIANCE

Non-Discrimination Ordinance

The "non discrimination by city contractors" provision of the City of Ann Arbor Non-Discrimination Ordinance (Ann Arbor City Code Chapter 112, Section 9:158) requires all contractors proposing to do business with the City to treat employees in a manner which provides equal employment opportunity and does not discriminate against any of their employees, any City employee working with them, or any applicant for employment on the basis of actual or perceived age, arrest record, color, disability, educational association, familial status, family responsibilities, gender expression, gender identity, genetic information, height, HIV status, marital status, national origin, political beliefs, race, religion, sex, sexual orientation, source of income, veteran status, victim of domestic violence or stalking, or weight. It also requires that the contractors include a similar provision in all subcontracts that they execute for City work or programs.

In addition the City Non-Discrimination Ordinance requires that all contractors proposing to do business with the City of Ann Arbor must satisfy the contract compliance administrative policy adopted by the City Administrator. A copy of that policy may be obtained from the Purchasing Manager

The Contractor agrees:

- (a) To comply with the terms of the City of Ann Arbor's Non-Discrimination Ordinance and contract compliance administrative policy, including but not limited to an acceptable affirmative action program if applicable.
- (b) To post the City of Ann Arbor's Non-Discrimination Ordinance Notice in every work place or other location in which employees or other persons are contracted to provide services under a contract with the City.
- (c) To provide documentation within the specified time frame in connection with any workforce verification, compliance review or complaint investigation.
- (d) To permit access to employees and work sites to City representatives for the purposes of monitoring compliance, or investigating complaints of non-compliance.

The undersigned states that he/she has the requisite authority to act on behalf of his/her employer in these matters and has offered to provide the services in accordance with the terms of the Ann Arbor Non-Discrimination Ordinance. The undersigned certifies that he/she has read and is familiar with the terms of the Non-Discrimination Ordinance, obligates the Contractor to those terms and acknowledges that if his/her employer is found to be in violation of Ordinance it may be subject to civil penalties and termination of the awarded contract.

Strawser Construction Inc.

Company Name

Douglas C. Perry

Signature of Authorized Representative

7/6/2022

Date

Douglas C. Perry

Print Name and Title

1392 Dublin Rd. Columbus, Ohio 43215

Address, City, State, Zip

614-276-5501 dperry@terryasphalt.com

Phone/Email Address

Questions about the Notice or the City Administrative Policy, Please contact:
Procurement Office of the City of Ann Arbor
(734) 794-6500

Document A310™ – 2010

Conforms with The American Institute of Architects AIA Document 310

Bid Bond

CONTRACTOR:

(Name, legal status and address)

Strawser Construction, Inc.
1392 Dublin Road
Columbus, OH 43215

SURETY:

(Name, legal status and principal place of business)

Liberty Mutual Insurance Company
8044 Montgomery Road, Ste. 150E
Cincinnati, OH 45236

This document has important legal consequences. Consultation with an attorney is encouraged with respect to its completion or modification.

Any singular reference to Contractor, Surety, Owner or other party shall be considered plural where applicable.

OWNER:

(Name, legal status and address)

City of Ann Arbor
301 E. Huron Street
Ann Arbor, MI 48104

BOND AMOUNT: \$ 5%

Five Percent of Amount Bid

PROJECT:

(Name, location or address, and Project number, if any)

Ann Arbor Street Preventative Maintenance 2023; RFP No. 22-37

The Contractor and Surety are bound to the Owner in the amount set forth above, for the payment of which the Contractor and Surety bind themselves, their heirs, executors, administrators, successors and assigns, jointly and severally, as provided herein. The conditions of this Bond are such that if the Owner accepts the bid of the Contractor within the time specified in the bid documents, or within such time period as may be agreed to by the Owner and Contractor, and the Contractor either (1) enters into a contract with the Owner in accordance with the terms of such bid, and gives such bond or bonds as may be specified in the bidding or Contract Documents, with a surety admitted in the jurisdiction of the Project and otherwise acceptable to the Owner, for the faithful performance of such Contract and for the prompt payment of labor and material furnished in the prosecution thereof; or (2) pays to the Owner the difference, not to exceed the amount of this Bond, between the amount specified in said bid and such larger amount for which the Owner may in good faith contract with another party to perform the work covered by said bid, then this obligation shall be null and void, otherwise to remain in full force and effect. The Surety hereby waives any notice of an agreement between the Owner and Contractor to extend the time in which the Owner may accept the bid. Waiver of notice by the Surety shall not apply to any extension exceeding sixty (60) days in the aggregate beyond the time for acceptance of bids specified in the bid documents, and the Owner and Contractor shall obtain the Surety's consent for an extension beyond sixty (60) days.

If this Bond is issued in connection with a subcontractor's bid to a Contractor, the term Contractor in this Bond shall be deemed to be Subcontractor and the term Owner shall be deemed to be Contractor.

When this Bond has been furnished to comply with a statutory or other legal requirement in the location of the Project, any provision in this Bond conflicting with said statutory or legal requirement shall be deemed deleted herefrom and provisions conforming to such statutory or other legal requirement shall be deemed incorporated herein. When so furnished, the intent is that this Bond shall be construed as a statutory bond and not as a common law bond.

Signed and sealed this 6th day of July, 2022


(Witness)

Strawser Construction, Inc.

(Principal)

(Seal)

By:

(Title)

Senior Estimator

Liberty Mutual Insurance Company

(Surety)

(Seal)

By:

(Title) Paula M. Eby

Attorney-in-Fact



This Power of Attorney limits the acts of those named herein, and they have no authority to bind the Company except in the manner and to the extent herein stated. Not valid for mortgage, note, loan, letter of credit, bank deposit, currency rate, interest rate or residual value guarantees. For bond and/or Power of Attorney (POA) verification inquiries, please call 610-832-8240 or email HOSUR@libertymutual.com.



**Liberty
Mutual.**
SURETY

Liberty Mutual Insurance Company
The Ohio Casualty Insurance Company
West American Insurance Company

POWER OF ATTORNEY

KNOWN ALL PERSONS BY THESE PRESENTS: That The Ohio Casualty Insurance Company is a corporation duly organized under the laws of the State of New Hampshire, that Liberty Mutual Insurance Company is a corporation duly organized under the laws of the State of Massachusetts, and West American Insurance Company is a corporation duly organized under the laws of the State of Indiana (herein collectively called the "Companies"), pursuant to and by authority herein set forth, does hereby name, constitute and appoint Paula M. Eby of the city of Columbus, state of OH, its true and lawful attorney-in-fact, with full power and authority hereby conferred to sign, execute and acknowledge the following surety bond:

Principal Name: Strawser Construction, Inc.

Obligee Name: City of Ann Arbor

Surety Bond Number: Bid Bond

Bond Amount: See Bond Form

IN WITNESS WHEREOF, this Power of Attorney has been subscribed by an authorized officer or official of the Companies and the corporate seals of the Companies have been affixed thereto this 12th day of March, 2021.



The Ohio Casualty Insurance Company
Liberty Mutual Insurance Company
West American Insurance Company

By: David M. Carey

David M. Carey, Assistant Secretary

STATE OF PENNSYLVANIA
COUNTY OF MONTGOMERY

ss

On this 12th day of March, 2021, before me personally appeared David M. Carey, who acknowledged himself to be the Assistant Secretary of Liberty Mutual Insurance Company, The Ohio Casualty Company, and West American Insurance Company, and that he, as such, being authorized so to do, execute the foregoing instrument for the purposes therein contained by signing on behalf of the corporations by himself as a duly authorized officer.

IN WITNESS WHEREOF, I have hereunto subscribed my name and affixed my notarial seal at Kind of Prussia, Pennsylvania, on the day and year first above written.



Commonwealth of Pennsylvania - Notary Seal
Teresa Pastella, Notary Public
Montgomery County
My commission expires March 28, 2025
Commission number 1126044
Member, Pennsylvania Association of Notaries

By: Teresa Pastella

Teresa Pastella, Notary Public

This Power of Attorney is made and executed pursuant to and by authority of the following By-laws and Authorizations of Liberty Mutual Insurance Company, The Ohio Casualty Insurance Company, and West American Insurance Company which resolutions are now in full force and effect reading as follows:

ARTICLE IV - OFFICERS - Section 12. Power of Attorney. Any officer or other official of the Corporation authorized for that purpose in writing by the Chairman or the President, and subject to such limitation as the Chairman or the President may prescribe, shall appoint such attorneys-in-fact, as may be necessary to act in behalf of the Corporation to make, execute, seal, acknowledge and deliver as surety any and all undertakings, bonds, recognizances and other surety obligations. Such attorneys-in-fact, subject to the limitations set forth in their respective powers of attorney, shall have full power to bind the Corporation by their signature and execution of any such instruments and to attach thereto the seal of the Corporation. When so executed, such instruments shall be as binding as if signed by the President and attested to by the Secretary. Any power or authority granted to any representative or attorney-in-fact under the provisions of this article may be revoked at any time by the Board, the Chairman, the President or by the officer or officers granting such power or authority.

ARTICLE XIII - Execution of Contracts - SECTION 5. Surety Bonds and Undertakings. Any officer of the Company authorized for that purpose in writing by the chairman or the president, and subject to such limitations as the chairman or the president may prescribe, shall appoint such attorneys-in-fact, as may be necessary to act in behalf of the Company to make, execute, seal, acknowledge and deliver as surety any and all undertakings, bonds, recognizances and other surety obligations. Such attorneys-in-fact subject to the limitations set forth in their respective powers of attorney, shall have full power to bind the Company by their signature and execution of any such instruments and to attach thereto the seal of the Company. When so executed such instruments shall be as binding as if signed by the president and attested by the secretary.

Certificate of Designation - The President of the Company, acting pursuant to the Bylaws of the Company, authorizes David M. Carey, Assistant Secretary to appoint such attorneys-in-fact as may be necessary to act on behalf of the Company to make, execute, seal, acknowledge and deliver as surety any and all undertakings, bonds, recognizances and other surety obligations.

Authorization - By unanimous consent of the Company's Board of Directors, the Company consents that facsimile or mechanically reproduced signature of any assistant secretary of the Company, wherever appearing upon a certified copy of any power of attorney issued by the Company in connection with surety bonds, shall be valid and binding upon the Company with the same force and effect as though manually affixed.

I, Renee C. Llewellyn, the undersigned Assistant Secretary, of Liberty Mutual Insurance Company, The Ohio Casualty Insurance Company, and West American Insurance Company do hereby certify that this power of attorney executed by said Companies is in full force and effect and has not been revoked.

IN TESTIMONY WHEREOF, I have hereunto set my hand and affixed the seals of said Companies this 6th day of July, 2022.



By: Renee C. Llewellyn

Renee C. Llewellyn, Assistant Secretary