ORIGINAL

PROPOSAL RESPONSE COVER SHEET

PUEBLO CONSERVANCY DISTRICT

REQUEST FOR QUALIFICATIONS

Project No. 12-008-03

Arkansas River Levee Lowering
and
Wildhorse Creek Levee Reconstruction

Construction Services

The undersigned, having carefully read and considered the Request for Qualifications (RFQ) for the above referenced Project, does hereby offer to perform such services on behalf of the Pueblo Conservancy District in the manner described and subject to the terms and conditions set forth in the attached RFQ.

In submitting this Statement of Qualifications (SOQ), it is understood that the Pueblo Conservancy District reserves the right to reject any and all SOQs, and to waive any informalities in SOQs as submitted. Firms submitting SOQs acknowledge that they are qualified in this area of work and have experienced personnel able to provide the required construction services. The District may request additional information substantiating the indicated requirements. Failure to provide this information may result in a prospective Contractor's SOQ being declared non-responsive. It is the prospective Contractor's responsibility to verify if any addenda were issued prior to submission of their proposal/SOQ.

Contractor acknowledges and accepts that all components of and responses to this RFQ will be included and become a part of the final Contract by reference.

The undersigned further states that this Statement of Qualifications is made in good faith and is not founded on, or in consequence of, any collusion, agreement, or understanding between themselves or any other interested party.

(All contact information must be filled out and form submitted with SOQ)

PROPOSER (full lawful name of firm): Kirkland Construction, , L.L.L.P.

Name of Person with Authority to Bind Proposer: James H. Kirkland

BY (Title of Person with Authority to Bind Proposer): General Partner

ADDRESS (Office & PO Box): 2101 Main Street, Rye, CO 81069

PO Box 731, Rye, CO 81069

OFFICE PHONE 719-489-3385 CELL PHONE 719-250-2357 FAX 719-489-2268

EMAIL bids@kirklandconstruction.us WEBSITE kirklandconstruction.us

KIRKLAND CONSTRUCTION

Main Office: 2101 Main Street POB 580, Rye, Colorado 81069 PH: 719-489-3385 FX: 719-489-2268

Shop: 4595 Graneros Road, Colorado City, CO 81019 PH: 719-676-3011 FX: 719-676-3010

EQUAL OPPORTUNITY EMPLOYER AND CONTRACTOR

January 22, 2016

Project: 12-008-03
Arkansas River Levee Lowering and Wildhorse Creek Levee Reconstruction

Pueblo Conservancy District
c/o Northstar Engineering and Surveying
111 East 5[111] Street
Pueblo, Colorado 81003

STATEMENT OF QUALIFICATION

To whom it concerns:

Kirkland Construction, LLLP has been serving the infrastructure needs of Southern Colorado since 1964. We are based out of Rye Colorado and maintain a strong presence in the Pueblo area. Our information is below:

Contractor:

Kirkland Construction, LLLP
PO Box 580
2101 Main Street
Rye, Colorado 81069

Phone: 719-489-3385
Fax: 719-489-2268

Contacts:

Baxter Kirkland - 719-489-3385
Executive Operations Manager

Ronda Neumeister - 719-489-3385
Executive Business Manager

Leonard Read – 719-489-3385
Area Manager

bids@kirklandconstruction.us

We are a Heavy/Civil, General Engineering Contractor that has a 50 year history of completed projects in Colorado, New Mexico, Wyoming, Texas, Hawaii, and the US Virgin Islands. We are capable of completing projects up to $40 Million and have a broad base of experience within our team.

Kirkland Construction is confident that we are the best choice to deliver the Arkansas River Levee Improvement Project to the District.

James H. Kirkland
General Partner

KIRKLAND
CONSTRUCTION

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EQUAL OPPORTUNITY EMPLOYER AND CONTRACTOR

Subcontractors

At the time this proposal is being written it is uncertain which, if any, subcontractors will utilized on this project. Until the bidding process is complete and the subcontract quotes are analyzed it is impossible to say which subcontractors might be used. Once the bidding is complete and all of the quotes have been analyzed it will be possible to disclose which subcontractors, if any, will be used on the project. At that time the qualifications of any subcontractors chosen will be transmitted.

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Arizona: 8255 E Raintree, Ste. 100 Scottsdale, Arizona 85260 PH: 480-634-8168 FX: 480-621-8511

EQUAL OPPORTUNITY EMPLOYER AND CONTRACTOR

Past Performance, Qualification, and Experience of the Project Team

Kirkland Construction will be the prime contractor on the project and will self-perform a majority of the work. Subcontractors may be utilized for the following:

- Erosion Control Facilities
- Survey
- Quality Control
- Re-vegetation (Seeding)
- Concrete

Evaluation criteria for subcontractors include, Economic Status, Overall Value, Experience, and Available Resources.

This project includes clearing, environmental, earthwork, removals, concrete, diversion and care of water, rip rap, and seeding. The following recently completed projects demonstrate our ability to successfully perform those activities:

Rio Grande Levee, San Acacia – Socorro, New Mexico
United States Army Corp of Engineers
Jacob Chavez Project Engineer -505-453-7859

- Project Name: W912PP-14-C-0039,Rio Grande Floodway San Acacia Phase I and II Construction Levee Replacement
- Location: Rio Grande River, Socorro, New Mexico
- Award: September 29, 2014
- Technical Description: Under this firm fixed price contract includes the complete removal of the existing levee and spoil bank, and replacement with an engineered levee for an approximate project length of 6.0 miles south starting at the north Socorro Diversion in Socorro County, NM. The engineered levee was constructed using satisfactory material from the removal of the existing levee and spoil bank. Ancillary work to construction of the engineered levee included clearing and grubbing, inspection trench excavation and backfill, a soil bentonite low permeability cutoff wall, a levee subdrainage system, seeding of levee slopes and adjacent disturbed areas, jetty jack demolition and reconstruction, dumped riprap, and articulated concrete block revetment at the end of the project. The project also included the demolition of an abandoned 230 x 25 feet timber bridge in the north Socorro diversion channel, survey monument reconstruction, and bollard and cable system construction with a parking area adjoining the levee. All permanent work was done free from water, therefore a diversion and dewatering plan was required for USACE approval that shows the methods for dewatering and details of temporary protection of the work using earth berms, cofferdams, or another method proposed by Kirkland.

- Cost Performance:
    - Basic Contract--$17,424,355.00
    - Total Modification--$362,444.67
    - Actual Total --$17,424,355.67

  (Additional concrete removal was discovered outside of the original scope of the contract at no fault to the Kirkland and therefore increased the scope of the project.)
- Schedule Performance:
    - Original Completion-- July 2016
    - 72% Complete
    - Anticipated Completion--May, 2016

- Significant Quantities: Excavation (746,500 cy), Engineered Fill (466,700cy), Soil Bentonite Backfill Trench (23,200cy), Required Waste Fill (120,000cy)Articulating Concrete Block Revetments (144,000sf), Rip Rap (18,000cy), Filter Drain Material (89,270cy)

- Complied with all laws and regulations with no claims
- Safety History is attached in 4D&E
- Coordinated Work: United States Army Corp of Engineers, Middle Rio Grande Development Council, Bureau of Reclamation, City of Socorro.
- Additional Info: The work described required coordination between Kirkland and the utility companies in conducting their respective operations as necessary to complete the utility work with minimum delay to the project. Project is anticipated to be complete ahead of schedule with no claims. Kirkland worked on site every day with the owner in a copacetic manner. During price proposal negotiations all parties were able to leave knowing they were treated fairly. Kirkland is a big promoter of Partnering with the owners and has successfully in this history had no claims, which has allowed for the resolution to occur within the project team. Any conflicts and changes needed no outside party intervention.
  Similar Work: Excavation, Embankment, Bank Protection, Drainage Adjacent to a Navigable Waterway, Seeding, Erosion Control, Removals, and Concrete.

US 36 Emergency Reconstruction, Phase II – Boulder, Colorado
Colorado Department of Transportation
Chris Boespflug, Resident Engineer – 303-546-5660

- Project Name: ER 0361-113 US 36 PHASE 2 MP 7.7 TO 18.8
- Location: Boulder/Larimer County Adjacent to the North St Vrain Creek
- Award: July 14, 2014
- Technical Description: Permanent Flood Repairs, Removals, Drainage, Embankment and Bank Protection adjacent to a navigable waterway, seeding, and erosion control.
- Cost Performance:
    - Basic Contract Total --$4,965,819.50
    - Total Modifications-- $2,341,597.50
    - Actual--$7,307,417 .00
      (Due to the Emergency nature of this contract, safety repairs to a slide outside the original scope of the contract were needed. This increased the overall project scope at no fault to Kirkland.)
- Schedule Performance:
    - Original Contract Completion-- September 2014
    - Revised Contract Completion-- September 2015
      (Due to the Emergency nature of this contract, safety repairs to a slide outside the original scope of the contract were needed. This increased the overall project schedule at no fault to Kirkland.)
- Liquidated Damages: Non Assessed
- Safety History is attached in 4D&E
- Complied with all laws and regulations with no claims
- Significant Quantities: Excavation /Embankment (20,000cy), Aggregate Base (4,500cy), Reinforced Concrete Pipe (650LF) Silt Fence (5,000LF), Erosion Logs (2,000LF)
- Utilities: CDOT, Central Federal Lands, Estes Park Light and Power, Poudre Valley Electric Assoc. , Century Link, Pinewood Springs Water District, Xcel Energy Gas, Xcel Energy Electric, Longmont Storm and Sanitation, City of Longmont Traffics/Fiber, City of Longmont Electric, Town of Lyons Water, Town of Lyons Sanitation, Town of Lyons Electric.
- Additional Info: The work described required coordination between the Kirkland and the utility companies in conducting their respective operations as necessary to complete the utility work with minimum delay to the project. Project completed on time with no claims. Kirkland worked on site every day with the owner in a copacetic manner. During price proposal negotiations all parties were able to leave knowing they were treated fairly. Kirkland is a big promoter of Partnering with the owners and has successfully in this history had no claims which has allowed for the resolution to occur within the project team. Any conflicts and changes needed no outside party intervention.
  Similar Work: Excavation, Embankment, Bank Protection, Drainage Adjacent to a Navigable Waterway, Seeding, Erosion Control, Removals, Concrete, and Traffic Control.

Longmont Dam –
Boulder County Transportation Department
Bill Eiliasen 303-682-6709
Engineering Construction Supervisor

- Project Name: RD-080-000 Longmont Dam Road Winter Road Flood Repairs
- Location: Boulder County CO Adjacent to the North St. Vrain Creek
- Awarded: January 7, 2014 May 5, 2014
- Technical Description: This project consists of repairing flood damaged roads in Boulder County. Prior to September 12, 2013 Longmont Dam Road (CR 80) was a gravel surface roadway approximately 18' to 24' wide in the Boulder County foothills with the North St. Vrain Creek running along one side for much of its length. With a flooding event many sections of the roadway were washed away. Boulder County desired to repair the flood damaged roadway by constructing an all-weather emergency access road to safely carry traffic throughout the winter months. Work consisted of constructing an 18' to 20' wide gravel roadway including embankment, construct culverts, and construction signing. The project area was approximately 1.56 miles in length, and is divided into eastern and western segments separated by a relatively undamaged center portion segment of roadway. The roadway remained open to emergency and local construction traffic with a minimum of one lane (minimum 10 feet wide) of supervised traffic in work areas during working hours.
- Significant Quantities: Boulder Slope Protection (11,500cy), Embankment (30,000cy), Aggregate Base (4,000cy)
- Cost Performance:
    - Basic Contract Total-- $2,578,951.00
    - Modifications--$163,808 .00
    - Actual Total --$2,742,759.00
      (Due the Emergency Nature of this project additional safety repairs were required at no fault to the Kirkland increasing the scope.)
- Schedule Performance:
    - Original Contract Completion Date --May 2014
    - Actual Contract Completion --May 2014
- Liquidated Damages: Non Assessed
- Safety History is attached in 4D&E
- Complied with all laws and regulations with no claims
- Coordinated Work With Outside Agencies: Boulder County, Longmont Storm and Sanitation, City of Longmont Traffics/Fiber, City of Longmont Electric, Town of Lyons Water, Town of Lyons Sanitation, Town of Lyons Electric.
- Additional Info: The work described required coordination between the Kirkland and the utility companies in conducting their respective operations as necessary to complete the utility work with minimum delay to the project. Project completed ahead of schedule with no claims. Kirkland worked on site every day with the owner in a copacetic manner. During price proposal negotiations all parties were able to leave knowing they were treated fairly. Kirkland is a big promoter of partnering with the owners and has successfully in this history had no claims which has allowed for the resolution to occur within the project team. Any conflicts and changes needed no outside party intervention.

  Similar Work: Excavation, Embankment, Bank Protection, Drainage Adjacent to a Navigable Waterway, Seeding, Erosion Control, Removals, Concrete and Traffic Control.

Tarryall Creek Road – Park County, Colorado
Federal Highway Administration
Curtis Scott – 720-963-3558

- Project Name: CO PFH 81-1(4), Tarryall Creek Road DTFH68-13-C-00004
- Location: Tarryall Creek Road Park County, CO Adjacent to the Tarryall Creek
- Awarded: December 18, 2012
- Technical Description: This project is the fourth phase of construction on the Tarryall Creek Road. This segment of the construction is located in the middle of the route, starting southeast of Tarryall Reservoir, and extending to the southeast 7.70 to 9.17 miles. The project was a full reconstruction and widening of the existing roadway.
- Cost Performance:
    - Basic Contract Total --$8,772,541.50
    - Modification Total --($203,632.42)
    - Actual Total-- $8,568,909.08
- Schedule Performance:
    - Original Contract Completion Date --Oct 2013
    - Actual Contract Completion-- OCT 2013
- Significant Quantities: excavation and embankment (150,0000cy), rockery wall(s) , Rip Rap (1,100cy), aggregate base (63,000Tons), superpave pavement (24,000Tons), Placing Conserved Topsoil (250,000sy) and drainage improvements (3,200LF of Culvert pipe) concrete curb and gutter (3,800LF), rolled erosion product (40,000sy), sediment logs (30,400LF).
- Kirkland complied with all laws and regulations and had no claims
- Liquidated Damages: Non Assessed
- Safety History is attached in 4D&E
- Coordinated Work With Outside Agencies: Central Federal Lands, Century Link, Intermountain Rural Electric, Quest Local Network, Park County Road & Bridge.
- Additional Info: The work described required coordination between the Kirkland and the utility companies in conducting their respective operations as necessary to complete the utility work with minimum delay to the project. Project completed on time and under budget with no claims. Kirkland is a big promoter of Partnering with the owners and has successfully in this history had no claims which has allowed for the resolution to occur within the project team. Any conflicts and changes needed no outside party intervention. Kirkland worked on site every day with the owner in a copacetic manner. During price proposal negotiations all parties were able to leave knowing they were treated fairly.

- **Saddle Road - Hawaii**
- Project Name: Saddle Road , FHWA Project Number: DTFH68-11-C-00031, with a Contract Title of HI A-AD 6(6), Saddle Road-West Side
- Location: Pohakuloa Training Area – Hawaii, USA
- Awarded: October 2012
- Technical Description: Constructed 9 miles of new roadway across the Pohakuloa Training Area to provide better access for the travelling public across the Big Island. Work consisted of approximately 1.3 million cubic yards of hard rock excavation, 150,000 cubic yards of volcanic ash excavation, 60,000 linear feet of silt fencing, 12,000 LF of erosion logs, and 20 acres of hydro mulching.
- Cost Performance:
    - Original Contract: $33,772,860.00
    - Final Contract: $32,153,362.00
- Schedule Performance:
    - Contract Completion: May 2013
    - Actual Completion: October 2012 (Completed 7 months ahead of schedule)
- Liquidated Damages: Non Assessed
- Safety History is attached in 4D&E
- This project location is under the jurisdiction of the Department of Army and the State of Hawaii Department of Land and Natural Resources.
- Additional Info: The work described required coordination between the Kirkland and the utility companies in conducting their respective operations as necessary to complete the utility work with minimum delay to the project. Project completed ahead of schedule and under budget with no claims. Kirkland worked on site every day with the owner in a copacetic manner. During price proposal negotiations all parties were able to leave knowing they were treated fairly. Kirkland is a big promoter of Partnering with the owners and has successfully in this history had no claims which has allowed for the resolution to occur within the project team. Any conflicts and changes needed no outside party intervention. Similar Work: Excavation, Embankment, Bank Protection, Drainage Adjacent to a Navigable waterway, Seeding, Erosion Control, Removals, Concrete and Traffic Control.

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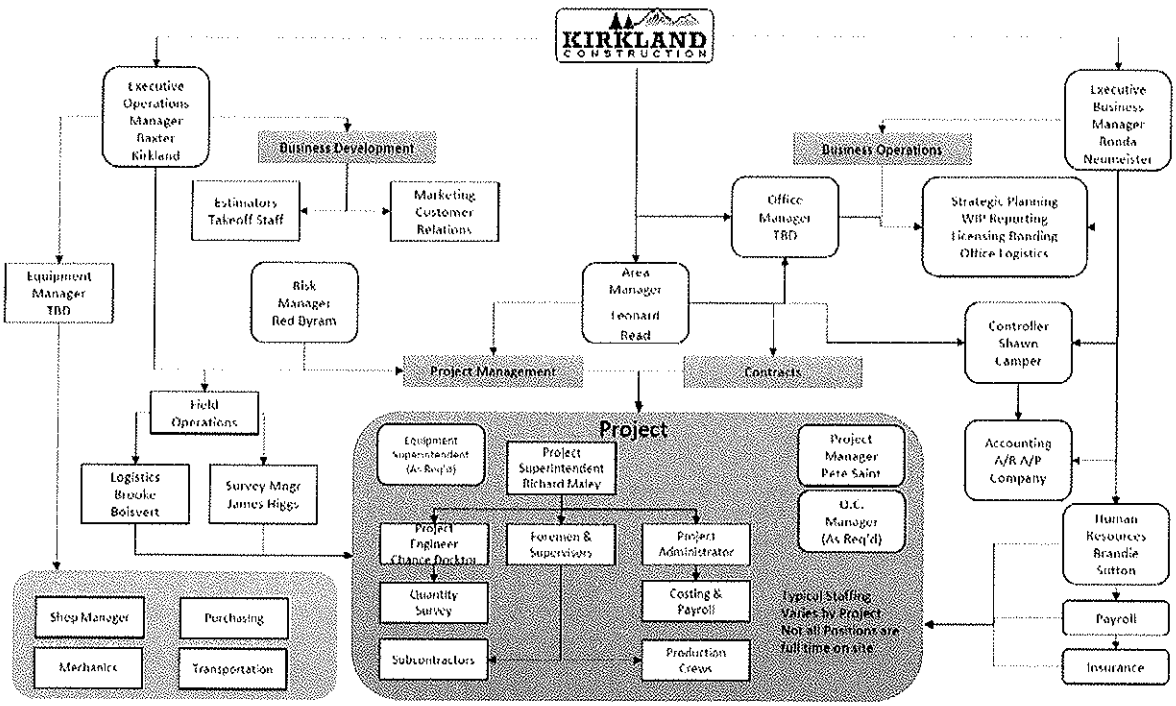
KEY PERSONNEL

NAME	TITLE	EXPERIENCE (Construction)
James H. Kirkland	General Partner	50 Years
Baxter W. Kirkland	Exec. Operation s Manager	27 Years
Leonard Read	Area Manager	35 Years
Theron "Red "Byram	Risk Manager	40 Years
Joe Provost	General Superintendent	25 Years
Richard Maley	Project Superintendent	35 Years
Pete Saint	Project Engineer	13 Years
James Higgs	Survey Manager	15 Years

ORGANIZATION CHART



JAMES H. KIRKLAND

Kirkland Construction **January 1964 thru Present**
GENERAL PARTNER

- Started Kirkland Construction, LLLP that is now a $30 million annual company.
- Developed a multi-facetted organization that is vertically integrated in the heavy highway construction business.
- Developed an organization that is a premier excavation contractor in the United States and US Territories.
- Manages an organization that has over 200 employees.
- Successfully completed highway construction projects in excess of $20 million.
- Completed over $300 million in highway and excavation contracts for different federal and state organizations in his career.

Organizations

Colorado Asphalt Paving Association (CAPA)
Association of General Contractors (AGC)
Pueblo Chamber of Commerce

Previous projects:

Army Corp San Acacia Levee	$17,434,335	Jacob Chavez	505-453-7859
CDOT SH9 Kremmling	$41,761,463	Justin Kuhn	970-826-3443
CDOT US36 Lyons	$4,965,819	Chris Boespflug	303-546-5676
Boulder Cnty Longmont Dam	$2,578,951	Kristine Obendorf	303-441-3900
WYDOT US287 Stateline	$17,895,523	Larry Geldien	307-745-2113
RRCTX- Stoeltje Mine Recl.	$5,768,995	Tom Morgan	512-463-7680
Tarryall Creek Road	$ 8,772,541.50	Micha Leadford	720-963-3498
Saddle Road West Side	$33,764,610.00	Bob Bowden	720-963-3595
New Mexico DOT – Capulin	$23,959,379.00	Johnny Chavez	575-445-9553
Christiansted Bypass	$17,280,000.00	Bradley Blevins	340-713-1584
Chapin Mesa/Wetherill Mesa Roads	$14,449,357.00	Barbara Quintana	970-529-4069
Site Prep-Pueblo Chemical Depot	$7,600,000.00	Mark Hunter	719-549-4773
Northwest Passage- PCD	$6,981,792.00	Mark Hunter	719-549-4773
Mesa Verde Entrance Road	$5,510,000.00	Kevin Black	720-963-3409
New Mexico DOT Grenville	$4,171,000.00	Claude Wylie	505-247-9336
New Mexico DOT Chimayo	$6,360,000.00	Diego Gomez	505-455-9026
Archuleta County Airport	$10,580,000.00	Tom Cobb	303-843-2944
New Mexico DOT Bingham	$3,770,000.00	Ray Barela	505-835-8930
Montrose Airport	$2,000,000.00	Tom Cobb	303-843-2944
Roswell Landfill	$2,500,000.00	Larry Coons	505-294-7227
Pueblo Chemical Depot Access Road	$3,200,000.00	Brad Hix	719-596-8114
CDOT Almont	$6,158,000.00	Daryl Carlson	970-249-5285
CDOT Lamar Bridges	$3,800,000.00	Paul Westhoff	719-829-4091

CDOT Troy Ave.	$2,300,000.00	Scott Brace	719-546-5441
DOT Highway 115	$6,000,000.00	Robert Burch	719-634-2324
CDOT Granada	$2,400,000.00	Tom Bronniman	719-336-3228
McComb Landfill-City of El Paso	$1,840,000.00	Julian Rodriguez	915-541-4263
CDOT McKenzie Junction	$1,800,000.00	Rafael Sosa Ortiz	719-546-5441
Raton-Crew Field Airport	$500,000.00	Dumas Slade	505-247-0294
CDOT – Highway50/Pueblo	$13,000,000.00	Rod Abbott	719-546-5441
Colorado Springs Airport	$7,000,000.00	Jim Fluhr	303-948-4650
TXDOT Potter County	$1,200,000.00	Raymond Chow	806-944-5200
CDOT Pueblo Blvd.	$1,800,000.00	Dean Sandoval	719-546-5440
Pueblo Memorial Airport	$500,000.00	Gene Murphy	303-843-2200
CDOT-Wolf Creek Pass	$3,355,000.00	John Schneider	719-589-4251
Colorado Spring Airport, 1998	$4,200,000.00	Gene Murphy	303-843-2200
CDOT-State Highway 47	$3,500,000.00	Tom Wrona	719-546-5438

BAXTER W. KIRKLAND

Kirkland Construction, **January 1994 thru Present**
OPERATIONS MANAGER

- Managed Kirkland Construction operations that now produce $30 million annually.
- Developed a multi-faceted organization that is vertically integrated in the heavy highway construction business.
- Manages the operations of a premier excavation contractor in Colorado.
- Manages the operations of an organization that has over 200 employees.
- Successfully completed highway construction projects in excess of $20 million.
- Completed over $200 million in highway and excavation contracts for different federal and state organizations in his career.

Education/Certification

- OSHA 32 Hour Construction Safety Training
- First Aid Training / CPR Training

Organizations

- Colorado Asphalt Paving Association (CAPA)
- Association of General Contractors (AGC)
- Associated Contractors of New Mexico
- Colorado Contractors Association
- Pueblo Chamber of Commerce
- Greenhorn Valley Chamber of Commerce

Major Construction Projects Completed

- **US Army Corp of Engineer- Rio Grande Floodway, San Acacia Phase 1 & 2 Levee.** Reconstruction of 3 miles of Rio Grande Levee in Soccorro, New Mexico – Consists of Excavation, Embankment, Drainage System, Drainage Culverts, Concrete Revetment, Rip Rap, and Bentonite Slurry Wall.

- **Colorado Department of Transportation- SH9 Wildlife and Safety Improvements-** 10.6 Mile Highway Improvement Project in Grand and Summit Counties, Colorado. Work includes New Precast Animal Overpass and Underpass Structures, Drainage

Culverts, Precast Box Culverts, Excavation, Embankment, Aggregate Base, Asphaltic Concrete Pavement, Striping and Signage.

- **Waste Management Colorado Springs Landfill Phase 1 MOD 4-** Construction of New Landfill Cell including Excavation, Clay Liner, Leachate Collection Piping, and new HDPE Water Storage Reservoir

- **Boulder County- James Canyon Drive Minor Resurface-** Resurfacing of roadway including Embankment, Asphalt Paving, Rip Rap, and Drainage Culverts.

- **Boulder County- Pinebrook Hills Road Repair-** Emergency Repair of Roadways in boulder County Colorado. Embankment, Retaining Wall Construction, Culvert Installation, Temporary Shoring, Asphalt Paving and Signage.

- **Colorado Department of Transportation- US 36 reconstruction.** Emergency Reconstruction of US 36 North of Lyons, Colorado. Embankment, Rip Rap, Asphalt Paving, Culvert Installation, Fencing, Soil Anchors, Rock Bolts.

- **Boulder County- Longmont Dam-** Emergency repair of Longmont Dam in Boulder County, Colorado. Embankment, Rip Rap and Culvert Installation

- **Wyoming Department of Transportation- US287 Colorado State Line to Laramie-** Project includes Roadway Excavation, Drainage Culverts, Crushed Base, Asphalt Paving, Wetland Construction, Seeding and signage.

- **Railroad Commission Texas- Stoeltje Abandon Mine Land Reclamation-** Project Includes Topsoiling, 2.7 million CY of Excavation, Dewatering, grading, articulated concrete block channel.

- **Central Federal Land Highway Division- Tarryall Creek Road.** Project included Roadway Excavation, Aggregate base, Asphalt Superpave, Culver Pipe, Concrete Box Culvert, Rip Rap, Rockery, Fence, Seeding, Erosion Control, Traffic Control

- **Central Federal Lands Highway Division - Hawaii Saddle Road**
  Project included Roadway Excavation (approx 1,200,000 cy); Blasting; Embankment (approx 1,200,000 cy); Riprap; Culvert Pipe;

- **City of Pueblo** - Pueblo Memorial Airport Project included Unclassified Excavation, Rock Excavation, Aggregate Base Course, RCP Pipe, Concrete Channel, Seeding, Electrical

- **New Mexico Department of Transportation** - G4024A - TO Ranch Project included excavation, borrow, rock excavation, base course asphalt, cold milling, concrete structures, bridges(4), pipe, riprap, guardrail, fence, seeding, signing, and striping

- **Acomita, New Mexico- New Mexico Department of Transportation**
  Built Interstate Interchange including roadway excavation, borrow, aggregate base course, cold milling, asphalt paving, bridge, pipe, building overpass, multiple roundabouts, mse wall, seeding, fencing, striping, signing, and electrical.

- **Christiansted Bypass, St. Croix USVI – Eastern Federal Highway**
  Over saw construction of a $17,280,000 bypass. Inter faced daily with owners representative and Quality Control. This project consisted of 200,000 cubic yards of rock excavation, 80,000 cubic yards of unclassified excavation, 58 tie back anchors, 5,500 of rock fall netting. This project largest excavation is 110 feet high, with very steep slopes. It had sensitive environmental issues and dust monitoring. The majority of the rock was blasted with nearby housing and businesses with continuous vibration monitoring, and pre-blast survey.

- **Pagosa Springs Airport, Pagosa Springs, CO—Archuleta County**
  This project consists of constructing a parallel taxi way at an active open airport. This project consisted of heavy excavation, rock excavating, surveying, storm water management and management of four subcontractors.

- **Pueblo Chemical Depot Site Prep. & Storm Drainage System Bechtel National, Inc.**
  This project owner was the Corp of Engineers. It consisted of 80 acres over lot grading including excavation, structural embankment for seven large buildings and plant foundation, underground sewer installation, rip rap lined ditch. Project manager duties included daily plan of the day meetings, updated resource loaded Primavera progress schedule, holding weekly progress review meetings, prepatory meetings, and schedule coordination meetings, preparing submittals and RFI's. Also worked in coordination with Project Safety Coordinator to ensure "Zero" accident safety culture, assisted is preparation of the accident prevention plan and all AHA's and start cards.

Leonard H. Read

EDUCATION

2012 Maricopa County Dust Control Coordinator

2004 Certified professional in Erosion and Sediment Control (CPESC)

1991-1994 **Master of Science Degree in Construction**
Del E. Webb School of Construction
College of Engineering and Applied Sciences
Arizona State University

1976-1980 **Bachelor of Science Degree in Construction**
College of Engineering and Applied Sciences
Arizona State University

PROFESSIONAL EXPERIENCE:

March 2013 – Current **AREA MANAGER**

Kirkland Construction, LLLP, Rye, Colorado

Current Projects –

Rio Grande San Acacia Levee- Reconstruction of 3 Miles of the Levee in Soccorro, NM including Excavation, embankment, drainage system, culverts, Concrete Revetment, Rip Rap and Bentonite Slurry Wall

CDOT SH9 in Kremmling CO includes New precast animal overpass and underpass structures, drainage culverts, excavation, embankment, aggregate base, asphaltic concrete pavement.

WYDOT US HWY 287 Stateline- includes roadway excavation, drainage culverts, crushed base course, asphalt paving, wetland construction, seeding.

Completed Projects-

Boulder County James Canyon flood repair
Waste Mgt Colorado Springs Landfill New Cell construction
Boulder County Pinebrook Hills emergency road flood repairs
CDOT US 36 Lyons CO emergency road reconstruction
Boulder County Longmont Dam Emergency Repair
Railroad Commission Texas -Stoeltje Abandon Mine Reclamation
City of Pueblo Greenhorn Drive Street Improvements
WYDOT Hakalo Quarry Reclamation Phase II
CDOT US HWY 50 Baltimore to Wills
Tarryall Creek Road – Central Federal Lands Highway Division

Job Duties

Area Manager with responsibilities for the field operations of multiple projects throughout the southwest. Coordinated personnel, equipment, subcontractors, and materials between projects which varied from heavy highway, airport grading and drainage, and landfill construction. Handled owner/agency relations and communications. Involved in estimating on projects as needed depending on workload and complexity.

2002- March 2013 **AREA MANAGER / ESTIMATOR**

R.E. Monks Construction Co., LLC, Fountain Hills, Arizona

Area Manager with responsibilities for the field operations of multiple projects throughout the southwest. Coordinated personnel, equipment, subcontractors, and materials between projects which varied from housing grading, to heavy highway, airport grading and drainage, landfill construction, industrial site excavation and grading. Handled owner/agency relations and communications. Involved in estimating on projects as needed depending on workload and complexity.

Project Highlights:

- Waste Management – NWRLF Phase 2 Module 2 - 2012
- Waste Management – Painted Desert Landfill - 2012
- Republic services - Multiple Landfills – 2012
- Solana Solar Power Plant –2200 Acres mass grading with GHG Reporting Requirements – 2011 – 2011
- Waste Management – Butterfield Landfill Cell 13C – 2010
- ADOT – I-8 – Telegraph Pass Rock Fall Protection - 2009
- St. George Replacement Airport – 2008 – 2009
- Saddlebrook Master Planned Community – 2005
- City of Phoenix SR 85 Landfill - 2005
- ADOT- Glassford Hill - 2003

1996-2002 **PROJECT MANAGER**

Meadow Valley Contractors, Inc., Phoenix, Arizona

Started with the company as **Structures Manager** on SR 51 (Squaw Peak Freeway) from Shea Blvd. to Thunderbird. Promoted to **Project Manager** on the Red Mountain/Price Road Interchange Phase IV. Responsible for scheduling, production, subcontractor coordination, pay estimates, communications with ADOT, and safety for the entire project. Heavily involved in the design and construction of the 250 Kip pipe falsework, which was used on two of the five bridges on the project. There were also two precast I-Girder bridges over the Salt River, and one wood post falsework bridge. Then **Project Manager** for a $19 million joint venture with R.E. Monks in Prescott, which was a 4.5 mile new highway with three bridges, 3 large box culverts, over one million yards of excavation and over 70,000 tons of AC. Then **Project Manager** on the bridge widening project at Dobson and Alma School Rd. across the Superstition Freeway. Also involved in the estimating of several projects.

1995-1996 **STRUCTURE SUPERINTENDENT**

Ball, Ball, and Brosamer, Inc. California

Structure Superintendent responsible for all of the structures on the Red Mountain - Price Road Interchange Phase II & III. Project included eight bridges, two wood post falsework, two combination soffit fill and wood post falsework, one soffit fill, one 250 kip pipe falsework, and two large precast girder bridges across the Salt River. Dealt closely with falsework designers and overlooked the purchasing of materials and the fabrication of all aspects of the falsework and bridge structures. Also directed the falsework stripping operation, which involved the use of barge type stripping winches.

1990-1995 **STRUCTURES MANAGER\ ESTIMATOR**
Wheeler Construction, Inc. Phoenix, Arizona
Began as **Structures Engineer** on $23 million freeway construction project, promoted to **Structure Superintendent on** $19 million bridge project for ADOT. Promoted to **Structures Manager** for the division, which built box culverts, bridges, commercial building concrete, and residential housing flatwork.

1986-1990 **STRUCTURES ENGINEER**
Kasler Corporation, San Bernardino, California
Started as **Grade Foreman** in Wyoming on 3.3 mile remove and repaving job. Promoted to Engineer in charge of purchasing and procurement on $28 million box girder bridge project in Phoenix, (I-10 viaduct over 15th ave, Grand Ave. and 19th Ave). Moved into surveying on that same project then promoted to **Structures Engineer** on the $30 million project known as The Stack, a four level interchange between I-10 and I-17.

1983-1986 **PRESIDENT**
Read-Clark Construction Company, Cheyenne, Wyoming.
President and 51% owner of small company specializing in basements and flatwork for residential, and concrete foundations for commercial buildings.

1973-1983 **VICE-PRESIDENT**
Read Construction Company, Cheyenne, Wyoming
Worked summers from the age of 15. Upon graduation from college, went to work full time. Went through most phases of construction management, from laborer to foreman, to field superintendent and into project management. Also involved in estimating and contract negotiations with owners and subcontractors. Company did highway and municipal street and drainage construction, as well as commercial building and demolition work.

COMPUTER SKILLS: Word, Excel, Power Point, Contractor, Microsoft Project, HCSS HeavyBid

THERON L. BYRAM
3813 W. Bloomfield Rd.
Phoenix, Arizona 85029

Home: 602 326-7319
Work: 602 531-0693

Executive Summary:

- 41 years safety experience
- Certified Mine Safety Professional
- MSHA Instructor
- OSHA Instructor
- First-Aid, CPR Instructor
- Flagger Instructor
- Hazmat Instructor

Experience:

KIRKLAND CONSTRUCTION. **Rye, Colorado**
Heavy Highway Construction 2013 -Present
Risk Manager

R.E. MONKS CONSTRUCTION COMPANY LLC. **Phoenix, Arizona**
Heavy Civil Construction 2007 - 2013

Risk Manager/HR Director Arizona Division

HIGHLAND ENGINEERING **Phoenix, Arizona**
Underground Pipe Installation 2005- 2007

Safety Director

- Responsible for all Safety operations in Arizona and California.
- Administrate all Workman's Comp issues.
- Administrate all Risk Management.
- Creation of Safety and Employee handbook, policies, and procedures.
- Manage all drug, training, and inspection issues.
- Maintain DOT files.

PIERSON CONSTRUCTION **Tempe, Arizona**
Underground Pipe Installation 2003 -2005

Safety Director

- Responsible for all Safety operations.
- Administrate all Workman's Comp issues.
- Administrate all Risk Management.
- Creation of Safety policies and procedures.
- Manage all drug, training, and inspection issues.

THERON L. BYRAM
3813 W. Bloomfield Rd.
Phoenix, Arizona 85029

Home: 602 326-7319
Work: 602 531-0693

Arizona State Mine Inspector ***Phoenix, Arizona***

Education & Training Program Manager 1999 – 2003

- Manage the Education and Training Division for the State Mine Inspector.
- Create a strategic plan for the department and ensure goals and objectives are met.
- Have primary responsibility / authority in the initiation of personnel actions for employees in the E & T Division.
- Meet with representatives of the mining industry to evaluate their training needs and ensure the needed training is provided.
- Act as liaison and represent the E & T Division with the U.S. Department of Labor, (grant provider).
- Create methods for statistical tracking and ensure information and data necessary for the annual federal grant application is available and accurate, and provide direction in the development of the grant.
- Supervise the planning and implementation of annual conferences.
- Assist mining & construction companies in the development of mandated training.
- Conduct Instructor training sessions as required.

TIC Wyoming Solvay Minerals Green River, WY
1800-foot shaft construction and surface office and plant construction 1998 –1999

Safety Director

- Direct safety until completion of mine shaft (MSHA).

Education:

2006 ATSSA Traffic Control Supervisor
2000 Certified Mine Safety Professional, Phoenix, AZ.
1998 AS Occupational Safety & Health, Gateway College Phoenix, AZ.
1997 Instructor Course OSHA 500 & 501 Phoenix, AZ.
1991 Instructor Trainer Course National Safety Council
Emergency Medical Technician, Grants, NM.
Disaster Management, Socorro Fire Academy Socorro, NM.
1990 Emergency Medical Technology, Pima College Tucson, AZ.
1982 MSHA Instructor Surface and Underground

JOE PROVOST
41030 OLSON ROAD
AVONDALE, CO 81022
(719) 948-4530

SUMMARY:

26 Years Experience Heavy Highway Construction.

10 Years General Superintendent/Superintendent- Duties include: preparation of estimates for bids. Planning setup and start of new projects including equipment and manpower required. Help jobsite superintendents with any problems that may arise. Visit jobsites to ensure projects are built according to plans and specifications, progress schedules are being met as well as tracking of job costs. Meet with project owners on weekly basis to resolve any problems or changes to projects.

WORK EXPERIENCE:

1999 to Present - Kirkland Construction, PO Box 387, Rye, CO 81069
General Superintendent/Project Manager- Construction projects throughout Colorado and New Mexico.

1996-1999 - Sixmile Corporation, Pueblo, CO
Superintendent-Road Construction.

1995-1996 – ASI/RCC, Buena Vista, CO
Foreman- Rock fill dam, Central City, CO

1993-1995 – Parker Excavation, Pueblo, CO
Superintendent- Denver Federal Center, Road Reconstruction- Denver, CO
Superintendent- Enlisted Barracks – Fort Carson, CO

1992-1993 – Lawrence Construction, Littleton, CO
Equipment Operator- Arkansas River Walk, Pueblo, CO

EDUCATION:

High School Diploma

SUMMARY OF PROJECTS:

Army Corp San Acacia Levee	$17,434,335	Jacob Chavez	(505)453-7859
CDOT SH9 Kremmling	$41,761,463	Justin Kuhn	(970)826-3443
CDOT US36 Lyons	$4,965,819	Chris Boespflug	(303)546-5676
Boulder Cnty Longmont Dam	$2,578,951	Kristine Obendorf	(303)441-3900
WYDOT US287 Stateline	$17,895,523	Larry Geldien	(307)745-2113
RRCTX- Stoeltje Mine Recl.	$5,768,995	Tom Morgan	(512)463-7680
CFHWA- Tarryall Creek Rd	$8,772,541	Micha Leadford	(720) 963-3498
CDOT US 50 Baltimore to Wills	$5,893,376	Karen Rowe	(719)546-5430
NW Passage – PCD	$6,981,792	Mark Hunter	(719)549-4773
Site Fencing – PCD	$2,707,474	Mark Hunter	(719)549-4773
City of Montrose	$1,998,936	Tom Cobb	(303)843-2944
CDOT -Cimarron West	$4,000,000	Darryl Carlson	(970)249-5285
CDOT – Meeker	$2,960,003	Gene Camilletti	(970)326-8390
CDOT – Almont	$6,250,000	Darryl Carlson	(970)249-5285
Corps of Eng. – PCD	$3,109,240	Duncan Jurgenson	(719)549-4266
CDOT – Beshoar Jct.	$2,205,000	Mike Morrell	(719)546-5437
CDOT – Granada	$2,380,000	Tom Bronniman	(719)336-3228
Wray Airport	$2,435,000	Keith Kohler	(970)242-0101
Colo. Springs Airport	$6,605,000	Jim Fluhr	(303)948-4650
COE – John Martin Dam	$1,000,000	Mark Stark	(719)829-4165
Colo. Springs Airport	$4,200,000	Tom Cobb	(303)843-2200
COE – Middle Rio Grande Flood Control	$4,983,000	Dale Carver	(505)342-3443
CDOT – SH 47	$3,413,000	Scott Brace	(719)546-5441
Clint Landfill	$2,500,000	John Cordova	(915)541-4476
Eagle Tumbleweed Soil Conservation	$3,738,000	Katy Byrd	(505)625-0005
6-Bar Ranch	$3,000,000	Paul Herlihy	(203)307-5580
Pinon Canyon Maneuver Sites	$8,800,000	Don Starr	(719)579-9330
CDOT – Villa Grove	$2,975,000	John Schneider	(719)589-4251
CDOT – Wiley Jct.	$3,910,000	Brian Long	(719)336-3228

Pete Saint

Phone: 719-251-1969. Email: Pete@kirklandconstruction.com

Experience

Kirkland Construction-Superintendent 1/2015-Present

- Responsibilities include management of daily crews, crew hiring and training, management of the interaction with project owners, estimating, and oversee daily activities of a project.

Rummel Construction Company-Project Manager 5/2014-12/2014

- Responsibilities include project scheduling, revenue and cost management, crew hiring and training, GPS model building and training for operators and grade checkers, contract and subcontract management, estimating bids, fleet mobilization, and plan set evaluation.

R.E. Monks Construction Company, LLC – Project Manager 4/2002-5/2014

- Responsibilities include project scheduling, revenue and cost management, crew hiring and training, GPS model building and training for operators and grade checkers, contract and subcontract management, estimating bids, fleet mobilization, and plan set evaluation.
- Grade checking, story staking, grade staking, finish grade staking, GPS rover, UTS system setup and use.
- Proficient operation of motor graders, bulldozers, scrapers, rock trucks, excavators, compactors, backhoes, loaders, water pulls, and water trucks.
- Superintendent abilities have included completion of projects on schedule, budget and profit goals, crew management, daily safety meetings, and project planning.
- GPS Manager- included making surface files for all projects, base setup and localization, original ground topos, as-builts of projects, training grade checkers with use of the equipment, training operators and supervisors on use of the equipment, able to preform field repairs without sending units into Trimble to get fixed, included in decision making for buying and selling equipment.

Lorencito Coal Mine – Environmental Engineer 5/2001-4/2002

- Underground and tributary water analysis for contaminations, BMP management, and Stormwater mitigation.
- Operating train load-out systems and helping maintain the coal wash plant facility.

Education

Trinidad State Junior College 1995-1997

Major-Associates of Science

Colorado State University 1997-2000

Major-Range Land Ecosystem Science (Bachelors of Science)

Training

- MSHA Certified Trainer
- CPEC Certified
- Maricopa Dust Compliance Training

Skills

- Motor Grader - CAT 140, 160, 14H, 14M
- Loader - CAT 938, 950, 966, 980, 988
- Bulldozer - CAT 5, 6, 7, 8, 9, 10
- Scraper - CAT 621, 623, 627, 633, 631, 637
- Rock Truck - CAT 770, 773, 777
- Compactor - CAT 563, 615, 625
- Excavator - CAT 320, 330, 336, 345, 349, 385
- GPS - Trimble systems (rovers, data collectors, base stations, and machine control systems)
- Total Stations - Trimble UTS systems
- 2D Systems - Spectra laser and Blade Pro Systems
- Computer - Microsoft Office, Primavera, Microsoft Project, Adobe, Bluebeam, Trimble Business Center, Trimble Data Manager, Winflash, Terramodel, AutoCAD, Carlson Civil, Carlson Survey, Trimble Sketchup, HCSS Heavy Bid, Maxwell Streetsmarts, and Foundation.

References

Terry Dagen -Sitech Southwest - 480-907-4109

Kevin Jones-RE Monks Construction - 602-541-0801

Bill Kelton - Kirkland Construction - 480-403-1637

Eddie Davidsen-IHC - 303-229-8010

Leonard Reed - Kirkland Construction - 480-466-5235

Richard D Monks - 602-828-2600

Project Highlights

State Highway 9 River South Wildlife & Safety: 2015-Present $60,000,000.00

Reconstruction of state highway, installation of wildlife crossings, multiple CMP and box culverts. Assisted the project as a foreman with finishing crews of the base aggregates, grading slopes, excavation and backfill of wing walls, and installation of MSE walls.

San Acacia Phase 1 & 2 Levee Construction: 2015-Present $16,000,000.00

Reconstruction of the existing levee on the west side of the Rio Grande river. The project consists of 5 miles of levee which the installation of a toe drain system. The levee core was constructed with a bentonite slurry wall. Supported the project as a Superintendent and overseen the daily operations of the

project. Worked with the office team with submittal, RFI, schedules, monthly pay applications, three phase inspections, Activity Hazard Analysis, and work plans.

Buckley Air Force Base Runway Reconstruction: 2013-2014 $3,500,000.00
Reconstruction of the north and south end sections of the runway. Project consisted of removal of existing concrete runway, excavation of 200,000 cubic yards of material, and fine grade of the runway prism and shoulder areas. Overseen the project as the project manager and also supervisor for all phases of the construction.

Colorado Springs Airport Taxiway E, E3, E6 Reconstruction: 2013 $2,000,000.00
Removal of the existing concrete taxiways, under-drain removal, topsoil removal, excavation of 50,000 cubic yards of material, and fine grade of the taxiway prism and shoulder areas. Overseen project as the project manager and also supervisor for certain phases of the construction.

Midland Landfill: 2013 $6,000,000.00
Excavation of 1,000,000 cubic yards of material, fine grade slopes and floor, installation of HDPE liner system, and placing 2 foot protective layer. Overseen the project as the project manager.

Hanna Ridge Box Culvert: 2013 $1,000,000.00
Excavation of 20,000 cubic yards of material, subgrade preparation, installation of an 8x4 double box 400 foot in length, and a rip rap drop structure. Overseen the project as the project manager.

Turquoise Ridge Crushing and Hauling: 2010-2014 $8,000,000.00
Mining support for a underground gold mine. Blasting, hauling, and crushing from a lime stone quarry located onsite. Removal of low and high grade ore skipped from underground and placed into stockpiles for haul off. Overseen the project as the project manager.

Solana Solar Power Station: 2012 $6,000,000.00
Mass excavation of 2,000,000 cubic yards of a 2,000-acre site. Overseen the project as the project engineer and GPS manager.

Silver City Tailings Reclamation: 2012 $3,500,000.00
Excavating contaminated soils out of the foothills that tested high in PH. Placing material in the existing tailings pile and capping with run of mine material. Overseen the project as the project manager and GPS manager.

Bisbee Tailings Pile Reclamation: 2012 $3,500,000.00
Excavating native material, hauling and capping an existing tailings pile. Overseen the project as the project engineer and GPS manager.

FMI Miami Copper Mine Upper Oxide Pond: 2011 $2,000,000.00
Construction of a storm water pond. Excavation of approximately 55,000 cubic yards of material, grade preparation, installation of a HDPE liner system, Installation of 3 miles of 24 inch HDPE pipe, and a concrete drop structure. Overseen the project as the project manager and superintendent.

Cortez Gold Mine Bench Back: 2010 $6,000,000.00
Mass excavation of benching back the top portion of the pit for expansion. Approximately 1,500,000 cubic yards blasted and excavated. Overseen the project as one of three project managers and the GPS manager.

St. George Airport: 2009 $9,000,000.00
Mass excavation of a new airport site. Approximately 2,500,000 cubic yards of material hauled and placed as embankment. Fine grade of the site. Overseen the project as the project engineer and GPS manager.

Carlota Copper Mine Leach Pad: 2008 $12,000,000.00

Construction of a new leach pad located on forest service land. Excavation of 1,500,000 cubic yards of material, construction of two core of engineer earth dams, HDPE liner of the site, placement of a 2 foot protective cover, and installation of an armorflex channel around the project. Overseen the project as the project engineer and GPS manager.

FMI Miami Benching 24 Level: 2008 $39,000,000.00

Mass excavation of material to bench the existing leach pads. Overseen the project as the GPS manager.

Bullhead Waste Water Treatment Plant: 2007 $1,000,000.00

Excavation of new holding tanks and piping system. Overseen the project as the project engineer and GPS manager.

Bullhead Roadways Project: 2006 $2,000,000.00

Excavation of approximately 6 miles of new two lane roadways. Overseen the project as the project engineer and GPS manager.

Laughlin Ranch Subdivision: 2003-2004 $12,000,000.00

Construction of a master plan community with an eighteen hole golf course. Overseen the project as the project engineer and GPS manager.

JAMES HIGGS

Company: Kirkland Construction

Company Position Title: Construction Manager

Years with Company: 2003 – Present (12 Years).

Work Experience:

NMDOT / City of Roswell, NM
Construction Manager / Coordinator
Mr. Higgs serves as the a construction manager and coordinator for this project which consists of capping an existing landfill, mass excavation of a new cell and site grading. While on this project James coordinated workers, subcontractors, and suppliers to achieve the project deadline and budget.

NMDOT / Colfax County, NM
Construction Manager / Survey Coordinator
Mr. Higgs serves as the a construction manager and survey coordinator for this project which consists of 1,000,000 CY of earthwork; 146,750 tons of Base Course; 20,000 Tons of Asphalt, 4,000 Lf of Pipe; 150 Acres of clearing and grubbing; construction of 4 bridges. Along with the superintendents of this project Mr. Higgs is responsible for managing the majority of the earthwork operations and grade checking activities associated with the project.

NMDOT / Capulin, NM
Construction Manager / Coordinator
As the construction manager & survey coordinator for this project, Mr. Higgs is responsible for coordinating majority of our earth work activities, calculating quantities, & the placement of a variety of different drainage structures. As a one of our most technically proficient managers, Mr. Higgs also is responsible for coordinating the design & construction of various water retention structures associated with this project.

FHWA/Christiansted Bypass / St. Croix USVI

Construction Manager / Survey Coordinator

This project was a grading & drainage assignment for the Federal Highway Administration in the U.S. Virgin Islands. As the Construction Manager & Survey Coordinator for this project; Mr. Higgs was responsible for designing & coordinating many of our earth movement operations & drainage structure installation activities. He was also responsible for calculating & surveying all of our earthwork quantities for our monthly estimates with the FHWA. In addition, he also played a vital role in ensuring that proper grade was met throughout the project.

NMDOT/ Exit102 Interchange/ Acoma, NM

Construction Manager/ Project Coordinator

As the construction survey coordinator & Manager, he worked closely with construction superintendents in the coordination & implementation of all of the construction activities associated with this project. Mr. Higgs also played a fundamental role in planning & coordinating construction activities with the New Mexico Department of Transportation & the various landowners associated with this project.

BECHTEL / NW Passage/ Metal Building/ Pueblo, Co.

Construction/Survey Coordinator

This project consisted of the development & construction of defense access roads to the Pueblo Chemical Depot in Pueblo, Colorado. This project also included the construction of 5,000 sqft Metal Building Structure, various storm sewer improvements, & landscape work. Mr. Higgs' was directly responsible for verifying that the proper grade was met during various phases of the road construction & drainage installation process.

FHWA / Saddle Road / Hawaii, HI

Construction Manager/ Project Coordinator

As the project coordinator & Manager, he worked with the construction superintendents in the coordination & implementation of all of the construction activities associated with this project. Mr. Higgs also played a fundamental role in planning & coordinating construction activities with the subcontractors/suppliers to meet the project milestones.

FHWA/ Tarryall Creek Road Tarryall, CO

Construction/Survey Coordinator

Project included Roadway Excavation, Aggregate base, Asphalt Superpave, Culver Pipe, Concrete Box Culvert, Rip Rap, Rockery, Fence, Seeding, Erosion Control, Traffic Control.

RRCTX/ Stoeltje Abandon Mine Land Reclamation Falls City, TX

Construction/Survey Coordinator

Project Includes Topsoiling, 2.7 million CY of Excavation, Dewatering, Grading, articulated concrete block channel.

WYDOT- US 287 Colorado State Line to Laramie

Construction/Survey Coordinator

Project includes Roadway Excavation, Drainage Culverts, Crushed Base, Asphalt Paving, Wetland Construction, Seeding and signage.

Boulder County Longmont Dam

Construction/Survey Coordinator

Emergency repair of Longmont Dam in Boulder County, Colorado. Embankment, Rip Rap and Culvert Installation.

CDOT US 36 Reconstruction- Lyons

Construction/Survey Coordinator

Emergency Reconstruction of US 36 North of Lyons, Colorado. Embankment, Rip Rap, Asphalt Paving, Culvert Installation, Fencing, Soil Anchors, Rock Bolts.

Boulder County Pinebrook Hills Road Repair

Construction/Survey Coordinator

Emergency Repair of Roadways in boulder County Colorado. Embankment, Retaining Wall Construction, Culvert Installation, Temporary Shoring, Asphalt Paving and Signage.

Waste Management Colorado Springs Landfill

Construction/Survey Coordinator

Construction of New Landfill Cell including Excavation, Clay Liner, Leachate Collection Piping, and new HDPE Water Storage Reservoir.

CDOT SH9 Wildlife and Safety Improvements

Construction/Survey Coordinator

10.6 Mile Highway Improvement Project in Grand and Summit Counties, Colorado. Work includes New Precast Animal Overpass and Underpass Structures, Drainage Culverts, Precast Box Culverts, Excavation, Embankment, Aggregate Base, Asphaltic Concrete Pavement, Striping and Signage.

US Army Corp of Engineer- Rio Grande Floodway, San Acacia Phase 1 & 2 Levee

Construction/Survey Coordinator

Reconstruction of 3 miles of Rio Grande Levee in Soccorro, New Mexico – Consists of Excavation, Embankment, Drainage System, Drainage Culverts, Concrete Revetment, Rip Rap, and Bentonite Slurry Wall.

Engineering Software Proficiency

AGTEK Engineering & Design Software for 3D Modeling

Trimble Terramodel, Business Center, Site Vision Office

Primavera Project Management Version 6.0

Microsoft Project

Microsoft Excel/Word

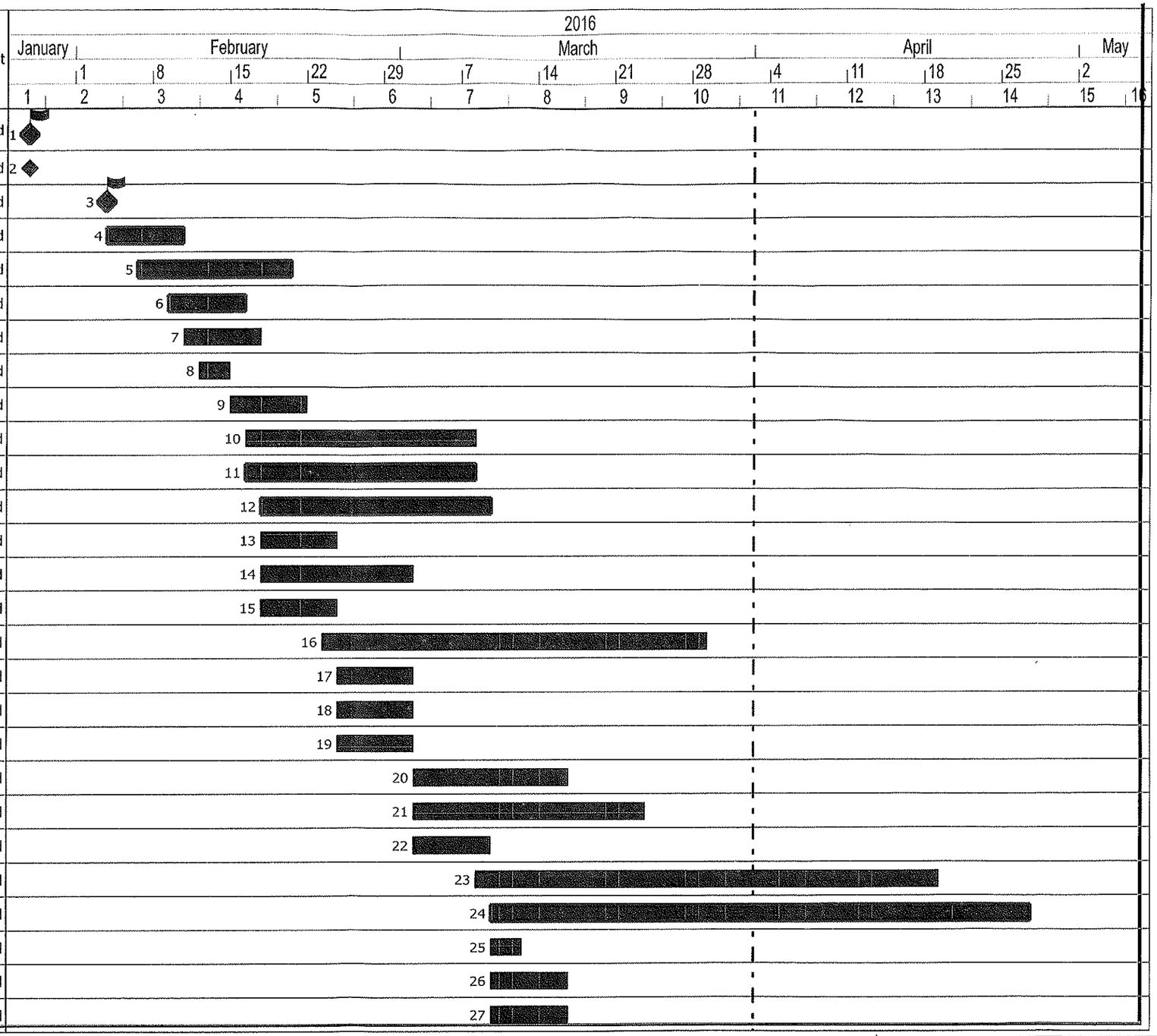
HCSS Heavy Job, Heavy Bid

Education

• High School Diploma	Florence, CO
• Fort Lewis College	Durango, CO
• MSHA Certified	Acomita, NM
• First Aid	Pueblo, CO
• CPR	Pueblo, CO
• CMI (Asphalt Plant Management)	Oklahoma City, OK
• Agtek	Rye, CO
• Storm Water Prevention Plan Certified	Denver, CO
• Trimble	Las Vegas, NV
• Topcon	Capulin, NM
• Heavy Job	Sugarland, TX
• OSHA Safety Trained	Denver, CO
• Heavy Bid	Scottsdale, AZ
• P6, Primavera	Rye, CO

Partnering Workshops with the following Government Agencies:
U.S. Army Corps of Engineers
Central Federal Highway Administration
Eastern Federal Highway Administration
New Mexico Department of Transportation
Colorado Department of Transportation
Texas Railroad Commission
Local Governments

Line	Name	Duration	Start	Finish	Total float
1	PROJECT AWARDED		1/27/2016	1/27/2016	0d
2	R.O.W. PROCURED		1/27/2016	1/27/2016	20d
3	NOTICE TO PROCEED		2/3/2016	2/3/2016	0d
4	A.R. MOBILIZATION-	5d	2/3/2016	2/9/2016	0d
5	A.R. EROSION CONTROL	10d	2/5/2016	2/18/2016	0d
6	A.R. CONSTRUCTION INCIDENTALS	5d	2/9/2016	2/15/2016	0d
7	W.C. 11- 18 EROSION CONTROL	5d	2/10/2016	2/16/2016	3d
8	A.R. CLEAR & GRUB	2d	2/11/2016	2/12/2016	52d
9	A.R. REMOVE-DISPOSE IMPROVEMENTS	5d	2/15/2016	2/19/2016	52d
10	A.R. REMOVE-INSTALL DIVERSION STRUCTURE	15d	2/16/2016	3/7/2016	6d
11	A.R. SAW CUT LEVEE PANELS	15d	2/16/2016	3/7/2016	0d
12	A.R. REMOVE-CRUSH LEVEE PANELS	15d	2/17/2016	3/8/2016	0d
13	W.C. 11- 18 CONSTRUCTION INCIDENTALS	5d	2/17/2016	2/23/2016	3d
14	W.C. 11- 18 REMOVE-DISPOSE STRUCTURES	10d	2/17/2016	3/1/2016	5d
15	5 EROSION CONTROL	5d	2/17/2016	2/23/2016	10d
16	W.C. 11- 18	25d	2/23/2016	3/28/2016	5d
17	W.C. 11- 18 CLEAR & GRUB	5d	2/24/2016	3/1/2016	20d
18	W.C. 11- 18 CONCRETE HEADWALL INCIDENTALS	5d	2/24/2016	3/1/2016	3d
19	5 CONSTRUCTION INCIDENTALS	5d	2/24/2016	3/1/2016	10d
20	W.C. 11- 18 EXCAVATE-HAUL TO STOCKPILE	10d	3/2/2016	3/15/2016	20d
21	W.C. 11- 18 PIERS 12 INCH	15d	3/2/2016	3/22/2016	3d
22	5 CLEAR & GRUB	5d	3/2/2016	3/8/2016	10d
23	A.R. EXCAVATE-HAUL TO SCHDLE 2	30d	3/8/2016	4/18/2016	6d
24	A.R. EXCAVATE-HAUL TO STOCKPILE	35d	3/9/2016	4/26/2016	0d
25	A.R. HAUL-PLACE CRUSHING SCHDLE 2	2d	3/9/2016	3/10/2016	29d
26	W.C. 11- 18 SUBGRADE PREP	5d	3/9/2016	3/15/2016	20d
27	5 EXCAVATE-HAUL TO STOCKPILE	5d	3/9/2016	3/15/2016	10d



KIRKLAND CONSTRUCTION

Drawn: 1/21/2016

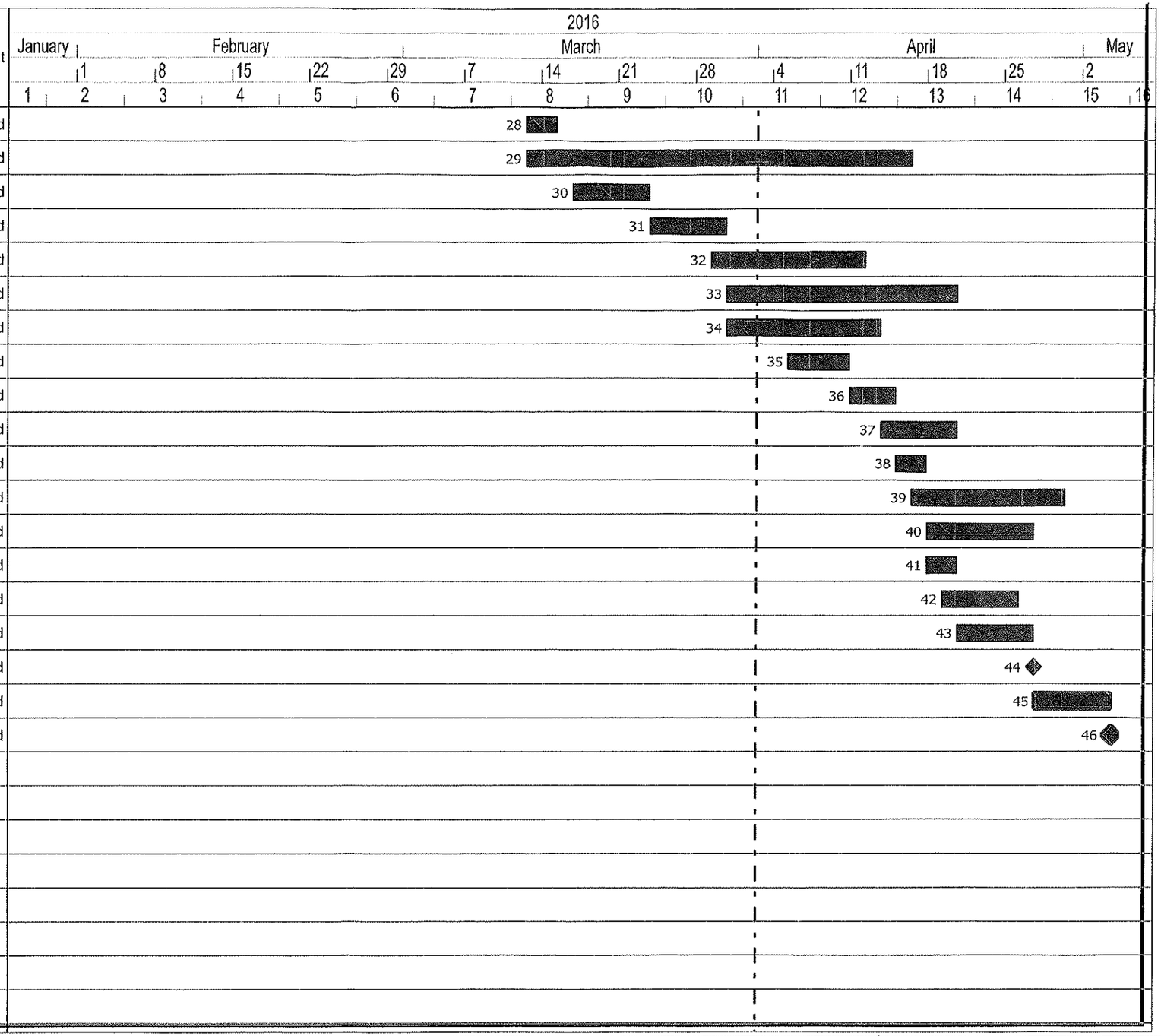
ARKANSAS LEVEE

PROPOSED SCHEDULE

No Summary Tasks

By Start Date

Line	Name	Duration	Start	Finish	Total float
28	A.R. PLACE CRUSHINGS ON ACCESS ROAD	2d	3/11/2016	3/14/2016	29d
29	W.C. 11- 18 INSTALL CONCRETE HEADWALL	25d	3/11/2016	4/14/2016	3d
30	5 SUBGRADE PREP	5d	3/16/2016	3/22/2016	10d
31	5 PLACE-COMPACT FILL SCHDLE 1	5d	3/23/2016	3/29/2016	10d
32	INSTALL ABUTMENT WALLS	10d	3/29/2016	4/11/2016	5d
33	W.C. 11- 18 PLACE-COMPACT FILL SCHDLE 1	15d	3/30/2016	4/19/2016	10d
34	5 RIP RAP D50=18"	10d	3/30/2016	4/12/2016	10d
35	W.C. 11- 18 INSTALL 48" CLASS II RCP	4d	4/5/2016	4/8/2016	5d
36	W.C. 11- 18 INSTALL 24" HDPE	3d	4/11/2016	4/13/2016	5d
37	5 TOPSOIL & SEED	5d	4/13/2016	4/19/2016	10d
38	W.C. 11- 18 INSTALL 18" HDPE	2d	4/14/2016	4/15/2016	5d
39	W.C. 11- 18 CONCRETE FLATWORK W.C. 11- 18 INCH	10d	4/15/2016	4/28/2016	3d
40	A.R. PLACE CRUSHINGS ON LEVEE ROAD	7d	4/18/2016	4/26/2016	5d
41	W.C. 11- 18 PLACE CRUSHINGS FROM SCHDLE 1	2d	4/18/2016	4/19/2016	5d
42	A.R. EXCAVATE-HAUL TO SCHDLE 3	5d	4/19/2016	4/25/2016	6d
43	W.C. 11- 18 TOPSOIL & SEED	5d	4/20/2016	4/26/2016	5d
44	SUBSTANTIAL COMPLETION		4/27/2016	4/27/2016	5d
45	TOPSOIL & SEED	5d	4/27/2016	5/3/2016	0d
46	PROJECT COMPLETE		5/4/2016	5/4/2016	0d



KIRKLAND CONSTRUCTION

Drawn: 1/21/2016

ARKANSAS LEVEE

PROPOSED SCHEDULE

No Summary Tasks

By Start Date

KIRKLAND CONSTRUCTION

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Shop: 4595 Graneros Road, Colorado City, CO 81019 PH: 719-676-3011 FX: 719-676-3010

Project Safety

1. Safety Training
    a. Competent person training.
        i. All OSHA requirements.
    b. Field Safety Meetings
        i. Field safety meetings will be conducted on site at a minimum rate of one per week. The meetings will include all Company personnel, subcontractor personnel and owner personnel that are on location at 7am on Tuesday's. Subject matter for the meetings will be oriented toward issues that are specific to the project, including safety concerns that have surfaced, changing conditions, safety inspections, safety precautions and other similar informative items. The meeting will be conducted in an open format in order to invite participation from all attendees.
    c. Drug and Alcohol Impairment
        i. Kirkland Construction prohibits all Company, subcontractor, and supplier personnel from reporting to or being at work with a detectable amount of a controlled substance in their system. Kirkland Construction further prohibits the possession or distribution of a controlled substance at a worksite under its responsibility by anyone, employee, subcontractor, supplier, or other. If a person, present on the Project is under reasonable suspicion by a supervisor or individual in authority, that person will be transported by a supervisor or Company safety manager to the nearest approved testing facility for a drug screen and an alcohol breathalyzer test. The person under suspicion shall not return to work at the Project or any other Kirkland Construction's premises until confirmed negative results for both tests are received. In the event of a positive result, that person is prohibited from returning to the Project and must be dealt with according to that person's company's prevailing substance abuse policy. Any such instance will be immediately reported to Kirkland Construction's Project Manager, Safety Manager, and the owner Project Engineer.
        ii. Kirkland does pre-hire, suspicion, post-accident, and random drug testing.

d. Compliance by Subcontractors
    i. Kirkland Construction requires adherence to established safety policies, procedures and performance standards by all persons that are present at the project location whether they be a Company employee, a subcontractor, a supplier or an authorized visitor to the site. Compliance with Company safety requirements are integrated into the subcontract agreements that pertain to the subject project, and are explicitly and implicitly conveyed to all suppliers and authorized visitors to the site. Unauthorized visitors are strongly discouraged from being present at the site and should be escorted off site until authorization to be present is obtained. Only those persons with a legitimate purpose for being on site should be given authorization

2. See attached.
3. In the past ten year Kirkland has received one non-fine citation on a subcontractor's crane.
4. See attached OSHA LOGS. We have a back to work program.

The last five year's EMR's, Total Lost workday incident Rates and recordable incident Rates are attached.

We have a hazardous waste spill plan.

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Environmental Programs

Kirkland Construction has been involved in many projects that have incorporated the recycling of products such as concrete, aggregates, and asphalt. Kirkland just completed a project with the Wyoming Department of Transportation in which we reclaimed over 34,500 cubic yards of asphaltic concrete. Kirkland has recycled tens of thousands of cubic yards of concrete and asphalt from various roadway projects over its 50 years in the industry. Kirkland has experience crushing recycle concrete such as will be done on this project to salvage the concrete from the existing levee to reuse as road base for the road on top of the lowered levy. In addition to our recycling experience, Kirkland has a great deal of experience with both air and water quality. Kirkland has operated both concrete and asphalt plants for many years and is very familiar with the air quality regulations for plants and crushers. Kirkland has also done many projects near sensitive waters with the three most recent being:

1. The Tarryal Road project for the FHWA which was a highway realignment project for 9 miles right next to Tarryal Creek between Tarryall and Jefferson, Colorado.

2. The US 36 Emergency repair project just west of Lyons, Colorado adjacent to the St. Vrain Creek.

3. The Rio Grande Levee reconstruction project in Socorro, New Mexico for the United States Army Corps of Engineers, which is currently underway and includes the complete reconstruction of the levee for approximately 5 miles along the Rio Grande River.

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Quality Assurance/Quality Control Plan

A quality Control Team will be established to implement this quality control plan. The Quality Control Team will primarily be under the direct supervision of the QCS. Others will assist the QCS in the implementation and execution of the CQCP. Kirkland Construction (Kirkland) will provide Quality Control (QC) testing as required in the Contract Documents. Duties, responsibilities and identification of regular CQC personnel will be provided within the Quality Control Plan. It is RBK's policy to encourage all members of the project work force to proactively participate in this CQCP. Fully integrating quality objectives through the ranks assures efficient, safe, and timely completion of a quality project. The following summarizes the CQC duties and responsibilities of personnel involved with the construction of this project. These duties and responsibilities will be reviewed with each individual prior to beginning work. Additional review will be accomplished as necessary during the course of the work to assure continued conformance with the project specifications.

Project Manager (PM)

The QCS has the overall responsibility for the execution of this CQCP. The QCS interacts with Kirkland Area Manager, Mr. Leonard Read. He has the authority to stop any and all work not being performed in accordance with the project specifications The PM's duties include periodic observation of the work; review of CQC reports; auditing the Document Control Systems including submittals, as-built drawings, and reports; reporting and documenting noted deficiencies in the work; and providing updates of the status of CQCP to the Pueblo Conservancy District.

Survey/Controls Manager

The Survey/Controls Manager for this project is Mr. James Higgs of Kirkland. He is responsible for coordinating all survey activities including Grade and Line Control and to assure that controls are sufficient to construct the project within specified tolerances. He is also responsible for review of the contract documents for errors and omissions, documenting as-built deviations from the contract drawings and providing data required to maintain as-built drawings. The Survey/Control Manager reports to the Kirkland Superintendent and works closely with the Kirkland PM.

Superintendents

A superintendent is responsible for all field aspects of his assigned operations for the project. Specifically, he is responsible for assuring that resources, workmanship, materials, and equipment used to complete the work are in compliance with the project specifications. He is also responsible for being thoroughly familiar with the contract requirements for the work he is to perform. He has the authority and responsibility to stop deficient or unsafe work, to direct the removal of deficient or nonconforming work and materials, to reject materials and to correct procedures as necessary to assure quality and safety.

His duties include assuring that all foremen and their crews understand the quality and safety requirements of the portion of the work in which they are involved, monitoring the work for

the specifications. He reports directly to the PM and interacts closely with the QCS. In addition, he works with the Project Manager and Survey/Controls Manager as necessary to assure that information and documentation of the work performed and work to be performed flows to and from the field efficiently and timely.

Testing and Inspection Personnel

All testing personnel shall possess the minimum qualifications as stated in the project specifications. Testing and inspection personnel are responsible for performing the specified contractor QC tests and inspections. They are further responsible for immediately reporting noted deficiencies or potential deficiencies in equipment, material, and workmanship to the responsible foreman, subcontractor, superintendent, and the QCS. All such deficiencies will be documented on CQC Reports. Inspection and testing personnel report directly to the QCS. These personnel are expected to work closely with the superintendents, foremen and work crews as well as the Pueblo Conservancy District to assure that work is of the quality specified. They have the authority through the QCS to recommend the removal or rework of deficient work and nonconforming materials.

Foremen

The foremen for this project are responsible for assuring that the portion of the work for which they are responsible is built in accordance with the project plans and specification. Specifically, they are responsible for assuring that the resources, materials, equipment and workmanship used to complete the work meets or exceeds the requirements of the contract documents. Foremen have the responsibility to be thoroughly familiar with the contract requirements for the work they are to perform and to assure that their crews understand the Quality and Safety requirements of the project. It is the duty of the foremen to immediately report to the QCS, and his superintendent, deficiencies in the work, materials or procedures. It is also the foremen's duty to report potential events that may adversely affect the quality or safety of the project. The foremen report directly to their superintendent and work with QCS to assure the work is of the quality specified.

Work Crews

Members of the work crews are responsible for performing their assigned tasks in accordance with the contract documents. Each member is expected to be familiar with the quality and safety requirements for the work they are performing. The requirements will be reviewed with the workers at the weekly tool box meetings and as necessary to assure that the quality and safety of the project is not adversely affected. Work crew members are expected to ask the foremen for clarification of instructions given, report noted deficiency or potential events that could compromise quality or safety of the work they are performing. Such issues will be brought to the attention of the worker's foreman, however each worker will have direct access to the safety officer and QCS for the purpose of expressing his or her concerns and comments.

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The availability and intended use of domestically produced iron, steel, concrete, and related manufactured goods in the Project.

This project requires concrete and reinforcing steel for the headwalls, levee walls, abutment walls, and caissons. There is locally available domestic steel and concrete in the amounts required for this project and therefore domestic materials will be used.

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Project Staffing Plan

Kirkland Construction is based in Rye, Colorado. We have always made a vested effort to hire locally. We advertise in the Pueblo Chieftain, Craigslist, Greenhorn Valley View, many other Colorado newspapers, as well as by word of mouth. We have on staff an abundant amount of local workers now and will continue to seek Colorado employees for this upcoming project. We also are often in contact with the local colleges to hire locals getting ready to graduate.

We have been a part of the community for over 50 years and have contacts for local Colorado subcontractors and use local companies as much as possible.

Kirkland Construction utilizes the vast resources of the agencies in the various States we work. We are active members of Colorado Contractors Trust, Associated Contractors of New Mexico, and Wyoming Contractors Association.

We spend an average of $50,000 per year in these agencies training programs to further current and new employees. Colorado Contractors Trust requires their trainees to perform 2040 on the job training hours in order to graduate out of the program. Associated Contractors of New Mexico requires not only 8000 on the job training hours in addition they require 576 classroom hours per every year the trainee is in the program. Lastly, Wyoming Contractors Association requires their trainees to be in the program for 4 years and attend 1 week of classroom training per year. We have graduated several trainees through the various programs and currently have trainees enrolled.

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Arizona: 8255 E Raintree, Ste. 100 Scottsdale, Arizona 85260 PH: 480-634-8168 FX: 480-621-8511

PANEL REMOVAL

Due to the limited working space the 10'x10'x10" panel will be cut into smaller panels to meet the weight capacity of the machine that will be used to remove the panel from the slope. We have many years of experience of removing wingwall structures, buried concrete pipe, and box culverts which has given us a knowledge base for working in a safe and non-impactful manor.

Kirkland has a long history with crushing and sizing materials. We have produced products used in asphalt, concrete, base materials, and rip rap for most of the projects that our company has constructed all while meeting the tight tolerances for such agencies as the USACE, CDOT, MNDOT, FHWA, WDOT just to name a few.

Our team has various degrees of experience in dealing with removing concrete and sizing by means of crushing. We are currently working on a project that involves removing-replacing a pedestrian bridge, and concrete improvements to a vehicle bridge, both of which, cross the Arkansas River. This project includes having to hydro demolish the bridge deck to expose rebar, cut and remove the remaining concrete overhang, and install a new concrete overhang and decking, all while protecting the river from any contaminates from the construction.

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Project Equipment Needs

Kirkland has all of the equipment necessary to complete this project available to begin work immediately. There is of course the possibility that due to an unusually high rainfall or other weather event the creek and river may flow more than anticipated which would require additional measures to deal with higher than normal flows but based on historical data Kirkland is confident we can handle the project with the current availability of manpower and equipment.

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Slope Remediation

Kirkland has just recently, early 2015, completed the stabilization of US 36 just west of Lyons Colorado with the use of grouted rock bolts, anchor plates, epoxy coated rebar whalers, shotcrete, and geogrid engineered earth fill. The project was for the Colorado Department of Transportation, funded by FEMA as part of the emergency flood repair from the floods in September of 2013. This is only the most recent experience with rock bolts and soil nailing. Kirkland has been involved in heavy construction in the Rocky Mountain region for 50 years and has had many road projects which include slope stabilization. In addition to the Rocky Mountain region Kirkland also did a project for the Federal Highway Administration, Central Federal Lands Highway Division on the island of St. Croix which included soil nails on a 90 foot high slope nearly 1000 feet long. Another project, Mesa Verde, also for Federal Highway Administration, Central Federal Lands Highway Division, had 3020 meters of ground anchors.

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Piling & Shoring

Kirkland has in the past had projects that involved sheet piling but more recently has had projects where soldier piles and temporary shoring using geosynthetic fabric have been used as alternatives. For this project it is anticipated that soldier pile & lagging shoring will be used on the 18th street crossing since the existing culverts make sheet piling somewhat ineffective. By using the soldier piles & lagging the shoring can be structured to conform to the shape of the existing culverts while providing support to the surrounding earth. Kirkland just recently, 2014, completed a project, Pine Brook Hills Road Repair, for Boulder County that included soldier piles and lagging as part of the permanent retaining walls that were located right above local residents and supported the narrow winding roadway. The soldier pile & lagging walls were faced with a concrete wall attached to the soldier piles. Although this was a permanent wall the process would be the same with the exception of removing the shoring as the new concrete retaining wall is being backfilled. Once the new wall is backfilled to a safe elevation the soldier piles are pulled out with an excavator or crane and the holes are filled with one sack slurry.

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Monitoring Flows in the Arkansas River & Wildhorse Creek

As mentioned in previous sections of this proposal Kirkland has had very recent experience with working near flowing waterways. Kirkland is currently working on the reconstruction of the Rio Grande levee in Socorro, New Mexico for the United States Army Corps of Engineers. This project requires the constant monitoring of the river flows and ground water since the levee extends below the existing ground and can only be constructed when the water is not present or has been removed through dewatering. Other recent projects requiring flow monitoring are Tarryall Creek Road, for the Federal Highway Administration, Central Federal Lands, the Longmont Dam Road adjacent to the St. Vrain River, and the US 36 Emergency Repair along the St. Vrain River, for the Colorado Department of Transportation.
On this project superintendent will monitor the flow on a daily basis and the weather will be monitored by Chance Dockter to help predict future flows to avoid last second emergencies.

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Financial Stability and Resources

Our surety company reviews our financial documents as a normal course of business and they have graciously provided a letter of confidence which is included in our submittal.

In addition, Kirkland Construction is pre-qualified to compete for projects many times larger than the above referenced project in the following states:

Arizona, Colorado, New Mexico, Texas, North Dakota, Wyoming, Arkansas and Hawaii.

James H. Kirkland
General partner

Licensed Contractor - # 0002345

PUEBLO
Regional Building Department
830 N Main St Suite 100 Pueblo CO 81003
719-543-0002 Fax 719-543-0062 www.prbd.com

This is to certify that

KIRKLAND CONSTRUCTION R.L.L.P.
dba: JAMES H. KIRKLAND
PO BOX 580
RYE CO 81069

Phone: 719-489-3385

is hereby licensed to engage as a Contractor limited to :

D06 - Concrete
D15 - Excavation - Earth Work
D42 - Paving
P02 - Utility Contractor

as provided under Title IV, Chapter I of the Pueblo Municipal Code, as amended, until December 31, 2016 unless this license shall be sooner revoked.

David C Beck
BUILDING OFFICIAL

RECEIVED
JAN 19 2016

ease check out our E-Gov website at www.prbd.com for live online permits and inspection requests.
ditional features will be added shortly.

Contracts and Market Analysis Branch
4201 East Arkansas Avenue, 2nd Floor
Denver, Colorado 80222
Telephone: (303) 757-9583
Facsimile: (303) 757-9867

COLORADO
Department of Transportation
Division of Project Support

December 28, 2015

NOTIFICATION OF PREQUALIFICATION

KIRKLAND CONSTRUCTION, L.L.L.P.
P.O. BOX 580
Rye, CO 81069

Limit: $Unlimited
Vendor ID: 160A

Reference is made to your application for registration as a qualified bidder on Colorado Highway work, dated October 14, 2015. Your file has been reviewed and determined to be complete. Your firms Vendor ID is indicated above and must be shown on your bid proposal.

Bids from a general contractor will be received subject to any limitation stated above, and with due consideration to the amount of work presently under contract, past performance on highway contracts, and the contractor's financial status at the time of bidding. It is further understood that the bidder has available the organization and equipment adequate for any project on which a bid is submitted; that the contractor's organization and equipment will be available to undertake the work on which bids are currently made, promptly after award of contract; and that the work will be carried on expeditiously and under proper supervision.

This notice supersedes all previous notices. This prequalification will expire on **October 31, 2016**. You must file a new application 17 days prior to that time to remain current. It is the contractor's sole responsibility to obtain and file the necessary forms each year prior to expiration. Renewals can now be made on the Internet, please see instructions at http://vupweb.dot.state.co.us/gm/folder-1.11.61411?originalContext=1.11.61976.

Regards,

Peter Avbenake
Pre-Qualification Administrator

New Mexico DEPARTMENT OF TRANSPORTATION

Via Electronic Mail

January 21, 2016

Kirkland Construction, R.L.L.P
PO Box 580
Rye, CO 81069
Email: accounting@kirklandconstruction.us

RE: Prequalification Packet Approval

Dear Ms. Neumeister:

This letter is to inform you that your company's Prequalification Packet has been approved by the New Mexico Department of Transportation (NMDOT). You were approved on 08/14/15 and are now prequalified.

Your prequalified status expires in exactly one year on 08/14/16. Please see the Contractor Prequalification Rule, 18.27.5 NMAC, for further explanation of the expiration and renewal process.

Your renewal packet shall be submitted no later than the close of business seven calendar days before your prequalified status expires. Without timely renewal your prequalified status will automatically terminate.

If you have any questions, concerns or require additional information regarding the prequalification process, please do not hesitate to call me at (505) 476-0901 or Geraldine Aguilar at (505) 476-0917. Thank you.

Sincerely,

Charla Montoya

Charla Montoya
Investigations and Special Inquiries Bureau

ARKANSAS STATE HIGHWAY
AND
TRANSPORTATION DEPARTMENT

Scott E. Bennett
Director
Telephone (501) 569-2000
Voice/TTY 711

P.O. Box 2261
Little Rock, Arkansas 72203-2261
Telefax (501) 569-2400
www.arkansashighways.com

April 30, 2015

KIRKLAND CONSTRUCTION, LLLP
P.O. BOX 580
RYE, CO 81069

This will acknowledge receipt of the prequalification questionnaire submitted by your organization showing conditions as of December 31, 2014.

The rating extended your organization is UNLIMITED.

As provided by the 2014 standard specifications, this rating will extend your prequalification period for one year from the above date plus a grace period of four months. The highway commission policy does not allow an extension of the grace period. Therefore, to maintain a continuous prequalification status, it will be necessary that you submit a new statement prior to the expiration of the grace period. A new set of forms for this purpose will be mailed to you during the anniversary month of your current prequalification statement.

Sincerely,

Steven Thomas
Assistant Division Head
Program Management Division

c: Natasha Halbert, DBE Specialist

North Dakota Department of Transportation

Grant Levi, P.E.
Director

Jack Dalrymple
Governor

August 25, 2015

Kirkland Construction LLLP
P.O. Box 580
Rye, CO 81069

CONTRACTOR PREQUALIFICATION RATING

Your request for prequalification to bid on highway construction work let to contract by this Department has been reviewed. Based on the information submitted, the Department has prequalified you to bid on the following types of work, including any incidental work:

> Grading; Culverts & Small Structures; Gravel; Treated Base; Bituminous Cold Mix; Bituminous Hot Mix; Bituminous Seal Coat; Riprap; Water & Sewer; Erosion Control; Fencing; Traffic Signs; Milling Bituminous Pavement

Your assigned monetary rating is: $26,825,000

The above action is effective until July 1, 2016 unless rescinded, extended, or revised. Your firm must reapply for prequalification prior to this expiration date and will receive no further notice from the Department of Transportation.

Should you wish to request a revised rating prior to the above expiration date, please refer to paragraph 8 on page 2 of the Contractor's Prequalification Statement (Revised 9-2014) for applicable instructions.

Your attention is directed to contractor licensing requirements as summarized in paragraphs 9 and 10 on page 2 of the Contractor's Prequalification Statement. The current requirement for both federal and state funded projects is that: "A contractor is not required to obtain a North Dakota contractor's license prior to submitting a bid on a NDDOT project. N.D.C.C. Section 43-07-12. However, the successful bidder must, within ten days after the notice of award and prior to the execution of the contract, have obtained the appropriate North Dakota contractor's license. N.D.C.C. Sections 24-02-20; 43-07-02." For further details, contact the office of Secretary of State.

NORTH DAKOTA DEPARTMENT OF TRANSPORTATION PREQUALIFICATION COMMITTEE

CAL J. GENDREAU, PE - CONSTRUCTION ENGINEER (CHAIRMAN)
80/cjg/slh

Matthew H. Mead
Governor

Department of Transportation
Prequalifications Office
5300 Bishop Blvd.
Cheyenne, WY 82009-3340

John F. Cox
Director

March 26, 2015

Kirkland Construction, L.L.L.P.
PO Box 580
Rye, CO 81069-0580

Dear Mr. Kirkland:

After review of your prequalification form, your WYDOT ability rating (AR) will be: **14**

The ability rating is multiplied by your net worth. If you have an audited financial statement, WYDOT will use the full amount of your net worth. If you have a reviewed or complied financial statement WYDOT used up to a maximum of $500,000.00 of your net worth. Your cooperation and quality performance on Wyoming Department of Transportation (WYDOT) construction projects will help insure that your firm stays in Good Standing with us.

Your company has been Prequalified for the following:

Maximum Prequalification Rating:	**$ $75,100,000.00**
Work Classification:	**Grading, Pipe, Truck Haul, Gravel Surfacing, Crushing, Chip Seal, Asphalt Surfacing, Concrete Structures (Box Culverts) & Underground Utilities**
NAICS Code(s):	**238910, 238120, 237310 & 237110**
Contractor ID #	**01538**
Date of Financial Statement:	**December 31, 2014**
Expiration Date:	**March 31, 2016**

Nothing contained herein shall be construed to deprive the Transportation Commission of Wyoming of the right to reject any bid, or refuse to award a contract to the low bidder where circumstances or developments have, in the opinion of the Commission, changed the qualifications or responsibility of the bidder.

For information concerning the WYDOT bidding system and for other pertinent information, please visit our web site at: **http://dot.state.wy.us//**

If you have questions or comments about your Prequalification Rating or your Contractor Performance Evaluation Rating Forms for your current WYDOT projects, please contact Andy Long, P.E., State Construction Engineer at (307)777-4425 or myself at (307)777-4056.

Your attention is called to the necessity of placing your Bidder ID Number on the bid proposal exactly as it appears above on this prequalification letter.

If you are planning on bidding on WYDOT projects, do not forget that you need to send the E-103 (Current Work Affidavit) each month. The E-103 can be found on our web page or on the second to last page of the PQ-2.

Sincerely,

James A. Messer
Prequalification Officer

JAM/jam

Texas Department of Transportation

DEWITT C. GREER STATE HIGHWAY BLDG. • 125 E. 11TH STREET • AUSTIN, TEXAS 78701-2483 • (512) 463-8585

December 1, 2015

KIRKLAND CONSTRUCTION LLLP
PO BOX 580
RYE CO 81069

RE: Texas Department Of Transportation (TxDOT) - Bidder Eligibility

Your statement now on file as of December 31, 2014 will expire on December 31, 2015. An extended period of qualification through March 2016 is automatically granted to allow for preparation of a new statement, however, will not be extended beyond this date.

In order to be qualified for another period, TxDOT suggests promptly filing a new statement. Qualification statements are valid for one year from the date of the balance sheet. In the case that no balance sheet has been submitted, it will expire one year from the date of our receipt.

To bid in lettings subsequent to the above extension, a new prequalification statement must be filed with this office at least ten days prior to the next letting in which you plan to participate, in accordance with the Special Provision to Item 2, Article 2.2, *Eligibility of Bidders.*

The forms of prequalification can be found at:
http://www.txdot.gov/business/contractors/contractor-prequalification.html

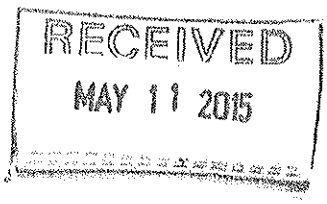
Please call Contract Letting at (512)416-2491, if you have any questions or require assistance.

Sincerely,

Darren G. Hazlett, P.E.
Deputy Director
Construction Division

ADOT
Contracts and Specifications

Douglas A. Ducey, Governor
John S. Halikowski, Director
Dallas Hammit, State Engineer
Steve Boschen, Division Director



May 05, 2014

KIRKLAND CONSTRUCTION, LLLP
P.O. BOX 580
RYE, CO 81069

RE: PREQUALIFICATION

At a meeting of the Prequalification Board on May 04, 2015, your Application for Prequalification was reviewed. In your Application you requested the following type of work:

All Classes of Construction

The Prequalification Board did not approve the type of work you requested.The Prequalification Board approved your Company for the following types of work:

- Asphalt Concrete Paving
- Bridges
- Chip Seal
- Grading and Draining
- Guardrail / Fencing
- Minor Concrete Structures
- Miscellaneous Concrete
- Signing

The Prequalification Board approved a prequalification amount of $16,900,000. You are prequalified until March 31, 2016.

Please note that your company name must be placed on the bid proposal exactly as it appears on your Prequalification application. If you have any questions, please contact us at (602) 712-7221.

Sincerely,

Barry Crockett, Chairman
Prequalification Board

STATE OF HAWAII

DEPARTMENT OF COMMERCE AND CONSUMER AFFAIRS

CONTRACTORS LICENSE BOARD

This is to Certify that **KIRKLAND CONSTRUCTION R L L P**

has been duly licensed as a/an **CONTRACTOR**

in the State of Hawaii on **NOVEMBER 15, 2011**

This license shall be in full force and effect only as long as it is supported by a current license identification card.

No. 31902

Chairperson

THIS LICENSE MUST BE DISPLAYED AT PLACE OF BUSINESS AND IS NOT TRANSFERABLE OR ASSIGNABLE.

OPERATED EQUIPMENT RATES

KIRKLAND CONSTRUCTION

Contact:
Phone:
Fax:

Quote To:

Phone:
Fax:

Job Name:
Date of Plans:
Revision Date:

ITEM	DESCRIPTION	QUANTITY	UNIT	UNIT PRICE	
	DOZERS				
110	D6 DOZER	1.00	HR	145.00	
130	D8 DOZER	1.00	HR	198.00	
140	D9 DOZER	1.00	HR	257.00	
150	D10 DOZER	1.00	HR	306.00	
160	824 RT DOZER	1.00	HR	218.00	
	SCRAPERS				
210	613/615 SCRAPER	1.00	HR	139.00	
220	623 SCRAPER	1.00	HR	215.00	
240	631 SCRAPER	1.00	HR	261.00	
	LOADERS				
310	928 LOADER	1.00	HR	125.00	
320	950 LOADER	1.00	HR	129.00	
330	966 LOADER	1.00	HR	146.00	
340	980 LOADER	1.00	HR	166.00	
350	988 LOADER	1.00	HR	243.00	
	GRADERS				
410	140 GRADER	1.00	HR	132.00	
411	140 GRADER W/GPS	1.00	HR	154.00	
420	14 GRADER	1.00	HR	153.00	
430	14 GRADER W/GPS	1.00	HR	179.00	
	EXCAVATORS				
510	320 EXCAVATOR	1.00	HR	145.00	
517	328 EXCAVATOR	1.00	HR	145.00	
530	345 EXCAVATOR	1.00	HR	189.00	
570	385 EXCAVATOR	1.00	HR	283.00	

ITEM	DESCRIPTION	QUANTITY	UNIT	UNIT PRICE	
580	1200 EXCAVATOR	1.00	HR	355.00	
	WATER EQUIPMENT				
610	2000 GAL WATER TRUCK	1.00	HR	97.00	
620	4000 GAL WATER TRUCK	1.00	HR	119.00	
630	5000 GAL WATER PULL	1.00	HR	146.00	
640	8000 GAL WATER PULL	1.00	HR	181.00	
650	10000 GAL WATER PULL	1.00	HR	215.00	
680	4" WATER PUMP	1.00	HR	21.00	
690	WATER TOWER	1.00	HR	9.00	
	TRUCK HAUL UNITS				
710	SINGLE BELLY DUMPS	1.00	HR	110.00	
715	DOUBLE BELLY DUMPS	1.00	HR	127.00	
720	SINGLE END/SIDE DUMP	1.00	HR	110.00	
730	D350 ROCK TRUCKS	1.00	HR	181.00	
740	D400 ROCK TRUCKS	1.00	HR	198.00	
750	773 ROCK TRUCKS	1.00	HR	228.00	
760	775 ROCK TRUCKS	1.00	HR	238.00	
	LABOR & SUPERVISION				
1010	LABORER	1.00	HR	47.00	
1011	FLAGGER	1.00	HR	42.00	
1020	OPERATOR	1.00	HR	58.00	
1030	DRIVER	1.00	HR	51.00	
1070	GRADE CHECKER W/GPS	1.00	HR	96.00	
1100	MECHANIC W/TRUCK	1.00	HR	145.00	
1200	FOREMAN & PICKUP	1.00	HR	97.00	
1210	PROJECT ENGINEER W/PICKUP	1.00	HR	97.00	

NOTES:

Equipment Rates include one operator unless otherwise noted.

Rates are subject to availability of Kirkland Construction Equipment. Outside rentals will be billed at cost plus 15%, plus operator.

Mobilization cost for equipment not available onsite will be billed at cost plus 15%

Rates are based on Diesel Fuel Cost of ***$1.35/gallon***

HOLMES
MURPHY.

THINKING AHEAD

January 18, 2016

RE: Kirkland Construction, L.L.L.P.
Surety Prequalification

To Whom It May Concern:

We handle the surety bonds for Kirkland Construction, L.L.L.P. and have been acquainted with them for many years.

Kirkland Construction, L.L.L.P. is considered very reputable and experienced in their field. They enjoy a fine relationship with owners, architects, engineers and suppliers. We recommend them as a very competent and reliable contractor.

Kirkland Construction's bonds are written through Travelers Casualty and Surety Company of America, which it treasury listed and has a Best Rating of A+ with a financial rating of XV. Kirkland Construction is capable of providing bonds in the $40,000,000 single range, with an aggregate of $60,000,000.

Our position is expressly conditioned upon our favorable review of the contract documents, plans specifications and normal underwriting requirements at the time of the request. The arrangement for Performance and Payment Bonds is a matter between Kirkland Construction, L.L.L.P. and Travelers Casualty and Surety Company of America, and neither the surety nor the agent assumes any liability to your or third parties if for any reason said bonds are not written.

We are confident that you will find Kirkland Construction a pleasure to work with. If we may be of any further assistance in any way, please do not hesitate to contact us.

Sincerely,

Florietta Acosta

Florietta Acosta, AAI
Client Service Consultant, Surety

CONFIDENTIAL

7600 E ORCHARD ROAD, STE 330 SOUTH
GREENWOOD VILLAGE, CO 80111
(844) 484.7750/ F (515) 223.6944
HOLMESMURPHY.COM

CERTIFICATE OF LIABILITY INSURANCE

DATE (MM/DD/YYYY): 12/29/2015

THIS CERTIFICATE IS ISSUED AS A MATTER OF INFORMATION ONLY AND CONFERS NO RIGHTS UPON THE CERTIFICATE HOLDER. THIS CERTIFICATE DOES NOT AFFIRMATIVELY OR NEGATIVELY AMEND, EXTEND OR ALTER THE COVERAGE AFFORDED BY THE POLICIES BELOW. THIS CERTIFICATE OF INSURANCE DOES NOT CONSTITUTE A CONTRACT BETWEEN THE ISSUING INSURER(S), AUTHORIZED REPRESENTATIVE OR PRODUCER, AND THE CERTIFICATE HOLDER.

IMPORTANT: If the certificate holder is an ADDITIONAL INSURED, the policy(ies) must be endorsed. If SUBROGATION IS WAIVED, subject to the terms and conditions of the policy, certain policies may require an endorsement. A statement on this certificate does not confer rights to the certificate holder in lieu of such endorsement(s).

PRODUCER	CONTACT NAME: Scott Orcutt
Orcutt Insurance Group, LLC 1-303-233-2828 965 S. Kipling Pkwy, Ste B Lakewood, CO 80226	PHONE (A/C, No, Ext): 303-233-2828 FAX (A/C, No): 303-233-6570 E-MAIL ADDRESS: sorcutt@orcuttgroup.com
INSURED Kirkland Construction LLLP c/o Resource Management Systems, Inc. 7315 East Orchard Road Suite #200 Greenwood Village, CO 80111	INSURER(S) AFFORDING COVERAGE / NAIC # INSURER A : PINNACOL ASSURANCE 41190 INSURER B : INSURER C : INSURER D : INSURER E : INSURER F :

COVERAGES **CERTIFICATE NUMBER:** 45735268 **REVISION NUMBER:**

THIS IS TO CERTIFY THAT THE POLICIES OF INSURANCE LISTED BELOW HAVE BEEN ISSUED TO THE INSURED NAMED ABOVE FOR THE POLICY PERIOD INDICATED. NOTWITHSTANDING ANY REQUIREMENT, TERM OR CONDITION OF ANY CONTRACT OR OTHER DOCUMENT WITH RESPECT TO WHICH THIS CERTIFICATE MAY BE ISSUED OR MAY PERTAIN, THE INSURANCE AFFORDED BY THE POLICIES DESCRIBED HEREIN IS SUBJECT TO ALL THE TERMS, EXCLUSIONS AND CONDITIONS OF SUCH POLICIES. LIMITS SHOWN MAY HAVE BEEN REDUCED BY PAID CLAIMS.

INSR LTR	TYPE OF INSURANCE	ADDL INSD	SUBR WVD	POLICY NUMBER	POLICY EFF (MM/DD/YYYY)	POLICY EXP (MM/DD/YYYY)	LIMITS
	COMMERCIAL GENERAL LIABILITY CLAIMS-MADE OCCUR GEN'L AGGREGATE LIMIT APPLIES PER: POLICY PRO-JECT LOC OTHER:						EACH OCCURRENCE $ DAMAGE TO RENTED PREMISES (Ea occurrence) $ MED EXP (Any one person) $ PERSONAL & ADV INJURY $ GENERAL AGGREGATE $ PRODUCTS - COMP/OP AGG $ $
	AUTOMOBILE LIABILITY ANY AUTO ALL OWNED AUTOS HIRED AUTOS SCHEDULED AUTOS NON-OWNED AUTOS						COMBINED SINGLE LIMIT (Ea accident) $ BODILY INJURY (Per person) $ BODILY INJURY (Per accident) $ PROPERTY DAMAGE (Per accident) $ $
	UMBRELLA LIAB OCCUR EXCESS LIAB CLAIMS-MADE DED RETENTION $						EACH OCCURRENCE $ AGGREGATE $ $
A	WORKERS COMPENSATION AND EMPLOYERS' LIABILITY ANY PROPRIETOR/PARTNER/EXECUTIVE OFFICER/MEMBER EXCLUDED? (Mandatory in NH) Y/N: Y N/A If yes, describe under DESCRIPTION OF OPERATIONS below			4098397	01/01/16	01/01/17	X PER STATUTE OTH-ER E.L. EACH ACCIDENT $ 1,000,000 E.L. DISEASE - EA EMPLOYEE $ 1,000,000 E.L. DISEASE - POLICY LIMIT $ 1,000,000

DESCRIPTION OF OPERATIONS / LOCATIONS / VEHICLES (ACORD 101, Additional Remarks Schedule, may be attached if more space is required)

CERTIFICATE HOLDER

To Whom It May Concern

2101 Main Street

Rye, CO 81069 USA

CANCELLATION

SHOULD ANY OF THE ABOVE DESCRIBED POLICIES BE CANCELLED BEFORE THE EXPIRATION DATE THEREOF, NOTICE WILL BE DELIVERED IN ACCORDANCE WITH THE POLICY PROVISIONS.

AUTHORIZED REPRESENTATIVE

Client#: 33530 KIRCONPC1

ACORD™ CERTIFICATE OF LIABILITY INSURANCE

DATE (MM/DD/YYYY) 10/12/2015

THIS CERTIFICATE IS ISSUED AS A MATTER OF INFORMATION ONLY AND CONFERS NO RIGHTS UPON THE CERTIFICATE HOLDER. THIS CERTIFICATE DOES NOT AFFIRMATIVELY OR NEGATIVELY AMEND, EXTEND OR ALTER THE COVERAGE AFFORDED BY THE POLICIES BELOW. THIS CERTIFICATE OF INSURANCE DOES NOT CONSTITUTE A CONTRACT BETWEEN THE ISSUING INSURER(S), AUTHORIZED REPRESENTATIVE OR PRODUCER, AND THE CERTIFICATE HOLDER.

IMPORTANT: If the certificate holder is an ADDITIONAL INSURED, the policy(ies) must be endorsed. If SUBROGATION IS WAIVED, subject to the terms and conditions of the policy, certain policies may require an endorsement. A statement on this certificate does not confer rights to the certificate holder in lieu of such endorsement(s).

PRODUCER	CONTACT NAME: Pat Reece
Holmes Murphy - Colorado 7600 East Orchard Rd, Ste 330 South Greenwood Village, CO 80111	PHONE (A/C, No, Ext): 720-622-8246 FAX (A/C, No): 855-668-0069 E-MAIL ADDRESS: preece@holmesmurphy.com

INSURED	INSURER(S) AFFORDING COVERAGE	NAIC #
Kirkland Construction, L.L.L.P. PO Box 580 2101 Main Street Rye, CO 81069	INSURER A : Zurich American Insurance Compa	16535
	INSURER B : American Guarantee & Liability	26247
	INSURER C : Indian Harbor Insurance Company	36940
	INSURER D :	
	INSURER E :	
	INSURER F :	

COVERAGES **CERTIFICATE NUMBER:** **REVISION NUMBER:**

THIS IS TO CERTIFY THAT THE POLICIES OF INSURANCE LISTED BELOW HAVE BEEN ISSUED TO THE INSURED NAMED ABOVE FOR THE POLICY PERIOD INDICATED. NOTWITHSTANDING ANY REQUIREMENT, TERM OR CONDITION OF ANY CONTRACT OR OTHER DOCUMENT WITH RESPECT TO WHICH THIS CERTIFICATE MAY BE ISSUED OR MAY PERTAIN, THE INSURANCE AFFORDED BY THE POLICIES DESCRIBED HEREIN IS SUBJECT TO ALL THE TERMS, EXCLUSIONS AND CONDITIONS OF SUCH POLICIES. LIMITS SHOWN MAY HAVE BEEN REDUCED BY PAID CLAIMS.

INSR LTR	TYPE OF INSURANCE	ADDL INSR	SUBR WVD	POLICY NUMBER	POLICY EFF (MM/DD/YYYY)	POLICY EXP (MM/DD/YYYY)	LIMITS	
A	GENERAL LIABILITY			GLA017661101	07/31/2015	07/31/2016	EACH OCCURRENCE	$1,000,000
	X COMMERCIAL GENERAL LIABILITY						DAMAGE TO RENTED PREMISES (Ea occurrence)	$300,000
	CLAIMS-MADE X OCCUR						MED EXP (Any one person)	$10,000
	X PD Ded: $2,500						PERSONAL & ADV INJURY	$1,000,000
	GEN'L AGGREGATE LIMIT APPLIES PER:						GENERAL AGGREGATE	$2,000,000
	POLICY X PRO-JECT X LOC						PRODUCTS - COMP/OP AGG	$2,000,000
								$
A	AUTOMOBILE LIABILITY			GLA017661101	07/31/2015	07/31/2016	COMBINED SINGLE LIMIT (Ea accident)	$1,000,000
	X ANY AUTO						BODILY INJURY (Per person)	$
	ALL OWNED AUTOS / SCHEDULED AUTOS						BODILY INJURY (Per accident)	$
	X HIRED AUTOS / X NON-OWNED AUTOS						PROPERTY DAMAGE (Per accident)	$
	X Drive Oth Car							$
B	X UMBRELLA LIAB X OCCUR			AUC017663401	07/31/2015	07/31/2016	EACH OCCURRENCE	$9,000,000
	EXCESS LIAB CLAIMS-MADE						AGGREGATE	$9,000,000
	DED X RETENTION $10,000							$
	WORKERS COMPENSATION AND EMPLOYERS' LIABILITY Y / N						WC STATU-TORY LIMITS / OTH-ER	
	ANY PROPRIETOR/PARTNER/EXECUTIVE OFFICER/MEMBER EXCLUDED? N / A						E.L. EACH ACCIDENT	$
	(Mandatory in NH) If yes, describe under DESCRIPTION OF OPERATIONS below						E.L. DISEASE - EA EMPLOYEE	$
							E.L. DISEASE - POLICY LIMIT	$
C	Pollution			PEC004211002	09/04/2015	09/04/2016	$3,000,000 $10,000 Deductible	

DESCRIPTION OF OPERATIONS / LOCATIONS / VEHICLES (Attach ACORD 101, Additional Remarks Schedule, if more space is required)

CERTIFICATE HOLDER

To Whom it may concern

CANCELLATION

SHOULD ANY OF THE ABOVE DESCRIBED POLICIES BE CANCELLED BEFORE THE EXPIRATION DATE THEREOF, NOTICE WILL BE DELIVERED IN ACCORDANCE WITH THE POLICY PROVISIONS.

AUTHORIZED REPRESENTATIVE

Gary E. Hansen

MANV1

KIRKLAND
CONSTRUCTION

Main Office: 2101 Main Street POB 580, Rye, Colorado 81069 PH: 719-489-3385 FX: 719-489-2268

Shop: 4595 Graneros Road, Colorado City, CO 81019 PH: 719-676-3011 FX: 719-676-3010

EQUAL OPPORTUNITY EMPLOYER AND CONTRACTOR

In the past 3 years Kirkland Construction has not had any Violations of law and regulations, litigation, or claims.

KIRKLAND
CONSTRUCTION

Main Office: 2101 Main Street POB 580, Rye, Colorado 81069 PH: 719-489-3385 FX: 719-489-2268

Shop: 4595 Graneros Road, Colorado City, CO 81019 PH: 719-676-3011 FX: 719-676-3010

Annual Construction Volume

2015	$42,973,168
2014	$27,899,295
2013	$20,460.732

Kirkland Construction, L.L.L.P. will generally self-perform approximately 75% of work on a contract which would normally include clearing & grubbing, erosion control, excavation, embankment, subgrade preparation, surfacing, topsoil, riprap, soil anchors, rock bolts, drainage culverts, aggregate base, and asphalt.

U.S. Department
of Transportation
**Federal Highway
Administration**

Eastern Federal Lands
Highway Division

21400 Ridgetop Circle
Sterling, VA 20166-6511

AUG 16 2010

In Reply Refer To: HFCO-15

FEDERAL EXPRESS

Mr. James H. Kirkland
General Partner
Kirkland Construction
2101 Main Street
Rye, CO 81069

Subject: Project No. VI DE-66(9)
Christiansted Bypass, Phase 1A-Contract 2
Performance Evaluation (Construction)
Contract No. DTFH71-07-C-00024

Dear Mr. Kirkland:

As per the Federal Acquisition Regulation (FAR) Clause 36.201-Evaluation of Contractor Performance, please find attached the Performance Evaluation (Construction) for the subject project. If you have any questions, please contact Mr. Jameel A. Siddiqi, Construction Operations Engineer, at 703-404-6259.

Sincerely yours,

Thomas J. Scott, Jr., P.E.
Construction Engineer and
Administrative Contracting Officer

Enclosure

FOR OFFICIAL USE ONLY *(WHEN COMPLETED)*

PERFORMANCE EVALUATION (CONSTRUCTION)

1. CONTRACT NUMBER: DTPH71-07-C-00024
2. CEC NUMBER:

IMPORTANT: Be sure to complete Part III - Evaluation of Performance Elements on reverse.

PART I - GENERAL CONTRACT DATA

3. TYPE OF EVALUATION *(X one)*: [ ] INTERIM *(List percentage ____ %)* [X] FINAL [ ] AMENDED
4. TERMINATED FOR DEFAULT: [ ]

5. CONTRACTOR *(Name, Address, and ZIP Code)*:
Kirkland Construction
2101 Main Street, Rye, CO 81069

6.a. PROCUREMENT METHOD *(X one)*: [X] SEALED BID [ ] NEGOTIATED

b. TYPE OF CONTRACT *(X one)*: [X] FIRM FIXED PRICE [ ] COST REIMBURSEMENT [ ] OTHER *(Specify)*

7. DESCRIPTION AND LOCATION OF WORK
Project VI DE 66(9) Contract 2, Christiansted Bypass - This project is located in St.Croix, US Virgin Islands. Project work included grading, drainage, anchor block, ground anchors, paving, erosion control and other work.

8. TYPE AND PERCENT OF SUBCONTRACTING
Small Business Concerns 0.87%
Small Disadvantaged business Concerns 21.43%
Women Owned Small Business Concerns 0.04%
Non-Small Business Concerns 1.15%

	a.	b.	c.	d.
9. FISCAL DATA	AMOUNT OF BASIC CONTRACT $ 12,504,695.00	TOTAL AMOUNT OF MODIFICATIONS $ 4,787,589.18	LIQUIDATED DAMAGES ASSESSED $ 0.00	NET AMOUNT PAID CONTRACTOR $ 17,292,284.18
10. SIGNIFICANT DATES	DATE OF AWARD 8/22/2007	ORIGINAL CONTRACT COMPLETION DATE 12/23/2008	REVISED CONTRACT COMPLETION DATE 10/2/2009	DATE WORK ACCEPTED 10/02/2009

PART II - PERFORMANCE EVALUATION OF CONTRACTOR

11. OVERALL RATING *(X appropriate block)*: [ ] OUTSTANDING [ ] ABOVE AVERAGE [X] SATISFACTORY [ ] MARGINAL [ ] UNSATISFACTORY *(Explain in Item 20 on reverse)*

12. EVALUATED BY

a. ORGANIZATION *(Name and Address (Include ZIP Code))*	b. TELEPHONE NUMBER *(Include Area Code)*	
EFLHD 21400 Ridgetop Circle, Sterling, VA 20166	(703) 404-6259	
c. NAME AND TITLE	d. SIGNATURE	e. DATE
Jameel Siddiqi, C.O.E.	Jameel Siddiqi Digitally signed by Jameel Siddiqi DN: cn=Jameel Siddiqi, o=EFLHD, ou=FHWA, email=jameel.siddiqi@dot.gov, c=US Date: 2010.07.21 10:46:39 -04'00'	07/21/2010

13. EVALUATION REVIEWED BY

a. ORGANIZATION *(Name and Address (Include ZIP Code))*	b. TELEPHONE NUMBER *(Include Area Code)*	
EFLHD 21400 Ridgetop Circle Sterling, VA 20166	(703) 404-6260	
c. NAME AND TITLE	d. SIGNATURE	e. DATE
Thomas J.Scott, Construction Engineer	Thomas J. Scott Jr. Digitally signed by Thomas J. Scott Jr. DN: cn=Thomas J. Scott Jr., o=EFLHD, ou=HFCO-15, email=thomas.scott@dot.gov, c=US Date: 2010.07.21 10:50:47 -04'00'	07/21/2010

14. AGENCY USE *(Distribution, etc.)*

PART III - EVALUATION OF PERFORMANCE ELEMENTS

N/A = NOT APPLICABLE O = OUTSTANDING A = ABOVE AVERAGE S = SATISFACTORY M = MARGINAL U = UNSATISFACTORY

15. QUALITY CONTROL	N/A	O	A	S	M	U
a. QUALITY OF WORKMANSHIP			X			
b. ADEQUACY OF THE CQC PLAN				X		
c. IMPLEMENTATION OF THE CQC PLAN				X		
d. QUALITY OF QC DOCUMENTATION			X			
e. STORAGE OF MATERIALS				X		
f. ADEQUACY OF MATERIALS				X		
g. ADEQUACY OF SUBMITTALS				X		
h. ADEQUACY OF QC TESTING				X		
I. ADEQUACY OF AS-BUILTS						
j. USE OF SPECIFIED MATERIALS				X		
k. IDENTIFICATION/CORRECTION OF DEFICIENT WORK IN A TIMELY MANNER			X			
17. TIMELY PERFORMANCE						
a. ADEQUACY OF INITIAL PROGRESS SCHEDULE				X		
b. ADHERENCE TO APPROVED SCHEDULE				X		
c. RESOLUTION OF DELAYS				X		
d. SUBMISSION OF REQUIRED DOCUMENTATION				X		
e. COMPLETION OF PUNCHLIST ITEMS				X		
f. SUBMISSION OF UPDATED AND REVISED PROGRESS SCHEDULES				X		
g. WARRANTY RESPONSE	X					

16. EFFECTIVENESS OF MANAGEMENT	N/A	O	A	S	M	U
a. COOPERATION AND RESPONSIVENESS			X			
b. MANAGEMENT OF RESOURCES/ PERSONNEL			X			
c. COORDINATION AND CONTROL OF SUBCONTRACTOR(S)				X		
d. ADEQUACY OF SITE CLEAN-UP				X		
e. EFFECTIVENESS OF JOB-SITE SUPERVISION			X			
f. COMPLIANCE WITH LAWS AND REGULATIONS				X		
g. PROFESSIONAL CONDUCT			X			
h. REVIEW/RESOLUTION OF SUBCONTRACTOR'S ISSUES				X		
i. IMPLEMENTATION OF SUBCONTRACTING PLAN				X		
18. COMPLIANCE WITH LABOR STANDARDS						
a. CORRECTION OF NOTED DEFICIENCIES				X		
b. PAYROLLS PROPERLY COMPLETED AND SUBMITTED				X		
c. COMPLIANCE WITH LABOR LAWS AND REGULATIONS WITH SPECIFIC ATTENTION TO THE DAVIS-BACON ACT AND EEO REQUIREMENTS				X		
19. COMPLIANCE WITH SAFETY STANDARDS						
a. ADEQUACY OF SAFETY PLAN				X		
b. IMPLEMENTATION OF SAFETY PLAN				X		
c. CORRECTION OF NOTED				X		

20. REMARKS *(Explanation of unsatisfactory evaluation is required. Other comments are optional. Provide facts concerning specific events or actions to justify the evaluation. These data must be in sufficient detail to assist contracting officers in determining the contractor's responsibility. Continue on separate sheet(s), if needed.)*

The contractor utilized the right equipment and personnel to complete the project in a timely manner. Working with the contractor on site everyday and during price proposal negotiations all parties were able to leave knowing they were treated fairly.

New Mexico DEPARTMENT OF TRANSPORTATION

November 11, 2011

To Whom It May Concern,

I am the Project Manager in the Raton Project Office for the New Mexico Department of Transportation. Currently I am working with Kirkland Construction on (2) Projects being built simultaneously in Northern New Mexico within Colfax and Union Counties. One Project, ESG4034A, (Capulin/Des Moines), on US 64/87 from MP 374.8 to 390.2 and G4024A Project, (TO), on US 64/87 from MP 359.95 to MP 375.2.

The Capulin Project was awarded for $22,621,574.50 and began in September of 2009. The Project involved widening an existing 2-lane highway in to a 4-lane highway for 15 miles. Quantities associated with the project included 100,000 cy of excavation, 423,000 cy of borrow, 25,000 cy of rock excavation, 145,000 tons of base course, 145,000 tons of asphalt (HMA), 180,000 sy/inch of cold milling, 3,000 cy of structural concrete, 3,000 lf of pipe, 1,000 sy of rip rap, 16,000 lf of guardrail, 90,000 lf of barbed wire fence, and 36.0 acres of seeding. The project was completed on schedule and in the fall of 2011.

The TO Project was awarded for $26,273,483.40 and began in August of 2010. The Project involved widening an existing 2-lane highway in to a 4-lane highway for 15 miles. The project included 155,000 cy of excavation, 545,000 cy of borrow, 493,000 sy of subgrade prep, 142,000 tons of base course, 382,000 sy/inch of cold milling, 174,000 tons of asphalt (HMA), 2,000 cy of structural concrete, 6,000 lf of pipe, 55,000 lf of guardrail, 189,000 lf of rumble strips, 94.0 acres of seeding, and construction of (4) bridges. The project is scheduled to complete in the fall of 2012.

The (2) Projects have run simultaneously for over a year. Kirkland Construction has had a large fleet of equipment on site to perform the construction activities required. This included excavators, loaders, dozers, scrapers, roller/compactors, rock trucks, asphalt plant, pavers, shuttle buggy, belly and tandem dump trucks, crusher, screening plant, concrete batch plant, cement mixer trucks, water wagons, water trucks, fuel and lube trucks, and mechanic servicing truck. With the timing of both projects dirt work operations were completed in Capulin and progressed to the TO Project. The (2) projects have flowed smoothly due to the aggressive mindset of constructing the projects while also maintaining good coordination between Kirkland Construction and the New Mexico Department of Transportation.

Should you have any questions, feel free to contact our office at 575-445-9553.

Johnny Lee Chavez
Project Manager

XC: File

EXHIBIT "C"

NAVFAC/USACE PAST PERFORMANCE QUESTIONNAIRE (Form PPQ-0)

CONTRACT INFORMATION

1. Contractor Information

Firm Name: Kirkland Construction
Address: PO Box 580 Rye, CO 81069
Phone Number: 719-489-3385
Email Address: shawn@kirklandconstruction.us
Point of Contact: Ronda Neumeister

CAGE Code: 0L1P3
DUNs Number: 048124598

Contact Phone Number: 719-489-3385

2. Work Performed as: ☒ Prime Contractor ☐ Sub Contractor ☐ Joint Venture ☐ Other (Explain)
Percent of project work performed:
If subcontractor, who was the prime (Name/Phone #):

3. Contract Information

Contract Number: 2763A/EBS-IM-NH-TPA-WIPP-040-2(58)102
Delivery/Task Order Number (if applicable):
Contract Type: ☒ Firm Fixed Price ☐ Cost Reimbursement ☐ Other (Please specify):
Contract Title: I-40 Interchange at MP102.00
Contract Location: Cibola County, New Mexico

Award Date (mm/dd/yy): 01/14/09
Contract Completion Date (mm/dd/yy): 07/23/10
Actual Completion Date (mm/dd/yy): 07/23/10
Explain Differences:

Original Contract Price (Award Amount): $17,479,508.35
Final Contract Price (*to include all modifications, if applicable*): $17,870,535
Explain Differences:
Final contract dollars included gross receipt taxex

4. Project Description:

Complexity of Work ☐ High ☐ Med ☐ Routine
How is this project relevant to project of submission? (*Please provide details such as similar equipment, requirements, conditions, etc.*)

CLIENT INFORMATION

5. Client Information

Name: Eddie Gonzales
Title: Project Manager (NMDOT)
Phone Number: (505) 285-6808
Email Address: Edward.gonzales1@state.nm.us

6. Describe the client's role in the project: Administer and Manage contract for the New Mexico Department of Transportation.

7. Date Questionnaire was completed (mm/dd/yy): 03/13/13

8. Client's Signature:

NOTE: NAVFAC REQUESTS THAT THE CLIENT COMPLETES THIS QUESTIONNAIRE AND SUBMITS DIRECTLY BACK TO THE OFFEROR. THE OFFEROR WILL SUBMIT THE COMPLETED QUESTIONNAIRE TO NAVFAC WITH THEIR PROPOSAL, AND MAY DUPLICATE THIS QUESTIONNAIRE FOR FUTURE SUBMISSION ON NAVFAC SOLICITATIONS. CLIENTS ARE HIGHLY ENCOURAGED TO SUBMIT QUESTIONNAIRES DIRECTLY TO THE OFFEROR. HOWEVER, QUESTIONNAIRES MAY BE SUBMITTED DIRECTLY TO NAVFAC. PLEASE CONTACT THE OFFEROR FOR NAVFAC POC INFORMATION. THE GOVERNMENT RESERVES THE RIGHT TO VERIFY ANY AND ALL INFORMATION ON THIS FORM.

ADJECTIVE RATINGS AND DEFINITIONS TO BE USED TO BEST REFLECT YOUR EVALUATION OF THE CONTRACTOR'S PERFORMANCE

RATING	DEFINITION	NOTE
(E) Exceptional	Performance meets contractual requirements and exceeds many to the Government's/Owner's benefit. The contractual performance of the element or sub-element being assessed was accomplished with few minor problems for which corrective actions taken by the contractor was highly effective.	An Exceptional rating is appropriate when the Contractor successfully performed multiple significant events that were of benefit to the Government/Owner. A singular benefit, however, could be of such magnitude that it alone constitutes an Exceptional rating. Also, there should have been NO significant weaknesses identified.
(VG) Very Good	Performance meets contractual requirements and exceeds some to the Government's/Owner's benefit. The contractual performance of the element or sub-element being assessed was accomplished with some minor problems for which corrective actions taken by the contractor were effective.	A Very Good rating is appropriate when the Contractor successfully performed a significant event that was a benefit to the Government/Owner. There should have been NO significant weaknesses identified.
(S) Satisfactory	Performance meets minimum contractual requirements. The contractual performance of the element or sub-element contains some minor problems for which corrective actions taken by the contractor appear or were satisfactory.	A Satisfactory rating is appropriate when there were only minor problems, or major problems that the contractor recovered from without impact to the contract. There should have been NO significant weaknesses identified. Per DOD policy, a fundamental principle of assigning ratings is that contractors will not be assessed a rating lower than Satisfactory solely for not performing beyond the requirements of the contract.
(M) Marginal	Performance does not meet some contractual requirements. The contractual performance of the element or sub-element being assessed reflects a serious problem for which the contractor has not yet identified corrective actions. The contractor's proposed actions appear only marginally effective or were not fully implemented.	A Marginal is appropriate when a significant event occurred that the contractor had trouble overcoming which impacted the Government/Owner.
(U) Unsatisfactory	Performance does not meet most contractual requirements and recovery is not likely in a timely manner. The contractual performance of the element or sub-element contains serious problem(s) for which the contractor's corrective actions appear or were ineffective.	An Unsatisfactory rating is appropriate when multiple significant events occurred that the contractor had trouble overcoming and which impacted the Government/Owner. A singular problem, however, could be of such serious magnitude that it alone constitutes an unsatisfactory rating.
(N) Not Applicable	No information or did not apply to your contract	Rating will be neither positive nor negative.

Contractor Information (Firm Name): _____
Client Information (Name): Eddie Gonzales

TO BE COMPLETED BY CLIENT

PLEASE CIRCLE THE ADJECTIVE RATING WHICH BEST REFLECTS YOUR EVALUATION OF THE CONTRACTOR'S PERFORMANCE.

1. QUALITY						
a) Quality of technical data/report preparation efforts	E	[VG]	S	M	U	N
b) Ability to meet quality standards specified for technical performance	E	[VG]	S	M	U	N
c) Timeliness/effectiveness of contract problem resolution without extensive customer guidance	E	VG	[S]	M	U	N
d) Adequacy/effectiveness of quality control program and adherence to contract quality assurance requirements (without adverse effect on performance)	E	[VG]	S	M	U	N
2. SCHEDULE/TIMELINESS OF PERFORMANCE						
a) Compliance with contract delivery/completion schedules including any significant intermediate milestones. *(If liquidated damages were assessed or the schedule was not met, please address below)*	E	[VG]	S	M	U	N
b) Rate the contractor's use of available resources to accomplish tasks identified in the contract	[E]	VG	S	M	U	N
3. CUSTOMER SATISFACTION						
a) To what extent were the end users satisfied with the project?	E	[VG]	S	M	U	N
b) Contractor was reasonable and cooperative in dealing with your staff (including the ability to successfully resolve disagreements/disputes; responsiveness to administrative reports, businesslike and communication)	E	[VG]	S	M	U	N
c) To what extent was the contractor cooperative, businesslike, and concerned with the interests of the customer?	E	[VG]	S	M	U	N
d) Overall customer satisfaction	E	[VG]	S	M	U	N
4. MANAGEMENT/PERSONNEL/LABOR						
a) Effectiveness of on-site management, including management of subcontractors, suppliers, materials, and/or labor force	E	[VG]	S	M	U	N
b) Ability to hire, apply, and retain a qualified workforce to this effort	E	[VG]	S	M	U	N
c) Government Property Control	E	[VG]	S	M	U	N
d) Knowledge/expertise demonstrated by contractor personnel	[E]	VG	S	M	U	N
e) Utilization of Small Business concerns	[E]	VG	S	M	U	N
f) Ability to simultaneously manage multiple projects with multiple disciplines	E	[VG]	S	M	U	N
g) Ability to assimilate and incorporate changes in requirements and/or priority, including planning, execution and response to Government changes	E	[VG]	S	M	U	N
h) Effectiveness of overall management (including ability to effectively lead, manage and control the program)	E	[VG]	S	M	U	N
5. COST/FINANCIAL MANAGEMENT						
a) Ability to meet the terms and conditions within the contractually agreed price(s)	E	[VG]	S	M	U	N

Contractor Information (Firm Name): _____
Client Information (Name): _____

b) Contractor proposed innovative alternative methods/processes that reduced cost, improved maintainability or other factors that benefited the client.	E	[VG]	S	M	U	N
c) If this is/was a Government cost type contract, please rate the Contractor's timeliness and accuracy in submitting monthly invoices with appropriate back-up documentation, monthly status reports/budget variance reports, compliance with established budgets and avoidance of significant and/or unexplained variances (under runs or overruns).	E	VG	[S]	M	U	N
d) Is the Contractor's accounting system adequate for management and tracking of costs? *If no, please explain in Remarks section.*		[Yes]			No	
e) If this is/was a Government contract, has/was this contract been partially or completely terminated for default or convenience or are there any pending terminations? *Indicate if show cause or cure notices were issued, or any default action in comment section below.*		Yes			[No]	
f) Have there been any indications that the contractor has had any financial problems? *If yes, please explain below.*		Yes			[No]	
6. SAFETY/SECURITY						
a) To what extent was the contractor able to maintain an environment of safety, adhere to its approved safety plan, and respond to safety issues? (Includes: following the user's rules, regulations, and requirements regarding housekeeping, safety, correction of noted deficiencies, etc.)	[E]	VG	S	M	U	N
b) Contractor complied with all security requirements for the project and personnel security requirements.	[E]	VG	S	M	U	N
7. GENERAL						
a) Ability to successfully respond to emergency and/or surge situations (including notifying COR, PM or Contracting Officer in a timely manner regarding urgent contractual issues).	E	[VG]	S	M	U	N
b) Compliance with contractual terms/provisions *(explain if specific issues)*	E	[VG]	S	M	U	N
c) Would you hire or work with this firm again? *(If no, please explain below)*		[Yes]			No	
d) In summary, provide an overall rating for the work performed by this contractor.	E	[VG]	S	M	U	N

Please provide responses to the questions above (*if applicable*) and/or additional remarks. Furthermore, please provide a brief narrative addressing specific strengths, weaknesses, deficiencies, or other comments which may assist our office in evaluating performance risk *(please attach additional pages if necessary)*:

KIRKLAND CONSTRUCTION

Main Office: 2101 Main Street POB 580, Rye, Colorado 81069 PH: 719-489-3385 FX: 719-489-2268

Shop: 4595 Graneros Road, Colorado City, CO 81019 PH: 719-676-3011 FX: 719-676-3010

EQUAL OPPORTUNITY EMPLOYER AND CONTRACTOR

In the Past 3 years, Kirkland Construction, L.L.L.P.

1. (HAS NOT) been debarred/suspended/otherwise prohibited from doing business with any government agency;
2. (HAS NOT) been denied prequalification/declared non-responsible/ otherwise declared ineligible to bid on public or private jobs;
3. (HAS NOT) been defaulted/terminated for cause/failed to complete project or required to pay liquidated damages;
4. (HAS NOT) Had business/professional license/certification suspended or revoked;
5. (HAS NOT) Had any liens filed against firm for failure to pay subcontractors, workers, suppliers;
6. (HAS NOT) Denied bonding or insurance or had same discontinued;
7. HAS NOT) Been found in violation of any laws, e.g., wage, tax, licensing, discrimination, environmental laws, etc. by final decision of court or government agency;
8. (HAS NOT) Had a case in which firm's owners/officers/directors/ managers were the subject of criminal indictment/criminal investigation in connection with firm's business;
9. (HAS NOT) Been subject to bankruptcy proceeding;
10. (HAS NOT) Had any serious or willful health/safety citations.

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WAGE SCALE

Classification	Basic Hourly Rate	Fringe Benefits
Common or General Labor	$16.29	$4.25
Backhoe/Trackhoe	$21.82	$8.22
Loader	$21.67	$8.22
Roller/ Compactor (Dirt and Grade Compaction)	$18.43	$4.62
Water Truck	$20.93	$4.98
Grade Checker	$16.29	$4.25

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EQUAL OPPORTUNITY EMPLOYER AND CONTRACTOR

Statement of Understanding

Through several visits to the site and discussions with Kim K. Kock of Northstar Engineering, Kirkland Construction has gained a thorough understanding of the Project scope, including the difficulties presented by the limited access and narrow working area. Kirkland understands that there are multiple challenges associated with limited site access, proximity to waterways, and proximity to local residents including but not limited to the following. The issues are described and then the proposed solution follows.

1. Mobilization and demobilization for the equipment including the crusher to the designated staging area will need to be planned and coordinated with the railroad and the water treatment plant to insure no damage is done to the facilities adjacent to the site. *The use of railroad flaggers, adequate traffic control plans and implementation, and coordination between the railroad, water plant, and the City will insure that disruptions to traffic and the operations of the railroad and water plant are minimal and thatno facilities are damaged.*

2. Transporting the materials from the Arkansas Levee to the stockpile locations and the other sections of the project along the Wildhorse Creek Levee will be complicated by the narrow winding access around the water plant and the low clearance under the railroad bridge. *Kirkland intends to use a conveyor system to move material under the railroad bridge eliminating the need for truck traffic around the water plant and reducing truck traffic on city streets as much as possible. This will improve the safety and efficiency of the project. Once the dirt has been conveyed under the bridge it will be loaded into on-road trucks and hauled to, the embankments on the other sections of the project, the designated waste stockpiles, or a waste site chosen by Kirkland offsite.*

3. Getting adequate production with the narrow levee which does not have room for two way traffic restricting haul off to one vehicle at a time. *By using the conveyor system Kirkland will eliminate the need for on-road haul trucks to get on the levee and having to back up long distances creating both safety and production concerns. Kirkland will use off road construction equipment more suitable to tight access to get the material off the levee and to its designated destination. The concrete will be transported to the crusher set up in the*

designated staging area and from the crusher it will be loaded onto the conveyor getting it away from the staging area. The dirt will be loaded directly onto the conveyor transporting it away from the confined space east of the railroad bridge.

4. The proximity to the Arkansas River and Wildhorse Creek creating the potential for contamination of the waterways if material is allowed to fall off the levee into the waterways. *As described in more detail in the next section, the concrete will be removed from the levee in large sections minimizing the chances of concrete chunks falling into the river. The earthwork around Wildhorse Creek will be completed in a sequence which will protect the creek from any material entering the water.*

5. The tight working space at the 18th Street crossing to get the new headwall with piers built in a safe and efficient manner. *Using a combination of traffic control. concrete barriers, and shoring, Kirkland will provide a safe work site along the 18th Street crossing while protecting the existing culverts and Wildhorse creek itself.*

6. The dewatering and management of the Creek flows associated with the construction of the new headwall and slope paving at the 18th Street crossing. *The amount of dewatering required will depend on the seasonal weather and flows in the creek. The intent is to the divert creek into one of the two lower culverts while work is being done on the other end of the crossing and switched to the other lower culvert to complete the work.*

7. The location of existing homes and structures near the site of the Wildhorse Creek levee and levee wall. *Once the land has been acquired and clearances provided Kirkland will fence off or rope off the work area from the local neighborhood to insure the worksite is delineated so the workers will know where the limits of disturbance are before they start clearing and demolition activities. During the demolition process the material generated from the demolition of the structures will be hauled to the city landfill or another approved location.*

These along with other possible complications with utilities and land acquisition and access have been taken into account during the preparation of this proposal. Safety of the public, safety of the workers, environmental concerns, and low production rates, have all been analyzed to the best of Kirkland's abilities, with the information available at bid time. Every effort has been made to research the conditions at the site to make sure the information used for the preparation of this proposal is complete and accurate.

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Employee Eligibility Rules

Health Insurance

- Eligibility for health insurance, including dental / vison, Bap and Aflac, begins after 90 days of fulltime employment (30 = hours / week).
- Coverage begins the 1st month following the qualifying three months.
- Kirkland Construction, LLLP. Pays for 70% of employee only base coverage.
- Employees are responsible for buy up and or dependent coverage for the first year of employment. After one year of employment, buy up and dependent coverage will be paid by Kirkland Construction LLLP. Based upon the following vesting schedule:
    - 1-6 years 30%
    - 7-10 years 40%
    - 10+ years 45%

- Changes to insurances may only be done once per year at open enrollment or due to one of the following qualifying events:
    - Loss of Coverage
    - Marriage
    - Divorce
    - Birth of Dependent
    - Adoption
    - Death
    - Dependent turning 26 years of age

KIRKLAND CONSTRUCTION

Kirkland Construction Open Enrollment Overview

We are excited to offer three United HealthCare Medical plans available to you January 1, 2016.

- **Bronze Plan: Care must be obtained through your assigned Primary Care Physician (PCP). Referrals for Specialty Care are required. Calendar year deductible: $3,000 per individual. Please review enclosed FAQ for important detail on selecting or changing yourPCP. No out of network benefits except for ER. This plan is for COLORADO Employees ONLY.**
- **Silver Plan: Provides benefits for in-network (Choice Plus Network) care only. Calendar Year Deductible: $4,000 per individual**
- **Gold Plan: PPO plan that provides both in and out of network benefits, please see UHC Choice Plus providers for in network coverage. Calendar Year Deductible: $2,000 per individual.**

- Full Benefit Summaries can be obtained by contacting your benefits advocate, Sharla Gonzales: 303-393-4007 or sharla.gonzales@moodyins.com

ENCLOSED RATES ARE VALID January 1, 2016 – November 30, 2016

What do you need to do during the OPEN ENROLLMENT period?

- **If you are changing your plan selection this year, adding or removing dependents, you are required to return the enclosed Election Form to HR no later than January 31st for a January 1, 2016 Effective Date**

NOTE: After the Open Enrollment Period, you cannot make changes to your coverage during the year unless you experience a change in family status, such as:

- Loss or gain of coverage through your spouse
- Loss of eligibility of a covered dependent
- Death of your covered spouse or child
- Birth or adoption of a child
- Marriage, divorce or legal separation
- Switch from part-time employment to full-time employment
- **IF you experience any of these situations during the plan year, you have 30 days to contact HR**
- **If you are not making any changes for 2016, no forms are needed. If you want to make any changes for 1/1/2016, please see enclosed Enrollment Forms**

DENTAL: Beta Discount Plan and Companion Life Dental plan will continue to be offered. Rates now included

VISION: Vision Service Plan (VSP). Rates now included!

NextStep SIS _ Medical Reimbursement Gap Plan offered to those wanting to purchase supplemental insurance to help reduce inpatient and outpatient deductible expenses. Pricing and Overview now included

Aflac: Please contact Jeff or Krista Price at 303-400-1424 or by email at: admin@priceassociates.net Pricing and Overview now included

Questions about your benefits? Please contact Sharla Gonzales at Moody Insurance Agency: 303-393-4007

UnitedHealthcare

Services	S1-8 (HMO) Navigate Network Bronze Plan	SR-S In Network Only Choice Plus Network Silver Plan	UR-O (PPO) Choice Plus Network Gold Plan
Deductible In-Network *Copays Excluded*	$3,000 / $6,000	$4,000 / $8,000	$2,000 / $4,000
Out of Pocket Max In-Network *Medical Copays & Deductible Included*	$6,000 / $12,000	$6,250/$12,500	$6,000 / $12,000
Lifetime Maximum	Unlimited	Unlimited	Unlimited
Office Visit Copay (PCP/ Specialist)	$35 Copay at Designated PCP / $70 Copay PCP Referral Required	$50 / $100	$35 / $70
Preventive Care	No Charge	No Charge	No Charge
Inpatient Hospital Cost In-Network	30% after deductible is met $250 Per Occurrence Deductible if performed in a Hospital Setting	10% after deductible is met $250 Per Occurrence Deductible if performed in a Hospital Setting	30% after deductible is me
Outpatient Cost In-Network	30% after deductible is met $250 Per Occurrence Deductible if performed in a Hospital Setting	10% after deductible is met $250 Per Occurrence Deductible if performed in a Hospital Setting	30% after deductible is met
Emergency Room	$400 Copay	10% after deductible is met	$400 Copay
Urgent Care Copay	$75	$75	$75
Lab/X-Ray Cost In-Network	30% after deductible is met $250 Per Occurrence Deductible if performed in a Hospital Setting	10% after deductible is met $250 Per Occurrence Deductible if performed in a Hospital Setting	30% after deductible is met
High-Tech Imaging (MRI, Nuclear Med, Etc.)	30% after deductible is met $250 Per Occurrence Deductible if performed in a Hospital Setting	10% after deductible is met $250 Per Occurrence Deductible if performed in a Hospital Setting	$400 Copay
Ambulance	30% after deductible is met	10% after deductible is met	30% after deductible is met
Durable Medical Equipment	30% after deductible is met	10% after deductible is met	30% after deductible is met
Prescription Drugs Copay Retail / Mail Order	Tier 1: $20 / $60 Tier 2: $50 / $150 Tier 3: $100 / $300 Tier 4: $250 / $750	Tier 1: $20 / $60 Tier 2: $50 / $150 Tier 3: $100 / $300 Tier 4: $250 / $750	Tier 1: $15 / $45 Tier 2: $40 / $120 Tier 3: $75 / $225 Tier 4: $250 / $750
Out of Network Benefits	No Out of Network Benefits	No Out of Network Benefits	See full summary of benefits which are available through Human Resources
Website/Phone Number	www.myuhc.com/1-866-633-2446		

BETA HEALTH ASSOCIATION, INC.
"Dental Plan Specialists Since 1990"

Dental

- **Kirkland Construction offers employees and their eligible dependents flexibility in selecting a dental plan. Employees can choose from the following dental options:**

  - **Alpha Dental:** An affordable DISCOUNT FEE FOR SERVICE plan that allows members to seek services from Alpha Dental Network (ADP). The ADP Network has over 500 providers across Colorado.
    - Lower Copays
    - No forms to complete
    - Unlimited Services
    - Orthodontics for children and adults
    - No waiting for services
    - Save an average of 65% overall off the normal full fee

  - **CarePOS:** The monthly premium for this plan is the same as the Alpha Dental Plan. The network of providers is larger for the CarePOS plan at 61,000 providers nationwide.
    - Higher Copays than the Alpha plan
    - Save an average of 20 to 60% overall off of the normal full fee.

To locate providers and view fee schedules for the Alpha Plan or CarePOS, please log on to www.betadental.com.

  - **Companion Life Dental Plan**
    - See Any Dentist
    - $1,200 Calendar year maximum benefit
    - Lifetime $100 per covered person deductible
    - Preventive services are covered at 100%
    - Major services covered at 50% after 12 month wait
    - Orthodontic services for children to age 19, covered at $1,000 after 12 month wait

Your VSP Vision Benefits

Welcome to VSP® Vision Care. We'll help keep you and your eyes healthy through personalized care from a doctor you can trust.

Your eyes say a lot about you and can even tell your VSP doctor about you. During your WellVision Exam®, your VSP doctor will look for vision problems and signs of health conditions too.

Getting started is a breeze.

- **Find the right VSP doctor for you.** You'll find plenty to choose from at **vsp.com** or by calling **800.877.7195.**
- **Already have a VSP doctor?** At your appointment, tell them you're a VSP member.
- **Check out your coverage and savings.** Visit **vsp.com** to see your benefits anytime and check out how much you saved with VSP after your appointment.

That's it! We'll handle the rest—no ID card necessary or claim forms to complete.

Visit the Eyecare Discovery Center at vsp.com for eye health articles, videos, and interactive games.

Keep your eyes healthy and your vision clear with VSP.

Contact VSP | **vsp.com** **800.877.7195**

VSP® Vision care for life

KIRKLAND CONSTRUCTION and VSP provide you an affordable eyecare plan.

Your Coverage from a VSP Doctor

WellVision Exam® focuses on your eye health and overall wellness

- $20.00 copay.....***every 12 months***

Prescription Glasses

- $20.00 copay

Lenses.....***every 12 months***

- *Single vision, lined bifocal and lined trifocal lenses.*
- *Polycarbonate lenses for dependent children.*

Frame.....***every 24 months***

- *$130 allowance for frame of your choice.*
- *20% off amount over your allowance*

~OR~

Contact Lens Care

No copay applies.....**every 12 months**

$130.00 allowance for contacts and the contact lens exam (fitting and evaluation).
Current soft contact lens wearers may qualify for a special program that includes a contact lens exam and initial supply of lenses.

Extra Discounts and Savings

Glasses and Sunglasses
•Average 35 - 40% savings on all non-covered lens options
•30% off additional glasses and sunglasses, including lens options, from the same VSP doctor on the same day as your WellVision Exam. Or get 20% off from any VSP doctor within 12 months of your last WellVision Exam

Contacts
•15% off cost of contact lens exam (fitting and evaluation)

Laser Vision Correction
•Average 15% off the regular price or 5% off the promotional price. Discounts only available from contracted facilities.
•After surgery, use your frame allowance (if eligible) for sunglasses from any VSP doctor.

If you see a non-VSP provider, you'll receive a lesser benefit. Before seeing a non-VSP provider, call us at 800.877.7195 for more details.

Out-of-Network Reimbursement Amounts:

Exam	*Up to $ 35.00*
Single Vision Lenses	*Up to $ 25.00*
Lined Bifocal Lenses	*Up to $ 40.00*
Lined Trifocal Lenses	*Up to $ 55.00*
Frame	*Up to $ 45.00*
Contacts	*Up to $ 105.00*

VSP guarantees service from VSP doctors only. In the event of a conflict between this information and your organization's contract with VSP, the terms of the contract will prevail.

CAT#01946 JOB#I750CM 5/09

FPO

Aflac™

1. Aflac policies are different from health insurance. They pay cash benefits directly to you.

2. Aflac is a measure of financial protection: Income protection, medical expense coverage, and expenses for daily living.

3. Even if you don't have health insurance you can still participate in Aflac. This is also true for your dependents.

4. You have the convenience of payroll deduction at discounted group-rates.

5. You can take Aflac with you at the same low group rate, you will not have annual rate increases, and no matter how many claims you file your rates will NOT be increased.

6. Aflac benefits are pre-determined and pay cash regardless of any other insurance you have.

Hospital Policy— Aflac's most general, broad-reaching policy that covers injury or illness

- $25 Physician Visit benefits that pay for any type of doctor or urgent care visit.
- $100 Emergency Room Benefit: illness, injury, and maternity.
- $1,000 Hospital Admission Benefit
- $100 Hospital Confinement up to 365 days, Hospital Short-stay and Intensive Care Benefits.
- Up to $1,000 in Surgical Benefits, Inpatient or Out-Patient for injury or illness.
- $100 Ambulance Benefit / $1,000 Flight for Life
- $150 Diagnostic Benefit: CT scan, MRI, EEG, Thallium Stress Test, Myelogram, Angiogram, etc.
- $100 Invasive Diagnostic Benefit: Arthroscopy, Bronchoscopy, Colonoscopy, Gastroscopy, etc.

Accident Policy—Injury coverage only 24/7, on & off the job:

- $120 Initial Doctor / ER / Urgent Care visit due to an injury
- $35 Follow Up visits due to an injury
- $35 Physical Therapy visits due to an injury
- $1,500 first day in the hospital due to an injury. $300.00 each additional night
- Additional benefits: Fractures, Cuts, Burns, Ligament damage, Torn Cartilage, Coma, Concussion, Tooth and Eye injuries plus surgery to repair injuries.
- $200 MRI, CT, CAT Scan Benefit, EEG.
- $125 Appliances: Crutches, Leg Braces, etc.
- $200 Ambulance Benefit / $1500 Flight for Life Benefit
- $48,000.00 Accidental Death Benefit
- $60 Wellness Benefit once per year for routine wellness check-ups

Short-term Disability: Insure your paycheck in the event that you are sick or hurt and unable to work

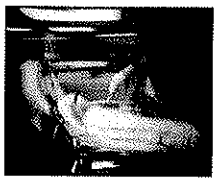
- Guarantee Issue regardless of preexisting conditions
- Coverage starts first day for off-the-job injuries and after a 7-day or 14-day waiting period can be selected for illness / maternity.
- 3 or 6 month benefit plans.
- Simple claims filing process.

***The above overview is for illustration purposes only. For specific details refer to the product brochures.**

NEX STEP

"The Leading Edge Benefits Solution"

If you were hospitalized today, how much do you think your out-of-pocket expenses would be?



Your total expense, including deductible & coinsurance, could be as high as $ or more!

NEXSTEP™ is a low-cost program designed to help you pay for covered out-of-pocket expenses you may incur while you are either confined in a hospital or being treated as an out-patient for an injury or an illness.

Kirkland Construction has chosen a plan design that offers you an optimal offset of expenses due to high deductibles and high out-of-pocket maximums.

Basic Plan Benefits offered to employees of Kirkland Construction

- **Hospital Confinement Benefit*** - This benefit is designed to offset the cost you incur as an in-patient in the hospital when your primary comprehensive major medical policy applies such expenses to your deductible or coinsurance maximum, up to the $3000 calendar year maximum per insured person.

- **Out-Patient Benefit*** - This benefit offsets the cost you incur for out-patient treatment when your primary comprehensive major medical policy applies such expenses to your deductible or coinsurance maximum, up to the $1500 benefit limit, and up to a maximum of four out-patient occurrences per family per calendar year. An "occurrence" is treatment of a ***specific injury or illness***. Expenses for the same or related condition will be considered a new "occurrence" if you have been treatment-free for at least 90 consecutive days. Expenses related to physician office visits are not included in this benefit. Covered expenses include:

    - Surgery in an Out-Patient Facility or a Physician's Office
    - Emergency Room visits
    - Diagnostic testing, Lab & X-ray at a diagnostic or hospital out-patient facility or at a Physician's office if the cost is not included in the global office visit fee and is not part of wellness/preventive care

*For expenses to be eligible under this plan they must be medically necessary for the treatment of an injury or illness. Expenses not covered by your group major medical/comprehensive plan are not covered.

How to File a Claim

When you enroll in the NexStep™ plan, you will receive a certificate of insurance, an ID card, and a claim form, along with specific instructions on how to file a claim. This form outlines the procedures you should follow and where you should send your claim. Simply stated, you will need to submit a completed claim form, itemized bills (NOT balance due statements), and EOB's that correspond to the itemized bills.

Claims may be filed at any time, but must be filed no longer than 12 months from the date of service in order to be eligible for coverage.

This information sheet highlights the important features of the product. The policy has limitations and exclusions. The exact provisions governing the insurance are contained in the master policy issued to each group on form number M-9054E, policy series MG-100. Your carrier representative can supply you with costs and complete details of coverage.

Arranged/Administered By:
Special Insurance Services, Inc.
2740 Dallas Parkway, Suite 100 ❖ Plano, Texas 75093
(972) 788-0699 ❖ (800) 767-6811
Fax: (972) 960-0377

Offered to Employees of:

Kirkland Construction

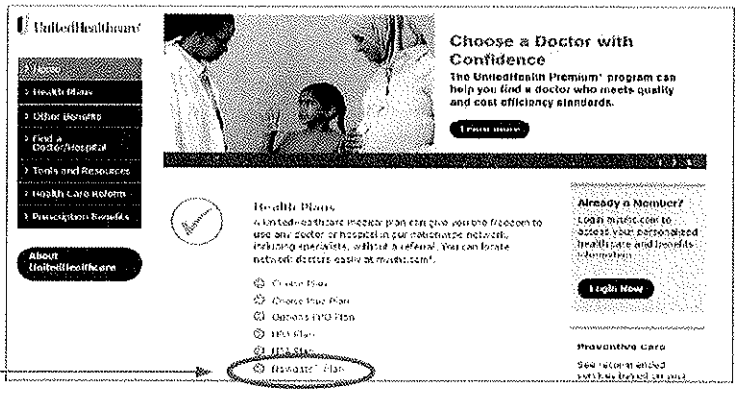
Offered By:

UnitedHealthcare Navigate℠ Plan

How to find a primary care physician in Colorado

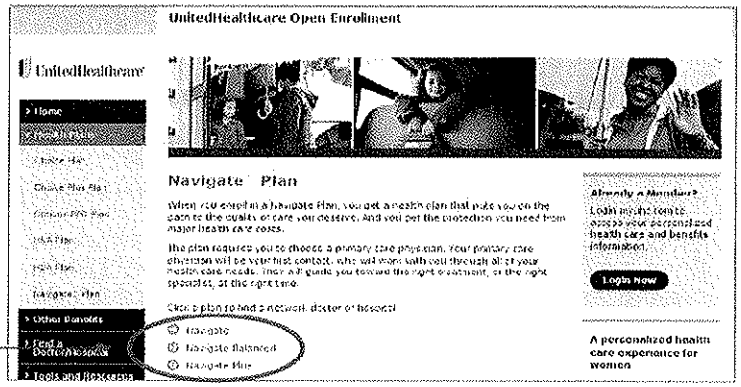
A primary care physician is required when enrolling in the UnitedHealthcare Navigate Plan. Whether you are new to UnitedHealthcare or you are currently enrolled in another UnitedHealthcare plan, finding and selecting a primary care physician begins at **welcometouhc.com**.

1. Under ***Health Plans***, click on "Navigate Plan."



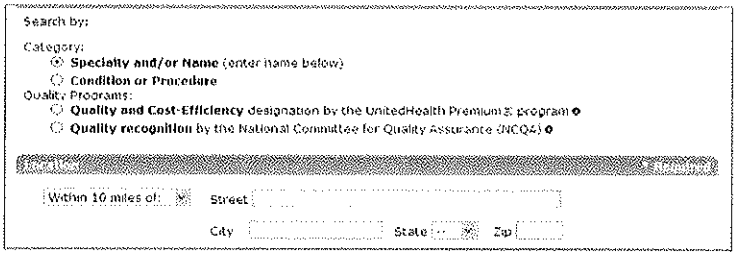
2. Select the appropriate HMO plan:
   - **Navigate**
   - **Navigate Balanced**
   - **Navigate Plus**

   The primary care physician you choose must be located in one of the following counties:
   Adams, Arapahoe, Boulder, Broomfield, Clear Creek, Crowley, Denver, Douglas, El Paso, Jefferson, Larimer, Lincoln, Otero, Park, Pueblo, Teller, and Weld



3. Once you select your plan, you can search by ***Specialty and/or Name***. Just enter your address and click "Continue." You can also search by the name of a primary care physician, the languages they speak or by gender.

See reverse side

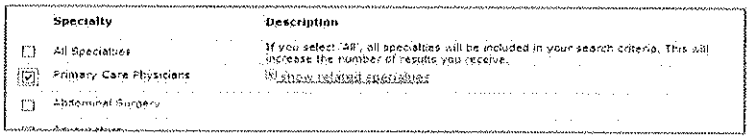


Don't have access to a computer or just need help?
Call Customer Care at 1-855-828-7715 for help choosing a primary care physician. Paper directories are also available upon request.

welcometouhc.com
1-855-828-7715

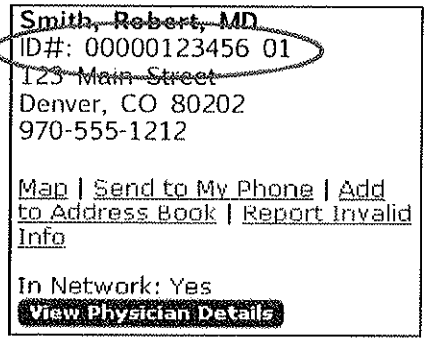
UnitedHealthcare®

4. Lastly, under ***Specialty***, you will want to select "Primary Care Physicians" then click "Continue."



5. Remember, the physician must be located in one of the counties identified in **Step 2**. Once you decide on the physician you want, you will want to print the page or write down the physician identification (ID) number, which is located directly below the physician's name.

   Note: The physician ID number must be entered on the heath plan enrollment form that you will submit to enroll.



Enrolling in your Navigate plan

To enroll, complete the enrollment form provided through your employer. When completing the form, you must include:

1. The first and last name of your primary care physician, including those selected by any covered family members/dependents.
2. The physician ID number (see above image) for each physician.

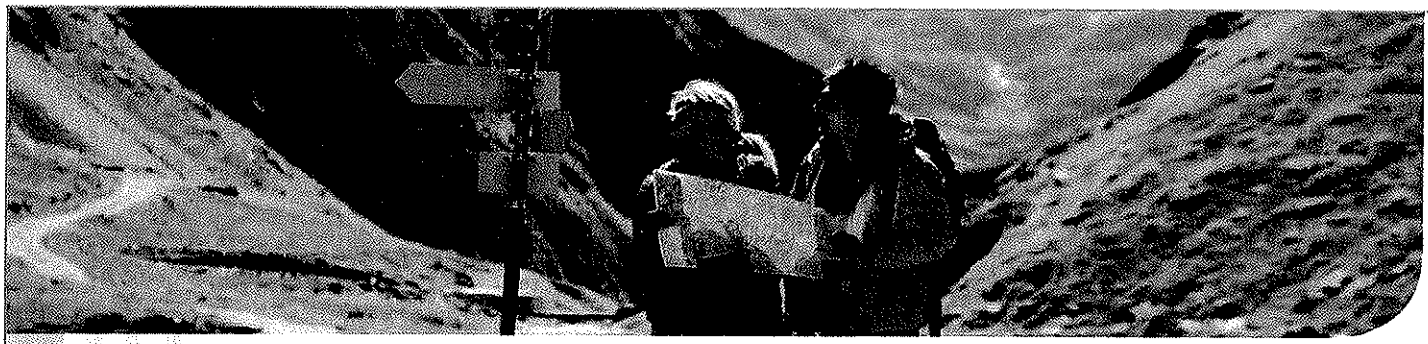
Remember, if you do not select a primary care physician upon enrollment, one will be assigned to you.

After you enroll, you will be able to manage your plan and more on **myuhc.com**®.

- Track your claims
- See and print your referrals
- Change your primary care physician
- Compare and buy prescriptions
- Compare treatment costs and much more

welcometouhc.com
1-855-828-7715

UnitedHealthcare®



UnitedHealthcare NAVIGATE℠

Frequently Asked Questions

Why do I need to select a network primary care physician?

Your UnitedHealthcare Navigate Plan requires you to select a primary care physician from our Navigate network to help you manage your health and get the care you need. Your primary care physician will be your first point of contact when you need care and will oversee any treatment you may need. In addition, you must get a referral from your primary care physician ***before*** you see another network primary care physician or specialist. **Depending on your plan, without a referral, your costs may be a lot higher or they may not be covered at all.** Check your benefit plan documents for more information on referrals.

What is a referral?

A referral is an approval or reference from your primary care physician for you to get care from another Navigate network doctor or health care professional.

How do I select a primary care physician?

You will need to select your network primary care physician when you enroll in your plan. Your primary care physician must be located in a town or city near where you live. If you do not select a primary care physician, we will assign one to you. You can find one today, before your effective date, by using our physician search tool on **welcometouhc.com**. Remember to select the UnitedHealthcare Navigate Plan. Once you enroll and register on **myuhc.com**,® you can log in to look up physicians and other health care providers in the network.

Can each covered family member have their own primary care physician?

Yes. You can select one physician for your entire family, or each covered family member may select his or her own physician.

Can I select any type of physician as my primary care physician?

Your primary care physician must be a general practice physician, family practice physician, pediatrician or internal medicine physician. The name of the primary care physician for each family member will be available on myuhc.com and their names and telephone numbers will be listed on your health plan ID card.

If I am covering a family member/ dependent under my plan but they live out of state, can they select a primary care physician near where they live?

Unfortunately, no. They must choose a physician in a town or city near where you live or work – not where they live or work.

They can still select a different primary care physician than you.

Continued on reverse side

If I don't select a primary care physician at enrollment, how will one be assigned to me?

We will assign your primary care physician based on where you live. You will have the option to change your physician after you enroll. Your selection of a primary care physician must be in the area where you live.

Once I have a primary care physician, can I choose to see other primary care physicians without a referral?

No. You must get a referral from your primary care physician first in order to see another primary care physician.

After I enroll, can I change my primary care physician?

Yes. You will be able to change your primary care physician on **myuhc.com** or by calling the Customer Care telephone number listed on the back of your health plan ID card. You may only change your physician one time a month. If you change your primary care physician before the 15th of the month, the change will go into effect on the 1st of the next month. Otherwise, it will not take effect until the 1st of the following month.

Do I need to get referrals from my primary care physician before seeing other doctors or specialists?

Yes. You must get a referral from your primary care physician ***before*** you see another network physician or specialist. When you enroll, you will be able to see all of your referrals on **myuhc.com**.

Do I need to complete any paperwork for referrals?

No. When you receive a referral through your primary care physician, they will handle all of the paperwork for you. In addition, you can view and track your referrals online at **myuhc.com**.

Are there any physicians or specialists I can see without a referral?

Yes. You do not need a referral for services from Navigate network obstetricians/gynecologists (OB/GYNs), Navigate network behavioral health and substance use disorder clinicians, or for routine refractive eye exams from Navigate network providers. You also do not need a referral for services from Navigate network convenience care clinics, Navigate network urgent care clinics or emergency room services. And emergencies are covered anywhere in the world, including non-network hospitals.

What's the difference between "referral" and "prior authorization"?

Referral: If your primary care physician feels that you need treatment that is best provided by a network specialist, they will issue a referral for you to see another network physician or a specialist.

Prior authorization: Prior authorization is the process where UnitedHealthcare reviews whether a certain health service is necessary and eligible for coverage before the service is received. Prior authorization is required for certain covered health services, as noted in your benefit plan documents. **If you do not get prior authorization before receiving one of these services, your benefit coverage may be reduced. You also may have no coverage if it's determined that the service is not medically necessary.** For information on which services require prior authorization, see your benefit plan documents.

welcometouhc.com
1-855-828-7715

UnitedHealthcare®

Annual Notices:

Newborns' and Mothers' Health Protection Act (NMHPA)

Group health plans and health insurance issuers generally may not, under Federal law, restrict benefits for any hospital length of stay in connection with childbirth for the mother or newborn child to less than 48 hours following a vaginal delivery, or less than 96 hours following a cesarean section. However, Federal law generally does not prohibit the mother's or newborn's attending provider, after consulting with the mother, from discharging the mother or her newborn earlier than 48 hours (or 96 hours as applicable). In any case, plans and issuers may not, under Federal law, require that a provider obtain authorization from the plan or the insurance issuer for prescribing a length of stay not in excess of 48 hours (or 96 hours).

Women's Health and Cancer Rights Act (WHCRA)

If you have had or are going to have a mastectomy, you may be entitled to certain benefits under the Women's Health and Cancer Rights Act of 1998 (WHCRA). For individuals receiving mastectomy-related benefits, coverage will be provided in a manner determined in consultation with the attending physician and the patient, for:

- All stages of reconstruction of the breast on which the mastectomy was performed;
- Surgery and reconstruction of the other breast to produce a symmetrical appearance;
- Prostheses; and
- Treatment of physical complications of the mastectomy, including lymphedema.

These benefits will be provided subject to the same deductibles and coinsurance applicable to other medical and surgical benefits provided under this plan.

If you would like more information on WHCRA benefits, call your plan administrator 719-489-3385.

CHIP

Premium Assistance Under Medicaid and the Children's Health Insurance Program (CHIP)

If you or your children are eligible for Medicaid or CHIP and you're eligible for health coverage from your employer, your state may have a premium assistance program that can help pay for coverage, using funds from their Medicaid or CHIP programs. If you or your children aren't eligible for Medicaid or CHIP, you won't be eligible for these premium assistance programs but you may be able to buy individual insurance coverage through the Health Insurance Marketplace. For more information, visit www.healthcare.gov.

If you or your dependents are already enrolled in Medicaid or CHIP and you live in a State listed below, contact your State Medicaid or CHIP office to find out if premium assistance is available.

If you or your dependents are NOT currently enrolled in Medicaid or CHIP, and you think you or any of your dependents might be eligible for either of these programs, contact your State Medicaid or CHIP office or dial 1-877-KIDS NOW or www.insurekidsnow.gov to find out how to apply. If you qualify, ask your state if it has a program that might help you pay the premiums for an employer-sponsored plan.

If you or your dependents are eligible for premium assistance under Medicaid or CHIP, as well as eligible under your employer plan, your employer must allow you to enroll in your employer plan if you aren't already enrolled. This is called a "special enrollment" opportunity, and you must request coverage within 60 days of being determined eligible for premium assistance. If you have questions about enrolling in your employer plan, contact the Department of Labor at www.askebsa.dol.gov or call 1-866-444-EBSA (3272).

Living in Colorado, you may be eligible for assistance paying your employer health plan premiums. You may contact the State for further information on eligibility –

COLORADO – Medicaid and CHIP
Medicaid Website: http://www.colorado.gov/ Medicaid Phone (In state): 1-800-866-3513 Medicaid Phone (Out of state): 1-800-221-3943 CHIP Website: http:// www.CHPplus.org CHIP Phone: 303-866-3243

To see if any more States have added a premium assistance program since July 31, 2011, or for more information on special enrollment rights, you can contact either:

U.S. Department of Labor
Employee Benefits Security Administration
www.dol.gov/ebsa
1-866-444-EBSA (3272)

U.S. Department of Health and Human Services
Centers for Medicare & Medicaid Services
www.cms.hhs.gov
1-877-267-2323, Ext. 61565

Please Note:

- Preventive Care/screening/immunizations services are now covered at 100% if you use a plan provider. For more information visit www.mycigna.com
- This plan is considered non-grandfathered

HIPPA Privacy and Security

The Health Insurance Portability and Accountability Act of 1996 deals with how an employer can enforce eligibility and enrollment for health care benefits, as well as ensuring that protected health information which identifies you is kept private. You have the right to inspect and copy protected health information that is maintained by and for the plan for enrollment, payment, claims and case management. If you feel that protected health information about you is incorrect or incomplete, you may ask your benefits administrator to amend the information. For a full copy of the *Notice of Privacy Practices,* describing how protected health information about you may be used and disclosed and how you can get access to the information, contact Human Resources at 719-489-3385.

SPECIAL ENROLLMENT NOTICE

This notice is being provided to insure that you understand your right to apply for group health insurance coverage. You should read this notice even if you plan to waive coverage at this time.

Loss of Other Coverage

If you are declining coverage for yourself or your dependents (including your spouse) because of other health insurance or group health plan coverage, you may be able to enroll yourself and your dependents in this plan if you or your dependents lose eligibility for that other coverage (or if the employer stops contributing toward your or your dependents' other coverage). However, you must request enrollment within 30 days after your or your dependents' other coverage ends (or after the employer stops contributing toward the other coverage).

Example: You waived coverage because you were covered under a plan offered by your spouse's employer. Your spouse terminates his employment. If you notify your employer within 30 days of the date coverage ends, you and your eligible dependents may apply for coverage under our health plan.

Marriage, Birth, or Adoption

If you have a new dependent as a result of a marriage, birth, adoption, or placement for adoption, you may be able to enroll yourself and your dependents. However, you must request enrollment within 30 days after the marriage, birth, or placement for adoption.

Example: When you were hired by us, you were single and chose not to elect health insurance benefits. One year later, you marry. You and your eligible dependents are entitled to enroll in this group health plan. However, you must apply within 30 days from the date of your marriage.

Medicaid or CHIP

If you or your dependents lose eligibility for coverage under Medicaid or the Children's Health Insurance Program (CHIP) or become eligible for a premium assistance subsidy under Medicaid or CHIP, you may be able to enroll yourself and your dependents. You must request enrollment within 60 days of the loss of Medicaid or CHIP coverage or the determination of eligibility for a premium assistance subsidy.

Example: When you were hired by us, your children received health coverage under CHIP and you did not enroll them in our health plan. Because of changes in your income, your children are no longer eligible for CHIP coverage. You may enroll them in this group health plan if you apply within 60 days of the date of their loss of CHIP coverage.

For More Information or Assistance

To request special enrollment or obtain more information, please contact:

Name	Brandie Sutton
Address	P.O. Box 580
City, State	Rye, CO 81069
Telephone	719-489-3385

Note: If you or your dependents enroll during a **special enrollment period**, as described above, you will not be considered a late enrollee. Therefore, your group health plan may not impose a preexisting condition exclusion period of more than 12 months. Any preexisting condition exclusion period will be reduced by the amount of your prior creditable health coverage.

01/12

New Health Insurance Marketplace Coverage Options and Your Health Coverage

When key parts of the health care law take effect in 2014, there will be a new way to buy health insurance: the **Health Insurance Marketplace**. To assist you as you evaluate options for you and your family, this notice provides some basic information about the new Marketplace.

What is the Health Insurance Marketplace?

The Marketplace is designed to help you find health insurance that meets your needs and fits your budget. The Marketplace offers "one-stop shopping" to find and compare private health insurance options. You may also be eligible for a new kind of tax credit that lowers your monthly premium right away. Open enrollment for health insurance coverage through the Marketplace begins in October 2013 for coverage starting as early as Jan. 1, 2014.

Can I Save Money on my Health Insurance Premiums in the Marketplace?

You may qualify to save money and lower your monthly premium, but only if your employer does not offer coverage, or offers coverage that doesn't meet certain standards. The savings on your premium that you're eligible for depends on your household income.

Does Employer Health Coverage Affect Eligibility for Premium Savings through the Marketplace?

Yes. If you have an offer of health coverage from your employer that meets certain standards, you will not be eligible for a tax credit through the Marketplace and may wish to enroll in your employer's health plan. However, you may be eligible for a tax credit that lowers your monthly premium or a reduction in certain cost-sharing if your employer does not offer coverage to you at all or does not offer coverage that meets certain standards.

If the cost of a plan from your employer that would cover you (and not any other members of your family) is more than 9.5 percent of your household income for the year, or if the coverage your employer provides does not meet the "minimum value" standard set by the Affordable Care Act, you may be eligible for a tax credit. (An employer-sponsored health plan meets the "minimum value standard" if the plan's share of the total allowed benefit costs covered by the plan is no less than 60 percent of such costs.)

Note: If you purchase a health plan through the Marketplace instead of accepting health coverage offered by your employer, then you may lose the employer contribution (if any) to the employer-offered coverage. Also, this employer contribution—as well as your employee contribution to employer-offered coverage—is often excluded from income for federal and state income tax purposes. Your payments for coverage through the Marketplace are made on an after-tax basis.

How Can I Get More Information?

For more information about your coverage offered by your employer, please check your summary plan description or contact **Sharla Gonzales *at Moody Insurance Agency: 303-393-4007 or sharla.gonzales@moodyins.com***

The Marketplace can help you evaluate your coverage options, including your eligibility for coverage through the Marketplace and its cost. Please visit **HealthCare.gov** for more information, as well as an online application for health insurance coverage and contact information for a Health Insurance Marketplace in your area.

MOODY
INSURANCE AGENCY

The information in this Benefits Summary is presented for illustrative purposes and is based on information provided by the employer. The text contained in this Summary was taken from various summary plan descriptions and benefit information. While every effort was taken to accurately report your benefits, discrepancies, or errors are always possible. In case of discrepancy between the Benefits Summary and actual plan documents the actual plan documents will prevail. All information is confidential, pursuant to the Health Insurance Portability and Accountability Act of 1996. If you have any questions about this summary, contact HR.

OCCUPATIONAL SAFETY AND HEALTH COMPLIANCE MANUAL

Kirkland Construction L.L.L.P.
2101 Main Street
Rye, CO 81069

Revised March 12, 2015

POLICY STATEMENT

The Management Team at Kirkland Construction L.L.L.P. (Kirkland Construction) believes that our people are our most important asset and that the preservation of employee safety and health must remain a constant consideration in every phase of our business. It is our intent to provide a work environment as free of hazards as possible. To accomplish this Kirkland Construction has established this Safety and Health Manual to protect the safety and health of our employees. This manual is developed to meet occupational safety and health regulations and has management's highest priority, support, and participation. The intent of this manual is to be flexible and allow updating as required to meet changing work situations and regulatory requirements.

Kirkland Construction management will make every effort to provide a safe and healthy work environment and ask its employees to assist in this effort. All employees are responsible for working safely and productively, always remaining aware of hazards in their jobs and following recognized safe work practices, including the use of personal protective equipment (PPE). Kirkland Construction's success in any program is dependent on cooperation and commitment from all of our employees.

All Kirkland Construction employees and visitors are required to comply with these programs. Each newly hired employee will be made aware of the contents of this Safety and Health Manual as part of their initial orientation. Additional policies and specialized safety orientations will also be provided.

Let us work together to ensure a safe and healthy work environment.

_____ _____

Kirkland Construction
President

Date

ACKNOWLEDGMENT OF RECEIPT

I have received a copy of the Health and Safety Manual dated September 2011. I understand that I am to become familiar with its contents. Further, I understand:

- The Health and Safety Manual is not all inclusive, but is intended to provide a summary of some of the organization's guidelines.

- This edition replaces all previously issued Heath and Safety Manuals. The need may arise to change the guidelines described in the Manual. The organization therefore reserves the right to interpret them or to change them without prior notice.

_____ _____

EMPLOYEE NAME DATE

Table of Contents

Health and Safety Program

COMPANY GOALS

Safety begins at the top and involves everyone in the company. Our primary goal at Kirkland Construction is to have an injury free work place. This can be achieved by delegating responsibility and accountability to all involved in the company's operation. We will use additional benchmarks as necessary to help us achieve this goal.

Responsibility: Having to answer for activities and results.
Accountability: The active measurement by management to ensure compliance or management doing something to ensure action.

Using this foundation, to reach our goal of a safe work place, everyone needs to take responsibility. Then everyone will be held accountable.

Benefits of achieving our goals are:

- Minimizing all injury accidents;
- Minimizing loss to property and equipment;
- No fatalities;
- No permanent disabilities;
- Having the best safety and health conditions possible; and
- Improving overall business operations to make us more competitive in the marketplace.

Annual injury and illness goals will be established and reviewed on a quarterly basis.

SAFETY TEAM OBJECTIVES

The safety and health program shall be reviewed annually, and be revised, updated or changed at that time, if needed.

All employees shall participate on the safety team at some frequency and length. Participation will be for a minimum of 1 year duration and 1 employee from each functional area will represent the team.

The team will meet quarterly and have the following responsibilities:

- Discuss safety policies and procedures with management and make recommendations for improvements.
- Serve as liaison between workers and management in safety matters.
- Provide technical reference material.
- Review accident investigation reports on all accidents.

- Identify unsafe conditions and practices and make recommendations for remedies.
- Review facility audits.
- Time and action plan for outstanding issues needing correction.
- Safety checklist review for each jobsite.
- Document meeting in minutes.

MANAGEMENT COMMITMENT

The management of Kirkland Construction is committed to the company's safety policy, and to provide direction and motivation by:

- The appointment of a Health & Safety Coordinator;
- Establishing Kirkland Construction safety goals and objectives;
- Maintaining this written health and safety plan;
- Enforcement of health and safety disciplinary procedures for employees;
- Support the Health and Safety program with people, authority and training; and
- Establishing accountability and responsibility for management and employees to follow.

ASSIGNMENT OF RESPONSIBILITY

Health and Safety Coordinator

Kirkland Construction has designated Theron (Red) Byram) as the Health and Safety Coordinator.

It shall be the duty of the Health and Safety Coordinator to assist supervisors and management in the initiation, education, and execution of an effective health and safety program and more specifically the following:

- Introduce the safety program to new employees.
- Follow up on recommendation, suggestions, etc. made at the quarterly safety meetings and/or insure that hazards reported by employees are evaluated and corrected as needed in a timely manner.
- Develop written standard operating procedures for each major operation.
- Develop specific goals related to health and safety for the organization and track them on a regular basis.
- Be thoroughly familiar with the company health and safety program and assist the personnel in the execution of standard policies.
- Conduct safety inspections on a periodical basis.
- Address all hazards or potential hazards as needed.
- Prepare monthly accident reports and investigations.

- Maintain adequate stock of first aid supplies and other safety equipment to ensure their immediate availability.
- Maintain the required elements of for written programs and ensure all required inspections and training are conducted.
- Become familiar with the requirements of our clients health & safety program.

Employees and Subcontractors

It is the duty of each and every employee and subcontractors to know the safety rules, and conduct his or her work in compliance with these rules. Disregard of the safety and health rules shall be grounds for disciplinary action up to and including termination. It is the duty of each employee and subcontractor to make full use of the safeguards provided for their protection. Every employee will receive an orientation when hired and receive company health and safety rules and procedures for the Health and Safety Program.

Employee and subcontractor responsibilities:

- Read, understand and follow health and safety rules and procedures.
- Ensure that personal protective equipment (PPE) will be worn at all times.
- Suitable work clothes will be worn at all times.
- Employees observed working in a manner that might cause injury to either themselves or other workers shall be warned of the danger and will immediately correct their method of operation.
- Employees shall report all injuries, no matter how slight to their Superintendent immediately, and seek treatment promptly.
- Employees shall be aware of the location of first aid, eyewash, fire fighting equipment, and other safety devices.
- Report all hazards to your Superintendent.
- Attend any and all required health and safety meetings.
- Employees are to follow all procedures identified in the health and safety program and shall not perform potentially hazardous tasks or use any hazardous material until properly trained.

Site Supervisors:

Supervisors will establish an operating atmosphere that insures that health and safety is managed in the same manner and with the same emphasis as customer service, cost, and quality.

Supervisors' responsibilities include:

- Define, if necessary, responsibilities for health and safety of all subordinates and hold each person accountable for their results.
- Regularly emphasizing that accident and health hazard exposure prevention is a condition of employment.

- Maintain safe work practices and safe working conditions within the area under his/her supervision.
- Spend time with each person hired explaining the safety policies and the hazards of his/her particular work.
- Never short-cut safety for expediency, nor allow workers to do so.
- Enforce safety rules consistently, and follow company's discipline/enforcement procedures.
- Conduct daily job site walk-through and correct noted safety violations.
- Ensure that PPE is provided and used where required.
- Ensure all hazards identified by employees are addressed in a timely manner.
- Conduct weekly safety meetings.
- Maintain first aid kits, emergency supplies and information.

Discipline Policy

The first violation of health and safety rule or policy will result in a verbal warning and explanation. A second violation of the same rule will result in a written reprimand that will go into the employee's permanent file. The third violation may result in immediate termination.

WORKPLACE ANALYSIS

Workplace survey and walkthrough
Annually a health and safety hazard survey will be conducted documenting all inconsistencies and deficiencies with the OSHA Construction Standards, 29 CFR 1926. This will be used to establish a management corrective action plan to abate all inconsistencies and deficiencies.

Monthly walkthroughs will be conducted to review compliance status and recognize any inconsistencies and deficiencies. The walkthroughs will be documented and include an action plan for corrective actions.

Hazard Analysis

When hazards are identified, a hazard analysis may be done to further assess the hazards of specific jobs, processes, and/or phases of work. The hazard analysis is an orderly process for locating and evaluating hazards that are most probable and have the severest consequences. The hazard analysis will review each step of the process, identifying existing or potential hazards (both safety and health), and recommend changes to eliminate or reduce the hazards.

All hazard analysis will be documented and reviewed at least annually or when the process or operation changes.

If an accident, injury, or illness is associated with a specific job or process, the hazard analysis should be reviewed to determine whether changes are needed.

A hazard analysis will be conducted for each major functional area or operation to determine the need for, and proper selection of, personal protective equipment.

Exposure Monitoring

When the workplace analysis identifies existing and potential health hazards, exposure monitoring is used to evaluate the employee's level of exposure.

Personal samples are used to measure air contaminants in the employee's breathing zone and will be collected to represent actual working conditions.

Kirkland Construction will use a consultant to conduct all exposure monitoring.

INJURY AND ILLNESS ANALYSIS AND RECORDKEEPING

OSHA 300 Log

Every OSHA recordable injury and illness shall be recorded on an OSHA 300 log within seven calendar days from the time the employer learns of the injury or illness. This log is maintained on a calendar year basis and shall be retained for five years.

Kirkland Construction will post an annual summary of recordable injuries and illnesses, which includes the calendar year, certification signature, title and date. The summary covering the previous calendar year shall be posted no later that February 1st, and remain in place until April 30th.

The safety committee will evaluate the OSHA 300 log to determine trends or patterns in injuries every 6 months. All trends or patterns will be documented and reviewed by the safety team to establish corrective actions.

Accident Investigations

Site Supervisors or the Health and Safety Coordinator:

- Provide first aid, call emergency medical care if required.
- If further medical treatment is required, arrange to have an employee accompany the injured employee to the medical facility.
- Secure area, equipment and personnel from injury and further damage.
- Investigate the incident (injury): Gather facts, employee and witness statements, take pictures of incident site and equipment involved.
- Complete an incident investigation report form within 24 hours whenever possible and provide the report to health & safety coordinator upon completion.
- Insure that corrective action to prevent a recurrence is taken and followed by employees.
- Discuss incident, where appropriate, in safety and other employee meetings with the intent to prevent recurrence.

HAZARD PREVENTION AND CONTROL

Engineering Controls

Engineering controls involve physical changes to the work area, equipment, facility, or other relevant aspect of the work environment.

Engineering controls are the preferred method for controlling hazards.

Kirkland Construction will utilize appropriate engineering controls whenever possible. Engineering controls such as seatbelts, ventilation, and machinery guards are examples of engineering controls that must be used.

Administrative Controls

Administrative Controls are procedures, which significantly limit daily exposure by control or manipulation of the work schedule, or manner in which work is performed.

Administrative controls do not eliminate or limit the hazard. Consequently, the controls must be consistently reviewed, used, and enforced.

Personal Protective Equipment (PPE)

PPE is specialized clothing or equipment worn by an employee for protection against a hazard.

PPE will only be used when other engineering and work practice controls are not feasible or until other controls can be implemented.

All required PPE is identified in the PPE program of this health and safety program and is accessible and provided in appropriate sizes at no cost to the employee.

Maintenance

Equipment maintenance is essential to the health and safety program to prevent hazardous breakdowns.

A preventive maintenance schedule exists for equipment and follows all manufactures' and industry recommendations and consensus standard for maintenance frequency.

All repairs for safety-related items shall be expedited and all safety device checks shall be documented.

Safety Rules and Procedures

- No employee or subcontractor is expected to undertake a job until that person has received adequate training.
- All employees and subcontractors shall be trained on every potential hazard that they could be exposed to and how to protect themselves.
- No employee or subcontractor is required to work under conditions, which are unsanitary, dangerous or hazardous to their health.
- Only qualified trained personnel are permitted to operate machinery or equipment.
- All injuries and property damage must be reported to management.
- Manufacturer's specification, limitations instructions shall be followed.
- All manufactured supplied guards shall be maintained and not removed.
- Employees working in areas that require PPE shall use the designated PPE provided by the company.
- All hand and power tools and similar equipment, whether furnished by the employer or the employee shall be maintained in a safe condition.
- All materials stored in tiers shall be stacked, racked, blocked, interlocked, or otherwise secured to prevent sliding, falling or collapse.
- All electrical equipment shall be free from recognized hazards that are likely to cause death or serious physical harm to employees.
- The sites shall be kept clean, the floor of every work area shall be maintained, so far as practicable, in a dry condition; standing water shall be removed.
- To facilitate cleaning, every floor, working place, and passageway shall be kept free of hazards.
- All exit doors and egress paths must remain unblocked.

DESIGNATED MEDICAL PROVIDER

Kirkland Construction has partnered with their worker's compensation insurance company to provide their employees with the best occupational care available. If you are injured on the job, you are to report to one of our worker's compensation clinics:

In the event of a life-or-limb-threatening emergency, the injured employee will be sent to the nearest emergency medical facility. However, any follow-up care must be provided by one of the medical provider(s) designated above. If an unauthorized medical provider treats an employee, the employee may be responsible for payment of treatment received.

CLAIMS MANAGEMENT

Fear and uncertainty are primary reasons for injured employees to delay reporting injuries. This may be due to concern over medical bills, lost income or even the loss of employment. The following procedure will be conducted to alleviate these fears and ensure that workers' compensation claims will be handled in a fair and expeditious manner.

1. All employees will be provided with an explanation of the workers' compensation system and the benefits it will provide.
2. In the event of a work-related injury or illness, the injured employee must report it to their immediate supervisor or the safety coordinator before the end of the work shift.
3. If the injured employee needs immediate medical attention, they will be driven or sent to the nearest appropriate hospital or clinic.
4. If the injury is not an emergency, an appointment will be made with the designated medical provider as soon as possible.
5. An accident investigation will be conducted following all work-related injuries. The supervisor, safety coordinator, or human resources will be responsible for interviewing the injured employee and all witnesses.
6. The safety coordinator or human resources will report the claim by phone within 24 hours of the accident to our insurance carrier.
7. If the incident involved an employee death or a catastrophe (three or more employees admitted to the hospital) OSHA must be notified within eight hours of the accident. See the Incident Investigation section for additional information.
8. The safety coordinator will use information from the incident investigation to identify changes that may help prevent future incidents.
9. For lost time claims, the supervisor will contact the injured employee at least once a week to answer questions, keep the injured employee informed of organization activities, and discuss return to work options.
10. The safety coordinator or human resources will contact the medical provider after each appointment to keep current on the employees work status, medical progress, and to ensure that appointments are being kept.
11. Modified duty procedures will be as follows:
    - The medical restrictions will be evaluated by the employee's supervisor who will determine if the employee can return to their regular job duties.
    - If the employee is unable to return to normal job duties, the supervisor will determine if the employee's position can be temporarily modified to accommodate the restrictions.
    - If the job cannot be modified, the safety coordinator will evaluate other tasks or positions the employee may be able to perform until the medical restrictions are lifted.
    - If the employee is unable to return safely to a modified position, the medical restrictions will be re-evaluated after each doctor's visit to ensure the employee is returned to work as soon as possible.
12. An entry will be made on the OSHA 300 Log for all cases involving medical treatment beyond first aid.
13. Accurate records will be kept for all workers' compensation claims. This file will document all communications regarding the claim and all records from the medical providers.

SAFETY AND HEALTH TRAINING

Training is an essential component to Kirkland Construction's health and safety program. The company is committed to providing required training for all applicable OSHA standards.

Training will be conducted during business hours and will be documented on the forms at the end of this chapter. The training form will include the specific standard the employee(s) were trained to. The training records will be retained in the employee's file and the company master training file.

Training will be conducted for all required program elements and be conducted at the following frequency:

- For all new hires, immediately upon employment with the company;
- When new equipment, materials, or processes are introduced;
- When procedures have been updated or revised;
- When experiences/operations show that employee performance must be improved; and
- Based on the frequency required in the applicable OSHA standard.

Employees shall also be trained in the recognition of hazards to assist with the prevention of unsafe conditions.

PROGRAM REVIEW AND EVALUATION

The company health and safety program will be reviewed annually to ensure health and safety program elements are in place. Additionally, goals and objectives shall be reviewed to measure performance of the program and its elements.

A revision record will be maintained to document the changes made to the written programs.

FORMS

Employee Acknowledge of Understanding
Employee Training and Information Verification Form (Group Training)
Employee Training and Information Verification Form (New Employee or Individual Training Form)
Incident Investigation Form

EMPLOYEE ACKNOWLEDGEMENT of UNDERSTANDING

I _____ hereby acknowledge my understanding of the Kirkland Construction L.L.L.P.Health & Safety program. I understand that it is my responsibility to become familiar with and fully understand the policies and procedures contained in this manual and I furthermore understand that I am bound by these policies and procedures while employed at Kirkland Construction L.L.L.P.

I understand that if I am injured while working on a job site of Kirkland Construction L.L.L.P., I am required to report the injury to my supervisor immediately no matter how slight the injury may be in my opinion.

I further understand and acknowledge that if I fail to follow the policies and procedures established by Kirkland Construction L.L.L.P. in this Health and Safety manual, my employment with Kirkland Construction L.L.L.P. may be terminated immediately.

Employee's signature: _____Date: _____

Supervisor's printed name: _____

Supervisor's signature: _____Date: _____

EMPLOYEE TRAINING AND INFORMATION VERIFICATION FORM
(Group Training)

This is to certify that on ____/____/_____ the following employees have been provided information and training in accordance with Kirkland Construction L.L.L.P. regarding the following subject(s):

_____

_____

EMPLOYEE NAME (PRINT)	EMPLOYEE SIGNATURE	LOCATION OR SITE

Instructor _____ Date: _____

EMPLOYEE TRAINING AND INFORMATION VERIFICATION FORM
(New Employee or Individual Training)

This is to certify that on ___/___/___ I have been provided information and training in accordance with Kirkland Construction L.L.L.P. regarding the following subjects:

List the specific training that was covered:

_____

_____

_____

Instructor: _____ Date: _____

_____
Employee Name (print)

_____
Employee Signature

INCIDENT INVESTIGATION FORM

Employee's Name: _____
Last First Middle

Social Security Number: *(last four)* _____

Date of Birth: ____/____/____ Home Telephone # (____) _____

Home Address: _____

Current Job Title: _____ Department: _____

How Long Employed Here: _____ Bi-weekly Salary: _____

Location of Accident: _____

Date of Accident: _____ Time of Accident: _____

Describe Bodily Injury: _____

How did the injury/illness occur? List all objects, substances, and equipment involved.

_____
_____
_____
_____

Witnesses: _____

PLEASE INDICATE ALL ITEMS WHICH CONTRIBUTED TO THE INJURY OR ILLNESS

___Improper instruction	___Failure to lockout	___Unsafe process
___Lack of training or skill	___Unsafe position	___Poor ventilation
___Operating without authority	___Improper dress	___Improper guarding
___Horseplay	___Improper protective equipment	___Improper maintenance
___Physical or mental impairment	___Unsafe equipment	___Inoperative safety device
___Failure to secure	___Poor housekeeping	___Other _____

Recommended corrective action(s):
(Continue on other side if necessary)

_____
_____
_____
_____
_____
_____
_____
_____
_____
_____

Investigator's Signature:	Date:

Confined Space Program

GENERAL COMPANY POLICY

The purpose of this program is to establish that Kirkland Construction L.L.L.P.is complying with OSHA's 29 CFR 1926.21(b)(6) Safety Training and Education along with 29 CFR 1910.146, Permit-Required Confined Space standard which is incorporated by reference to be used in the construction industry.

This program applies to all work operations at Kirkland Construction L.L.L.P. where employees may be exposed to hazards associated with confined spaces such as pits, silos, tanks and other structures that meet the definition of a confined space.

The Health and Safety Coordinator is the Confined Space Program Coordinator and has overall responsibility for the program in their assigned areas.

DEFINITIONS

Acceptable entry conditions means the conditions that must exist in a permit space to allow entry and to ensure that employees involved with a permit-required confined space entry can safely enter into and work within the space.

Atmosphere-controlled confined space means a permit-required confined space in which potential or actual atmospheric hazards can be eliminated prior to entry or can be controlled with continuous forced mechanical ventilation.

Attendant means an individual stationed outside the permit spaces who monitors the authorized entrants and who performs attendant's duties as required by this program.

Confined space is any space that is large enough and so configured that an employee can bodily enter and perform assigned work, has limited or restricted means for entry or exit, and is not designed for continuous employee occupancy.

- Confined spaces include, but are not limited to: Storage tanks, pits, vats, vessels, sewer manholes, electrical manholes, vaults, pump or lift stations, septic tanks, boilers, pipelines, tunnels, ventilation and exhaust ducts, trenches, and excavations.
- Common hazards associated with confined space entry include: Oxygen deficient atmospheres, flammable/explosive atmospheres, toxic atmospheres, engulfment/ entrapment hazards, and/or chemical, electrical or mechanical hazards.

Control Measures means a system or device used, or action taken, to control or prevent the introduction of physical hazards into a confined space. Control measures include:

Blanking or blinding means the absolute closure of a pipe, line, or duct by the fastening of a solid plate (such as a spectacle blind or a skillet blind) that completely covers the bore and that is capable of withstanding the maximum pressure of the pipe, line, or duct with no leakage beyond the plate.

Double block and bleed means the closure of a line, duct, or pipe by closing and locking or tagging two in-line valves and by opening and locking or tagging a drain or vent valve in the line between the two closed valves.

Inerting means the displacement of the atmosphere in a permit space by a noncombustible gas (such as nitrogen) to such an extent that the resulting atmosphere is noncombustible. ***Note that this procedure produces an IDLH oxygen-deficient atmosphere*** that can only be entered using self-contained breathing apparatus (SCBA).

Isolation means the process by which a permit space is removed from service and completely protected against the release of energy and material into the space by such means as: blanking or blinding; misaligning or removing sections of lines, pipes, or ducts; a double block and bleed system; lockout or tagout of all sources of energy; or blocking or disconnecting all mechanical linkages.

Line breaking means the intentional opening of a pipe, line, or duct that is or has been carrying flammable, corrosive, or toxic material, an inert gas, or any fluid at a volume, pressure, or temperature capable of causing injury.

Lockout-Tagout means placing locks or tags on the energy-isolating device (e.g. breaker boxes, control switches, valves, etc.) to prevent the unauthorized re-energization of the device or circuit while work is being performed by personnel. Tags shall indicate that the energy-isolated device shall not be operated until the tag is removed by the individual(s) that installed the tag.

Emergency means any occurrence or event inside or outside of the permit space that could endanger entrants.

Engulfment means the surrounding of a person by finely divided solids or a liquid. A worker in a storage tank filled with sawdust, for example, could fall into an air pocket, be completely surrounded by sawdust, and suffocate to death.

Entrant means any employee who enters a confined space.

Entry means any action resulting in any part of the employees' body breaking the plane of any opening of the permit-required confined space, and includes any work activities inside the confined space.

Entry Permit means the employers' written authorization for employee entry into a confined space under defined conditions for a stated purpose during a specified time.

Entry Supervisor, or Supervisor means the company person responsible for determining if acceptable entry conditions are present in a permit space where entry is planned, for authorizing entry and overseeing entry operations, and for terminating entry as required by this document.

Ground-fault circuit-interrupter is a device designed to disconnect an electric circuit when it seeks ground through a person or grounded object, thus preventing electric shock and fires.

Hazardous Atmosphere means an atmosphere presenting a potential for death, disablement, injury, or acute illness from one or more of the following causes:

- A flammable gas, vapor or mist in excess of 10% of its' lower flammable limit (LFL)
- An oxygen deficient atmosphere containing less than 19.5% oxygen by volume or an oxygen enriched atmosphere containing more than 23.5% oxygen by volume
- Airborne combustible dust at a concentration that meets or exceeds its LFL (airborne combustible dust which obscures vision at five feet or less)
- An atmospheric concentration of any substance for which a dose or a permissible exposure limit is published in Subpart G, Occupational Health and Environmental Control, or in subpart Z, Toxic and Hazardous Substances, which could result in an employee exposure in excess of its dose or permissible exposure limit, and that could cause death, incapacitation, impairment of ability to self-rescue, injury or acute illness.
- Any other atmospheric condition that is immediately dangerous to life or health (IDLH).

Hot work permit means the employer's written authorization to perform operations (for example, welding, cutting, burning or heating) capable of providing a source of ignition.

Immediately Dangerous to Life or Health (IDLH) means any condition that poses an immediate or delayed threat to life, or that would cause irreversible adverse health effects or that would interfere with an individual's ability to escape unaided from a permit space.

Non-permit confined space means a confined space that does not contain or have the potential to contain any hazard capable of causing death or serious physical harm.

Permit-required confined space means a confined space that has one or more of the following characteristics:

- Contains or has the potential to contain a hazardous atmosphere;
- Contains a material that has the potential for engulfing an entrant;
- Has an internal configuration such that an entrant could be trapped or asphyxiated by inwardly converging walls or by a floor which slopes downward and tapers to a smaller cross-section, or,
- Contains any other recognized serious safety or health hazard (such as noise, electricity, radiation, or moving parts of machinery).

Permit system means the company's written procedures for preparing and issuing permits for entry and for returning the permit space to service following termination of entry.

Prohibited condition means any condition in a permit space that is not allowed by the permit during the period when entry is authorized.

Qualified person means an Entry Supervisor who is trained to recognize and evaluate the anticipated hazard(s) of the confined space and who shall be capable of specifying necessary control measures to assure worker safety. A qualified person may also be an entrant when permissible according to this standard.

Rescue Team means those persons whom the employer has designated prior to any permit-required confined space entry to perform rescues from confined spaces. Company has determined the local fire department will be used as the rescue team.

Retrieval System means the equipment used for non-entry rescue of persons from permit spaces, and includes retrieval lines, chest or full body harness, and a lifting device or anchor. A retrieval line is primarily of use in vertical confined spaces, and shall not be used in confined spaces consisting of horizontal tunnels or spaces where obstructions could increase the hazard to the entrant during emergency non-entry removal.

Testing means the process by which the hazards that may confront entrants to a permit space are identified and evaluated. Testing includes specifying the tests that are to be performed in the permit space.

Zero Mechanical State means that the mechanical potential energy of all portions of the machine or equipment is set so that the opening of the pipe(s), tube(s), hose(s) or actuation of any valve, lever, or button will not produce a movement which could cause injury.

PROGRAM ELEMENTS

Training and Duties of Program Participants

All construction crew personnel are prohibited from entering a confined space without approval from the Foreman in charge. Determination of the space classification will be determined and the appropriate procedure used to safely enter the confined space.

All personnel involved in confined space work shall receive appropriate training in hazard recognition, personal protective equipment, safety equipment, communications equipment, procedures for calling rescue services, and proper use of rescue equipment.

Training shall be performed before the employee is assigned duties in permit-required confined spaces.

Training will be conducted under the coordination and supervision of the Confined Space Program Coordinator.

Retraining will be performed at least annually.

The Confined Space Program Coordinators will maintain training records. These records shall include the date(s) of the training program, the instructor(s) of the training program, a copy of the written material presented, and the names of the employee(s) to whom the training was given.

Training and Duties of the Authorized Entrants

All personnel involved in entry into permit-required confined spaces shall receive appropriate training, which shall include, at a minimum:

- The requirements of this program and the conditions that must be met for entry into a permit-required confined space;
- The conditions or work practices that may produce a hazard in a non-permit confined space that may require that the Entry Supervisor reevaluate the space prior to entry;
- Hazard recognition and use of atmospheric testing devices, including information on the mode, signs or symptoms, and consequences of exposure; and
- The use of personal protective equipment including rescue harnesses, respiratory protection, and so forth.

The Entrant shall follow entry procedures and precautions including:

- Maintaining communication with the Attendant as necessary to enable the Attendant to monitor entrant status and to enable the Attendant to alert Entrants of the need to evacuate the space;
- Alerting the Attendant whenever the Entrant recognizes any warning sign or symptoms of exposure to a dangerous situation, or the Entrant detects a prohibited condition;
- Requirement to evacuate whenever so ordered by the Entry Supervisor or Attendant, whenever the entrant recognizes any warning sign or symptom of exposure to a dangerous situation, if the Entrant detects a prohibited condition, or whenever an evacuation alarm is activated; and
- Emergency and non-entry rescue methods, and procedures for calling rescue services as defined in the Rescue Procedures Section.

Training and Duties of the Attendant

The Attendant shall receive the training detailed above and shall, in addition, receive training on the following:

Hazards that may be faced during entry, including information on the mode, signs or symptoms, and consequences of the exposure;

Possible behavioral effects of hazard exposure in authorized entrants.

The Attendant shall:

- Continuously maintain an accurate count of authorized entrants in the permit space and ensure that the means used to identify authorized entrants accurately identifies who is in the permit space.
- Remain outside the permit space during entry operations until relieved by another Attendant.
- Communicate with authorized entrants as necessary to monitor Entrant status and to alert entrants of the need to evacuate the space.
- Monitors activities inside and outside the space to determine if it is safe for entrants to remain in the space and orders the authorized entrants to evacuate the permit space immediately under any of the following conditions:
    - If the Attendant detects a prohibited condition;
    - If the Attendant detects behavioral effects of hazard exposure in the authorized entrants;
    - If the Attendant detects a situation outside the space that could endanger the authorized entrant; or
    - If the Attendant cannot effectively and safely perform the requirements of this section.
- Summon rescue and other emergency services as soon as the Attendant determines that authorized entrants may need assistance to escape from permit space hazards.
- Warns unauthorized persons to stay away from the permit space, advises the unauthorized persons that they must exit immediately if they have entered the permit space, and informs the authorized entrants and the entry Supervisor if unauthorized persons have entered the permit space.
- Performs non-entry rescues as specified herein.
- Performs no duties that might interfere with the Attendant's primary duty to monitor and protect the authorized entrants.

Training and Duties of the Entry Supervisor

The Entry Supervisor shall receive the training as detailed above, and additional training as required to evaluate confined space hazards.

The Entry Supervisor shall:

- Know the hazard(s) that may be faced during entry, including information on the mode, signs or symptoms, and consequences of the exposure.
- Verify, by checking that the appropriate entries have been made on the permit, that all tests specified by the permit have been conducted and that all procedures and equipment specified by the permit are in place before endorsing the permit and allowing entry to begin.

- Terminate the entry and cancel the permit when either the entry operations covered by the entry permit have been completed or a condition that is not allowed under the entry permit arises in or near the permit space.
- Verify that rescue services are available and that the means for summoning them are operable.
- Remove unauthorized entrants.
- Determine, whenever responsibility for a permit space entry operation is transferred and at intervals dictated by the hazards and operations performed within the space, which entry operations remain consistent with terms of the entry permit and that acceptable entry conditions are maintained.

Training and Duties of Rescue and Emergency Services

The local fire department will be used as the rescue team. Training of the rescue workers will be managed by the local fire department.

Contractor Awareness, Duties and Responsibilities

When Kirkland Construction L.L.L.P. arranges to have employees of another employer perform work that involves permit space entry, the Confined Space Program Coordinator or designee shall:

- Inform the Contractor in writing that the workplace contains permit spaces and that permit space entry is allowed only through compliance with a permit space program meeting the requirements set forth by OSHA (e.g. 29 CFR 1910.146).
- Apprise the Contractor of the elements, including the hazard(s) identified and the company's experience with the space, that make the space in question a permit-required confined space.
- Apprise the Contractor of any precautions or procedures that the employer has implemented for the protection of employees in or near the permit space where Contractor personnel will be working.
- Coordinate entry operations with the Contractor when both company personnel and Contractor personnel will be working in or near permit spaces.
- Debrief the Contractor at the conclusion of the entry operations regarding the permit space program followed and regarding any hazards confronted or created in permit spaces during entry operations.

All records associated with the above section shall be maintained as a part of the permanent record with the terminated entry permit(s).

Each Contractor who is retained to perform work that will require permit space entry operations shall:

- Obtain any available information regarding permit space hazards and entry operations;

- Coordinate entry operations with the Kirkland Construction supervisor when both the Contractor and company personnel will be working in or near permit spaces; and
- Inform Kirkland Construction of the permit space program that the Contractor will follow and of any hazards confronted or created in permit spaces, either during a debriefing or during entry operations.

Identification of Permit Required Spaces

A survey of each jobsite shall be conducted to identify, assess and document all potential permit-required confined spaces.

The inventory will be maintained and updated as needed by the Confined Space Program Coordinator. The inventory shall include an assessment of the hazard(s) associated with each permit-required space. The current inventory is available from the Health and Safety Coordinator.

Permit-required spaces, which could be inadvertently entered, will be labeled as a permit-required confined space. Obvious confined spaces, such as manholes, or confined spaces that are not permit-required, will not be labeled. Signs shall read as follows:

DANGER
PERMIT-REQUIRED CONFINED SPACE
DO NOT ENTER

ENTRY RELATED WORK ACTIVITIES

Atmospheric Testing

The atmosphere in all permit-required confined space atmospheres shall be tested for oxygen concentration, combustible gases, and any known or suspected toxic substances prior to entry. A properly calibrated direct reading gas monitor will be used. Direct reading gas detector tubes or other acceptable means may also be used to test potentially toxic atmospheres.

Each atmospheric testing instrument shall be calibrated on a schedule and in the manner recommended by the manufacturer.

Each atmospheric testing instrument will be field checked immediately prior to use to ensure that it is operating properly.

Initial air sampling will be conducted from outside the structure, and will be performed when possible at various levels within the confined space (e.g. at least top, middle and bottom), and around all conduits, pipes, or cables.

The atmosphere will be tested in the following order: 1) Oxygen concentration, 2) Combustible gases, and 3) Toxic materials. Results will be written on the entry permit.

Atmospheric conditions will be considered unacceptable if:

- Oxygen levels are less than 19.5% or greater than 23.5% by volume,
- If a combustible gas is present at greater than 10% of its lower explosive limit (LEL),
- If a toxic substance exceeds an OSHA or American Conference of Governmental Industrial Hygienists (ACGIH) limit where exposure could result in death, acute illness, or impairment of ability to self-rescue,
- If an airborne combustible dust obscures vision to five feet or less, or,
- If any atmospheric condition recognized as immediately dangerous to life or health (IDLH) is present.

The Entry Supervisor must be notified immediately if atmospheric conditions are unacceptable. Entry will be prohibited until:

- Conditions are brought into acceptable limits by purging, cleaning and/or ventilating the space; or
- Appropriate respiratory equipment is worn. The respiratory protection proposed for the entry must be approved by the Health and Safety Coordinator; and
- Re-testing will be required after purging of the space before entry will be allowed.

Testing will be repeated at least hourly or more often depending upon the conditions present in or around the space.

Continuous air monitoring will be performed if the potential for a hazardous atmosphere exists. An atmospheric testing device capable of simultaneously detecting and measuring the airborne concentrations of oxygen, carbon monoxide, flammable gases and hydrogen sulfide shall be carried, for example by the lead Supervisor during entry into sewers and during welding operations in confined spaces. This device shall be equipped with an audible alarm.

All atmospheric test results must be recorded.

Ventilation

Continuous forced mechanical ventilation shall be used in all permit-required confined spaces that contain a known or potential atmospheric hazard.

Mechanical ventilation must be used regardless of initial monitoring results if the potential for development of a hazardous atmosphere exists. The Health and Safety Coordinator will determine the potential for a hazardous atmosphere to develop.

If a hazardous atmosphere is detected, employees will not enter the space until the hazardous atmosphere has been eliminated by continuous forced air ventilation.

The forced air will be directed to the immediate vicinity where an employee is or will be within the space. Ventilation shall continue until all employees have left the space. If mechanical ventilation

should fail during entry operations, all employees shall immediately evacuate the space until ventilation is restored, and re-testing indicates acceptable entry conditions.

The method and equipment selected will depend on the size of the confined space and opening, the gases exhausted, and the source of make-up air. Ventilation systems used in flammable atmosphere will be explosion-proof and appropriately rated for the hazard.

Local exhaust ventilation shall be used during welding, cutting or other similar operations in confined spaces as necessary to remove harmful gases, vapors, smoke and fumes. The confined space will be continuously ventilated if a toxic solvent is used in the space.

Oxygen will not be used to ventilate a confined space.

Entry Permits & Person in Charge

The Entry Supervisor, prior to entry into a permit-required confined space, will prepare a fully completed entry permit. Permits can be obtained from the Confined Space Program Coordinator. The Entry Supervisor will be in charge of the confined space entry.

The Entry Supervisor will ensure that the permit specifies the location, type of work, personal protective measures, authorized entrants, monitoring equipment, hazards of the permit space, and control measures. If rescue equipment is required, it will be so noted on the permit. The procedure for contacting rescue services will also be included on the permit.

The permit will be dated and carry an expiration time limiting the work to one shift. The permit will be updated for each shift, and may be extended to each shift if entry conditions are still acceptable.

The Entry Supervisor shall sign the permit prior to allowing entry and ensure that entry operations remain consistent with the terms on the permit. The entry will be terminated if a potential hazardous situation occurs which exceeds the conditions authorized on the permit.

The permit will be available at the work site outside the confined space.

Hot work (potential ignition sources) will be authorized on a separate hot work permit and attached and noted on the entry permit.

Individuals authorizing entry into the confined space may also serve as entrants or attendants if they receive the proper training.

After entry has been completed, the permit will be canceled by the Entry Supervisor. Cancellation of the permit indicates that the space is ready to be returned to its normal operation.

All confined space entry permits will be kept by the Confined Space Program Coordinator after the work is completed. The permits and related information will be kept for a minimum of three years.

The Confined Space Program Coordinator will review entry permits at least annually. The program will be revised as necessary to ensure that the health and safety of employees is not compromised.

Attendants

An Attendant will be assigned to remain outside the permit required confined space at all times during entry operations. The Attendant will remain in constant communication with the entrants and order the workers to leave if a suspected hazard occurs or a toxic reaction is observed in a worker. The Attendant will also warn unauthorized persons not to enter the confined space.

The Attendant will be equipped with a communications radio and know whom to contact in an emergency. The Attendant will use a company radio/phone during the normal work shift.

Attendants will receive training in hazard recognition and rescue procedures.

The Attendant will not enter the confined space for rescue purposes until help has arrived and only if properly trained to do so and relieved by a trained Attendant.

ENTRY PROCEDURES

All Permit-Required Confined Spaces

A qualified Entry Supervisor prior to entry into the permit-required confined space will properly complete an entry permit.

Only properly trained and authorized individuals will be allowed to enter a permit-required confined space. Authorized entrants will maintain contact with the Attendant.

Each individual entering a permit required confined space will, whenever practical, have a safety or retrieval line attached to a chest, body harness or wristlets. The other end of the line will be secured to an anchor point or lifting device outside the entry portal. A retrieval line is not required if:

- A permit space has obstructions or turns that would prevent pull on the retrieval line from being transmitted to the entrant, or,
- A permit space from which an employee being rescued with the retrieval system has projections which would injure the employee if forcefully contacted, or,
- A permit space was entered by an entrant using an air supplied respirator, and retrieval lines, if used, could not be controlled so as to prevent an entanglement hazard.

Any entry into a permit required confined space will require atmospheric testing for oxygen content, flammable gases, and potential toxic air contaminants by a properly trained individual.

During any confined space entry, all safety rules and procedures will be followed. There will be no smoking in a confined space. Any use of chemicals, welding, soldering or cutting must be pre-approved by the Supervisor. Adequate lighting will be provided.

Personal protective equipment, including respirators, will be provided to workers as necessary for safe entry into the permit-required confined space.

All PPE must be approved by the Health and Safety Coordinator.

An atmosphere supplied breathing apparatus will be used for entry into an unknown atmosphere. The Rescue Team, with self- contained breathing apparatus immediately available, must be present on-site if entry is into an atmosphere that is actually or potentially immediately dangerous to life or health.

Electrical equipment used in the confined space will be appropriate for the hazard and meet the requirements of the National Electric Code if a hazardous atmosphere is present.

Any condition making it unsafe to remove an entrance cover will be eliminated before the cover is removed.

When the cover has been removed, the opening(s) shall be promptly guarded to prevent accidental fall into the opening and prevent objects from falling into the opening.

Appropriate vehicle and pedestrian barriers will be used to protect workers.

Contractors who send their employees into confined spaces under the control of the company will be informed of the potential hazards, safety rules, and emergency procedures. A copy of Confined Space Entry Program will be made available to Contractors upon request.

Atmosphere-Controlled Permit-Required Confined Spaces

If the only hazard posed by the permit space is an actual or potential hazardous atmosphere that can be controlled by continuous forced air ventilation alone, then workers may enter the space without retrieval equipment.

Flammable and toxic air contaminants must be less than 50% of a "hazardous atmosphere" to qualify as an atmosphere-controlled space.

Continuous monitoring must be performed. Monitoring results must be documented on the entry permit every hour.

There may be no hazardous atmosphere within the space whenever any employee is inside of the space.

If a hazardous atmosphere is detected during entry:

- Each employee shall leave the space immediately;
- The space shall be evaluated to determine how the hazardous atmosphere developed; and,

- Measures shall be implemented to protect employees from the hazardous atmosphere before any subsequent entry takes place.

The Entry Supervisor shall verify that the space is safe for entry shall document pre-entry safety precautions taken and air monitoring results, and shall complete the Alternate Entry Certification form. This certification shall be made prior to entry, and shall be made available to each employee entering the space.

Fully Regulated Permit Spaces

Workers entering a permit space containing a hazardous atmosphere or other uncontrolled serious health or safety hazard will wear full retrieval equipment except as allowed otherwise in this document.

Full retrieval equipment must be worn if it is likely that a hazardous atmosphere will develop or return.

Retrieval equipment will be secured to an approved anchor point or lifting device outside of the entry portal. Retrieval systems may be attached to a vehicle. When vertical retrieval may be necessary, a lifting device such as a tripod equipped with either a powered hoist or a manual hoist. Where a manual hoist is used, the hoist shall offer at least a three-to-one pull ratio.

Reclassification of a Confined Space to a Permit-Required Confined Space

When there are changes in the use of a non-permit confined space that may increase the hazards, the space shall be reevaluated and classified as a permit-required space if necessary. Reclassification would be required, for example:

- During application of solvents, paints, chemicals or other materials that could potentially create a hazardous atmosphere in a confined space.

- During welding, cutting, brazing or soldering in some confined spaces with limited ventilation.

- The Entry Supervisor shall re-evaluate and reclassify confined spaces as necessary depending upon the work activities to be performed in these spaces.

Rescue Procedures

If it is necessary to rescue workers from a permit-required confined space, the Attendant will immediately notify the local emergency response personnel, using 911, which a permit-required confined space emergency has occurred.

The responding emergency response personnel will coordinate the rescue effort.

After notifying emergency response personnel the Attendant may attempt to retrieve the worker using the retrieval line. Under no circumstance will the Attendant enter the confined space. Attendants participating in the rescue effort must have received specialized training in confined space rescue techniques and utilize the appropriate personal protective equipment.

Rescuers entering an IDLH or unknown atmosphere will wear a self-contained breathing apparatus or a positive pressure airline respirator with a ten-minute escape bottle of air. Rescuers will, where practical, be connected to a safety line attached to a point outside the confined space. An attendant will remain outside the confined space during rescue efforts. Rescuers will wear appropriate protective clothing.

Air-purifying respirators shall not be used in confined space rescues.

Rescue breathing equipment will not be required if the emergency is not due to the presence of a hazardous atmosphere.

FORMS

Permit Required Confined Space Inventory
Confined Space Permit

PERMIT REQUIRED CONFINED SPACE INVENTORY

Location	Description	Hazards

KIRKLAND CONSTRUCTION L.L.L.P.
CONFINED SPACE ENTRY PERMIT
(Part 1)

PERMIT DATE: _____ **PERMIT DURATION:** _____ **(MAXIMUM 8 HOURS)**

PERMIT SPACE/LOCATION: _____

PURPOSE FOR ENTRY: _____

HAZARDS: _____

_____

MEASURES USED TO ISOLATE AND ELIMINATE OR CONTROL HAZARDS *BEFORE* ENTRY:

REQUIREMENTS COMPLETED	DATE	TIME	REQUIREMENTS COMPLETED	DATE	TIME
LOCK OUT/DE-ENERGIZE			FIRE EXTINGUISHER		
LINES BLINDED-CAPPED-BROKEN			LIGHTING (EXPLOSIVE PROOF)		
ELECTRICAL DISCONNECTED/LOCKED OUT			PROTECTIVE CLOTHING		
VENTILATION OPERATIONAL			RESPIRATOR(S) (AIR PURIFYING)		
SECURE AREA (POST AND FLAG)			HEARING PROTECTION		
FULL BODY HARNESS W/"D" RING			EYE PROTECTION		
EMERGENCY RETRIEVAL EQUIP.			HOT WORK PERMIT		
LIFELINES			COMMUNICATION EQUIPMENT		

Note: Items that do not apply enter N/A in the Blank

ADDITIONAL ITEMS USED TO ELIMINATE OR CONTROL SPACE HAZARDS *BEFORE* ENTRY:

_____

_____

_____

_____

CONFINED SPACE PERMIT
(Part 2)

CONTINUOUS MONITORING REQUIREMENTS:

MONITORING EQUIPMENT: _____

PRIOR TO ENTRY						
TIME	PERCENT OF OXYGEN	% LOWER FLAMMABLE LIMIT (LEL)	CARBON MONOXIDE	HYDROGEN SULFIDE (H2S)	OTHER	INITIAL
	19.5% TO 23.5%	UNDER 10%	< 25 PPM 8-TWA	15 PPM STEL		
CONTINUOUS MONITORING						

COMMENTS: _____

_____

_____

COMMUNICATION IS TO BE MAINTAINED AT ALL TIMES BETWEEN AUTHORIZED ENTRANTS AND ATTENDANTS USING VISUAL OBSERVATION.

IN CASE OF AN EMERGENCY, RESCUE TEAM MUST BE CONTACTED BY CALLING 911.

AUTHORIZED ENTRANTS	INITIALS	ATTENDANTS	INITIALS
_____	_____	_____	_____
_____	_____	_____	_____
_____	_____	_____	_____
_____	_____	_____	_____

PERMIT AND CHECK LIST PREPARED BY: (SUPERVISOR) _____

THIS ENTIRE PERMIT IS TO BE KEPT AT JOB SITE. RETURN JOB SITE COPY TO THE CONFINED SPACE PROGRAM COORDINATOR FOLLOWING JOB COMPLETION.

CHAPTER 3: CRANE AND HOIST INSPECTION PROGRAM

Crane and Hoist Inspection Program

GENERAL COMPANY POLICY

The purpose of this program is to establish that Kirkland Construction is complying with OSHA's 29 CFR 1926 Subpart N, Crane and Hoist and Subpart CC.

This program applies to all work operations at Kirkland Construction worksites where employees use cranes and overhead hoists under normal working conditions.

The Health and Safety Coordinator is the Crane and Hoist Program Coordinator who has overall responsibility for the program.

DEFINITIONS

Mobile Crane A machine consisting of a rotating superstructure for lifting and lowering a load and moving it horizontally on either rubber tires or crawler treads.

Overhead Crane is a crane with a moveable bridge carrying a movable or fixed hoisting mechanism and traveling on an overhead fixed runway structure.

Hoist is an apparatus that may be a part of a crane, exerting a force for lifting or lowering.

Floor-operated Crane is a crane, which is pendant or nonconductive rope controlled by an operator on the floor or an independent platform.

GENERAL REQUIREMENTS

All crane and hoist work will follow the manufacturer's specifications and limitations applicable to the operation of any and all cranes. Where manufacturer's specifications are not available, the limitations assigned to the equipment shall be based on the determinations of a qualified engineer designated by the contractor. Attachments used with cranes shall not exceed the capacity, rating, or scope recommended by the manufacturer.

Rated load capacities, special hazard warnings, or instruction, shall be conspicuously posted on all equipment. Instructions or warnings shall be visible to the operator while he is at his control station.

A designated signalman will be used for all picks. Employees must stand clear of listed loads and loads about to be lifted.

In addition to the daily visual inspections by the operator, a thorough, annual inspection of the hoisting machinery shall be made by a competent person. The contractor shall maintain a record of the dates and results of inspections for each crane or hoist.

USER CAUTIONS

Unsafe or improper operation of a crane or hoist can result in death; or serious injury to the operator or others as well as damage to other property.

Unauthorized personnel must not operate overhead cranes or hoists.

RESPONSIBILITIES

OPERATORS

Operators of cranes and hoists are responsible for ensuring the load is secured to the hoist hook and chain.

The operator shall inspect all machinery and equipment prior to each use, and during use, to make sure it is in safe operating condition. Any deficiencies shall be repaired, or defective parts replaced, before continued use. This inspection will be documented and maintained on site during use of the equipment.

Operators of cranes and hoists are responsible for safe operation of equipment.

INSPECTIONS

Inspection procedures will follow the recommendations in the American National Standards Institute (ANSI) standard for overhead hoists Section 16-2.1. The following table identifies the minimum inspection requirements for frequent (monthly) and periodic (yearly). *This is in addition to the daily visual inspections completed by the operators.*

Inspection Item	Visual Monthly	Record Yearly
Frequent Inspection		
All operating mechanisms working properly	X	
Limit devices are operational	X	
Hooks for damage, cracks or excessive throat opening	X	
Hook Latch, if used	X	
Load chain free of damage	X	
Periodic Inspection		
Review requirements of frequent inspection		X
External evidence of loose bolts, nuts, or rivets		X

Inspection Item	Visual Monthly	Record Yearly
External evidence of worn, corroded, cracked, or distorted parts		X
External evidence of damage to hook retaining nuts or collars and pins and welds or rivets used to secure the retaining members		X
External evidence of damage or excessive wear of load sprockets, idler sprockets, and drums or sheaves		X
External evidence of excessive wear on motor or load brake		X
Electrical apparatus for signs of damage or deterioration of controller		X
Warning label required		X
External evidence of damage of supporting structure or trolley		X

OVERHEAD POWERLINES

Any overhead wire shall be considered to be an energized line unless and until the electrical utility authorities indicate that it is not an energized line and it has been visibly grounded.

For lines rated 50 kV or below, minimum clearance between the lines and any part of the crane or load shall be 10 feet;

For lines rated over 50 kV, minimum clearance between the lines and any part of the crane or load shall be 10 feet plus 0.4 inch for each 1 kV over 50 kV, or twice the length of the line insulator, but never less than 10 feet;

A designated employee shall be assigned to observe clearance of the equipment and give warning for all operations where it is difficult for the crane operator to maintain the desired clearance visually.

CHAPTER 4: DEMOLITION PROGRAM

General Company Policy

The purpose of this program is to establish that Kirkland Construction is complying with OSHA's 29 CFR 1926 Subpart T, Demolition.

This program applies to all work operations at Kirkland Construction worksites where employees may participate in demolition activities under normal working conditions.

The Health and Safety Coordinator is the DemolitionProgram Coordinator who has overall responsibility for the program.

PREPARATORY OPERATIONS

Before the start of the demolition, Kirkland will take a number of steps to safeguard the health and safety of workers at the job site. These preparatory operations involve the overall planning of the demolition job, including the methods to be used to bring the structure down, the equipment necessary to do the job, and the measures to be taken to perform the work safely. Planning for a demolition job is as important as actually doing the work. The jobsite will select a competent person to plan the sequence of demolition operations.

In this planning, work will be scheduled such that no employee shall be permitted in any area that can be adversely affected when demolition operations are being performed. Only those employees necessary for the performance of the operations shall be permitted in these areas.

During the planning stage of the job, all safety equipment needs should be determined. The required number and type of respirators, lifelines, warning signs, safety nets, special face and eye protection, hearing protection, and other worker protection devices should be determined during the preparation of the engineering survey.

ENGINEERING SURVEY

Prior to starting all demolition operations where any structural components of the structure will be removed, an engineering survey of the structure must be conducted by a competent person. The purpose of this survey is to determine the condition of the framing, floors, and walls so that measures can be taken, if necessary, to prevent the premature collapse of any portion of the structure. When indicated as advisable, any adjacent structure(s) or improvements should also be similarly checked. A written copy of this survey will be maintained on site and should include photographs of neighboring structures.

The engineering survey will be used to evaluate the job in its entirety. The competent employee will plan for the wrecking of the structure, the equipment to do the work, manpower requirements, and the protection of the public.

PRE-JOB PLANNING

The following considerations will take place during the initial planning by the competent person:

- Review the use of the structure for hazards such as fires, cave-ins, and injuries.
- Previous use of hazardous chemicals, gases, explosives, flammable material, or similar dangerous substances have been used or stored on the site. If the nature of a substance cannot be easily determined, samples should be taken and analyzed by a qualified person prior to demolition.
- Entry into confined spaces which may require the application of the permit system.
- Identifying the location of all utility services. All electric, gas, water, steam, sewer, and other services lines should be shut off, capped, or otherwise controlled, at or outside the building before demolition work is started. In each case, any utility company which is involved should be notified in advance, and its approval or services, if necessary, shall be obtained. If it is necessary to maintain any power, water, or other utilities during demolition, such lines shall be temporarily relocated as necessary and/or protected. The location of all overhead power sources should also be determined, as they can prove especially hazardous during any machine demolition. All workers should be informed of the location of any existing or relocated utility service.
- Provisions should be made for prompt medical attention in case of serious injury. The nearest hospital, infirmary, clinic, or physician shall be located. The telephone numbers of the hospitals, physicians, or ambulances shall be conspicuously posted.
- How employees will access and stand at locations with the removal of walls, floors, and chimneys.

FIRE PLAN AND PREVENTION

A "fire plan" should be established up prior to beginning each demolition job. This plan should outline the assignments of key personnel in the event of a fire and provide an evacuation plan for workers on the site.

This fire prevention planning will include:

- All potential sources of ignition should be evaluated and the necessary corrective measures taken.
- Electrical wiring and equipment for providing light, heat, or power should be installed by a competent person and inspected regularly.
- Equipment powered by an internal combustion engine should be located so that the exhausts discharge well away from combustible materials and away from workers.
- When the exhausts are piped outside the building, a clearance of at least six inches should be maintained between such piping and combustible material.
- All internal combustion equipment should be shut down prior to refueling. Fuel for this equipment should be stored in a safe location.
- Sufficient firefighting equipment should be located near any flammable or combustible liquid storage area.

- Only approved containers and portable tanks should be used for the storage and handling of flammable and combustible liquids.
- Heating devices should be situated so they are not likely to overturn and shall be installed in accordance with their listing, including clearance to combustible material or equipment. Temporary heating equipment, when utilized, should be maintained by competent personnel.
- Smoking should be prohibited at or in the vicinity of hazardous operations or materials. Where smoking is permitted, safe receptacles shall be provided for smoking materials.
- When storing debris or combustible material inside a structure, such storage shall not obstruct or adversely affect the means of exit.
- Free access from the street to fire hydrants and to outside connections for standpipes, sprinklers, or other fire extinguishing equipment, whether permanent or temporary, should be provided and maintained at all times.
- Pedestrian walkways should not be so constructed as to impede access to hydrants.
- An ample number of fully charged portable fire extinguishers should be provided throughout the operation. All motor driven mobile equipment should be equipped with an approved fire extinguisher.

REMOVAL OF MATERIALS

Effective protection around the exterior of the structure being demolished will be provided to positively prevent material dropped to the exterior from any height from striking a worker. If material is to be dropped to the exterior of a building from any height, the area must be effectively protected to prevent any worker access. This may be alternatively accomplished through the use of a chute properly protected at the loading and discharge ends. In all cases where materials will be dropped from a height of more than 20 ft., a chute will be used.

EDUCATION AND TRAINING

Demolition work involves many of the hazards associated with construction. However, demolition incurs additional hazards due to unknown factors such as: deviations from the structure's design introduced during construction, approved or unapproved modifications that altered the original design, materials hidden within structural members, and unknown strengths or weaknesses of construction materials. **To counter these unknowns, all personnel involved in a demolition project must be fully aware of these types of hazards and the safety precautions to take to control the hazards. A pre-demolition, on-site, training will be conducted by the competent person to inform employees of the precautions dictated by this program (as outlined above), the pre-job planning, and the unique site specific hazards.**

Electrical Safety Program

GENERAL COMPANY POLICY

The purpose of this program is to establish that Kirkland Construction is complying with the OSHA's 29 CFR 1926, Subpart K, Electrical standards.

This program applies to all work operations at Kirkland Construction where employees may work on or near electrical equipment or around electrical installations.

The Health and Safety Coordinator is the Electrical Safety Program Coordinator who has overall responsibility for the program.

DEFINITIONS

Acceptable - An installation or equipment is acceptable to the Assistant Secretary of Labor, and approved within the meaning of this Subpart K: (a) If it is accepted, or certified, or listed, or labeled, or otherwise determined to be safe by a qualified testing laboratory capable of determining the suitability of materials and equipment for installation and use in accordance with this standard; or (b) With respect to an installation or equipment of a kind which no qualified testing laboratory accepts, certifies, lists, labels, or determines to be safe, if it is inspected or tested by another Federal agency, or by a State, municipal, or other local authority responsible for enforcing occupational safety provisions of the National Electrical Code, and found in compliance with those provisions.

Attachment plug (Plug cap or Cap) - A device which, by insertion in a receptacle, establishes connection between the conductors of the attached flexible cord and the conductors connected permanently to the receptacle.

Certified - Equipment is "certified" if it: (a) Has been tested and found by a qualified testing laboratory to meet applicable test standards or to be safe for use in a specified manner, and (b) Is of a kind whose production is periodically inspected by a qualified testing laboratory. Certified equipment must bear a label, tag, or other record of certification.

Circuit breaker - (a) (600 volts nominal, or less.) A device designed to open and close a circuit by nonautomatic means and to open the circuit automatically on a predetermined over current without injury to itself when properly applied within its rating.

Conductor –

(a) *Bare* - A conductor having no covering or electrical insulation whatsoever.

(b) *Covered* - A conductor encased within material of composition or thickness that is not recognized as electrical insulation.

(c) *Insulated* - A conductor encased within material of composition and thickness that is recognized as electrical insulation.

Ground - A conducting connection, whether intentional or accidental, between an electrical circuit or equipment and the earth, or to some conducting body that serves in place of the earth.

Grounded - Connected to earth or to some conducting body that serves in place of the earth.

Ground-fault circuit interrupter - A device for the protection of personnel that functions to de-energize a circuit or portion thereof within an established period of time when a current to ground exceeds some predetermined value that is less than that required to operate the over current protective device of the supply circuit.

Location –

(a) *Damp location.* Partially protected locations under canopies, roofed open porches, or interior locations subject to moderate degrees of moisture, such as some basements.

(b) *Dry location.* A location not normally subject to dampness or wetness. A location classified as dry may be temporarily subject to dampness or wetness, as in the case of a building under construction.

(c) *Wet location.* Installations underground or in concrete slabs or masonry in direct contact with the earth, and locations subject to saturation with water or other liquids, such as locations exposed to weather and unprotected.

Over current - Any current in excess of the rated current of equipment or the ampacity of a conductor. It may result from overload (see definition), short circuit, or ground fault. A current in excess of rating may be accommodated by certain equipment and conductors for a given set of conditions. Hence the rules for over current protection are specific for particular situations.

Power outlet - An enclosed assembly which may include receptacles, circuit breakers, fuse holders, fused switches, buses and watt-hour meter mounting means; intended to serve as a means for distributing power required to operate mobile or temporarily installed equipment.

Receptacle - A receptacle is a contact device installed at the outlet for the connection of a single attachment plug. A single receptacle is a single contact device with no other contact device on the same yoke. A multiple receptacle is a single device containing two or more receptacles.

Voltage - (Of a circuit.) The greatest root-mean-square (effective) difference of potential between any two conductors of the circuit concerned.

RESPONSIBILITIES

Kirkland Construction management has overall responsibility for the program. The affected and qualified employee's contractors are responsible for following the program and providing training.

Site Supervisors are responsible for daily compliance with this program.

Licensed electricians or other qualified contractors will be responsible for the installation and maintenance of electrical systems.

GROUND FAULT PROTECTION PROGRAM

Kirkland Construction and all sub-contractors of Kirkland Construction will use ground-fault circuit interrupters to protect employees on all construction sites.

All 120-volt, single-phase 15 and 20 ampere receptacle outlets on construction sites, which are not part of the permanent wiring of the building, will utilize ground-fault circuit interrupters. Receptacles on a two-wire phase portable or vehicle-mounted generator rated not more than 5kW, where the circuit conductors of the generator are insulated from the generator frame and all other grounded surfaces, need to be protected with ground-fault circuit interrupters.

Job site supervisors will ensure the grounding continuity for all electrically powered equipment is tested at least quarterly.

INSTALLATION AND MAINTENANCE WORK

Electrical equipment shall be free from recognized hazards that are likely to cause death or serious physical harm to employees.

Listed or labeled equipment shall be used or installed in accordance with any instructions included in the listing or labeling.

All 120-volt, single phase, 15 and 20 ampere receptacles are of a grounding type, and their ground contacts are grounded by connection to the equipment-grounding conductor of the circuit supplying the receptacles in accordance with the applicable requirements of Article 210-7 (c) and 305-4 (d) of the National Electrical Code.

All 120-volt flexible cord sets (extension cords) shall have an equipment-grounding conductor that is connected to the grounding contacts of the connector(s) on each end of the cord. Flexible cords sets shall be 12 gage or greater in size.

The exposed non-current carrying metal parts of 120-volt cord and plug connected tools and equipment that are likely to become energized shall be grounded in accordance with the applicable requirements of Article 250-45 and 250-59 of the National Electrical Code.

Upon installation of any electrical power service to any apparatus or device, grounding circuits will be run and checked via resistance ohm-meter (i.e., Megger) for continuity of ground circuit prior to energizing the circuit, whether the purpose for energizing is for temporary test or permanent run-in.

Each disconnecting means required by this subpart for motors, appliances, over current device, and circuits (service, feeder, or branch) shall be legibly marked to indicate its purpose, unless located and arranged so the purpose is evident.

GUARDING OF LIVE PARTS

The purpose of this requirement is to protect any person who may be in the vicinity of electrical equipment against accidental contact

Live parts of electrical equipment operating at 50 volts or more shall be guarded against accidental contact by approved cabinets, other forms of approved enclosures, or one of the following means:

- By location in a room or vault only accessible to qualified persons.
- By suitable permanent, substantial partitions or screens so that only qualified persons will have access to the space within reach of live parts.
- By elevation of 8 feet or more above the floor or other working surface.

VISUAL INSPECTION

Kirkland Construction employees shall be instructed that each cord set, and any tools or equipment connected by cord and plug (except cord sets and receptacles which are fixed and not exposed to damage) must be visually inspected by the user before each day's use for external defects, such as deformed or missing pins or insulation damage. Tools or equipment found damaged or defective shall not be used until repaired.

OVERHEAD POWER LINES

When work is to be performed near overhead lines, the lines shall be de-energized and grounded. If this is not possible, then other protective measures shall be taken before the work is started.

Arrangements shall be made with the person or organization that operates or controls the electric circuits when lines are to be de-energized and grounded.

Protective measures used (i.e., guarding, isolating, or insulating) shall prevent direct contact by the qualified person or indirect contact through conductive materials, tools, or equipment. Only **qualified** persons of power transmission and distribution organizations are allowed to install insulating devices on overhead power transmission and distribution lines.

Unqualified persons, and conductive objects used by these employees, may not approach closer than the minimum distance specified in Table S-1 when working in an elevated location near unguarded, energized overhead lines. Unqualified persons working on the ground are not allowed to bring any conductive object or any insulated object that does not have the proper insulating rating closer to unguarded, energized overhead lines than the distance allowed in the following table.

Voltage to Ground	Minimum Approach Distance
50 KV or less	10 Feet
Over 50 kV	10 feet + 4 inches for every 10 kV over 50 kV

FLEXIBLE CORDS AND CABLES

Flexible cords are recognized as more vulnerable tan the fixed wire of the building. Therefore, cords should not be used if one of the recognized wiring methods could be used instead.

Flexible cords shall be approved and suitable for conditions of use and location. The OSHA standard lists specific situations in which flexible cords may be used:

- Pendants (a lamp holder or cord-connector body suspended by a length of cord properly secured and terminated directly above the suspended device;
- Wiring of fixtures;
- Connection of portable lamps or equipment;
- Wiring of cranes and hoists where flexibility is necessary; and
- Connection of stationary equipment to facilitate their frequent interchange (equipment which is not normally moved from place to place, but might be on occasion.

Emergency Preparedness and Fire Prevention Program

PURPOSE

The purpose of this program is to establish that Kirkland Construction is complying with the OSHA's 29 CFR 1926.24, Fire Protection and Prevention; 29 CFR 1926.35, Employee Emergency Action Plans; and, when applicable, 29 CFR 1926.65, Hazardous Waste Operations and Emergency Response standards.

This plan identifies actions to be taken during the response to foreseeable emergencies. The types of foreseeable emergencies addressed in this plan are hazardous substances and waste releases, fire, and explosions.

The following procedure applies to all employees of Kirkland Construction.

The Health and Safety Coordinator is responsible for the program implementation and review.

DEFINITIONS

Decontamination means the removal of hazardous substances from employees and their equipment to the extent necessary to preclude the occurrence of foreseeable adverse health effects.

Hazardous Substance means any substance designated or listed below in this definition, exposure to which results, or may result in adverse effects on the health or safety of employees.

- Any substance defined under section 101(14) of the Comprehensive Environmental Response, Compensation, and Liability Act (CERCLA);
- Any biological agent and other disease causing agent as defined in section 101(33) of CERCLA;
- Any substance listed by the U.S. Department of Transportation as a hazardous material under 49 CFR 172.101 and appendices; and
- Hazardous waste as herein defined:
    - A waste or combination of wastes as defined in 40 CFR 261.3, or
    - Those substances defined as hazardous waste in 49 CFR 171.8

Health Hazard means a chemical, mixture of chemicals or a pathogen from which there is statistically significant evidence based on at least one study conducted in accordance with established scientific principles that acute or chronic health effects may occur in exposed employees.

PRE-EMERGENCY PLANNING

Emergency Telephone Numbers

Site specific emergency contact information will be posted at each jobsite in a location that is easily accessible to all employees.

Emergency Response Coordinator(s)

Primary Emergency Response Coordinator

To be determined

Secondary

To be determined

Fire Department
To be determined

Police Department
To be determined

Community Hospital
To be determined

Designated Medical Provider
To be determined

State Department of Health
To be determined

Occupational Health and Safety Administration, Region 8

Denver Area Office	Englewood Area Office
1391 Speer Boulevard, Suite 210	7935 East Prentice Avenue, Suite 209
Denver, Colorado 80204-2552	Englewood, Colorado 80111-2714
(303) 844-5285	(303) 843-4500
(303) 844-6676 FAX	(303) 843-4515 FAX

The Denver Area Office also oversees the federal program for Utah.
Contact: Herb Gibson, Area Director, Denver Area Office, (303) 844-5285, Ext. 106.

EMERGENCY NOTICE: If you have an EMERGENCY (ex: to report a fatality or imminent life threatening situation) -- Contact OSHA's toll free number immediately: ***1-800-321-OSHA (6742)***

EPA Region VIII, Emergency Response Branch
1-800-227-8917

National Response Center
1-800-424-8802

PERSONNEL ROLES, LINES OF AUTHORITY, TRAINING, AND COMMUNICATION

Emergency Response Coordinators (EC)

EC's will be the individual in charge of the incident until a more senior emergency response official responds to the emergency. At that point, the emergency response coordinator will function as the company liaison with the responding party to provide assistance in the response.

Authority

EC's have the authority during an emergency to take such action as is necessary to protect personnel, property, and the environment from hazardous substances and for coordinating any and all recovery procedures with the appropriate local, state and or federal agencies.

Specifically, the EC has authority to take all reasonable measures to ensure that fires, explosions, and releases do not occur, reoccur, or spread to other areas where hazardous materials are generated, accumulated and or stored.

Specifically, the EC has authority to take all reasonable measures to ensure that fires, explosions, and releases do not occur, reoccur, or spread to other areas where hazardous materials are generated, accumulated and or stored.

When to Notify

The EC must be notified whenever there is an an incident involving hazardous material or waste so that a decision can be made whether to implement this Plan. The Plan is to be implemented in the event of fires, explosions, and any unplanned release of hazardous material or waste.

Emergency Response Team

Kirkland Construction does not maintain a trained Emergency Response Team and will use the Local Fire Department for all emergencies as defined in 1910.120(q).

EMERGENCY RECOGNITION AND EVACUATION

Identification of Hazardous Substances

Predominant hazardous substances include the following:

Hazardous Material	Quantity	Primary Storage Location

If employees observe a spill, they are to immediately notify a Superintendent. Based upon the material and quantity involved, Superintendents and/or the EC will make the determination to clean the spill or evacuate and allow a contractor to handle the spill. This plan will not be implemented unless a spill creates an imminent or actual incident that could threaten human health or the environment. The EC will use professional judgment to determine whether to implement this plan. This judgment will be based upon the character, exact source, and amount and real extent of the emergency.

Reporting an Emergency

In the event of an emergency, employees will be notified via verbal announcement at the job site. Site-specific communications will be determined prior to commencing work and all employees will be appropriately trained. Site-specific reporting may be similar to the following:

- The site owner has paging system in place to give verbal direction to evacuate to specific locations and to report to specific team locations.
- Fire alarm system is in place with horns and strobes.
- A program in place to have subcontractors meet at the jobsite office first and then once all accounted for the group would proceed to assigned meeting location with rest of owner's employees. This requires a worksheet by 9:00am from each sub indicating the employees they have onsite each day.

Emergency Evacuation/Rescue/Medical Emergency

In the event of an emergency evacuation some individuals may have the responsibility to perform (or shut down) critical operations before evacuating. Those individuals and their responsibilities are as follows:

- Supervisor must report incident to management immediately

In the event of an emergency, all personnel not identified as above shall evacuate the work area using the nearest exit route. Employees are not expected to use portable fire extinguishers to attempt to put out a fire prior to evacuation.

All employees will meet at a designated location, which will be identified at the job site prior to the start of the job, to take an accurate head count of all employees. The EC is responsible for notifying the responding Fire/Rescue Incident Commander of any missing employees.

The responding Fire/Rescue service will be solely responsible for ANY and ALL rescue and medical duties. Employees are NOT expected to perform rescue and medical duties.

FIRE PREVENTION

The job site superintendents are responsible for ensuring all equipment and systems provided to prevent or control ignition or fires on-site are maintained.

Site superintendents are responsible for controlling fuel sources and to maintain accumulations of flammable and combustible waste materials in their areas.

Equipment and systems designed to prevent accidental ignition of combustible materials installed on heat producing equipment will be maintained according to manufacturer's instructions.

Kirkland Construction has a housekeeping policy to remove paper, trash, and other combustibles daily on construction sites and weekly in administrative areas.

Major workplace fire hazards include:

> *Job sites* – General construction environment – some hazardous materials listed above may be present on site. Activities such as grinding, welding, soldering of pipe may occur in the course of the project. Smoking is not allowed in buildings on site. Smoking does occur in designated locations and around site perimeter which will be identified by the GC.

The fire protection equipment available to put out fires is primarily portable fire extinguishers.

Using Portable Fire Extinguishers

Fire extinguishers are to be checked at least monthly to ensure the pressure is adequate and that the extinguisher is in proper working order. Theses inspections should be completed by the job site superintendent or designee and documented on the back side of the annual inspection tag. Annual inspections should be performed by a qualified vendor or fire department representative.

In the event of a fire, the correct use of a portable fire extinguisher could mean the difference between suffering a minor loss or a major one. Portable fire extinguishers, if used properly, can make that difference. But there are several things to consider in using fire extinguishers. For

instance, you must know the *class* of fire involved and the correct *type* of fire extinguisher to use.

Classes of Fires and Fire Extinguishers:

1. *Class A* Involves ordinary combustibles such as paper, wood, cloth, rubber or plastics. The common extinguishing media is water or dry chemical.
2. *Class B* Flammable liquids, grease or gases are covered under this category. Common extinguishing media are foam, carbon dioxide or dry chemical.
3. *Class C* Live electrical fires are class C fires. CO_2 or dry chemical extinguishers should be used. However, the actual burning product may be class A items.
4. *Class D* Burning materials include combustible metals such as magnesium and sodium. Special extinguishing agents, approved by recognized testing laboratories, are needed when working with these metals.

Responding to Fires:

Notify others in the area by sounding the fire alarm and call the local fire department immediately if a fire breaks out. Follow company's procedures on responding to fires. Do not attempt to *fight* the fire unless you are comfortable doing so and , (1) you know the type of combustible material burning, (2) you have been trained to use the fire extinguisher correctly, and (3) if the fire is still in the incipient (beginning) stage. If the fire gets too large or out of control, evacuate immediately.

Remember P-A-S-S When Using a Fire Extinguisher:

- *P* - Pull. Pull the locking pin before using the fire extinguisher.
- *A* - Aim. Aim the fire extinguisher at the base of the fire. Not at the flames or smoke and stand back 8 to 10 feet.
- *S* - Squeeze. Squeeze the lever of the fire extinguisher to operate and discharge.
- *S* - Sweep. Sweep the fire extinguisher back and forth at the *base* of the fire to extinguish.

Most extinguishers will only allow about 10-seconds of extinguishing media. Prevention is the key when it comes to firefighting. Good housekeeping, proper storage procedures, and safe work practices will go a long way toward reducing the likelihood that a fire will destroy valuable property or injure either you or a fellow employee.

CRITIQUE OF RESPONSE AND FOLLOW-UP

After each practice session and actual response, responders and employees will undergo a debriefing and evaluation of the response. This will take place no more than one month after the incident or drill and be documented by the site superintendent.

HOT WORK PROGRAM

The purpose of this program is to comply with the Welding, Cutting and Brazing Standard, Title 29 CFR 1910, Subpart Q and the recommendations outlined in NFPA 51B, Standard for Fire Prevention in Use of Cutting and Welding Processes.

This program applies to all work operations performed by Kirkland Construction L.L.L.P. where employees perform any hot work such as cutting, welding, brazing, soldering, grinding, and torch-applied metal work. They also apply to the use of non-explosion-proof electrical equipment, portable power tools, air hammers, and other power-actuated tools in potentially hazardous flammable/explosive atmospheres.

The Health and Safety Coordinator is responsible for the coordination of this procedure including training curriculum, issuance of permits, and record keeping.

All employees will follow the requirements of this procedure when performing any hot work activity. Employees will obtain the appropriate hot work permit prior to starting any hot work. If hot work is performed at a field location, the employee is responsible for obtaining a hot work permit from the company's safety personnel prior to starting any work.

Hot Work Permit System

A permit shall be issued to those performing hot work only after the precautions described in this procedure are followed.

Only the General Contractor, Site Superintendent, Foreman or designated supervisory/lead personnel shall issue the permits.

Prior to issuance of the permit, a pre-work evaluation, work site inspection and fire protection evaluation shall be completed.

Pre-Work Evaluation

The following questions should be answered prior to any hot work.

- Can this job be avoided? Is there a safer way to get the job done?
- Can the work be moved to the maintenance area where the hot work can be performed safely?
- Should the proposed work area be off-limits to hot work?
- Are hot work personnel properly trained and authorized?
- Are fixed fire protection systems in service and will they remain in service during and after the hot work?

Upon evaluation of these questions, a determination must be maid if the hot work can continue.

Work Site Inspection

The following questions should be answered prior to any hot work. All Unsatisfactory conditions found should be corrected prior to issuance of the permit.

- Is approved equipment provided for the hot work? Is it well maintained and in good working condition?
- Is gas cutting and welding equipment properly secured to prevent upset and located away from possible damage?
- Are there any combustible materials within 35 ft. of the work area? If they cannot be removed, have they been adequately covered by metal shields or fire-resistive tarpaulins?
- Combustible dusts, fibers, and other easily ignitable materials or deposits, and combustible/flammable liquids within 50 ft. present a serious hazard. If hot work cannot be eliminated, these materials or liquids should be removed, covered, wet down or protected by other reliable means to prevent ignition and rapid fire spread.
- Does the atmosphere normally contain flammable/explosive vapors? If so, has adequate cleaning and purging been performed, and has the air been sampled using approved combustible gas detection equipment. There should be no flammable vapors or gasses in areas where hot work is performed, or inside the equipment that is worked on.
- Have vessels containing flammable or combustible materials been drained, cleaned, purged, and tested for flammable vapors? Has transfer piping been drained, purged and planked? Refer to applicable confined space and lockout/tagout procedures.
- Are combustible floors, walls or roofs present? Have they been wet-down and/or covered with metal shields or fire-resistive tarpaulins?
- Have all wall or floor openings been covered with noncombustible shields?

If any hazardous condition listed above exists and control measures have been identified, it is necessary to have a properly trained fire watch present during the hot work.

Fire Protection Evaluation

Work shall not be performed with fixed fire protection systems out of service. Ensure the following actions are evaluated prior to starting work.

- Ensure all control valves for fixed protection systems are fully open.
- Ensure adequate portable fire extinguishers and/or charged fire hoses are provided.
- Ensure fire-resistive tarps suspended beneath the work area if needed.
- Ensure constant mechanical ventilation and/or combustible gas monitoring equipment provided if needed.

- Ensure a trained Fire watch is present as needed.

Permit Issuance and Hot Work

Permit shall only be issued after all applicable precautions have been met. After assigning fire watch(es) (if needed), the Health and Safety Coordinator shall sign the permit and issue it to the authorized hot work person.

The permit shall be posted at the work site and should expire no later than the end of the shift.

During work activity, the fire watch shall stand by constantly to extinguish sparks that could ignite combustibles, to adjust the position of protective shields or tarps if necessary, to observe and confirm proper grounding for electrical hot work equipment, and to sound an alarm if a fire occurs.

The Health and Safety Coordinator shall inspect the work site at least 30 minutes after work is completed. After an acceptable inspection, the fire watch can be released from the activity and the permit shall be signed to close out the work.

The work area should continue to be periodically inspected for at least 2 hours after work is completed to check for smoldering fires.

Record keeping

Training records on current personnel must be kept until facility closure.

Training records on former employees shall be kept for at least three years from the date the employee last worked at the facility.

Hot work permits will be kept until facility closure.

TRAINING

Supervisors are trained to assist in the safe and orderly emergency evacuation of employees.

Supervisors and other individuals who have responsibilities under this plan will be trained upon initial assignment and annually thereafter.

This plan will be reviewed with all employees within the first week after their hire date and whenever an employee's duties and/or responsibilities under the plan change.

All employees shall be provided basic training on the use of portable fire extinguishers and other applicable fire suppression equipment.

Emergency evacuation drills will be coordinated and conducted by Superintendents at least once per year.

FORMS
Hot Work Permit

Hot Work Permit

Before issuing permit, the safety precautions in the Kirkland Hot Work Permit Program shall be followed.

Good for one shift only_____
Date

From: _____ a.m./p.m. To: _____ a.m./p.m.
Time *Time*

Bldg. Or Area: _____ Dept: _____

Work to be done:

_____

Work performed by: _____

Fire Watch Assigned? Yes____ No ____ Name:

_____

Other special precautions taken:

_____

I have been instructed and I understand the hazards as well as the precautions necessary to do this work.

_____
Signature of person performing the work

I verify that the work site has been inspected, all necessary precautions have been taken to prevent fire, and the individual signed above is authorized to do this work.

_____ _____/_____
Signature of Health and Safety Coordinator/Supervisor/Lead Date Time

Have all flammable/ combustible materials been removed from the work area (35 ft. radius?
Yes / No
If any flammable or combustible materials cannot be removed, have they been properly covered?
Yes / No
Are fixed fire-extinguishing systems in service? Yes / No
Are adequate portable fire extinguishers and/or hoses provided? Yes / No
Have combustible floors or roofs been wet-down and/or properly covered? Yes / No
Have wall and floor openings been properly covered? Yes / No
Is hot work equipment in good working condition? Yes / No
Are any of the following permits required? Confined Space Yes / No Lockout/Tagout Yes / No
Other:_____
Has the atmosphere been checked with a combustible gas detector? Yes / No
Is ventilation adequate? Yes / No

Work Completed: _____/_____
Date Time

I have inspected the work site after at least one-half hour since completion of the work and find the area to be in safe condition.

_____/_____/_____
Signature of H&S Coordinator/Supervisor/Lead Date Time

CHAPTER 7: EXCAVATION SAFETY PROGRAM

Excavation Safety Program

GENERAL COMPANY POLICY

The purpose of this program is to establish that Kirkland Construction is complying with the OSHA's 29 CFR 1926, Subpart P, Excavation standards.

This program applies to all work operations at Kirkland Construction where employees may work in or near excavations or trenches.

The Health and Safety Coordinator is the program administrator who has overall responsibility for the program.

DEFINITIONS

Benching (Benching system) means a method of protecting employees from cave-ins by excavating the sides of an excavation to form one or a series of horizontal levels or steps, usually with vertical or near-vertical surfaces between levels.

Cave-in means the separation of a mass of soil or rock material from the side of an excavation, or the loss of soil from under a trench shield or support system, and its sudden movement into the excavation, either by falling or sliding, in sufficient quantity so that it could entrap, bury, or other wise injure and immobilize a person.

Competent person means one who is capable of identifying existing and predictable hazards in the surroundings, or working conditions which are unsanitary, hazardous, or dangerous to employees, and who has authorization to take prompt corrective measures to eliminate them.

Excavation means any man-made cut, cavity, trench, or depression in an earth surface, formed by earth removal.

Faces or sides - the vertical or inclined earth surfaces formed as a result of excavation work.

Failure means the breakage, displacement, or permanent deformation of a structural member or connection so as to reduce its structural integrity and its supportive capabilities.

Protective system means a method of protecting employees from cave-ins, from material that could fall or roll from an excavation face or into an excavation, or from the collapse of adjacent structures. Protective systems include support systems, sloping and benching systems, shield systems, and other systems that provide the necessary protection.

Ramp means an inclined walking or working surface that is used to gain access to one point from another, and is constructed from earth or from structural materials such as steel or wood.

Registered Professional Engineer means a person who is registered as a professional engineer in the state where the work is to be performed. However, a professional engineer, registered in any state is deemed to be a "registered professional engineer" within the meaning of this standard when approving designs for "manufactured protective systems" or "tabulated data" to be used in interstate commerce.

Shoring (Shoring system) means a structure such as a metal hydraulic, mechanical or timber shoring system that supports the sides of an excavation and which is designed to prevent cave-ins.

Sloping (Sloping system) means a method of protecting employees from cave-ins by excavating to form sides of an excavation that are inclined away from the excavation so as to prevent cave-ins. The angle of incline required to prevent a cave-in varies with differences in such factors as the soil type, environmental conditions of exposure, and application of surcharge loads.

Stable rock means natural solid mineral material that can be excavated with vertical sides and will remain intact while exposed. Unstable rock is considered to be stable when the rock material on the side or sides of the excavation is secured against caving-in or movement by rock bolts or by another protective system that has been designed by a registered professional engineer.

Structural ramp means a ramp built of steel or wood, usually used for vehicle access. Ramps made of soil or rocks are not considered structural ramps.

Type A Soil means cohesive soils with an unconfined, compressive strength of 1.5 ton per square foot (tsf) (144 kPa) or greater. Examples of cohesive soils are: clay, silty clay, sandy clay, clay loam and, in some cases, silty clay loam and sandy clay loam. Cemented soils such as caliche and hardpan are also considered Type A. However, no soil is Type A if: (i) The soil is fissured; or (ii) The soil is subject to vibration from heavy traffic, pile driving, or similar effects; or (iii) The soil has been previously disturbed; or (iv) The soil is part of a sloped, layered system where the layers dip into the excavation on a slope of four horizontal to one vertical (4H:1V) or greater; or (v) The material is subject to other factors that would require it to be classified as a less stable material.

Type B Soil means: (i) Cohesive soil with an unconfined compressive strength greater than 0.5 tsf (48 kPa) but less than 1.5 tsf (144 kPa); or (ii) Granular cohesion less soils including: angular gravel (similar to crushed rock), silt, silt loam, sandy loam and, in some cases, silty clay loam and sandy clay loam. (iii) Previously disturbed soils except those which would otherwise be classed as Type C soil. (iv) Soil that meets the unconfined compressive strength or cementation requirements for Type A, but is fissured or subject to vibration; or (v) Dry rock that is not stable; or (vi) Material that is part of a sloped, layered system where the layers dip into the excavation on a slope less steep than four horizontal to one vertical (4H: 1V), but only if the material would otherwise be classified as Type B.

Type C Soil means: (i) Cohesive soil with an unconfined compressive strength of 0.5 tsf (48kPa) or less; or (ii) Granular soils including gravel, sand, and loamy sand; or (iii) Submerged soil or soil from which water is freely seeping; or (iv) Submerged rock that is not stable, or (v) Material

in a sloped, layered system where the layers dip into the excavation or a slope of four horizontal to one vertical (4H:1V) or steeper.

Trench (Trench excavation) means a narrow excavation (in relation to its length) made below the surface of the ground. In general, the depth is greater than the width, but the width of a trench (measured at the bottom) is not greater than 15 feet (4.6 m). If forms or other structures are installed or constructed in an excavation so as to reduce the dimension measured from the forms or structure to the side of the excavation to 15 feet (4.6 m) or less (measured at the bottom of the excavation), the excavation is also considered to be a trench.

GENERAL REQUIREMENTS

- All items that may fall or roll into an excavation must be removed or guarded to prevent hazards.
- Structural ramps used for employee access and egress must be designed by a competent person.
- A stairway, ladder, ramp or other safe means of egress must be located in trench excavations that are 4 feet or more in depth so that no employee has to travel more than 25 feet laterally to reach them.
- Employees working in and around excavations that are exposed to vehicular traffic must be provided with, and wear, warning vests or other suitable garments made with reflectorized or high visibility materials.
- All employees within the excavation will wear hard-hats.
- When mobile equipment must approach the edges of excavations and the operator does not have a clear view of the edge, a warning system such as barricades, hand or mechanical signals, or stop logs must be used.
- Employees are not permitted to work in excavations where water is accumulating or has accumulated unless adequate precautions are taken. These precautions vary with each situation but may include; special support or shield systems to protect from cave-ins, water removal equipment or use of a safety harness and lifeline.
- Support systems (shoring, bracing or underpinning) must be used where the stability of the adjacent structures such as buildings, walls or other structures is endangered.
- Excavations below existing base or footing of any foundation or retaining wall are not permitted unless; an adequate support system is used, or the excavation is in stable rock or a registered professional engineer has approved the determination that the work will not endanger employees.
- Sidewalks, pavements or other structures must not be undermined unless a support system or other adequate method is used to safeguard employees from collapse of the structures.
- Spoil piles and other materials that could fall into the excavation must be kept at least two feet from the edge.

UTILITIES

All underground utilities must be located and identified before any excavation work is begun. If underground utilities cannot be located accurately appropriate caution must be exercised when the excavation work approaches the general area. Additional attempts to locate the utilities must be made with appropriate detection equipment when the general location is approached.

While the excavation is open, exposed utilities must be protected, supported or removed as necessary to safeguard employees.

INSPECTION

When employees are expected to be working in the excavation, a competent person must conduct daily inspections to look for situations that could lead to possible cave-ins, indications of failures of protective systems, hazardous atmospheres, water accumulations or other situations that could pose hazards to employees. The inspection must be conducted prior to the start of work each day and as needed throughout the day if conditions warrant. Inspections must also be made after every precipitation event or when frozen ground is thawing due to changing weather conditions. These inspections must be documented on the Trench/Excavation Inspection Form at the end of this chapter.

When the competent person believes that employees face hazards associated with cave-ins, failure of protective systems or other reasons he/she must ensure all exposed employees are removed from the hazardous area.

OPTIONS FOR PROTECTIVE SYSTEMS

Adequate protective systems are required in all excavations unless they are made in stable rock or they are less than five feet deep and examination by a competent person indicates there is no potential for cave-in. If you do not provide protection in excavations more than five feet deep you should document all inspection activities completed by the competent person.

All excavations greater than 20 feet deep must have designs for adequate protection approved by a registered professional engineer.

Options for protective systems in excavations include benching and/or sloping or support systems such as shielding and barriers. Within these options you can choose to use information supplied by OSHA or designs approved by registered professional engineers. The information supplied by OSHA requires knowledge of the type of soil and provides acceptable configurations for specific situations.

Maximum Allowable Slopes

Soil or Rock Type	Maximum Allowable Slopes (H:V)[1] for excavations less than 20 feet deep.[2]
Stable Rock	Vertical (90 degrees)
Type A[3]	¾ : 1 (53 degrees)
Type B	1 : 1 (45 degrees)
Type C	1 ½ : 1 (34 degrees)

Notes:
Numbers shown in parentheses next to the maximum allowable slopes are angles expressed in degrees from the horizontal. Angles have been rounded off.
[1]Slopes are expressed in horizontal over vertical.
[2]All protective systems for excavations greater than 20 feet deep must be designed by a registered professional engineer.
[3]Exceptions exist for short term exposures (excavation is open less than 24 hours) in Type A soil only. If the excavation is less than 12 feet deep the maximum slope allowed is ½ : 1 (63 degrees). If the excavation is greater than 12 feet deep the maximum slope allowed in ¾: 1 (53 degrees).

FORMS

Trench/Excavation Inspection Report

DAILY TRENCH / EXCAVATION INSPECTION REPORT

This form must be completed by a competent person for all open trenches/excavations that men will be entering regardless of depth.

The form is to be completed daily and/or when ever conditions change.

DATE **TIME** **JOB #**

	Location on job				
*	**Trench**	Depth		Width	
	Soil Type	Cohesive	OR	Granular	
	Visual Inspection	A-B-C			
	Manual	A-B-C			
	Penetrometer/Soils Test	T/SF			
	Subsurface Water	Yes		No	
	Weather	Temp	Wind	Rain	Snow
	Hazardous Atmosphere	Yes		No	
	Protection Type	Sloping		Trench Box	
	Indications of possible cave-in	Yes	No		
	Comments				
	Competent Persons Name				

DATE **TIME** **JOB #**

	Location on job				
*	**Trench**	Depth		Width	
	Soil Type	Cohesive	OR	Granular	
	Visual Inspection	A-B-C			
	Manual	A-B-C			
	Penetrometer/Soils Test	T/SF			
	Subsurface Water	Yes		No	
	Weather	Temp	Wind	Rain	Snow
	Hazardous Atmosphere	Yes		No	
	Protection Type	Sloping		Trench Box	
	Indications of possible cave-in	Yes	No		
	Comments				
	Competent Persons Name				

CHECKLIST

	Sloping or Benching for trench 5 feet or more in depth		
	Type A Soil	54 degrees	
	Type B Soil	45 degrees	
	Type C Soil	34 degrees	
	Egress within 25 ft of exposed employees		
	Ladder available for trenches 4 feet or more in depth		
	Ladder extends 3 feet above landing		
	Trench box in good shape, all safety pins and clips are in place		
	Tabulated Data available for review		
	Spoil pile located 2 feet at a minimum from trench edge		

* Trenches of 20 feet deep or more require a professional engineers approval.

CHAPTER 8: FALL PROTECTION PROGRAM

Fall Protection Program

GENERAL COMPANY POLICY

The purpose of this program is to establish that Kirkland Construction is complying with the OSHA's 29 CFR 1926, Subpart M, Fall Protection standards. All Kirkland Construction employees shall adhere to the requirements of this program.

All work six feet or more above an adjacent level requires fall protection, whether this protection is a safety net, guardrail, controlled access zone, personal protective equipment, a properly constructed scaffold, or one of the other types of protection discussed in this program.

Each site under the management of Kirkland Construction will have a separate fall protection program established for the unique hazards present. Supervisors should consult the site-specific project managers for the feasibility and application of appropriate fall protection plans.

DEFINITIONS

Anchorage means a secure point of attachment for lifelines, lanyards or deceleration devices.

Body harness means straps which may be secured about the employee in a manner that will distribute the fall arrest forces over at least the thighs, pelvis, waist, chest and shoulders with means for attaching it to other components of a personal fall arrest system.

Connector means a device which is used to couple (connect) parts of the personal fall arrest system and positioning device systems together. It may be an independent component of the system, such as a carabineer, or it may be an integral component of part of the system (such as a buckle or D-ring sewn into a body belt or body harness, or a snap-hook spliced or sewn to a lanyard or self-retracting lanyard).

Controlled access zone (CAZ) means an area in which certain work (e.g., overhand bricklaying) may take place without the use of guardrail systems, personal fall arrest systems, or safety net systems and access to the zone is controlled.

Deceleration device means any mechanism, such as a rope grab, rip-stitch lanyard, specially-woven lanyard, tearing or deforming lanyards, automatic self-retracting lifelines/lanyards, etc., which serves to dissipate a substantial amount of energy during a fall arrest, or otherwise limit the energy imposed on an employee during fall arrest.

Deceleration distance means the additional vertical distance a falling employee travels, excluding lifeline elongation and free fall distance, before stopping, from the point at which the deceleration device begins to operate. It is measured as the distance between the location of an employee's body belt or body harness attachment point at the moment of activation (at the onset of fall arrest forces) of the deceleration device during a fall, and the location of that attachment point after the employee comes to a full stop.

Guardrail system means a barrier erected to prevent employees from falling to lower levels.

Hole means a gap or void 2 inches (5.1 cm) or more in its least dimension, in a floor, roof, or other walking/working surface.

Lanyard means a flexible line of rope, wire rope, or strap which generally has a connector at each end for connecting the body belt or body harness to a deceleration device, lifeline, or anchorage.

Leading edge means the edge of a floor, roof, or formwork for a floor or other walking/working surface (such as the deck) which changes location as additional floor, roof, decking, or formwork sections are placed, formed, or constructed. A leading edge is considered to be an "unprotected side and edge" during periods when it is not actively and continuously under construction.

Lifeline means a component consisting of a flexible line for connection to an anchorage at one end to hang vertically (vertical lifeline), or for connection to anchorages at both ends to stretch horizontally (horizontal lifeline), and which serves as a means for connecting other components of a personal fall arrest system to the anchorage.

Low-slope roof means a roof having a slope less than or equal to 4 in 12 (vertical to horizontal).

Lower levels - those areas or surfaces to which an employee can fall. Such areas or surfaces include, but are not limited to, ground levels, floors, platforms, ramps, runways, excavations, pits, tanks, material, water, equipment, structures, or portions thereof.

Opening - a gap or void 30 inches (76 cm) or more high and 18 inches (48 cm) or more wide, in a wall or partition, through which employees can fall to a lower level.

Overhand bricklaying and related work means the process of laying bricks and masonry units such that the surface of the wall to be jointed is on the opposite side of the wall from the mason, requiring the mason to lean over the wall to complete the work. Related work includes mason tending and electrical installation incorporated into the brick wall during the overhand bricklaying process.

Personal fall arrest system means a system used to arrest an employee in a fall from a working level. It consists of an anchorage, connectors, a body belt or body harness and may include a lanyard, deceleration device, lifeline, or suitable combinations of these. As of January 1, 1998, the use of a body belt for fall arrest is prohibited.

Positioning device system means a body belt or body harness system rigged to allow an employee to be supported on an elevated vertical surface, such as a wall, and work with both hands free while leaning.

Roofing work means the hoisting, storage, application, and removal of roofing materials and equipment, including related insulation, sheet metal, and vapor barrier work, but not including the construction of the roof deck.

Safety-monitoring system means a safety system in which a competent person is responsible for recognizing and warning employees of fall hazards.
Steep roof means a roof having a slope greater than 4 in 12 (vertical to horizontal).

Unprotected sides and edges - any side or edge (except at entrances to points of access) of a walking/working surface, e.g., floor, roof, ramp, or runway where there is no wall or guardrail system at least 39 inches (1.0 m) high.

Walking/working surface means any surface, whether horizontal or vertical on which an employee walks or works, including, but not limited to, floors, roofs, ramps, bridges, runways, formwork and concrete reinforcing steel but not including ladders, vehicles, or trailers, on which employees must be located in order to perform their job duties.

Warning line system means a barrier erected on a roof to warn employees that they are approaching an unprotected roof side or edge, and which designates an area in which roofing work may take place without the use of guardrail, body belt, or safety net systems to protect employees in the area.

RESPONSIBILITIES

Management and Supervision

Kirkland Construction management and supervision is responsible for ensuring that all employees who are involved in jobs where fall protection is required are aware of this program.

Project Manager

Project Managers are responsible to Kirkland Construction management and supervision for oversight of this Fall Protection Program, and in this regard, will conduct periodic inspections of workplaces, to ensure that all operations are abiding by all safety standards with respect to fall protection.

Kirkland Construction Project Managers are authorized to stop work when a serious hazard to safety is identified, and must approve corrective action before work may be resumed.

Employees/Subcontractors

Kirkland Construction employees and employees of subcontractors must abide by all requirements of this program when in areas requiring fall protection. Any deficiencies in this program, which are identified by an employee, shall be brought to the attention of the employee's immediate Superintendent.

USE OF BODY HARNESSES, LIFELINES, AND LANYARDS

Body harnesses, and lanyards shall be used for employee safeguarding. Fall protection in the form of a body harness and lanyard must be used when working from aerial lifts, crane or derrick hoisted personnel platforms, and other elevated areas. They are also required when complete scaffolds cannot be built.

Body harnesses ad lanyards shall be used only for employee fall protection and not to support employees while they work.

Body harnesses, lanyards and hardware must meet the specifications set forth in ANSI Standard A-10.14 – 1975, *Requirements for Safety Belts, Harnesses, Lanyards, Lifelines and Drop Lines for Construction and Industrial Use.*

This equipment must be inspected prior to each use. Body harnesses and lanyards with deep cuts or with portions worn through shall not be used. Hardware should be examined, and worn parts replaced. Lanyards shall not be used if cuts or fraying are present. Once a lanyard is used in a fall, it is no longer safe and must be cut up and discarded.

Lanyards shall not exceed six feet in length, including any shock absorbing system.

Body harness and lanyards shall have all straps and connectors properly fastened at all times when in use.

POSITIONING DEVICE SYSTEMS

Positioning devices must be set up so that a worker can free fall no more than 2 feet. They shall be secured to an anchorage point capable of supporting 3,000 lbs. or twice the impact load of an employee fall, whichever is greater.

SAFETY MONITORING SYSTEMS

When no other alternative fall protection has been implemented Kirkland Construction shall implement a safety monitoring system. A competent employee will be designated the safety monitor and perform the following:

- Warn workers of fall hazard dangers and detect unsafe work practices;
- Operate on the same walking/working surfaces of the workers and can see them;
- Be close enough to the work operations to communicate orally with workers.

PROTECTION FROM FALLING OBJECTS

When guardrail systems are used to prevent materials from falling from one level to another, any openings must be small enough to prevent passage of potential falling objects. No materials or equipment except masonry and mortar shall be stored within 4 feet of working edges.

AERIAL LIFT WORK

A safety lanyard attached to the boom or basket is required at all times (except scissor lifts unless required by the manufacturer or general contrcator).

The brakes shall be set, and outriggers, when used, shall be positioned on pads or a solid surface. Wheel chocks shall be installed before using an aerial lift on an incline.

An aerial lift shall not be moved when the boom is in an elevated position unless the lift was specifically designed for this type of operation as specified in the vehicle's operating manual.

TRAINING

All employees potentially exposed to fall hazards will be trained in the following areas:

- The nature of fall hazards in the work area;
- The correct procedures for erecting, maintaining, disassembling, and inspecting fall protection systems;
- The use and operation of controlled access zones and guardrail, personal fall arrest, warning line, and safety monitoring systems;
- Employee's role in the fall protection program.

CHAPTER 9: HAZARD COMMUNICATION PROGRAM

Hazard Communication Program

GENERAL COMPANY POLICY

The purpose of this program is to establish that Kirkland Construction is complying with the OSHA's 29 CFR 1926.59, Hazard Communication standard (OSHA's 29 CFR 1910.1200, Hazard Communication standard for General Industry incorporated by reference).

This program applies to all work operations at Kirkland Construction where employees may be exposed to hazardous substances under normal working conditions or during an emergency situation.

The Health and Safety Coordinator is the Hazard Communication Program Coordinator who has overall responsibility for the program.

DEFINITIONS

Carcinogen: A chemical is considered carcinogenic if:

- It has been evaluated by the International Agency for Research on Cancer and found to be a carcinogen or potential carcinogen; or
- It is listed as a carcinogen or potential carcinogen in the Annual Report on Carcinogens; or
- OSHA regulates it as a carcinogen.

Chemical means any element, chemical compound, or mixture of elements and/or compounds.

Chemical name means the scientific designation of a chemical in accordance with the nomenclature system developed by the International Union of Pure and Applied Chemistry (IUPAC) or the Chemical Abstracts Service (CAS) rules of nomenclature, or a name which will clearly identify the chemical for the purpose of conducting a hazard evaluation.

Combustible liquids have a flashpoint at or above 100°F (37.8°C) but below 200°F (93.3°C). The only exceptions are mixtures having components with flashpoints of 200°F (93.3°C) or higher, the total volume of which makes up 99% or more of the volume of the mixture.

Common name means any designation or identification such as code name, code number, trade name, brand name, or generic name used to identify a chemical other than by its chemical name.

Compressed gas means:

- A gas or mixture of gases having, in a container, an absolute pressure exceeding 40 psi at 70°F (21.1°C); or
- A gas or mixture of gases having, in a container, an absolute pressure exceeding 104 psi at 130°F (54.4°C) regardless of the pressure at 70°F (21.1°C); or
- A liquid having a vapor pressure exceeding 40 psi at 100°F (37.8°C).

Container means any bag, barrel, bottle, box, can, cylinder, drum, reaction vessel, storage tank, or the like that contains a hazardous chemical.

Contractor - a person or firm that has entered into an agreement with Kirkland Construction to provide goods or services.

Corrosive chemicals cause visible destruction of, or irreversible alterations in, living tissue by chemical action at the site of contact. This term does not refer to action on inanimate surfaces.

Distributor means a business, other than a chemical manufacturer or importer, which supplies hazardous chemicals to other distributors or to employers.

Employee means a worker receiving any type of compensation from Kirkland Construction to perform a function who may be exposed to hazardous chemicals under normal operating conditions or in foreseeable emergencies.

Employer - a person engaged in a business where chemicals are used, distributed, or are produced for use or distribution, including a contractor or subcontractor.

Explosives cause a sudden, almost instantaneous release of pressure, gas, and heat when subjected to sudden shock, pressure, or high temperature.

Exposure or exposed refers to an employee who has been subjected (by any route of entry) to a chemical that is a physical or health hazard during the course of employment.

Flammables are chemicals that fall into one of the following categories:

- aerosol, flammable means an aerosol that yields a flame projection exceeding 18 inches at full valve opening, or a flash back (a flame extending [Insert Company Name]k to the valve) at any degree of valve opening;
- gas, flammable means:
    i. a gas that, at ambient temperature and pressure, forms a flammable mixture with air at a concentration of 13% by volume or less; or
    ii. a gas that, at ambient temperature and pressure, forms a range of flammable mixtures with air wider than 12% by volume, regardless of the lower limit;
- liquid, flammable means any liquid having a flashpoint below 100°F (37.8°C). The only exceptions are mixtures having components with flashpoints of 100°F (37.8°C) or higher, the total of which make up 99% or more of the total volume of the mixture;
- solid, flammable means a solid, other than a blasting agent or explosive that is liable to cause fire through friction, absorption of moisture, spontaneous chemical change, or retained heat from manufacturing or processing, or which can be ignited readily and when ignited burns so vigorously and persistently as to create a serious hazard. A chemical shall be considered to be a flammable solid if it ignites and burns with a self-sustained flame at a rate greater than 1/10 of an inch per second along its major axis.

Flash point refers to the minimum temperature at which a liquid gives off a vapor in sufficient concentration to ignite. Organic peroxides, which undergo auto accelerating thermal decomposition, are excluded from any of the flashpoint determination methods.

Foreseeable emergency means any potential occurrence such as equipment failure, rupture of containers, or failure of control equipment, which could result in an uncontrolled release of a hazardous chemical into the workplace.

Hazardous chemical implies a chemical, which is a physical hazard or a health hazard.

Hazard warning means any words, pictures, symbols, or combination thereof appearing on a label or other appropriate form of warning which convey the specific physical or health hazard(s), including target organ effects.

Health hazard means a chemical for which there is statistically significant evidence to indicate that acute or chronic effects may occur in an exposed employee. "Health hazard" includes chemicals which are carcinogens, toxic or highly toxic agents, reproductive toxins, irritants, corrosives, sensitizers, hepatotoxins, nephrotoxins, neurotoxins, agents which act on the hematopoietic system and agents which damage the lungs, skin, eyes, or mucous membranes.

Highly Toxic chemicals fall within any of the following categories:

- A chemical that has a median lethal oral dose (LD50) of 50 milligrams or less;
- A chemical that has a median lethal dermal dose (LD50) of 200 milligrams or less; or
- A chemical that has a median lethal concentration (LC50) in air of 200 parts per million by volume or less of gas or vapor, or 2 milligrams per liter or less of mist, fume, or dust.

Identity refers to a chemical's common name, which is indicated on its SDS.

Immediate use implies that the chemical will:

- Be under the control of and used only by the person who transfers the chemical from its original container; and
- Be used up within the work shift that it was transferred.

Importer means the first business within United States territory that receives hazardous chemicals produced in other countries for the purpose of supplying them to distributors or employers.

Irritants, which are not corrosives, cause a reversible inflammatory effect on living tissue by chemical action at the site of contact.

Label means any written, printed, or graphic material displayed on or affixed to containers of hazardous chemicals.

Manufacturer means an employer with a workplace where chemical(s) are produced for use or distribution.

Safety Data Sheets (SDS) are the primary means of determining the hazards of any chemical. They summarize the characteristics of a chemical and any safety information that may be used in the workplace to prevent employee exposure.

Mixture refers to the combination of two or more chemicals, which is not the result of a chemical reaction.

Organic peroxides are organic compounds that contain the bivalent -O-O-structure and which may be considered to be a structural derivative of hydrogen peroxide where one or both of the hydrogen atoms has been replaced by an organic radical.

Oxidizers are chemicals other than blasting agents or explosives that initiate or promote combustion in other materials, thereby causing fire either of itself or through the release of oxygen or other gases.

Physical hazard means a chemical for which there is scientifically valid evidence that it is a combustible liquid, compressed gas, explosive, flammable, organic peroxide, an oxidizer, pyrophoric, unstable, or water-reactive.

Produce means to manufacture, process, formulate, blend, extract, generate, emit, or repackage.

Responsible party means someone assigned with responsibilities as described in the Responsible Parties section that can provide additional information on hazardous chemicals and appropriate emergency procedures, if necessary.

Sensitizer: A chemical that causes a substantial proportion of exposed people or animals to develop an allergic reaction in normal tissue after repeated exposure to the chemical.

Target Organ Effects: The following is a table illustrating some examples of target organ affecting chemicals.

Hazard	Target Organ Effect	Signs/Symptoms	Example Hazardous Chemicals
Hepatotoxins	Liver Damage	Jaundice; Liver Enlargement	Carbon Tetrachloride; Nitrosamines
Nephrotoxins	Kidney Damage	Edema; Proteinuria	Halogenated Hydrocarbons; Uranium
Neurotoxins	Nervous System	Narcosis; Behavioral Changes; Loss Of Motor Function	Mercury; Carbon Disulfide
Blood or Hematopoietic System Toxins	Decrease Hemoglobin Function; Deprive Body Tissues of Oxygen	Cyanosis; Loss Of Consciousness	Carbon Monoxide; Cyanides
Reproductive Toxins	Reproductive Capabilities Including Chromosomal Damage (Mutations) and Effects on Fetuses (Teratogenesis)	Birth Defects; Sterility	Lead; DBCP
Cutaneous Hazards	Dermal Layer of the Body	Defatting Of The Skin; Rashes; Irritation	Ketones; Chlorinated Compounds
Eye Hazards	Affect Eye or Visual Capacity	Conjunctivitis; Corneal Damage	Organic Solvents; Acids
Respiratory Toxins	Irritation or Damage of Pulmonary Tissue	Cough; Tightness In Chest; Shortness Of Breath	Silica; Asbestos

Toxic: Chemicals are toxic if they fall into any of the following categories:

- A chemical that has a median lethal oral dose (LD50) of more than 50 milligrams but less than 500 milligrams;
- A chemical that has a LD50 of more than 200 milligrams but less than 1,000 milligrams; or
- A chemical that has a median lethal concentration (LC50) in air of more than 200 parts per million but not more than 2,000 parts per million by volume of gas or vapor, or more than 2 milligrams but less than 20 milligrams per liter of mist, fume, or dust.

Trade Secret means any confidential information that may, if revealed on the SDS, give a competing company an advantage.

Unstable (Reactive) materials when in a pure state will vigorously polymerize, decompose, condense, or will become self-reactive under conditions of shock, pressure, or temperature.

Use means to package, handle, react, emit, extract, generate as a byproduct, or transfer.

Water reactive chemicals will react with water or moisture in the air to release a gas that is either flammable or presents a health hazard.

Work area means a room, an outside area, or other defined space in a workplace where hazardous chemicals are produced, stored, or used and where employees are present.

LIST OF HAZARDOUS CHEMICALS

Each site will maintain a list of all hazardous chemicals and related work practices used at the site. This list will be reviewed at least quarterly and updated as necessary.

The list is included in the Safety Data Sheets (SDS) binder located in the jobsite offices.

SAFETY DATA SHEETS

SDS will be maintained for all hazardous chemicals used on site.

SDS are the primary source for health and safety information. The following information can be found on the SDS:

- The identity of the chemical as used on the label.
- Whether the chemical is a single chemical or a mixture of chemicals.
- Physical and chemical characteristics of the hazardous chemical. The physical hazards of the chemical including the potential for fire, explosion, and reactivity.
- The health hazards of the chemical including sign and symptoms of exposure, and any predisposing medical conditions.
- The primary routes of entry.
- The OSHA permissible exposure limits, the threshold exposure limit values, and any other pertinent exposure data.
- Whether the chemical has been listed as a potential carcinogen.
- Precautions for safe handling and use including: hygienic practices, protective measures, and procedures for clean up of spills.
- Measures to control exposures such as engineering controls, work practices, and personal protective equipment.
- Emergency and first aid procedures.
- The date of preparation of the SDS or latest revision.
- The name, addresses, and telephones number of the manufacturer, importer or distributor.

The job site supervisors are responsible for acquiring and updating SDS as necessary.

LABELS

The job site supervisors will ensure that all hazardous chemicals on site are properly labeled and updated as necessary.

Labels shall contain the chemical identity and hazard warnings and precautions.

All manufacturers' labels will be checked upon receipt to verify that all containers are properly identified.

The employee transferring chemicals from a labeled container is responsible for ensuring the new container is properly labeled. If the container is intended for immediate use, no label is required.

NON-ROUTINE TASKS

When hazardous non-routine tasks are to be performed (e.g. cleaning equipment) and existing procedure(s) do not address the hazards associated with the chemicals, a hazard analysis shall be performed and a pre-job meeting held for involved Superintendents and employees.

The pre-job meeting will utilize SDS to inform employees about any hazards that may be present associated with hazardous materials that will be used and the proper precautions to take to reduce or avoid exposure.

Identified non-routine tasks that may require additional hazard communication training include:

- Maintenance of temporary heating devices (electric, kerosene, and gas.)

TRAINING

The purpose of training is to reinforce and affirm the right of workers to be informed of the chemical hazards they face in the work place and how they can protect themselves from those hazards.

Training is required for newly hired personnel prior to assignment to an area that uses hazardous chemicals and whenever a new hazard is introduced to a work area.

Training will be conducted by the Health and Safety Coordinator and include the following:

<u>The Hazard Communication Standard:</u>

- Purpose and requirements of the standard;
- Kirkland Construction's approach to carrying out these requirements;
- Details of the written hazard communication program; and
- Availability of Kirkland Construction's written programs.

Hazardous Chemicals:

- Introduction to physical and health hazards;
- How to identify hazardous chemicals in the work area;
- The general classes of hazardous chemicals (i.e., toxins, corrosives, reactives, flammables/combustibles, and compressed gases);
- Physical and health hazards associated with hazardous chemicals in the work area; and
- Safety procedures to use with each class of hazardous chemical.

Safety Data Sheets:

- Availability of SDS;
- Location of SDS in the work area; and
- How to use a SDS.

Labeling:

- How to read and use information on the warning labels; and
- Secondary container labeling.

Employee Protection Measures:

- Measures that employees may take to protect themselves from hazardous chemicals;
- Methods and observation techniques used to determine the presence or release of hazardous chemicals in the work area; and
- Emergency procedures to follow if a release or an exposure occurs.

Training will be documented using the Employee Training and Information Verification Form. This form can be used for group training or individual training.

All training records will be kept in the employees' training file located in the corporate office.

CONTRACTORS

The Job Site Supervisor will advise outside contractors in person of any chemical hazards that may be encountered in the normal course of their work on the premises.

The labeling system, location of the SDS binder, protective measures and safety handling procedures will be communicated to the contractor.

All contractors working on site must provide a copy of their Hazard Communication Program and SDS to Kirkland Construction management.

CHAPTER 10: HEARING CONSERVATION PROGRAM

Hearing Conservation Program

General Company Policy

The purpose of this program is to establish that Kirkland Construction is complying with OSHA's 29 CFR 1926.52, Occupational Noise Exposure standard.

Kirkland Construction will conduct initial noise monitoring using sound level meters and/or noise dosimeters as appropriate to determine employee noise exposures in those areas or operations where noise may produce hazards to employees.

Kirkland Construction employees are provided with ear plugs at each site. Employee use is currently voluntary. Kirkland Construction will begin monitoring loud operations to determine if a hearing conservation program is necessary. If or when monitoring indicates employees are exposed to noise levels above the Permissible Exposure Limit (PEL) the company will implement a hearing conservation program.

The Health and Safety Coordinator is the Hearing Conservation Program Coordinator, who has overall responsibility for the program at Kirkland Construction job sites.

DEFINITIONS

A-weighted decibels (dBA) - a measured noise using the A-weighting network on a sound level meter or dosimeter.

Baseline Audiogram is an audiometric test that is conducted within six months of an employee's hire date or within six months of an employee moving into a job position that is included in the hearing conservation program.

Noise Reduction Rating (NRR) is the manufacturer rating used to estimate the hearing protector's real effect.

Permissible Exposure Limit (PEL) is 90 dBA averaged over an 8 hour shift.

Standard Threshold Shift (STS) is a change in hearing threshold relative to the baseline audiogram of an average of 10 dB or more at 2,000, 3,000 and 4,000 Hertz frequency in either ear.

MONITORING

All continuous, intermittent and impulsive sound levels from 80 dBA to 130 dBA will be captured by monitoring equipment.

Monitoring equipment will be calibrated before and after measurements are taken to insure accuracy.

Monitoring will be will be repeated whenever there is a change in production, process, equipment or controls which may increase noise levels so that additional employees may be exposed over the PEL or hearing protectors in use may not offer adequate protection.

Employees who are exposed to noise over the PEL will be enrolled in the hearing conservation program and notified of the monitoring results via a written memo within one week of collecting the data.

Employees are required to participate in all noise monitoring efforts.

AUDIOMETRIC TESTING PROGRAM

Baseline tests are currently not made available for employees. If a hearing conservation program is deemed necessary annual audiometric tests will be made available, at no cost, to all employees enrolled in the hearing conservation program.

Audiometric tests will be performed by our occupational health provider.

All tests will be conducted and evaluated as required by 29 CFR 1910.95(g).

If the employee has experienced a standard threshold shift they will be notified in via memo within 21 days.

HEARING PROTECTORS

At least two different types of hearing protectors are made available to employees by Kirkland Construction. All types of hearing protection available have an adequate noise reduction rating (NRR) for our operations.

Employees cannot provide or bring their own hearing protection devices for use in required areas unless specifically approved by the Health and Safety Coordinator for Kirkland Construction.

The use of hearing protection is required in areas that are posted throughout the site. All other uses of hearing protection are voluntary.

Site superintendents are required to insure that hearing protection is being properly utilized on their sites.

TRAINING

All employees enrolled in the hearing conservation program will participate in an annual training program.

Employees are informed of the effects of noise on hearing, the purpose of hearing protectors; the advantages, disadvantages, and attenuation of various types, and instructions on selection, fitting,

use and care; and the purpose of the audiometric testing and an explanation of the test procedures.

Copies of the noise standard are also available to employees through the Hearing Conservation Program Coordinator.

RECORDKEEPING

Should Kirkland Construction have employees potentially overexposed to the Action Limit, audiometric tests will be conducted for employees and records will be maintained by Kirkland Construction for the duration of the individual's employment.

These records will contain the following items:

- Employee's name and job classification;
- Date of the audiogram;
- Examiners name;
- Date of the last calibration of the audiometer;
- Employee's most recent noise exposure assessment; and
- Back ground sound pressure levels in the audiometric test room.

All noise exposure assessments will be maintained by the Hearing Conservation Program Coordinator for at least two years.

Employees, former employees and representatives of these employees may have access to their individual noise assessment results and audiometric test results upon request. Records will be kept by the corporate office.

CHAPTER 11: LEAD ABATEMENT PROGRAM

Lead Containing Materials Work Program

BIOLOGICAL MONITORING

To ensure that the control measures implemented on each project with lead containing materials are effective, biological monitoring will take place at the conclusion of the work. The monitoring will consist of blood sampling and analysis for lead and zinc protoporphyrin levels.

If an employee has blood lead levels over 40 ug/dl, Kirkland Construction will notify the employee of the results and remove the employee from all projects with lead containing materials. The blood analysis will be conducted by a certified laboratory.

PERSONAL PROTECTIVE EQUIPMENT (PPE)

It is important to avoid the contamination of personal clothing, and to ensure that lead contaminated materials do not leave the work area unless they are sealed. Disposable personal protective equipment (i.e. tyvek suits) will double bagged in 6-mil plastic bags, and disposed of with the waste material. Non-disposable protective equipment (i.e. supplied air hoods) will be HEPA vacuumed before removal from the designated change out area.

CLEAN AREAS

When leaving the work area, employees will change out of potentially contaminated clothing and other personal protective equipment at an adjacent change area. Adequate hand washing facilities will be present within a reasonable distance of this change area. Employees are required to wash their hands and face at the end of the work-shift.

TRAINING

Employees who have a potential exposure to airborne lead on any project will receive training at least annually. Due to the infrequent nature of these projects, training will ideally take place before lead project initiation. Training will be provided by management or the Kirkland Construction Safety Consultant.

HOUSEKEEPING

All projects involving lead containing materials will be completed under full containment. Dry sweeping or "blowing down" containment surfaces and floors is prohibited. Dedicated vacuums equipped with HEPA filters will be used to clean work surfaces. Vacuuming is the preferred method of cleaning. Wet sweeping, shoveling, or wiping may not be used except in situations where vacuuming is not practical. Vacuums shall be used and emptied in a manner which minimizes the re-entry of lead into the environment or from lead becoming airborne.

WASTE DISPOSAL

The waste material from the removal of lead containing materials will be considered hazardous waste unless analysis of the material states otherwise. If classified as non-hazardous, the governing authority over the landfill must be notified of the contents and analysis before disposal.

CHAPTER 12: LOCKOUT/TAGOUT PROGRAM

Lockout/Tagout Program

GENERAL COMPANY POLICY

The purpose of this program is to establish that Kirkland Construction is complying with the OSHA's 29 CFR 1926.417 and 29 CFR 1910.147, Control of Hazardous Energy standard which is incorporated by reference.

This program applies to all work operations at Kirkland Construction where employees may be exposed to potentially stored energy during maintenance and servicing on equipment and machinery.

The Health and Safety Coordinator is the Lockout/Tagout Program Coordinator who has overall responsibility for the program.

DEFINITIONS

Affected employee is an employee whose job requires him/her to operate or use a machine or equipment on which servicing or maintenance is being performed under lockout or tagout, or whose job requires him/her to work in an area in which such servicing or maintenance is being performed.

Authorized employee is a person who locks out or tags out machines or equipment in order to perform servicing or maintenance on that machine or equipment. An affected employee becomes an authorized employee when that employee's duties include performing servicing or maintenance covered under this section.

Capable of being locked out means an energy isolating device is capable of being locked out if it has a hasp or other means of attachment to which, or through which, a lock can be affixed, or it has a locking mechanism built into it. Other energy isolating devices are capable of being locked out, if lockout can be achieved without the need to dismantle, rebuild, or replace the energy-isolating device or permanently alter its energy control capability.

Energized means connected to an energy source or containing residual or stored energy.

Energy isolating device is a mechanical device that physically prevents the transmission or release of energy, including but not limited to the following: A manually operated electrical circuit breaker; a disconnect switch; a manually operated switch by which the conductors of a circuit can be disconnected from all ungrounded supply conductors and, in addition, no pole can be operated independently; a line valve; a block; and any similar device used to block or isolate energy. Push buttons, selector switches and other control circuit type devices are not energy isolating devices.

Energy source is any source of electrical, mechanical, hydraulic, pneumatic, chemical, thermal or other energy.

Lockout is the placement of a lockout device on an energy-isolating device, in accordance with an established procedure, ensuring that the energy isolating device and the equipment being controlled cannot be operated until the lockout device is removed.

Lockout device is a device that utilizes a positive means such as a lock, either key or combination type, to hold an energy-isolating device in the safe position and prevent the energizing of a machine or equipment. Included are blank flanges and bolted slip blinds.

Normal production operations - the utilization of a machine or equipment to perform its intended production function.

Servicing and/or maintenance means workplace activities such as constructing, installing, setting up, adjusting, inspecting, modifying, and maintaining and/or servicing machines or equipment. These activities include lubrication, cleaning or unjamming of machines or equipment and making adjustments or tool changes, where the employee may be exposed to the unexpected energization or startup of the equipment or release of hazardous energy.

Setting up means any work performed to prepare a machine or equipment to perform its normal production operation.

Tagout means the placement of a tagout device on an energy-isolating device, in accordance with an established procedure, to indicate that the energy isolating device and the equipment being controlled may not be operated until the tagout device is removed.

RESPONSIBILITIES

Authorized employees are the managers and technicians who are skilled to perform maintenance, repair or service on a machine, piece of equipment or a system and who have the responsibility to use this procedure prior to servicing, maintenance or repair.

Affected employees are all employees(s) and any other visiting trades into the facility whose interaction with equipment being serviced is secondary to the maintenance activities. Affected employees responsibilities are to recognize and adhere to all lockout/tagout warnings.

The Lockout/ Tagout Program Coordinator will ensure all locks and tags used at Kirkland Construction will be standardized according to color, shape, and size. Locks and tags used to comply with the provisions of this program will be used only for the purpose of controlling energy and that all devices meet the minimum requirements of the standard.

The Lockout/ Tagout Program Coordinator will coordinate training for all Affected and Authorized employees upon initial assignment and annually thereafter. Affected employees will be trained at initial assignment and may be retrained prior to work beginning if necessary.

PREPARATION FOR LOCKOUT/TAGOUT

Identify equipment to be locked-out/tagged-out and determine if it has multiple energy sources. If the equipment has multiple energy sources, a specific procedure will be included at the end of this written program.

Locate and select the control device based on the type of energy to be isolated and/or controlled.

SEQUENCE OF LOCKOUT/TAGOUT SYSTEM PROCEDURE

Authorized employees will conduct the following when lockout tagout procedures are necessary:

1. Notify immediately affected employees that a lockout system is going to be utilized and the reasons therefore.
2. If machine or equipment is operating, shut it down by the normal stopping procedures.
3. Utilize one of the following isolating/control devices based on the energy, which requires control.
    - *Electrical Energy* isolation/control is accomplished by placing manually operated electrical circuit breakers, disconnect switched, a manually operated switches in the "off" position. A lockout device such as a "Plugout or Lock a Plug" for plug-in equipment or a hasp and lock for disconnect switches shall be used.
    - *Pneumatic energy* isolation/control is accomplished by disconnecting the air supply from the equipment and using a device such as a "Plugout or Lock a Plug" for the end of the air source.
    - *Potential energy* involving gravity isolation/control is accomplished by placing blocks made of wood, metal or others suitable materials under the mechanism or by pinning the linkages in a position where gravity will not cause the mechanism to fall.
    - *Energy involving springs* isolation/control is accomplished by blocking the spring in a safe position, either by pinning or clamping, or by securing the device in some other manner to eliminate the potential unrestricted or undesired movement.
    - *Hydraulic energy* isolation/control is accomplished by identifying the energy source for the hydraulic pump and controlling that energy source. The residual pressure in the system must be released.
    - *Thermal energy* and potential energy involving pressure isolation/control is accomplished by closing valves and maintaining an open-bleed condition in the system to prevent energy build-up. Residual thermal energy for example in a heat sealer should be given adequate time to disperse the energy prior to servicing.
    - *Tanks and piping systems* isolation/control is accomplished by closing valves. The pipes should be disconnected and a pipe blank inserted in the pipeline. After the tank or lines have been drained, you may still have to flush them out to purge them of any remaining chemicals. If possible, lockout drain ends to prevent back feed.
4. An authorized employee must affix appropriate and effective lockout and/or tagout devices to each energy-isolating device. Lockout devices shall be affixed in a manner

that will hold the energy-isolating device in a "safe" or "off" position. Tagout devices cannot be used when the equipment can accept locking devices except in rare circumstances when additional precautions are taken. Devices are to be affixed in such a manner that will clearly indicate that the operation or movement of energy isolating devices from the "safe" or "off" position is prohibited.

5. Lockout the energy isolating device(s) with assigned individual lock(s).
6. Stored or residual energy, such as that in capacitors, springs, elevated machine members, rotating flywheels, hydraulic system, air, gas, steam or water pressure, must be dissipated or restrained by methods such as grounding, repositioning, blocking, bleeding down, or any other approved method.
7. Ensure that the equipment is disconnected from the energy source(s) by first checking that no personnel are exposed, then verify the isolation of the equipment by operating the push button or other normal operating control(s) or by testing to make certain the equipment will not operate. Return operating controls to neutral or "off" position after verifying the isolation of the equipment.

Now that the machine and/or equipment has been isolated, locked-out, properly tagged, and energy released or controlled, the repair, maintenance, or service can be initiated.

In situations where lockout devices must be temporally removed from the energy isolating device or when an energy isolating device can not be applied due to the need to operate the equipment during maintenance activities, the authorized employee must maintain control of the energy sources at all times. If at any time during the maintenance activities the authorized employee must leave the machine, all systems must be de-energized and energy control measures must be used.

The use of a group lockout device such as a lockbox or a trade lockout device can be used during shift changes, which occur during the continued maintenance or servicing of equipment.

SEQUENCE OF LOCKOUT/TAGOUT REMOVAL

Prior to removal of lockout devices, authorized employees must inspect the work area to ensure that components are operationally intact and all nonessential items are removed.

Prior to removal of lockout devices, the work area must be checked to ensure that all employees have been safely positioned or removed.

Once the area and equipment have been inspected thoroughly, authorized employees can proceed to remove the lockout and tagout with the following steps:

1. Begin the lockout/tagout removal by starting at the most "downstream" switch or valve, checking to see that everything is in the "OFF" position or closed.
2. Remove all blanks and reconnect all pipes or air supply.
3. Remove all locks and tags.

4. Make sure all guards are in place, the work site is clean, all tools are removed, and all personnel are accounted for and in a safe position.
5. Refer to the Standard Operating Procedures for the correct start-up procedures and return the equipment to service.

PERIODIC INSPECTIONS

An authorized employee, other than those involved in performing the procedure being inspected, will conduct periodic inspections of these procedures at least annually.
A certification, signed by the Site Superintendent will be completed to indicate the equipment on which the energy control procedure was utilized, the date of the inspection, the employees included in the inspection and the person performing the inspection.

RECORD KEEPING

Record keeping for employee equipment assignments shall be maintained by the corporate office and audited periodically.

EQUIPMENT LOCKOUT PROCEDURES

Site specific procedures are located in each job site construction trailer.

FORMS

Periodic Inspection Sheet
Blank Equipment Specific Procedures Sheet

Periodic Inspection of Lockout/Tagout Procedures

Date: _____

Inspection completed by: _____

Equipment and energy source locked out: _____

Lockout procedure observed:

_____
_____

Noted Deficiencies:

_____
_____
_____
_____

Employees Involved:

_____
_____
_____
_____

EQUIPMENT SPECIFIC LOCKOUT OF MACHINERY & EQUIPMENT

PREPARED BY _____ UNIT NO. _____

MACHINE/EQUIPMENT NAME _____ DATE PREPARED _____

DATE REVISED _____

MACHINERY/EQUIPMENT LOCATION _____ REVISION NUMBER _____

FOLLOW STANDARD SEQUENCE:
1) NOTIFY ALL EMPLOYEES THAT MAY BE AFFECTED BY THIS PROCEDURE
2)SHUT DOWN EQUIPMENT USING NORMAL PROCEDURES BY:
3) DE-ENERGIZE AND LOCKOUT THE EQUIPMENT AS REQUIRED BELOW:

SOURCE	LOCKABLE	VOLTS, PSI, ETC.	LOCATION OF LOCKOUT	LOCKOUT LABEL	SPECIAL INSTR.

4) FOLLOW SPECIAL INSTRUCTIONS AND APPLY APPROPRIATE LOCKOUT DEVICE AND PERSONAL LOCK.
5) DISSIPATE ANY STORED RESIDUAL ENERGY IDENTIFIED IN THE SPECIAL INSTRUCTIONS BELOW.

SPECIAL INSTRUCTIONS & EQUIPMENT	ASSOCIATED EQUIPMENT
	REFER TO DRAWING #

6) VERIFY EQUIPMENT IS ISOLATED BY; FIRST, ENSURING NO EMPLOYEES ARE EXPOSED, THEN FOLLOW VERIFYING TESTING STEPS BELOW.

VERIFY TESTING STEPS	CONTROLLER LOCATIONS/	CONTROL LABELS

7) PERFORM WORK.
8) AFTER PERFORMING NECESSARY WORK, RESTORE THE EQUIPMENT TO NORMAL OPERATING CONDITION AND NOTIFY AFFECTED EMPLOYEES THE MACHINE IS READY FOR USE.

CHAPTER 13: PERSONAL PROTECTIVE EQUIPMENT PROGRAM

Personal Protective Equipment Program

GENERAL COMPANY POLICY

The purpose of this program is to establish that Kirkland Construction is complying with the OSHA's 29 CFR 1926 Subpart E, Personal Protection Equipment standards.

This program applies to all work operations at Kirkland Construction where physical and chemical hazards may be reduced or eliminated using personal protective equipment.

The job site superintendents are the Personal Protective Equipment Coordinators for each site and have overall responsibility for the program on their sites.

HAZARD ASSESSMENT AND EQUIPMENT SELECTION

OSHA requires employers to conduct inspections of all workplaces to determine the need for personal protective equipment (PPE) and to select the proper PPE for each task performed. For each work site, a certificate must be completed which lists the findings of the inspection and the specific protective equipment utilized (blank PPE assessment certificate form as separate attachment).

The Site Superintendent will conduct a walk-through survey of each work area to identify potential hazards that are not adequately controlled with traditional means, such as engineering, work practice and administrative controls. These hazards may result in injuries to the face and eyes, hands, arms, feet or legs or illnesses affecting the lungs, skin or other body systems and organs.

Once the hazards of a workplace have been identified, the Personal Protective Equipment Coordinator will determine the suitability of the PPE presently available and as necessary, select new or additional equipment, which ensures a level of protection greater than the minimum required to protect the employees from the hazards. Care will be taken to recognize the possibility of multiple and simultaneous exposure to a variety of hazards. Adequate protection against the highest level of each of the hazards will be provided or recommended for purchase. Required PPE are listed in the table at the end of this program.

Protective Devices

All personal protective clothing and equipment will be of safe design and construction for the work to be performed and shall be maintained in a sanitary and reliable condition. Only those items of protective clothing and equipment that meet NIOSH (National Institute for Occupational Safety and Health) or ANSI (American National Standards Institute) standards will be procured or accepted for use. Newly purchased PPE must conform to the updated ANSI standards, which have been incorporated into the OSHA PPE regulations, as follows:

- Eye and Face Protection ANSI Z87.1-1989
- Foot Protection ANSI Z41.1-1991

- Hand Protection. There are no ANSI standards for gloves; however, selection must be based on the performance characteristics of the glove in relation to the tasks to be performed.
- Head Protection ANSI Z89.1-1986

Careful consideration will be given to comfort and fit of PPE in order to ensure that it will be used. Protective devices are generally available in a variety of sizes. Care should be taken to ensure that the right size is selected.

Eye and Face Protection

Prevention of eye injuries requires that all persons who may be in eye hazard areas wear protective eyewear. This includes employees, visitors, customers, or others passing through an identified eye hazard area. To provide protection for these personnel, Kirkland Construction will maintain a sufficient quantity of goggles and/or plastic eye protectors, which afford the maximum amount of protection possible. If these personnel wear personal glasses, they shall be provided with a suitable eye protector to wear over their glasses.

Suitable protectors shall be used when employees are exposed to hazards from flying particles, molten metal, acids or caustic liquids, chemical liquids, gases, or vapors, bioaerosols, or potentially injurious light radiation.

Wearers of contact lenses must also wear appropriate eye and face protection devices in a hazardous environment.

Side protectors shall be used when there is a hazard from flying objects.

Goggles and face shields shall be used when there is a hazard from chemical splash.

Face shields shall only be worn over primary eye protection (safety glasses or goggles).

For employees who wear prescription lenses, eye protectors shall either incorporate the prescription in the design or fit properly over the prescription lenses.

Protectors shall be marked to identify the manufacturer.

Equipment fitted with appropriate filter lenses shall be used to protect against light radiation. Tinted and shaded lenses are not filter lenses unless they are marked or identified as such.

Prescription Safety Eyewear

OSHA regulations require that each affected employee who wears prescription lenses while engaged in operations that involve eye hazards shall wear eye protection that incorporates the prescription in its design, or shall wear eye protection that can be worn over the prescription lenses (goggles, face shields) without disturbing the proper position of the prescription lenses or the protective lenses.

Emergency Eyewash Facilities

Emergency eyewash facilities meeting the requirements of ANSI Z358.1 will be provided in all areas where the eyes of any employee may be exposed to corrosive materials. All such emergency facilities will be located where they are easily accessible in an emergency. Eye wash facilities may be in the form of a bottle of eyewash solution on the job site.

Head Protection

Head protection will be furnished to, and used by, all employees and contractors engaged in construction and other miscellaneous work. Head protection is also required to be worn when hazards from falling or fixed objects or electrical shock are present. Bump caps/skull guards will be issued and worn for protection against scalp lacerations from contact with sharp objects. However, they will not be worn as substitutes for safety caps/hats because they do not afford protection from high impact forces or penetration by falling objects.

Foot Protection

All safety footwear shall comply with ANSI Z41-1991, "American National Standard for Personal Protection - Protective Footwear."

Safety shoes or boots with impact protection are required to be worn in areas where carrying or handling materials such as packages, objects, parts or heavy tools, which could be dropped; and for other activities where objects might fall onto the feet. Safety shoes or boots with compression protection are required for work activities involving skid trucks (manual materials handling cars) or other activities in which materials or equipment could potentially roll over an employee's feet.

Hand Protection

Suitable gloves shall be worn when hazards from chemicals, cuts, lacerations, abrasions, punctures, burns, biologicals, and harmful temperature extremes are present. Glove selection shall be based on performance characteristics of the gloves, conditions, duration of use, and hazards present. One type of glove will not work in all situations.

The first consideration in the selection of gloves for use against chemicals is to determine, if possible, the exact nature of the substances to be encountered. Read instructions and warnings on chemical container labels and the SDS before working with any chemical. Recommended glove types are often listed in the section for personal protective equipment.

Chemicals eventually permeate all glove materials. However, they can be used safely for limited time periods if specific use and other characteristics (i.e., thickness and permeation rate and time) are known.

Personal Flotation Devices

Employees working over or near water, where the danger of drowning exists, must be provided with U.S. Coast Guard-approved life jackets or buoyant work vests.

Prior to and after each use, the buoyant work vests or life jacket must be inspected for defects which would alter its strength or buoyancy. Defective units will not be used and turned in to the site supervisor for repairs or destruction.

Ring buoys with at least 90 feet of line will be provided and readily available for emergency rescue operations. Distance between ring buoys must not exceed 200 feet.

At least one lifesaving skiff will be immediately available at locations where employees are working over or adjacent to water. The skiff will be equipped with at least two paddles.

Cleaning and Maintenance

It is important that all PPE be kept clean and properly maintained. Cleaning is particularly important for eye and face protection where dirty or fogged lenses could impair vision. PPE should be inspected, cleaned, and maintained by the employee at regular intervals so that the PPE provides the requisite protection. Personal protective equipment shall not be shared between employees until it has been properly cleaned and sanitized. PPE will be distributed for individual use whenever possible.

It is also important to ensure that contaminated PPE, which cannot be decontaminated, is disposed of in a manner that protects employees from exposure to hazards.

TRAINING

Any worker required to wear PPE shall receive training in the proper use and care of PPE. Periodic retraining shall be conducted as needed. The training shall include, but not necessarily be limited to, the following subjects:

- When PPE needs to be worn.
- What PPE is necessary.
- How to properly don, doff, adjust, and wear PPE.
- The limitations of the PPE.
- The proper care, maintenance, useful life and disposal of the PPE.

After the training, the employees shall demonstrate that they understand the components of the PPE Program and how to use PPE properly, or they shall be retrained.

RECORDKEEPING

Written records shall be kept of the names of persons trained, the type of training provided, and the dates when training occurred. Kirkland Construction shall maintain their employees' training records for at least 5 years.

PPE SPECIFICATIONS

Appropriate clothing is required at all jobsites. Respirators or dust masks may need to be used for specific tasks though more information can be found in the Respiratory Protection Program. Fall protection is to be used at all necessary times and is further discussed in the Fall Protection Program. Other PPE specifications are listed in the table below.

Jobsite	Body	Eye	Face	Foot	Hand	Head	Hearing	Respiratory
All	T	T	T	R	T	R	T	T

R- Required
O-Optional
T- Task Specific

FORMS

PPE Hazard Assessment Form (2 pages)

Certification of Personal Protective Equipment Hazard Assessment

Department/Location: _____ Date: _____

Operation: _____

Assessment Conducted By: _____

Respiratory Hazards

☐ Not Applicable

☐ Biological	☐ Grinding/Buffing/Polishing/Sanding	☐ Welding/Cutting
☐ Chemical	☐ Soldering	☐ _____
☐ Dusts	☐ Spray Painting/Mists	☐ _____

Respiratory Protection

Filtering Face Piece	☐ Yes	☐ No	
Air-Purifying	☐ Yes	☐ No	
Supplied Air	☐ Yes	☐ No	

Comments: _____

Eye and Face Hazards

☐ Not Applicable

☐ Biological	☐ Flying Particles	☐ Soldering
☐ Chemical	☐ Grinding/Buffing/Polishing/Sanding	☐ Spray Painting/Mists
☐ Dusts	☐ Hot Metal	☐ Welding/Cutting
☐ Electrical	☐ Lasers/Optical Radiation	☐ _____

Eye and Face Protection

Safety Glasses	☐ Yes	☐ No	
Splash Goggles	☐ Yes	☐ No	
Face Shield	☐ Yes	☐ No	

Comments: _____

Foot Hazards

☐ Not Applicable

☐ Chemical	☐ Heavy Material Handling	☐ Slippery Conditions
☐ Construction/Demolition	☐ Hot Metal	☐ Wet Conditions
☐ Electrical	☐ Sharp Edges/Points	☐ _____

Foot Protection - Safety Shoes

Toe Protection	☐ Yes	☐ No	
Metatarsal Protection	☐ Yes	☐ No	
Puncture Resistant	☐ Yes	☐ No	
Electrical Insulation	☐ Yes	☐ No	
Chemical Resistant	☐ Yes	☐ No	
Heat Resistant Spats	☐ Yes	☐ No	

Comments: _____

☐ Not Applicable

Head Hazards

☐ Bump Against
☐ Electrical
☐ Sharp Objects: Head Level
☐ Suspended Loads
☐ _____
☐ _____

Head Protection

Bump Cap	☐ Yes	☐ No	
Hardhat	☐ Yes	☐ No	

Comments: _____

☐ Not Applicable

Hand Hazards

☐ Biological
☐ Chemical
☐ Electrical
☐ Hand Tools: Pressure Points
☐ Hand Tools: Vibration
☐ Sharp Edges/Splinters/Burrs
☐ Temperature Extremes
☐ Welding/Cutting
☐ _____

Hand Protection - Gloves

Abrasion Resistant	☐ Yes	☐ No	
Chemical Resistant	☐ Yes	☐ No	
Temperature Resistant	☐ Yes	☐ No	
Pressure Point/Vibration Protection	☐ Yes	☐ No	
Electrical Insulation	☐ Yes	☐ No	
Biological Resistant	☐ Yes	☐ No	

Comments: _____

☐ Not Applicable

Legs, Upper Body and Arm Hazards

☐ Biological
☐ Chemical
☐ Electrical
☐ Hand Tools: Pressure Points
☐ Hand Tools: Vibration
☐ Sharp Edges/Splinters/Burrs
☐ Temperature Extremes
☐ Welding/Cutting
☐ _____

Legs, Upper Body, and Arm Protection

Abrasion Resistant	☐ Yes	☐ No	
Chemical Resistant	☐ Yes	☐ No	
Temperature Resistant	☐ Yes	☐ No	
Pressure Point/Vibration Protection	☐ Yes	☐ No	
Electrical Insulation	☐ Yes	☐ No	
Biological Resistant	☐ Yes	☐ No	

Comments: _____

☐ Not Applicable

Other Hazards

☐ Excessive Noise
☐ Fall Distance
☐ _____
☐ _____
☐ _____
☐ _____

Other Protection

Body Harness	☐ Yes	☐ No	
Hearing Protection	☐ Yes	☐ No	
_____	☐ Yes	☐ No	
_____	☐ Yes	☐ No	

Comments:

CHAPTER 14: POWERED INDUSTRIAL TRUCK PROGRAM

Powered Industrial Truck Program

GENERAL COMPANY POLICY

The purpose of this program is to establish that Kirkland Construction is complying with OSHA's 29 CFR 1910.178, Powered Industrial Truck standard.

This program applies to all Kirkland Construction employees who are required to operate powered industrial trucks while on the job site.

The Health and Safety Coordinator is the Powered Industrial Truck Program Coordinator and has overall responsibility for the program.

DEFINITIONS

Powered Industrial Truck is a mobile, power-propelled truck used to carry, push, pull, lift, stack, or tier material e.g., a forklift, stock picker, or powered pallet jack.

Authorized Industrial Truck Operator is an employee who holds a current license for operation of a specific industrial truck.

Authorized Operator Trainer is an authorized operator who has successfully completed the requirements of a powered industrial truck trainer and has been authorized to conduct the operator evaluations, practical exercises, and driver examinations.

USER CAUTIONS

Unsafe or improper operation of a powered industrial truck can result in death; or serious injury to the operator or others; damage to the powered industrial truck or other property.

Unauthorized personnel must not operate powered industrial trucks.

RESPONSIBILITIES

Operators

Operators of powered industrial trucks are responsible for successfully completing all licensing requirements.

Operators of powered industrial trucks are responsible for safe operation of equipment.

Kirkland Construction uses All Terrain type fork lifts on most construction sites.

Powered Industrial Truck Program Coordinator

The Powered Industrial Truck Program Coordinator is responsible for the administration of this procedure including training curriculum, issuance of licenses, and record keeping.

PROCEDURES TO OBTAIN A LICENSE

The employee must have a current, state issued driver's license.

If the employee does not have a valid driver's license, the employee may proceed with the industrial truck licensing requirements with management approval.

The employee must complete a training class administered by an outside training source, which includes classroom training and practical operation test.

The employee must pass the written exam with a score of at least 80%.

If the employee does not pass the written examination with a score of at least 80%, the employee and the Trainer will review training materials and evaluate competence in each problem area.

The trainee must pass a practical driving examination given by an authorized operator trainer.

The operator must pass the driving examination with a score of at least 80%.

If the employee does not pass the driving examination with a score of at least 80%, the employee will be required to repeat the practical training and driver's examination.

Practical instruction and re-examination should emphasize problem areas.

Upon successful completion of the training requirements, a powered industrial forklift license will be issued to the employee for the specific type(s) of equipment the trainee has been qualified to operate.

TRAINING PROGRAM CONTENT

Initial classroom-type instruction and practical training must consist of at least the following (except in topics which the employer can demonstrate are not applicable in the workplace):

Characteristics of the powered industrial truck(s) the employee will be allowed to operate:

- Similarities to and differences from the automobile.
- Controls and instrumentation e.g., location, what they do, and how they work.
- Engine or motor operation and maintenance.
- Steering and maneuvering.
- Visibility, including restrictions due to loading.
- Fork and/or attachment adaptation, operation, and limitations.

- Vehicle capacity and stability.
- Vehicle inspection and maintenance.
- Refueling and/or charging, recharging batteries.
- Operating limitations.

Operating instructions, warnings and precautions for the type(s) of truck the operator will be authorized to operate.

Features of the operating environment such as:

- Surface conditions where the vehicle will be operated.
- Composition of probable loads and load stability.
- Load manipulation, stacking, and unstacking
- Pedestrian traffic.
- Narrow aisles and restricted place operation.
- Hazardous (classified) locations where the vehicle will be operated.
- Ramps and other sloped surfaces which would affect the stability of the vehicle.
- Closed environments and other areas where insufficient ventilation or poor vehicle maintenance could cause a buildup of carbon monoxide or diesel exhaust.
- Other unique or potentially hazardous environmental conditions which exist or may exist in the workplace.

Powered forklift operator training must meet the requirements of the OSHA Standard, 29 CFR 1910.178.

CERTIFICATION

The Trainer shall certify that each operator has received the required training, has been evaluated as required, has demonstrated competency in the performance of operator's duties, and has satisfactorily completed all required examinations.

The certification (operator license) must include the name of the operator, the date of the training, the date of the evaluation, and the identity of the person(s) performing the training and/or evaluation).

REFRESHER TRAINING AND EVALUATION

Refresher training will be conducted to ensure that operators retain the skills necessary to operate a powered industrial truck safely.

Refresher training in relevant topics will be provided to the operator when:

- Operator has been observed to operate the vehicle in an unsafe manner;
- Operator has been involved in an accident or near-miss incident;

- Operator has received an evaluation that reveals he/she is not operating the truck safely;
- Operator is assigned to drive a different type of truck; or
- Condition in the workplace changes in a manner that could affect safe operation of the truck.

Refresher training will be based on the training needs of the operator and may include any of the following:

- Classroom-type training (e.g., lecture, discussion, videos, interactive computer learning, written materials).
- An oral and/or written examination to evaluate the effectiveness of the refresher training.
- Practical training as outlined above.
- Completion of a practical driving examination given by an authorized operator trainer as outlined in above to evaluate the effectiveness of the refresher training.

An evaluation of the performance of each operator will be conducted at least very three (3) years and will include:

- Observation of the operator during normal operations to determine if the operator is performing safely.
- Completion of a practical driving examination to document compliance with evaluation procedures and assess the need for refresher training.

AVOIDANCE OF DUPLICATIVE TRAINING

An operator who has previously received powered industrial truck instruction in any one of the elements specified in Program Elements section may not need to be retrained on those elements if:

- The Program Coordinator will certify that the operator has been evaluated and found competent to operate the truck safely.
- Previous training is appropriate to the type of truck and working conditions encountered in the workplace.

RECORDKEEPING

Training records on current personnel must be kept until facility closure.

Training records on former employees shall be kept for at least three years from the date the employee last worked at the facility.

FORM

Forklift Operators' Checklist

FORKLIFT OPERATORS' CHECKLIST

Date: _____

Forklift ID: _____

Inspect Each Item	*Satisfactory	*Unsatisfactory	Explain Unsatisfactory Items
Horn			
Lights – Head and Warning			
Fuel Supply			
Tires			
Fork Blades			
Hour Meter			
Operating Controls			
Steering			
Hydraulic Controls Lift & Tilt			
Brakes – Service and Parking			

**Inspect each item and place an X in the box to note the condition of the item inspected. Explain all unsatisfactory items in the last column.*

Operator's Signature _____

Location _____

CHAPTER 15: RESPIRATORY PROTECTION PROGRAM

Respiratory Protection Program

GENERAL COMPANY POLICY

The purpose of this program is to establish that Kirkland Construction is complying with OSHA's 29 CFR 1926.103, Respiratory Protection standard and 29 CFR 1910.134, Respiratory Protection standard incorporated by reference.

There is currently not any work conducted by Kirkland Construction employees that requires the use of respiratory protection. This program applies to all work operations at Kirkland Construction where employees voluntarily wear respiratory protection.

The Health and Safety Coordinator are the Respiratory Protection Program Administrator, who have overall responsibility for the program at their site.

DEFINITIONS

Airline Respirators are atmosphere-supplying respirators in which breathing air is delivered through a supply hose connected to the wearer's face-piece or enclosure.

Air-Purifying Respirators (APR) are respirators with an air-purifying filter, cartridge, or canister that removes specific air contaminants by passing ambient air through the air-purifying element.

End of Service Life Indicator (ESLI) is a system that warns the respirator user that the absorbing material in an air purifying cartridge or canister is saturated and no longer provides adequate protection.

Immediately Dangerous to Life or Health (IDLH) is an atmosphere that is an immediate threat to life would cause irreversible adverse health effects or would impair an individual's ability to escape from a dangerous atmosphere.

Negative Pressure Respirator is a respirator that has pressure in the face piece that is lower than outside air pressure. Breathing resistance is increased.

Oxygen Deficiency occurs when the level of oxygen in breathing air is less than 19.5% by volume. Oxygen deficiency can occur in confined spaces by displacement of air by other gases and vapors or due to processes, which consume air such as fire, rusting, aerobic bacteria, etc.

Positive Pressure Respirator is a respirator that has breathing air supplied to the face-piece creating a slight positive pressure inside the mask. Breathing resistance is minimal.

Pressure Demand Respirator is a positive pressure, atmosphere-supplying respirator that delivers breathing air to the face-piece when the user inhales.

Qualitative Fit Test is a pass/fail fit test to check respirator fit that relies on the respirator user's sensory response to detect a challenge agent.

Quantitative Fit Test is a fit test used to measure respirator fit that uses an instrument to measure the challenge agent inside and outside the face piece.

Respirator is a device designed to protect the user from inhalation of hazardous atmospheres. This includes air-purifying respirators (e.g. half-mask with filter cartridges and disposable paper-type devices) or air-supplied respirators (e.g. SCBA or airline respirators).

Self-Contained Breathing Apparatus (SCBA) is an atmosphere-supplying respirator in which the user carries the air supply.

Supplied Air Respirator (SAR) is a class of respirators that supplies a respirable atmosphere, independent of the workplace atmosphere (e.g. SCBA or air-line respirator).

PROCEDURE

Program Administrator

A suitably trained program administrator shall administer the program. The program administrator must be knowledgeable of the respiratory hazards at Kirkland Construction, be able to assess those hazards, and determine if and the level of respiratory protection necessary. The program administrator shall oversee the program and conduct the required evaluations of the program effectiveness.

Hazard Assessment

The Respiratory Protection Program Administrator shall determine, using objective data and process or task knowledge, when respiratory protection is necessary. This evaluation shall include a reasonable estimate of employee exposures to respiratory hazards and identification of the contaminants chemical state and physical form. When identification or a reasonable estimation of the employee's exposure is uncertain, the atmosphere shall be considered immediately dangerous to life or health (IDLH).

Prior to any employee being assigned respiratory protection or wearing a respirator, the Site Superintendents shall determine, based on the information available and work to be performed, the type of respiratory protection that is necessary. This selection will be based on respiratory hazards to which the worker is exposed under routine and reasonably foreseeable emergency situations, workplace, and user factors that affect respirator performance and reliability. Once the determination that respiratory protection is necessary Kirkland Construction will ensure that the employee has received and completed:

- A medical evaluation;

A respirator fit test; and

- Appropriate respiratory protection training.

Hazard Control

Respirators are considered the last line of defense for protecting employee health and should only be used when control techniques are not feasible or completely successful in reducing personal exposures to hazardous atmospheres. The following are examples of control techniques that must be used to reduce airborne contamination as low as practical (listed in order of preference depending on the nature of the hazard):

Substitution: Replacing hazardous materials with materials with a lower hazard potential (e.g. substituting a chlorinated solvent with a non-chlorinated solvent).

Local exhaust ventilation: Capturing hazardous materials at the point of generation by means of exhaust ventilation (e.g. exhaust ventilation hood).

Evaluation for Hazardous Atmospheres

Kirkland Construction has an established Occupational Safety and Health Program that provides a number of ways to identify potential hazardous atmospheres.

- Routine work place inspections are conducted on a periodic basis.
- Industrial hygiene air monitoring is conducted to determine where respiratory protection is required. This monitoring will usually consist of air sampling and analysis. Where air monitoring is not possible, appropriate calculations will be completed to determine potential exposure to the respiratory hazard in question.
- Chemical Hazard Communication and Respiratory Protection training provides employees with knowledge about identification and control of respiratory hazards.

Voluntary Use

Where respirator use is determined not to be required (e.g., periodically sweeping the shop floor, small grinding tasks, etc.), employees may choose to wear filtering face pieces (dust masks). However, the user must review and sign off on the Voluntary Respirator Use Information Sheet (OSHA's 29 CFR 1910.134, Appendix D) located at the end of this chapter.

Voluntary use of respirators other than dust masks must be approved prior to use.

Medical Evaluation

When respirators are required and prior to the employee being issued a respirator, or being fit tested, the employee must complete the questionnaire provided in Appendix C of the OSHA standard or undergo a medical evaluation to determine the his/her ability to wear a respirator. All medical evaluations must be provided by a physician or other licensed health care professional (PLHCP).

Respirator Selection

The issuance and use of disposable respirators will only be permitted for protection against non-hazardous or nuisance dust conditions (e.g., cutting materials, sweeping floors).

Respirator Fit Testing

For voluntary use of dust masks, a fit test shall be performed utilizing appropriate fit test methodologies. The Site Superintendent will conduct a quantitative or qualitative respirator fit test to determine the ability of the individual to obtain a satisfactory fit. The results of the fit test shall be recorded on the respirator fit test data form.

TRAINING

Before an employee is assigned a respirator, mandatory training on proper use is required. The training must be comprehensive, understandable, and recur annually. After completion of the training the employee must be able to demonstrate knowledge of the following:

- Why the respirator is necessary and how improper fit, use, or maintenance can compromise the protective effect of the respirator.
- What the limitations and capabilities of the respirator are.
- How to use the respirator effectively in emergency situations, including situations in which the respirator malfunctions.
- How to inspect, put on and remove, use, and check the seals of the respirator.
- How to recognize medical signs and symptoms that may limit or prevent the effective use of respirators.
- The general requirements of the standard.

FORMS

Qualitative Fit Testing Certification Form
Respirator Fit Test Certification Form
Voluntary Respirator Use Information Sheet

QUALITATIVE FIT TESTING CERTIFICATION

Qualitative fit testing was performed using the isoamyl acetate protocol described in 29 CFR 1910.134, Appendix A. _____ (name or title) performed the fit testing. Test exercises performed included normal breathing, deep breathing, turning the head side to side, moving the head up and down, counting backwards, grimacing and normal breathing.

Fit testing was completed for Kirkland Construction employees.

Date: _____

Test Subject's Name (print): _____

Respirator Make: _____
Respirator Model: _____
Respirator Style: _____
Face piece Size: _____

Pass/Fail: _____

Notes:

_____
_____

_____
_____

_____
_____

Signature: _____

VOLUNTARY RESPIRATOR USE INFORMATION SHEET

Respirators are an effective method of protection against designated hazards when properly selected and worn. Respirator use is encouraged, even when exposures are below the exposure limit, to provide an additional level of comfort and protection for workers. However, if a respirator is used improperly or not kept clean, the respirator itself can become a hazard to the worker. Sometimes, workers may wear respirators to avoid exposures to hazards, even if the amount of hazardous substance does not exceed the limits set by OSHA standards. If your employer provides respirators for your voluntary use, or if you provide your own respirator, you need to take certain precautions to be sure that the respirator itself does not present a hazard.

You should do the following:

1. Read and heed all instructions provided by the manufacturer on use, maintenance, cleaning and care, and warnings regarding the respirators limitations.

2. Choose respirators certified for use to protect against the contaminant of concern. NIOSH, the National Institute for Occupational Safety and Health of the U.S. Department of Health and Human Services, certifies respirators. A label or statement of certification should appear on the respirator or respirator packaging. It will tell you what the respirator is designed for and how much it will protect you.

3. Do not wear your respirator into atmospheres containing contaminants for which your respirator is not designed to protect against. For example, a respirator designed to filter dust particles will not protect you against gases, vapors, or very small solid particles of fumes or smoke.

4. Keep track of your respirator so that you do not mistakenly use someone else's respirator.

My signature below indicates that I have read and understood the information list above and that I am currently and employee of Kirkland Construction.

Employee Name: _____

Date: _____

Employee Signature: _____

QUALITATIVE FIT TESTING CERTIFICATION

Qualitative fit testing was performed using the irritant smoke protocol described in 29 CFR 1910.134, Appendix A. _____ (name or title) performed the fit testing. Test exercises performed included normal breathing, deep breathing, turning the head side to side, moving the head up and down, counting backwards, grimacing and normal breathing.

Fit testing was completed for Kirkland Construction employees.

Date: _____

Test Subject's Name (print): _____

Respirator Make: _____
Respirator Model: _____
Respirator Style: _____
Face piece Size: _____

Pass/Fail: _____

Notes: _____

_____

_____

_____

Employee Signature: _____

CHAPTER 16: SAFE WORK PRACTICES PROGRAM

Safe Work Practices Program

General Company Policy

The purpose of this program is to establish that Kirkland Construction informs its employees on the safe work practices for working with or around ladders, power tools, material lifting, and fire extinguishers as well as implementing traffic control and oil filed safety procedures. This program applies to all work operations at Kirkland Construction where employees may utilize this equipment or practices.

LADDER SAFETY

Ladders present one of the major hazards in construction activities, and their improper use is the cause of many serious accidents. An analysis of accidents involving ladders revealed that the four major causes of such accidents are:

- Ascending or descending improperly.
- Failure to secure ladder at top and/or bottom.
- Structural failure of the ladder itself.
- Carrying objects in hands while ascending or descending.

Great care should be used in the selection of the proper size and design of the ladder to be used, the proper maintenance and storage of a ladder when not in use, and frequent inspections should be made on all ladders.

Ladders of all types should be carefully inspected if accidentally dropped or otherwise damaged in use. Ladders found to be defective should be repaired or, if necessary, destroyed.

General Use

Match the duty rating to the total weight that will be on the ladder and the work application.

The use of ladders with broken or missing rungs or steps, broken or split side rails, or other faulty or defective construction is prohibited.

Portable ladder feet shall be placed on a substantial base, and the area around the top and bottom of the ladder shall be kept clear.

Ladders shall not be placed in access ways or other locations where they may be displaced unless protected by barricades or guards

In ascending or descending ladders, workmen should face the ladder and use both hands to hold on to side rails. Material should not be carried on ladders.

Portable ladders shall be used at such a pitch that the horizontal distance from the top support to the foot of the ladder is about one-quarter of the working length of the ladder. The acute angle with the horizontal must not be less than 75 degrees.

The side rails shall extend not less than 36 inches above the landing. When this is not practical, grab rails, which provide a secure grip for an employee moving to or from the point of access, shall be installed.

Portable ladders shall rest on a firm foundation capable of supporting the load without displacement in any direction.

Ladders shall be equipped with safety shoed, spurs, spikes, tread feet, or other approved slip-resistant devices at the base section of each rail.

Portable metal ladders shall not be used for electrical work where they may contact electrical conductors.

Extension ladder sections shall not be used as independent ladders.

Portable ladders are approved for one-man use only.

POWER TOOLS

All employees shall be familiar with the safe operation of all hand and power tools before use.

Power Tool Precautions

- Always follow the manufacturers instructions and intended use of the tool.
- Never carry a tool by the cord or hose.
- Never yank the cord or the hose to disconnect it from the receptacle.
- Keep cords and hoses away from heat, oil, and sharp edges.
- Disconnect tools when not in use, before servicing, and when changing accessories such as blades, bits and cutters.
- All observers should be kept at a safe distance away from the work area.
- Secure work with clamps or a vise, freeing both hands to operate the tool.
- Avoid accidental starting. The worker should not hold a finger on the switch button while carrying a plugged-in tool.
- Tools should be maintained with care. They should be kept sharp and clean for the best performance. Follow instructions in the user's manual for lubricating and changing accessories.
- Be sure to keep good footing and maintain good balance.
- The proper apparel should be worn. Loose clothing, ties, or jewelry can become caught in moving parts.

- All portable electric tools that are damaged shall be removed from use and tagged "Do Not Use."
- Guards shall always be installed during operation of the tool. In particular, this pertains to chop saws on Alden Brown and Company properties.
- Proper hand and eye protection shall be worn at all times.

Powder Actuated Tools

Only trained employees shall be allowed to operate powder-actuated tools.

- All powder-actuated tools shall be tested daily before use. All defects discovered before or during use shall be corrected immediately or tools should be marked as "Out of Service," and not used until repairs are made.
- Tools should not be loaded until immediately before use. Loaded tools shall not be left unattended.
- Safety glasses must be worn while using these tools.
- Hearing protection must be worn while operating these tools.

MATERIAL HANDLING

Management and staff employees should be aware of good work practices that minimize the possibility of injury.

Safe work practices that can minimize material/equipment handling injuries include:

- Test every load before you lift by pushing the object lightly with your hands or feet. This will give you a relative idea of how heavy it is.
- In general, if the load weighs more than 50 lbs., have two people make the lift or use mechanical means.
- Try to arrange lifting tasks by storing heavy loads at waist height to reduce the effort needed to lift them. Avoid storing heavy items blow the knee or above shoulder height.
- Use slow and smooth movements.
- Keep your body square with the object. Carry the load between your shoulders and waist.
- Change direction of the load by moving your feet, DO NOT TWIST.
- Keep the load close to your body.
- Bend at your knees and lift with your legs.

TRAFFIC CONTROL

General Requirements

Before employees are allowed into a traffic work zone, control devices such as barricades, traffic signs, flagging, etc. shall be implemented. These control devices will conform to the Manual on Uniform Traffic Control Devices, which are incorporated by OSHA reference in 1926.200(g)(2).

Work at night will include proper illumination for the workspace, while controlling glare from workers and passing traffic. All flaggers will be illuminated by a spot light.

All employees will be familiar with traffic zone symbols, barricades, markers, and colors used to separate workers on foot from equipment near the work area.

Equipment operator will not move machinery or vehicles without making positive visual contact with any workers on foot near the vehicle. All equipment back up alarms will be in operation and employees will abide by their warning signal.

Highway, road, and street construction poses a variety of safety problems not encountered in any other field of construction. The hazards normally associated with such construction are multiplied by the fact that the work area is either shared by or in close proximity to the moving stream of traffic. Our safety responsibility is fivefold. We must provide the safety of the:

- Public -motorist, pedestrian, resident
- Workers;
- Construction equipment;
- Public utilities; and
- Completed work.

In protecting against these hazards, the public interest and convenience must be weighed. It may be safer, more convenient, and less costly to the project to divert or interrupt the movement of traffic. Highways are productive facilities, and most users are on the highway as an essential part of getting their particular jobs done. Unnecessary inconvenience and delay to the highway user is often not only uneconomical in the overall view, but also poor public relations.

OSHA and the Department of Transportation require compliance with the Manual on Uniform Traffic Control Devices.

Construction activities on roads and streets often present motorists with unexpected and unusual situations. Traffic control principles and procedures, which may enhance the safety of motorists and workers at these work areas, include the following:

- Traffic safety should be an integral and high priority element of every project, from planning through design and construction.
- Traffic should be routed through work areas with traffic control devices comparable to those employed for normal situations whenever possible.

- Traffic movement should be inhibited as little as possible.
- Motorists should be guided in a clear and positive manner while approaching and traversing work areas.
- Routine inspection of the traffic control elements should be performed to ensure acceptable levels of traffic operations and device maintenance.
- All flaggers will have received the Colorado Department of Transportation flagger safety training before conducting any flagging activities on site. The certification card will be present with the flagger while flagging on the site.
- All persons responsible for the development, design, implementation, and inspection of traffic control will be adequately trained as Traffic Control Supervisors in accordance with the Manual on Uniform Traffic Control Devices.

Typical problems that may develop in a traffic control pattern are as follows:

- Insufficient advance warning
- Inadequate guidance through the work zone
- Unprotected hazards
- Distractions to the motorist
- Congestion and capacity problems

Traffic Control Plan

A traffic control plan is a plan for handling traffic through a specific highway or street work zone or project. A plan will be developed prior to any work beginning. The plan will discuss the process of advising motorists as to detailed requirements or conditions affecting road use at specific places and times in order that proper action may be taken and accidents or delays avoided. The plan will also include the types of traffic control devices that will be used to slow or warn motorists of changes or possible changes in conditions. These devices will be used to implement the traffic control process.

Traffic Control Zone

A traffic control zone is the entire area of the roadway which encompasses all traffic control devices used to regulate or guide motorists' behavior. A traffic control zone will be established on each site which interferes or may interfere with traffic.

Appropriate signs will be used to advise and warn the motorists and to instruct them as to how to proceed through the work site.

Types of Plates and Signs

Advisory Speed Plates - Advisory speed plates are square shaped and inform traffic of a safe and appropriate speed to travel through the traffic control zone.

Description Plates -Description plates are rectangular with the long dimension horizontal. They inform the traffic of activities they should be aware of.

Guide Signs -Guide signs show destinations, designations, directions, distances, services, points of interest and other geographical or cultural information. These signs are rectangular with their long dimension horizontal. The standard color is white legend upon a green background.

Regulatory Signs -Regulatory signs may be used at construction and maintenance work sites to advise motorists of applicable laws and regulations. These signs are typically rectangular in shape with the long dimension vertical. The standard color scheme is black lettering on a white background.

Supplemental Warning Plates -Supplemental plates may be added to warning signs to provide additional information. When used they shall be placed immediately below the diamond main sign. They are not to be used by themselves.

Warning Signs -Warning signs are used to give notice of conditions that are potentially a hazard to traffic. These signs are typically diamond-shaped with one diagonal vertical. Permanent warning signs have a black legend on a yellow background. The orange color is used to indicate the temporary nature of the condition and the additional potential hazard of the work site.

Standard Colors of Signs

The color-coding of traffic signs is as follows:

RED- stop or prohibition

GREEN- indicates movements permitted; guidance for direction

BLUE - motorist services guidance

BLACK- regulation

WHITE- regulation

ORANGE- construction & maintenance warning

BROWN- public recreation and scenic guidance

Channelizing Devices

Channelizing devices are used to guide the motorist through the work site, to indicate hazardous areas and to exclude traffic from the actual work zone. Channelization devices are placed in or adjacent to the roadway to control the flow of traffic. They have distinct purposes:

- Taper: Force movement of traffic from one lane to another.

- Delineate: Guide the motorist to and along the safe path of travel.

Types of Channelizing Devices

Cones-Conical in shape with broadened base; minimum height is 18 inches (greater on high speed roads), orange or fluorescent red-orange or yellow-orange color.

Drums-Approximately 36 inches in height and a minimum of 18 inches in diameter, horizontal, circumferential orange and white reflectorized stripes with a minimum of 2 orange and white stripes.

Barricades-8 to12 inch width of rails reflectorized with orange and white stripes on a 45 degree angle; stripes slope downward towards the side on which traffic is to pass, minimum height is 3 feet.

Barrier Wall- Portable concrete barriers may be used to provide a physical device which traffic cannot penetrate. The most widely-used concrete barrier is the precast New Jersey "safety shape." This device is usually 10 feet long and weighs approximately 5300 pounds.

Arrow Boards-The arrow board is used when a lane is closed. It tells the motorist that he should merge into the adjacent lane as shown by the direction of the arrow.

LIGHTING OR BARRICADE LIGHTS

Barricade lights are used to indicate hazards and to delineate the safe path of travel. There are three types of barricade lights:

Type A Type A lights are low intensity flashing lights that are generally mounted on barricades. They are effective only at night.

Type B Type B lights are high intensity flashers which are effective both day and night.

Type C Type C lights are steady burning low-wattage lights which are used at night for delineation. They are commonly mounted on barricades or drums.

TRAINING

Kirkland Construction will ensure that all employees and subcontractor's employees are properly trained on the safety rules and procedures before being allowed on site.

CHAPTER 17: SCAFFOLD SAFETY PROGRAM

Scaffold Safety Program

GENERAL COMPANY POLICY

The purpose of this program is to establish that Kirkland Construction is complying with the OSHA 29 CFR 1926, Subpart L standards.

This program applies to all work operations at Kirkland Construction where employees will be working on or around elevated scaffolds.

The Project Managers and Supervisors on the various job sites are responsible for inspecting and supervising the erection and use of scaffolding equipment.

DEFINITIONS

Bearer (putlog) means a horizontal transverse scaffold member (which may be supported by ledgers or runners) upon which the scaffold platform rests and which joins scaffold uprights, posts, poles, and similar members.

Body harness means a design of straps which may be secured about the employee in a manner to distribute the fall arrest forces over at least the thighs, pelvis, waist, chest and shoulders, with means for attaching it to other components of a personal fall arrest system.

Brace means a rigid connection that holds one scaffold member in a fixed position with respect to another member, or to a building or structure.

Cleat means a structural block used at the end of a platform to prevent the platform from slipping off its supports. Cleats are also used to provide footing on sloped surfaces such as crawling boards.

Competent person means one who is capable of identifying existing and predictable hazards in the surroundings or working conditions which are unsanitary, hazardous, or dangerous to employees, and who has authorization to take prompt corrective measures to eliminate them.

Coupler means a device for locking together the tubes of a tube and coupler scaffold.

Crawling board (chicken ladder) means a supported scaffold consisting of a plank with cleats spaced and secured to provide footing, for use on sloped surfaces such as roofs.

Deceleration device means any mechanism, such as a rope grab, rip-stitch lanyard, specially-woven lanyard, tearing or deforming lanyard, or automatic self-retracting lifeline lanyard, which dissipates a substantial amount of energy during a fall arrest or limits the energy imposed on an employee during fall arrest.

Fabricated decking and planking means manufactured platforms made of wood (including laminated wood, and solid sawn wood planks), metal or other materials.

Failure means load refusal, breakage, or separation of component parts. Load refusal is the point where the ultimate strength is exceeded.

Hoist means a manual or power-operated mechanical device to raise or lower a suspended scaffold.

Landing means a platform at the end of a flight of stairs.

Lifeline means a component consisting of a flexible line that connects to an anchorage at one end to hang vertically (vertical lifeline), or that connects to anchorages at both ends to stretch horizontally (horizontal lifeline), and which serves as a means for connecting other components of a personal fall arrest system to the anchorage.

Lower levels means areas below the level where the employee is located and to which an employee can fall. Such areas include, but are not limited to, ground levels, floors, roofs, ramps, runways, excavations, pits, tanks, materials, water, and equipment.

Maximum intended load means the total load of all persons, equipment, tools, materials, transmitted loads, and other loads reasonably anticipated to be applied to a scaffold or scaffold component at any one time.

Open sides and ends means the edges of a platform that are more than 14-inches (36 cm) away horizontally from a sturdy, continuous, vertical surface (such as a building wall) or a sturdy, continuous horizontal surface (such as a floor), or a point of access. Exception: For plastering and lathing operations the horizontal threshold distance is 18-inches (46 cm).

Outrigger means the structural member of a supported scaffold used to increase the base width of a scaffold in order to provide support for and increased stability of the scaffold.

Overhand bricklaying means the process of laying bricks and masonry units such that the surface of the wall to be jointed is on the opposite side of the wall from the mason, requiring the mason to lean over the wall to complete the work. It includes mason tending and electrical installation incorporated into the brick wall during the overhand bricklaying process.

Personal fall arrest system means a system used to arrest an employee's fall. It consists of an anchorage, connectors, a body belt or body harness and may include a lanyard, deceleration device, lifeline, or combinations of these.

Platform means a work surface elevated above lower levels. Platforms can be constructed using individual wood planks, fabricated planks, fabricated decks, and fabricated platforms.

Qualified means one who, by possession of a recognized degree, certificate, or professional standing, or who by extensive knowledge, training, and experience, has successfully demonstrated his/her ability to solve or resolve problems related to the subject matter, the work, or the project.

Rated load means the manufacturer's specified maximum load to be lifted by a hoist or to be applied to a scaffold or scaffold component.

Runner (ledger or ribbon) means the lengthwise horizontal spacing or bracing member which may support the bearers.

Scaffold means any temporary elevated platform (supported or suspended) and its supporting structure (including points of anchorage), used for supporting employees or materials or both.

Stair tower (Scaffold stairway/tower) means a tower comprised of scaffold components and which contains internal stairway units and rest platforms. These towers are used to provide access to scaffold platforms and other elevated points such as floors and roofs.

Stilts means a pair of poles or similar supports with raised footrests, used to permit walking above the ground or working surface.

Walkway means a portion of a scaffold platform used only for access and not as a work level.

GENERAL REQUIREMENTS FOR SCAFFOLD USE

This guideline covers all types of scaffolding used in construction activities. There are general requirements that apply to all scaffolding and other requirements that are unique to specific scaffolds. Illustrations are provided for specific types of scaffolds. Always follow the manufacturer's instructions and guidelines for assembly and use.

General Requirements

- Competent persons must supervise erection, modification, use and dismantling.
- Footing and anchorages must be sound, rigid, and capable of supporting the intended weight without settling or displacement. Do not use unstable objects such as bricks, boxes, barrels, etc. to level support scaffolds.
- Employees on and below the scaffold will be protected from falling objects through the installation of toe boards, screens, barricades, or guardrail systems.
- Guardrails must be approximately 42-inches high and supports cannot exceed eight feet apart.
- Toe boards must be at least 3 1/2 inches high.
- When persons must work or pass under the scaffold a screen of No. 18 gauge wire ½ inch mesh is required between the toe board and the top rail.
- Scaffolds must be designed and installed to support at least four times the intended load.
- All load carrying planking lumber must be scaffold grade or equivalent.
- Maximum spans for lumber planks depend on the width and thickness of the planks and expected loading. The following table applies to 2-inches x 10-inches or wider planks:

	Full Thickness Undressed Lumber			Nominal Thickness Lumber	
Working Load (lbs/ft^2)	25	50	75	25	50
Permissible Span (ft.)	10	8	6	8	6

- The maximum span for 1 ¼-inch x 9-inches or wider plank of full thickness is 4-feet. with medium duty loading of 50 lbs/ft^2.
- All planking of platforms must be overlapped a minimum of 12-inches or secured to prevent movement.
- Planks must extend over their end supports no less than 6-inches and no more than 12-inches unless the planks are fastened to the supporting members.
- An access ladder must be provided when the scaffold platforms are more than 2 feet above or below a point of access.
- Poles, legs and uprights must be plumb and securely or rigidly braced to prevent swaying and displacement.
- Shore or lean-to scaffolds are prohibited.
- Materials hoisted onto a scaffold must have a tag line.
- Employees cannot work on scaffolds during high winds or other inclement weather.
- All employees on a scaffold more than 10 feet above the next lower level will be protected through fall prevention (guardrails) or fall protection equipment (personal fall arrest system).

INSPECTION

Scaffolds and scaffold components on Kirkland Construction projects will be inspected for visible defects by a competent person before each work shift, and after any occurrence that could affect a scaffold's structural integrity. These inspections will be documented and maintained on site during the use of the scaffolding.

All damaged or weakened components will be replaced immediately. Employees will not be allowed to work on damaged scaffolding at any time.

TRAINING

Kirkland Construction will ensure that each employee performing work on a scaffold will be trained by a qualified person to understand standard operating procedures and hazard identification. All employees involved in the erecting, disassembling, moving, repairing, or inspecting will be trained by a competent person to understand the hazards in question. The subcontractor performing the work will only provide employees trained under this standard and complying with Kirkland Construction standards.

FORM

Scaffolding Inspection Form

Scaffolding Daily Inspection Checklist – Date: _____

(ALL DEFICIENCIES MUST BE REPAIRED BEFORE MEN CAN WORK ON SCAFFOLDING)

OK

___ Footings (does it have all bearing plates and mudsills if on grade)
___ Casters locked before work begins
___ Mud sills in place and of the proper dimensions
___ Frames fully braced and plumb
___ Base to height ratio is not more than 4:1 unless secured in place
___ Access ladder or separate ladder to access scaffolding is used
___ Ladder access is with in 24 inches of the ground
___ Work platform fully planked at all working heights
___ Planking overhangs checked (no less than 6" and no more than 12")
___ Work platform free of clutter, mud, snow, oil, or any tripping hazard
___ Guardrail system in place when workers can fall10 feet or more
___ Top-rails between 38" and 45"
___ Mid-rails between top rail and planks
___ Toe-boards in place when workers are below
___ Posts secured and clips secured in place
___ Guys, ties, supports, secured (tied vertically every 26 feet vertically and horizontally every 30 feet)
___ Minimum power line clearance (10 Feet)
___ No additional hazards exist, (If additional hazards exist, list)

Comments:_____

_____

_____

_____

Competent Person Signature:_____

Competent Person Name: _____

Job Name: _____

CHAPTER 18: STEEL ERECTION PROGRAM

Steel Erection Program

GENERAL COMPANY POLICY

The purpose of this program is to establish that Kirkland Construction is complying with OSHA's 29 CFR 1926 Subpart R, Steel Erection.

This program applies to all work operations at Kirkland Construction worksites where employees are actively engaged in steel erection under normal working conditions.

The Health and Safety Coordinator is the Steel Erection Program Coordinator who has overall responsibility for the program.

DEFINITIONS

Critical Lift a lift that (1) exceeds 75 percent of the rated capacity of the crane or derrick, or (2) requires the use of more than one crane or derrick.

Leading Edge is the unprotected side and edge of a floor, roof, or formwork for a floor, or other walking/working surface (such as decking) which changes location as additional floor, roof, or decking sections are placed, formed, or constructed.

Opening is a gap or void 12 inches or more in its least dimension in a floor, roof, or other walking/working surface.

Qualified Person is a person who by possession of a recognized degree, certificate, or professional standing, or who by extensive knowledge, training, and experience, has successfully demonstrated the ability to solve or resolve problems relating to the subject matter, the work, or the project.

INTRODUCTION

Proper communication between the controlling contractor and the steel erector prior to the beginning of the steel erection operation is essential to employee safety. The Kirkland Construction Steel Erection Program includes elements for site preparation, including site layout, pre-planning of overhead hoisting operations, and site-specific erection plans, fall protection, and training.

APROVAL AND COMMENCEMENT

On each project, the controlling contractor must provide written notification to the steel erector ensuring that:

- Concrete in footings, piers, and walls has been cured to a level that will provide adequate strength to support any forces imposed during steel erection.

- Anchor bolt repairs, replacements and modifications were done with the approval of the project Structural Engineer of Record.
- A steel erection contractor may not erect steel without the above written notification.

SITE LAYOUT

In order for the steel erector to perform necessary operations in a safe manner, the controlling contractor must provide and maintain:

- Access roads into and through the site that are adequate for safe delivery and movement of derricks, cranes, trucks, other necessary equipment, the material to be erected.
- Means and methods for pedestrian and vehicular control.
- Adequate space for the safe storage of materials and the safe operation of the erector's equipment, which is firm, properly graded, drained, and readily accessible to the work.

PRE-PLANNING

All hoisting operations in steel erection must be pre-planned to ensure that:

- Employees are not working directly below suspended loads, except for:
  - employees engaged in the initial connection of the steel, or
  - employees necessary for the hooking and unhooking of the load.
- Where employees must work under the load, the materials being hoisted are:
  - rigged to prevent unintentional displacement,
  - prevented from slipping by the use of hooks with self-closing safety latches or their equivalent, and
  - Rigged by a qualified rigger.

FALL PROTECTION

The following precautions will apply to all work at heights:

- During steel erection, a safety harness and lanyard shall be provided and used by all personnel working at elevations greater than 15 feet above the next lower level.
- During miscellaneous steel operations, an appropriate means of 100 per cent fall protection shall be provided at all roof, floor, and wall openings exceeding 15 feet in elevation, when they occur during part of steel erection.
- During leading edge operations, an appropriate means of 100 per cent fall protection shall be provided at elevations exceeding 15 feet above the next lower level.
- All safety harnesses and lanyards shall be kept clean and free from debris. They shall be inspected prior to each use by the user.
- Whenever a harness, lanyard, or other safety equipment is found to be in unsafe condition, it shall be removed from service and re-tagged to prevent further use.
- Lifelines shall be secured from the point of operation to an anchorage or structural member capable of supporting a minimum dead load of 5000 pounds.

- In combination, the fall protection equipment, including the lifeline, harness, and lanyard, shall provide for protection from impact to the next lower level or a maximum fall distance of no more than the manufacturer's specification, whichever is lesser, with a maximum arresting force of 1800 pounds.

EDUCATION AND TRAINING

In addition to other required trainings (i.e. fall protection, PPE, etc.) required of workers a certificate should be verified for each employee who has received training for performing steel erection operations. Only these workers will be allowed to perform activities under this program.

STEEL ERECTION PLAN

Kirkland Construction may elect, because of conditions specific to a particular worksite, to develop alternate means of providing the employee protection. If a site-specific erection plan is used, it must be developed by a qualified person, and will remain available at the work site for reference.

If/when developed, a site-specific erection plan is developed during one or more pre-construction conferences and site inspections involving the erector, the controlling contractor, and others such as the project engineer and the fabricator. In this process, the following elements are considered:

The sequence of erection activity, developed in coordination with the controlling contractor, including the following:

- Material deliveries;
- Material staging and storage; and
- Coordination with other trades and construction activities.

A description of the crane and derrick selection and placement procedures, including the following:

- Site preparation;
- Path for overhead loads; and
- Critical lifts, including rigging supplies and equipment.

A description of steel erection activities and procedures, including the following:

- Stability considerations requiring temporary bracing and guying;
- Erection bridging terminus point;
- Notifications regarding repair, replacement and modifications of anchor rods (anchor bolts);
- Columns and beams;
- Connections;

- Decking; and
- Ornamental and miscellaneous iron.

A description of the employee fall protection procedures, falling object protection procedures.

A description of the special procedures required for hazardous non-routine tasks.

A list of the qualified and competent persons.

A description of the procedures that will be utilized in the event of rescue or emergency response.

The plan should include identification of the site and project, and be signed and dated by the qualified person(s) responsible for its preparation and modification.

CHAPTER 19: UNDERGROUND CONSTRUCTION PROGRAM

Underground Construction Program

GENERAL COMPANY POLICY

The purpose of this program is to establish that Kirkland Construction is complying with OSHA's 29 CFR 1926 Subpart S, Underground Construction, Caissons, Cofferdams, and Compressed Air.

This program applies to all work operations at Kirkland Construction worksites where employees perform work in underground construction under normal working conditions.

The Health and Safety Coordinator is the Underground Construction Program Coordinator who has overall responsibility for the program.

INTRODUCTION

The requirements of this program apply to the construction of underground tunnels, shafts, chambers, and passageways. It also applies to cut-and-cover excavations, both those physically connected to ongoing underground construction tunnels and those that create conditions characteristic of underground construction. These hazards include reduced natural ventilation and light, difficult and limited access and egress, exposure to air contaminants, fire, and explosion.

CHECK-IN/CHECK-OUT

For each specific jobsite a check-in/check-out procedure that insures that aboveground personnel can have an accurate count of the number of persons underground in an emergency. At least one designated person is to be on duty aboveground whenever anyone is working underground. This person is also responsible for securing immediate aid for and keeping an accurate count of employees underground in case of an emergency.

A check-in/check-out procedure is not required, however, when the underground construction is sufficiently completed so that permanent environmental controls are effective and when remaining construction activity will not cause an environmental hazard or structural failure of the construction.

Completed or unused sections of an underground work area must be barricaded. Unused openings must be covered, fenced off, or posted with warning signs indicating "Keep Out," or other similar language.

HAZARDOUS CLASSIFICATIONS

A competent person will be responsible for determining whether air contaminants are present in sufficient quantities to be dangerous to life; for testing the atmosphere for flammable limits before restoring power and equipment and before returning to work after a ventilation system has been shut down due to hazardous levels of flammable gas or methane; for inspecting the work

area for ground stability; for inspecting all drilling equipment prior to each use; and for inspecting hauling equipment before each shift and visually checking all hoisting machinery, equipment, anchorages, and rope at the beginning of each shift and during hoisting, as necessary.

Potentially Gassy Operations

Potentially gassy operations occur under either of the following circumstances:

- When air monitoring shows, for more than a 24-hour period, 10 percent or more of the lower explosive limit (LEL) for methane or other flammable gases measured at 12 inches 1 0.25 inch from the roof, face, floor, or walls in any underground work area; or
- When the geological formation or history of the area shows that 10 percent or more of the LEL for methane or other flammable gases is likely to be encountered in the underground operation.

Gassy Operations

Gassy operations occur under the following conditions:

- When air monitoring shows, for 3 consecutive days, 10 percent or more of the LEL for methane or other flammable gases measured at 12 inches 1 0.25 inch from the roof, face, floor, or walls in any underground work area; or
- When methane or other flammable gases mandating from the strata have ignited, indicating the presence of such gases; or
- When the underground operation is connected to a currently gassy underground work area and is subject to a continuous course of air containing a flammable gas concentration.
- When a gassy operation exists, additional safety precautions are required. These include using more stringent ventilation requirements; using diesel equipment only if it is approved for use in gassy operations; posting each entrance with warning signs, prohibiting smoking and personal sources of ignition, maintaining a fire watch when hot work is performed, and suspending all operations in the affected area until all special requirements are met or the operation is declassified. Additional air monitoring is also required during gassy conditions.

AIR MONITORING

A competent person will perform all air monitoring required to determine proper ventilation and quantitative measurements of potentially hazardous gases. In instances where monitoring of airborne contaminants is required, it shall be conducted "as often as necessary," the competent person is responsible for determining which substances to monitor and how frequently, taking into consideration factors such as jobsite location, geology, history, work practices, and conditions.

The atmosphere in all underground areas shall be tested for carbon monoxide, nitrogen dioxide, hydrogen sulfide, and other toxic gases, dusts, vapors, mists, and fumes as often as necessary to ensure that permissible exposure limits are not exceeded. Quantitative tests for methane shall also be performed in order to determine whether an operation is gassy or potentially gassy.

A record of all air quality tests (including location, date, time, substances, and amount monitored) is to be kept aboveground at the jobsite.

Oxygen

Testing is to be performed as often as necessary to assure that the atmosphere at normal atmospheric pressure contains at least 19.5 percent oxygen, but not more than 22 percent.

Hydrogen Sulfide

When air monitoring indicates the presence of 5 parts per million (ppm) or more of hydrogen sulfide, testing is to be conducted in the affected area at the beginning and midpoint of each shift until the concentration of hydrogen sulfide has been less than 5 ppm for 3 consecutive days. Continuous monitoring shall be performed when hydrogen sulfide is present above 10 ppm. Employees must be notified when the concentration of hydrogen sulfide is above 10 ppm. At concentrations of 20 ppm, an alarm (visual and aural) must signal to indicate that additional measures might be required (e.g., respirators, increased ventilation, evacuation) to maintain the proper exposure levels.

Other Precautions

When the competent person determines that there are contaminants present that are dangerous to life, he/she shall post notices of the condition at all entrances to underground work areas and must ensure that the necessary precautions are taken.

In cases were 5 percent or more of the LEL for these gases is present, steps must be taken to increase ventilation air volume to reduce the concentration to less than 5 percent of the LEL (except when operating under gassy/potentially gassy requirements).

When 10 percent or more of the LEL for methane or other flammable gases is detected where welding, cutting, or other 'hot' work is being performed, work shall be suspended until the concentration is reduced to less than 10 percent of the LEL.

Where there is a concentration of 20 percent or more LEL, all employees shall be immediately withdrawn to a safe location aboveground, except those necessary to eliminate the hazard, and electrical power, except for acceptable pumping and ventilating equipment, shall be cut off to the endangered area until the concentration of the gas is less than 20 percent of the LEL.

Potentially gassy and gassy operations require additional air monitoring. These include testing for oxygen in the affected work areas; using flammable gas monitoring equipment (continuous automatic when using rapid excavation machines; manual as needed to monitor prescribed limits); performing local gas tests prior to doing, and continuously during, any hot work; testing continuously for flammable gas when employees are working underground using drill and blast methods and prior to reentry after blasting.

VENTILATION

Fresh air must be supplied to all Kirkland Construction underground work areas in sufficient amounts to prevent any dangerous or harmful accumulation of dusts, fumes, mists, vapors, or gases. A minimum of 200 cubic feet of fresh air per minute is to be supplied for each employee underground. Mechanical ventilation, with reversible airflow, is to be provided in all of these work areas, except where natural ventilation is demonstrably sufficient. Where blasting or drilling is performed or other types of work operations that may cause harmful amounts of dust, fumes, vapors, etc., the velocity of airflow must be at least 30 feet per minute.

For gassy or potentially gassy operations, ventilation systems must meet additional requirements. Ventilation systems used during gassy operations also must have controls located aboveground for reversing airflow.

ILLUMINATION

Proper illumination is provided during all tunneling operations. When explosives are handled, only acceptable portable lighting equipment shall be used within 50 feet of any underground heading.

FIRE PREVENTION AND CONTROL

Open flames and fires are prohibited in all underground construction activities, except for hot work operations. Smoking is allowed only in areas free of fire and explosion hazards. Signs prohibiting smoking and open flames will be posted where these hazards exist. Gasoline is not to be used, stored, or carried underground. Gasses such as acetylene, liquefied petroleum, and methylacetylene propadiene (stabilized) may be used underground only for hot work operations. Leaks and spills of flammable or combustible fluids will be cleaned up immediately.

HOT WORK

During hot work operations such as welding, noncombustible barriers must be installed below work being performed in or over a shaft or raise. During these operations, only the amount of fuel gas and oxygen cylinders necessary to perform welding, cutting or other hot work over the next 24-hour period shall be kept underground. When work is completed, gas and oxygen cylinders shall be removed.

CRANES AND HOISTS

In unique jobsites where cranes or hoists will be used to hoist personnel, the Kirkland Construction project manager, competent person, along with the other relevant contractors will meet all applicable OSHA regulations as reference in 1925.550 (Subpart N – Cranes) and 1926.800 (Subpart S – Underground Construction). It is the responsibility of this group to determine the safe working procedures.

EMERGENCIES

In the event a jobsite will have 25 or more employees work underground at one time, Kirkland Construction will provide rescue teams or rescue services that include at least two 5-person teams (one on the jobsite or within one-half hour travel time and one within 2 hours travel time). Where there are fewer than 25 employees underground at one time, the employer shall provide or make available in advance one 5-person rescue time on site or within one-half hour travel time.

Rescue team members have to be qualified in rescue procedures and in the use of firefighting equipment and breathing apparatus. Their qualifications must be reviewed annually.

As part of emergency procedures, Kirkland Construction shall provide self-rescuers (currently approved by NIOSH and MSHA) to be immediately available to all employees at underground work stations who might be trapped by smoke or gas. The selection, use, and care of respirators will be made by the competent person.

EDUCATION AND TRAINING

Kirkland Construction employees will be taught to recognize and avoid hazards associated with underground construction. The instruction shall include the following topics, as appropriate for the jobsite:

- air monitoring
- ventilation and illumination
- communications
- flood control
- mechanical and personal protective equipment
- explosives; fire prevention and protection
- emergency procedures - evacuation plans and check-in and check-out procedures.
- Access and Egress

A copy of the training elements and signature sheets will be maintained at the jobsite.

RECORDKEEPING

All air monitoring logs and exposure assessments will be maintained by Kirkland throughout the project and for a period of no less than 30 years.

CHAPTER 20: VEHICLE SAFETY PROGRAM

Vehicle Safety Program

PURPOSE

This Vehicle Safety Program has been developed to promote safe driving practices and to combine the various vehicle safety practices and procedures into a comprehensive plan with the goals of ensuring the safety of Kirkland Construction employees.

Vehicles that will be operated on airport property should follow the Federal Aviation Administration advisory circular titled "Ground Vehicle Operations on Airports" (AC 150/210-2).

The Project Managers and Supervisors on the various job sites are responsible for ensuring company employees adhere to this Vehicle Safety program.

BASIC REQUIREMENTS

All rules and regulations of the airport and construction site owner must be followed. The following steps are beneficial in preventing vehicle deviations and could be included in a plan for construction vehicles that will need to be on or in the vicinity of the airport's movement area:

- Any vehicle, other than one that has prior approval from the airport operator, should be escorted and properly identified.
- Clearly identify vehicles for control purposes by either assigned initials or numbers that are prominently displayed on each side of the vehicle.
- During the daytime and good visibility conditions, vehicles should be marked with a flag or a beacon. At all other times, only a flashing dome-type light will suffice (color in accordance with local or state code).
- Establish escort procedures for vehicles without a working radio. Vehicles requiring an escort should have an orange-and-white checked flag.
- Guidance should be issued or training provided on proper vehicle use during normal conditions, when communications are lost, or an emergency occurs. Contractor personnel should receive radio communications training.
- Assure familiarization with the airport's vehicle rules and regulations, and prescribe penalties for violations.
- Consider having personnel control access through gates and fencing, or across movement areas.

Operators of Kirkland Construction vehicles or employees driving personal vehicles on company business are responsible for exercising maximum care and good judgment in preventing accidents. Each employee operator will:

- Maintain and have in his/her possession a valid operator's license or Commercial Operators License (CDL) as required by law at all times while operating Kirkland Construction vehicles;

- Complete the 'Driver's Vehicle Inspection Report' at the start of each shift in which a company vehicle will be driven.
- Immediately report all unsafe practices or vehicle conditions and not operate a vehicle in an unsafe condition;
- Immediately report to the Human Resources Department any suspensions or loss of a driver's license, or cancellation of automobile personal injury or property damage insurance which is not concurrently replaced with another like insurance policy during the term of his/her employment with Kirkland Construction.
- In the event of a vehicle accident, the employee should follow the protocol outlined in Kirkland Construction's "Accident Checklist" found in all Kirkland Construction vehicles. Immediately report all accidents, no matter how insignificant they may seem, to your supervisor;
- Use proper judgment and care to avoid accidents;
- Participate in all safety training;
- Notify your supervisor when taking medication, whether prescription or nonprescription, which may impair physical or mental alertness and affect ability to drive safely; and

VEHICLE BREAKDOWNS AND UNAVOIDABLE STOPS

Should a Kirkland Construction vehicle act erratically or a breakdown is suspected, or occurs, safely guide the unit off the road onto the right shoulder or into a parking area. Immediately engage emergency flashers and position emergency reflectors. Notify the driver's immediate supervisor and give a brief description of the problem, and vehicle location. If necessary, use landmarks to clarify the location of vehicle. The supervisor of the driver of the vehicle which has become disabled will be responsible for sending another vehicle to pick up the employee and for ensuring that the disabled vehicle is towed to a location acceptable to Kirkland Construction.

HANDLING ACCIDENTS

Each vehicle will be equipped with an Accident Documentation Checklist:

As soon as possible after all emergency procedures have been completed or turned over to qualified emergency personnel; the operator should clearly and legibly complete the report form. Follow the instructions on the 'Accident Checklist' and the 'Operator Accident Report Form'.

VEHICLE SAFETY IN AND AROUND THE SITE

Due to the congested nature of construction sites, the following rules are established:

1. A maximum speed of 15 mph is allowed in and around the facility.
2. Vehicles are only to be parked in designated spaces.
3. Where feasible, vehicle routing will be in "pull through" fashion to avoid backing.
4. If backing is necessary the following rules will be observed:
    a) The operator will set the parking brake and place the transmission in park.
    b) The operator will get out of the vehicle and walk completely around it to inspect for any obstacles or persons in the vicinity.
    c) Another person will serve as a guide, maintaining visual and verbal communication with the operator at all times. This especially hold true while exiting or entering service bays.
5. Vehicles will never be left running or with keys in them while unattended.

TRAILER TOWING SAFETY

Kirkland Construction requires that all employees follow the guidelines below before traveling with a trailer:

- Secure and brace all items to prevent them from moving during travel.
- Most trailers and tow vehicles should be level (parallel to the ground) during travel. Check the instructions from your trailer manufacturer to make sure this is correct for the combination you use.
- Check and correct tire pressure on the tow vehicle and trailer.
- Make sure the wheel lug nuts/bolts on the tow vehicle and trailer are tightened to the correct torque.
- Be sure the hitch, coupler, draw bar, and other equipment that connect the trailer and the tow vehicle are properly secured and adjusted. If the trailer hitch and the trailer tow bar do not properly fit together, the trailer is not to be transported by the vehicle until another hitch can be installed or another vehicle can be located to haul the trailer.
- Check that the wiring is properly connected—not touching the road, but loose enough to make turns without disconnecting or damaging the wires.
- Verify that the brakes on the tow vehicle and trailer are operating correctly.
- Be sure that the taillights, brake lights and turn signals on the trailer are operating correctly.
- Be sure the trailer jack, tongue support, and any attached stabilizers are raised and locked in place.
- Check side- and rear-view mirrors to make sure you have good visibility.
- Make sure you have wheel chocks and jack stands.

- Load the trailer properly. Put about 60 percent of the load toward the front. Too little weight in the front will cause the trailer to fishtail. Too much weight will cause the hitch to drag and may raise the front of the towing vehicle, which reduces steering control.

ROAD CONDITION SAFETY

Slippery Road Surfaces Driving Safety Tips:

- It will take longer to stop and it will be harder to turn without skidding when the road is slippery.
- You must drive slower to be able to stop in the same distance as on a dry road.
- Wet roads can double stopping distance required. Reduce speed by about 1/3 (i.e., slow from 55 to 35 mph) on a wet road.
- Hydroplaning occurs when the tires of your car lose contact with the road and ride up on a wedge of water.
- Make sure your tires have proper treads and are properly inflated.
  - If you do hydroplane, keep the steering wheel straight; take your foot off the gas.
  - Don't hit your brakes or try to steer.
  - As you slow, the weight of the car will cause it to settle down onto the road again.
- Be very cautious in light rain or mist. Oil and dirt on the roadway surface make driving extra slippery.

Winter Driving Safety Tips:

- Slow down in winter driving conditions. Most accidents are caused by driving too fast for conditions.
- On packed snow, reduce speed by ½ or more. If the surface is icy, reduce speed to a crawl or discontinue operations until it is safe to drive.
- Use your low-beam headlights in bad weather, especially where snow is falling heavily or blowing.
- Don't use your cruise control in slippery road conditions.
- Remove ice and snow from windows, mirrors, and vehicle lights, both front and rear, as often as necessary.
- Leave extra room between your vehicle and the one ahead of you in poor visibility and slippery conditions.
- Your safest place in bad weather is a safe distance behind a snowplow, where you will find the clearest road and the best traction.
- A road that has been treated with liquid de-icer may be wet and slippery. It's important to watch your speed, particularly around curves and in canyons.

Foggy Weather Driving Safety Tips:

- Take particular care when driving in fog, especially at night. Fog can be patchy, going from a light mist to a thick blanket in an instant. Obviously, the faster you drive in these conditions, the less time you will have to avoid danger.
- If you see a patch of fog ahead, slow down before you reach it.
- As you enter fog, check your mirrors and slow down. Use your foot brake lightly so that your lights warn following drivers.
- Turn on your low beam headlights or fog lights.
- Turn on your defroster and windshield wipers.
- Be alert for slow moving vehicles and traffic stopped ahead.
- Keep an eye on your speedometer because studies show that some drivers acclimate themselves to foggy conditions and unconsciously increase their speed over time. If you can see less than 40 feet ahead, your speed needs to be reduced to less than 20mph.
- In heavy fog, roll all your windows down. You may actually hear other cars before you see them.
- If you park your car on a main road, try and get your vehicle completely off the road. You could be rear-ended!

Nighttime Driving Safety Tips:

- Use your lights courteously - turn your headlights on one hour before sunset to make it easier for other drivers to see you in early twilight.
- Make it easy for others to see you - be sure all exterior vehicle lights work properly. In case of a vehicle breakdown, pull completely off the road beyond the end of the guardrail, if possible, and turn on emergency flashers.
- Avoid glare - instead of looking at oncoming headlights, look toward the right side of the road and watch the white line marking the outside edge of the traffic lane.
- Adjust your vehicle's interior lighting - if streetlights cause a lot of glare, dim your dashboard lights and use your sun visor. Avoid using any other light inside your vehicle.
- Keep all windows and headlights clean - dirty windows can increase glare, making it more difficult to see, while dirty headlights can reduce efficiency by as much as 90 percent.
- Keep your eyes moving - look for flashes of light at hilltops, curves and intersections that may indicate the headlights of other vehicles.
- Increase your following distance - increasing your distance by four to five seconds can make it easier to spot potential problems on and along the roadway and give you more time to respond.
- Regulate speed - driving too fast is more dangerous after dark than during the day because of decreased visibility.
- Prevent fatigue - night driving can be tiring, so ensure good ventilation inside the vehicle and take frequent refreshment breaks to give your eyes a chance to recover.

- Use vehicle mirrors to your advantage - exterior mirrors that are properly aligned not only reduce blind spots, they also reduce glare from vehicles behind you.

FORMS

Accident Checklist
Driver's Vehicle Inspection Report

VEHICLE ACCIDENT CHECKLIST

At the accident scene:

- ☐ Check to make sure no one was injured. If so, request medical assistance immediately.
- ☐ If possible, leave the vehicles where they came to rest, if this does not disrupt traffic or cause any inconvenience or dangerous condition. Otherwise, move your vehicle safely off the road.
- ☐ Call the police immediately, even if the accident appears minor.
- ☐ Do not argue with the others involved, admit fault or discuss the accident with anyone except for the police.
- ☐ Give the other driver your vehicle insurance policy number. (Should be kept with vehicle registration information.)
- ☐ Gather as much information about the accident as possible.
- ☐ Write down the names, addresses and phone number of everyone involved.
- ☐ Get the automobile insurance company names and policy numbers of all vehicle owners.
- ☐ Write down the year, make, model and plate number of all vehicles.
- ☐ Note the location and extent of all the damage to all vehicles.
- ☐ Write down the names, addresses and phone numbers of any witnesses.
- ☐ Note the location of the accident - street names, cross streets, landmarks, mile markers, route or exit numbers.
- ☐ For each vehicle, note the direction of travel, road signs or signals, and the number of lanes.
- ☐ Note the time of day, weather conditions and road conditions.
- ☐ If a camera is available, photograph the scene from four directions. Also photograph the damage to each vehicle.
- ☐ Write a brief description of the accident, and sketch the scene if possible.
- ☐ Ask the police officer where and when you can get a copy of their report. Note the badge number and name of the officer, as well as the report number of the report.

DRIVER'S VEHICLE INSPECTION REPORT

If item is in safe operating condition and no attention is necessary check "Yes"
Check Any Defective Item "No" if item is not adequate and give details under "Remarks"

DATE: _____ TRUCK/TRACTOR NO. _____

Yes	No	Item	Yes	No	Item	Yes	No	Item
☐	☐	Air Compressor	☐	☐	Air Lines	☐	☐	Battery
☐	☐	Brake Accessories	☐	☐	Brakes	☐	☐	Carburetor
☐	☐	Clutch	☐	☐	Defroster	☐	☐	Drive Line
☐	☐	Engine	☐	☐	Fifth Wheel	☐	☐	Front Axle
☐	☐	Fuel Tanks	☐	☐	Heater	☐	☐	Horn
☐	☐	Lights	☐	☐	Mirrors	☐	☐	Muffler
☐	☐	Head - Stop	☐	☐	Oil Pressure	☐	☐	On-Board Recorder
☐	☐	Tail - Dash	☐	☐	Radiator	☐	☐	Rear End
☐	☐	Turn Indicators	☐	☐	Reflectors	☐	☐	Safety Equipment
☐	☐	Springs	☐	☐	Starter	☐	☐	Fire Extinguisher Charged
☐	☐	Steering	☐	☐	Tachograph	☐	☐	Flags-Flares-Fuses
☐	☐	Tires	☐	☐	Transmission	☐	☐	Flashlight, Spare Bulbs & Fuses
☐	☐	Windows	☐	☐	Windshield Wipers	☐	☐	Spare Seal Beam
☐	☐	Wheels	☐	☐	Other	☐	☐	First-aid kit supplied

TRAILER(s) NO.(s) _____ (Check box if item damaged or not in safe operation)

☐Brake Connections	☐Brakes	☐Coupling Chains	☐Coupling (King) Pin	☐Doors
☐Hitch	☐Landing Gear	☐Lights - All	☐Roof	☐Tarpaulin
☐Tires	☐Springs	☐Wheels	☐Other	

Remarks:

☐ABOVE DEFECTS CORRECTED
☐ABOVE DEFECTS DO NOT NEED TO BE CORRECTED FOR SAFE OPERATION OF VEHICLE
☐CONDITION OF THE ABOVE VEHICLE IS SATISFACTORY

DRIVER'S SIGNATURE: _____

RMS

January 11, 2016

Kirkland Construction
P.O. Box 580
Rye, CO 81069

RE: E-Mod History

To Whom It May Concern:

Kirkland Construction is a client of Resource Management Systems, Inc. (RMS) a Professional Employer Organization (PEO). .

The Risk ID Number is 917321612. The Mod history is as follows:

Effective Date	Mod Factor
01/01/16	00.76
01/01/15	00.72
01/01/14	00.76
01/01/13	00.83
01/01/12	00.83

If you have any questions, please call me at 303.488.2224.

Sincerely,

Jennifer Palka
Operations Coordinator

Resource Management Systems, Inc.
7315 East Orchard Road, Suite 200 • Greenwood Village, CO 80111
(303) 741-9911

Kirkland Construction, LLLP
2015 Rate Calculations

SEVERITY RATE (SR)

180.00

INCIDENT RATE (IR)

5.75

LOST TIME CASE RATE (LTC)

1.92

LOST WORK DAY RATE (LWD)

344.75

DART

3.83

DAFWII

1.92

OSHA's Form 300A

Summary of Work-Related Injuries and Illnesses

Year 2015

U.S. Department of Labor

Occupational Safety and Health Administration

All establishments covered by Part 1904 must complete this Summary page, even if no work-related injuries or illnesses occurred during the year. Remember to review the Log to verify that the entries are complete and accurate before completing this summary.

Using the log, count the individual entries you made for each category. Then write the totals below, making sure you've added the entries from every page of the Log. If you had no cases, write "0".

Employees, former employees, and their representatives have the right to review the OSHA Form 300 in its entirety. They also have limited access to the OSHA Form 301 or its equivalent. See 29 CFR Part 1904.35, in OSHA's recordkeeping rule, for further details on the access provisions for these forms.

Number of Cases

Total number of deaths	Total number of cases with days away from work	Total number of cases with job transfer or restriction	Total number of other recordable cases
0	2	2	2
(G)	(H)	(I)	(J)

Number of Days

Total number of days away from work	Total number of days of job transfer or restriction
360	22
(K)	(L)

Injury and Illness Types

Total number of...	(M)		
(1) Injuries	6	(4) Poisonings	0
(2) Skin disorders	0	(5) Hearing Loss	0
(3) Respiratory conditions	0	(6) All other illnesses	0

Establishment Information

Your establishment name Kirkland Construction LLP

Street 2101 Main Street

City Rye State CO Zip 81069

Industry description

Standard Industrial Classification (SIC), if known 3531

Employment information

(If you don't have these figures, see the Worksheet on the back of this page to estimate.)

Annual average number of employees: 101

Total hours worked by all employees last year: 208846

Sign here

Knowingly falsifying this document may result in a fine.

I certify that I have examined this document and to the best of my knowledge the entries are true, accurate, and complete.

Executive Vice President

Company executive — Title

303 741-9911 — Phone

01/12/2016 — Date

Post this Summary page from February 1 to April 30 of the year following the year covered by the form.

OSHA's Form 300

Year 2015

Log of Work-Related Injuries and Illnesses

U.S. Department of Labor
Occupational Safety and Health Administration

You must record information about every work-related death and about every work-related injury or illness that involves loss of consciousness, restricted work activity or job transfer, days away from work, or medical treatment beyond first aid. You must also record significant work-related injuries and illnesses that are diagnosed by a physician or licensed health care professional. You must also record work-related injuries and illnesses that meet any of the specific recording criteria listed in 29 CFR Part 1904.8 through 1904.12. Feel free to use two lines for a single case if you need to. You must complete an injury and illness Incident Report (OSHA Form 301) or equivalent form for each injury or illness recorded on this form. If you're not sure whether a case is recordable, call your local OSHA office for help.

Establishment Name: Kirkland Construction LLP
Address 1: 2101 Main Street
Address 2:
City: State: Rye CO

Identify the person			Describe the case			Classify the case											
						CHECK ONLY ONE box for each case based on the most serious outcome for that case:				#of days the injured or ill worker was:		Check the "Injury" column or choose one type of illness: (M)					
(A) Case no.	(B) Employee's Name	(C) Job title	(D) Date of injury or onset of illness	(E) Where the event occurred	(F) Describe injury or illness, parts of body affected, and object/substance that directly injured or made the person ill	Death (G)	Days away from work (H)	Remained at work: Job transfer or restriction (I)	Remained at work: Other recordable cases (J)	Away from work (K)	Job transfer or restriction (L)	Injury (1)	Skin Disorder (2)	Respiratory Condition (3)	Poisoning (4)	Hearing Loss (5)	All other illnesses (6)
	working	NONE	8/21/2015	2101 Main St Rye Co	Left shoulder strain			X			15	X					
	returned to work	OPRATR	6/6/2015	8 miles south of Kremmling on	Bee sting Bee Sting				X			X					
	returnd to work	STREET	10/1/2015	210 Main Street, Rye Co	Back pain w/ radiculopathy		X			180		X					
	returned to work	DRIVER	2/11/2015	Colorado City Shop	strain of the low back (lumbar a sacral)		X			180		X					
	returned to work	SHPLBR	8/13/2015	16576 Highway 96 West Cliffe	subungual hematome right thumb Employee struck his r/thumb with				X			X					
	returned to work	NONE	8/6/2015	2 Mi N. of Colorado into Wy on	L/Ankle Sprain Lost footing			X			7	X					
					Page Totals:	0	2	2	2	360	22	6	0	0	0	0	0

OSHA's Form 300 (Rev. 01/2004)

Log of Work-Related Injuries and Illnesses

Attention: This form contains information relating to employee health and must be used in a manner that protects the confidentiality of employees to the extent possible while the information is being used for occupational safety and health purposes.

Year 2014

U.S. Department of Labor
Occupational Safety and Health Administration

Form approved OMB no. 1218-0176

You must record information about every work-related injury or illness that involves loss of consciousness, restricted work activity or job transfer, days away from work, or medical treatment beyond first aid. You must also record significant work-related injuries and illnesses that are diagnosed by a physician or licensed health care professional. You must also record work-related injuries and illnesses that meet any of the specific recording criteria listed in 29 CFR 1904.8 through 1904.12. Feel free to use two lines for a single case if you need to. You must complete an injury and illness incident report (OSHA Form 301) or equivalent form for each injury or illness recorded on this form. If you're not sure whether a case is recordable, call your local OSHA office for help.

Establishment name: Kirkland Construction, LLLP

City: Rye State: CO

Identify the person			Describe the case			Classify the case				Enter the number of days the injured or ill worker was:		Check the "injury" column or choose one type of illness:					
(A) Case No.	(B) Employee's Name	(C) Job Title (e.g., Welder)	(D) Date of injury or onset of illness (mo./day)	(E) Where the event occurred (e.g. Loading dock north end)	(F) Describe injury or illness, parts of body affected, and object/substance that directly injured or made person ill (e.g. Second degree burns on right forearm from acetylene torch)	CHECK ONLY ONE box for each case based on the most serious outcome for that case:						(M)					
						Death	Days away from work	Remained at work: Job transfer or restricti	Remained at work: Other record-able cases	On job transfer or restriction (days)	Away From Work (days)	Injury	Skin Disorder	Respiratory Condition	Poisoning	Hearing Loss	All other illnesses
						(G)	(H)	(I)	(J)	(L)	(K)	(1)	(2)	(3)	(4)	(5)	(6)
	Pending	Driver	04/08	2 River pit CO	loading metal pipes and was struck by falling pipe on the R Knee.		x				180	x					
	returned	Driver	09/17	Job site 13 Larmier County	Accidental fall causing back contusion and L leg wound. Mod duty and meds given			x		21		x					
	Returned	Receptionist	11/14	210 Main st Rye	Was lifting large containers and strained neck and L shoulder.			x		14		x					
	Returned	operator	09/03	2 miles N. of CO into WY on HWY 287	While driving a rock truck was struck by another rock truck causing him to hit his head. Received a laceration to the scalp requiring staples.				x			x					
					Page totals	*0*	*1*	*2*	*1*	*35*	*180*	*4*	*0*	*0*	*0*	*0*	*0*

Be sure to transfer these totals to the Summary page (Form 300A) before you post it.

Public reporting burden for this collection of information is estimated to average 14 minutes per response, including time to review the instruction, search and gather the data needed, and complete and review the collection of information. Persons are not required to respond to the collection of information unless it displays a currently valid OMB control number. If you have any comments about these estimates or any aspects of this data collection, contact: US Department of Labor, OSHA Office of Statistics, Room N-3644, 200 Constitution Ave, NW, Washington, DC 20210. Do not send the completed forms to this office.

Injury (1) Skin Disorder (2) Respiratory Condition (3) Poisoning (4) Hearing Loss (5) All other illnesses (6)

OSHA's Form 300A (Rev. 01/2004)

Summary of Work-Related Injuries and Illnesses

Year 2014

U.S. Department of Labor
Occupational Safety and Health Administration
Form approved OMB no. 1218-0176

All establishments covered by Part 1904 must complete this Summary page, even if no injuries or illnesses occurred during the year. Remember to review the Log to verify that the entries are complete and accurate before completing this summary.

Using the Log, count the individual entries you made for each category. Then write the totals below, making sure you've added the entries from every page of the log. If you had no cases write "0."

Employees former employees, and their representatives have the right to review the OSHA Form 300 in its entirety. They also have limited access to the OSHA Form 301 or its equivalent. See 29 CFR 1904.35, in OSHA's Recordkeeping rule, for further details on the access provisions for these forms.

Number of Cases

Total number of deaths	Total number of cases with days away from work	Total number of cases with job transfer or restriction	Total number of other recordable cases
0	1	2	1
(G)	(H)	(I)	(J)

Number of Days

Total number of days away from work	Total number of days of job transfer or restriction
180	35
(K)	(L)

Injury and Illness Types

Total number of...	(M)		
(1) Injury	4	(4) Poisoning	0
(2) Skin Disorder	0	(5) Hearing Loss	0
(3) Respiratory Condition	0	(6) All Other Illnesses	0

Establishment information

Your establishment name: Kirkland Construction, LLLP

Street: 2101 Main St

City: Rye State: CO Zip: 81069

Industry description (e.g., Manufacture of motor truck trailers)
CONSTRUCTION MACHINERY

Standard Industrial Classification (SIC), if known (e.g., SIC 3715)
3 5 3 1

OR North American Industrial Classification (NAICS), if known (e.g., 336212)

Employment information

Annual average number of employees: 77

Total hours worked by all employees last year: 149,680

Sign here

Knowingly falsifying this document may result in a fine.

I certify that I have examined this document and that to the best of my knowledge the entries are true, accurate, and complete.

Company executive — Executive VP (Title)

303-488-2232 (Phone) — 1/14/2015 (Date)

Post this Summary page from February 1 to April 30 of the year following the year covered by the form

Kirkland Construction, LLLP
2012 Rate Calculations

SEVERITY RATE (SR)	**45.00**
INCIDENT RATE (IR)	**5.34**
LOST TIME CASE RATE (LTC)	**1.34**
LOST WORK DAY RATE (LWD)	**240.51**
DART	**4.01**
DAFWII	**1.34**

OSHA's Form 300 (Rev. 01/2004)

Log of Work-Related Injuries and Illnesses

Attention: This form contains information relating to employee health and must be used in a manner that protects the confidentiality of employees to the extent possible while the information is being used for occupational safety and health purposes.

Year 2013

U.S. Department of Labor
Occupational Safety and Health Administration

Form approved OMB no. 1218-0176

You must record information about every work-related injury or illness that involves loss of consciousness, restricted work activity or job transfer, days away from work, or medical treatment beyond first aid. You must also record significant work-related injuries and illnesses that are diagnosed by a physician or licensed health care professional. You must also record work-related injuries and illnesses that meet any of the specific recording criteria listed in 29 CFR 1904.8 through 1904.12. Feel free to use two lines for a single case if you need to. You must complete an injury and illness incident report (OSHA Form 301) or equivalent form for each injury or illness recorded on this form. If you're not sure whether a case is recordable, call your local OSHA office for help.

Establishment name: Kirkland Construction, LLLP

City: Rye State: CO

Identify the person			Describe the case			Classify the case				Enter the number of days the injured or ill worker was:		Check the "injury" column or choose one type of illness:					
						CHECK ONLY ONE box for each case based on the most serious outcome for that case:											
(A) Case No.	(B) Employee's Name	(C) Job Title (e.g., Welder)	(D) Date of injury or onset of illness (mo./day)	(E) Where the event occurred (e.g. Loading dock north end)	(F) Describe injury or illness, parts of body affected, and object/substance that directly injured or made person ill (e.g. Second degree burns on right forearm from acetylene torch)	Death	Days away from work	Remained at work		On job transfer or restriction (days)	Away From Work (days)	(M) Injury	Skin Disorder	Respiratory Condition	Poisoning	Hearing Loss	All other illnesses
								Job transfer or restriction	Other record-able cases								
						(G)	(H)	(I)	(J)	(L)	(K)	(1)	(2)	(3)	(4)	(5)	(6)
	Returned	mechanic	09/19	4596 Granados Rd on shop property	Laceration of RIF PIP joint - hammer head came off and hand struck engine fan blades				X			X					
	Retuurned	driver	08/09	CR 47 HALF MILE WEST OF HWY 285 - JEFFERSON	back contusion - CMVA			X		7		X					
	Returned	Laborer	07/12	Hwy 50 Bridge	Strain upper arm/forearm & hands from operating a jackhammer			X		14		X					
	Returned	Driver	07/10	1302 Gary Ave	Abrasion/contusion upper arms, cervical strain & left shoulder strain - struck by guardrails			X		81		X					
	Returned	Laborer	07/03	equipment yard	Tire bounced up and cut IW's lip				X			X					
					Page totals	*0*	*0*	*3*	*2*	*102*	*0*	*5*	*0*	*0*	*0*	*0*	*0*

Be sure to transfer these totals to the Summary page (Form 300A) before you post it.

Public reporting burden for this collection of information is estimated to average 14 minutes per response, including time to review the instruction, search and gather the data needed, and complete and review the collection of information. Persons are not required to respond to the collection of information unless it displays a currently valid OMB control number. If you have any comments about these estimates or any aspects of this data collection, contact: US Department of Labor, OSHA Office of Statistics, Room N-3644, 200 Constitution Ave, NW, Washington, DC 20210. Do not send the completed forms to this office.

Injury (1) | Skin Disorder (2) | Respiratory Condition (3) | Poisoning (4) | Hearing Loss (5) | All other illnesses (6)

OSHA's Form 300A (Rev. 01/2004)

Summary of Work-Related Injuries and Illnesses

Year 2013

U.S. Department of Labor
Occupational Safety and Health Administration

Form approved OMB no. 1218-0176

All establishments covered by Part 1904 must complete this Summary page, even if no injuries or illnesses occurred during the year. Remember to review the Log to verify that the entries are complete and accurate before completing this summary.

Using the Log, count the individual entries you made for each category. Then write the totals below, making sure you've added the entries from every page of the log. If you had no cases write "0."

Employees former employees, and their representatives have the right to review the OSHA Form 300 in its entirety. They also have limited access to the OSHA Form 301 or its equivalent. See 29 CFR 1904.35, in OSHA's Recordkeeping rule, for further details on the access provisions for these forms.

Number of Cases

Total number of deaths	Total number of cases with days away from work	Total number of cases with job transfer or restriction	Total number of other recordable cases
0	0	3	2
(G)	(H)	(I)	(J)

Number of Days

Total number of days away from work	Total number of days of job transfer or restriction
0	102
(K)	(L)

Injury and Illness Types

Total number of...	(M)		
(1) Injury	5	(4) Poisoning	0
(2) Skin Disorder	0	(5) Hearing Loss	0
(3) Respiratory Condition	0	(6) All Other Illnesses	0

Post this Summary page from February 1 to April 30 of the year following the year covered by the form

Public reporting burden for this collection of information is estimated to average 58 minutes per response, including time to review the instruction, search and gather the data needed, and complete and review the collection of information. Persons are not required to respond to the collection of information unless it displays a currently valid OMB control number. If you have any comments about these estimates or any aspects of this data collection, contact: US Department of Labor, OSHA Office of Statistics, Room N-3644, 200 Constitution Ave, NW, Washington, DC 20210. Do not send the completed forms to this office.

Establishment information

Your establishment name Kirkland Construction, LLLP

Street 2101 Main Street

City Rye State CO Zip 81069

Industry description (e.g., Manufacture of motor truck trailers)
Construction Machinery and Equipment

Standard Industrial Classification (SIC), if known (e.g., SIC 3715)
3 5 3 1

OR North American Industrial Classification (NAICS), if known (e.g., 33621
_____

Employment information

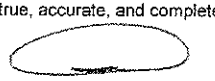
Annual average number of employees 73

Total hours worked by all employees last year 135,019

Sign here

Knowingly falsifying this document may result in a fine.

I certify that I have examined this document and that to the best of my knowledge the entries are true, accurate, and complete.



Company executive — President (Title)

303.488.2222 (Phone) — 1/6/2014 (Date)

Kirkland Construction, LLLP
2013

SEVERITY RATE (SR)	**0.00**
INCIDENT RATE (IR)	**7.41**
LOST TIME CASE RATE (LTC)	**0.00**
LOST WORK DAY RATE (LWD)	**0.00**
DART	**4.44**
DAFWII	**0.00**

OSHA's Form 300A (Rev. 01/2004)

Summary of Work-Related Injuries and Illnesses

Year 2012

U.S. Department of Labor
Occupational Safety and Health Administration

Form approved OMB no. 1218-0176

All establishments covered by Part 1904 must complete this Summary page, even if no injuries or illnesses occurred during the year. Remember to review the Log to verify that the entries are complete and accurate before completing this summary.

Using the Log, count the individual entries you made for each category. Then write the totals below, making sure you've added the entries from every page of the log. If you had no cases write "0."

Employees former employees, and their representatives have the right to review the OSHA Form 300 in its entirety. They also have limited access to the OSHA Form 301 or its equivalent. See 29 CFR 1904.35, in OSHA's Recordkeeping rule, for further details on the access provisions for these forms.

Number of Cases

Total number of deaths	Total number of cases with days away from work	Total number of cases with job transfer or restriction	Total number of other recordable cases
0	0	2	0
(G)	(H)	(I)	(J)

Number of Days

Total number of days away from work	Total number of days of job transfer or restriction
0	271
(K)	(L)

Injury and Illness Types

Total number of...	(M)		
(1) Injury	2	(4) Poisoning	0
(2) Skin Disorder	0	(5) Hearing Loss	0
(3) Respiratory Condition	0	(6) All Other Illnesses	0

Post this Summary page from February 1 to April 30 of the year following the year covered by the form

Public reporting burden for this collection of information is estimated to average 58 minutes per response, including time to review the instruction, search and gather the data needed, and complete and review the collection of information. Persons are not required to respond to the collection of information unless it displays a currently valid OMB control number. If you have any comments about these estimates or any aspects of this data collection, contact: US Department of Labor, OSHA Office of Statistics, Room N-3644, 200 Constitution Ave, NW, Washington, DC 20210. Do not send the completed forms to this office.

Establishment information

Your establishment name: Kirkland Construction, LLLP

Street: 2101 Main St

City: Rye State: CO Zip: 81069

Industry description (e.g., Manufacture of motor truck trailers)
CONSTRUCTION MACHINERY

Standard Industrial Classification (SIC), if known (e.g., SIC 3715)
3 5 3 1

OR North American Industrial Classification (NAICS), if known (e.g., 33621

Employment information

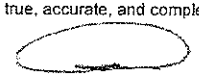
Annual average number of employees: 84

Total hours worked by all employees last year: 154,688

Sign here

Knowingly falsifying this document may result in a fine.

I certify that I have examined this document and that to the best of my knowledge the entries are true, accurate, and complete.



Company executive

President
Title

303.488.2222
Phone

1/15/2013
Date

OSHA's Form 300 (Rev. 01/2004)

Log of Work-Related Injuries and Illnesses

Attention: This form contains information relating to employee health and must be used in a manner that protects the confidentiality of employees to the extent possible while the information is being used for occupational safety and health purposes.

Year 2012

U.S. Department of Labor
Occupational Safety and Health Administration

Form approved OMB no. 1218-0176

You must record information about every work-related injury or illness that involves loss of consciousness, restricted work activity or job transfer, days away from work, or medical treatment beyond first aid. You must also record significant work-related injuries and illnesses that are diagnosed by a physician or licensed health care professional. You must also record work-related injuries and illnesses that meet any of the specific recording criteria listed in 29 CFR 1904.8 through 1904.12. Feel free to use two lines for a single case if you need to. You must complete an injury and illness incident report (OSHA Form 301) or equivalent form for each injury or illness recorded on this form. If you're not sure whether a case is recordable, call your local OSHA office for help.

Establishment name Kirkland Construction, LLLP

City Rye State CO

Identify the person			Describe the case			Classify the case				Enter the number of days the injured or ill worker was:		Check the "injury" column or choose one type of illness:					
(A) Case No.	(B) Employee's Name	(C) Job Title (e.g., Welder)	(D) Date of injury or onset of illness (mo./day)	(E) Where the event occurred (e.g. Loading dock north end)	(F) Describe injury or illness, parts of body affected, and object/substance that directly injured or made person ill (e.g. Second degree burns on right forearm from acetylene torch)	CHECK ONLY ONE box for each case based on the most serious outcome for that case:						(M)					
						Death	Days away from work	Remained at work		On job transfer or restriction (days)	Away From Work (days)	Injury	Skin Disorder	Respiratory Condition	Poisoning	Hearing Loss	All other illnesses
								Job transfer or restriction	Other record-able cases								
						(G)	(H)	(I)	(J)	(L)	(K)	(1)	(2)	(3)	(4)	(5)	(6)
returned to work		Grade Checker	03/27	Jobsite topping slope	hyperextension of right knee walking slippery slope			X		180		X					
returned to work		Truck Driver	06/06	In D-400 rock truck	lumbar strain - jarring in vehicle			X		91		X					
					Page totals	0	0	2	0	271	0	2	0	0	0	0	0

Be sure to transfer these totals to the Summary page (Form 300A) before you post it.

Public reporting burden for this collection of information is estimated to average 14 minutes per response, including time to review the instruction, search and gather the data needed, and complete and review the collection of information. Persons are not required to respond to the collection of information unless it displays a currently valid OMB control number. If you have any comments about these estimates or any aspects of this data collection, contact: US Department of Labor, OSHA Office of Statistics, Room N-3644, 200 Constitution Ave, NW, Washington, DC 20210. Do not send the completed forms to this office.

Injury (1) | Skin Disorder (2) | Respiratory Condition (3) | Poisoning (4) | Hearing Loss (5) | All other illnesses (6)

Kirkland Construction, LLLP
2012 Rate Calculations

SEVERITY RATE (SR)	**0.00**
INCIDENT RATE (IR)	**2.59**
LOST TIME CASE RATE (LTC)	**0.00**
LOST WORK DAY RATE (LWD)	**0.00**
DART	**2.59**
DAFWII	**0.00**

OSHA's Form 300 (Rev. 01/2004)

Log of Work-Related Injuries and Illnesses

Attention: This form contains information relating to employee health and must be used in a manner that protects the confidentiality of employees to the extent possible while the information is being used for occupational safety and health purposes.

Year 2011

U.S. Department of Labor
Occupational Safety and Health Administration

You must record information about every work-related injury or illness that involves loss of consciousness, restricted work activity or job transfer, days away from work, or medical treatment beyond first aid. You must also record significant work-related injuries and illnesses that are diagnosed by a physician or licensed health care professional. You must also record work-related injuries and illnesses that meet any of the specific recording criteria listed in 29 CFR 1904.8 through 1904.12. Feel free to use two lines for a single case if you need to. You must complete an injury and illness incident report (OSHA Form 301) or equivalent form for each injury or illness recorded on this form. If you're not sure whether a case is recordable, call your local OSHA office for help.

Form approved OMB no. 1218-0176

Establishment name Kirkland Construction, LLLP

City Rye State CO

Identify the person			Describe the case			Classify the case											
						CHECK ONLY ONE box for each case based on the most serious outcome for that case:				Enter the number of days the injured or ill worker was:		Check the "injury" column or choose one type of illness:					
(A) Case No.	(B) Employee's Name	(C) Job Title (e.g., Welder)	(D) Date of injury or onset of illness (mo./day)	(E) Where the event occurred (e.g. Loading dock north end)	(F) Describe injury or illness, parts of body affected, and object/substance that directly injured or made person ill (e.g. Second degree burns on right forearm from acetylene torch)	(G) Death	(H) Days away from work	(I) Remained at work: Job transfer or restriction	(J) Remained at work: Other record-able cases	(L) On job transfer or restriction (days)	(K) Away From Work (days)	(1) Injury	(2) Skin Disorder	(3) Respiratory Condition	(4) Poisoning	(5) Hearing Loss	(6) All other illnesses
returned to work		operator	09/08	pueblo airport	fractured ankle - stepped on rock		X				180						
returned to work		operator	08/17	pueblo airport	single truck rollover - hand caught between		X				3						
					Page totals	*0*	*2*	*0*	*0*	*0*	*183*	*0*	*0*	*0*	*0*	*0*	*0*

Be sure to transfer these totals to the Summary page (Form 300A) before you post it.

Public reporting burden for this collection of information is estimated to average 14 minutes per response, including time to review the instruction, search and gather the data needed, and complete and review the collection of information. Persons are not required to respond to the collection of information unless it displays a currently valid OMB control number. If you have any comments about these estimates or any aspects of this data collection, contact: US Department of Labor, OSHA Office of Statistics, Room N-3644, 200 Constitution Ave, NW, Washington, DC 20210. Do not send the completed forms to this office.

Injury (1) | Skin Disorder (2) | Respiratory Condition (3) | Poisoning (4) | Hearing Loss (5) | All other illnesses (6)

OSHA's Form 300A (Rev. 01/2004)

Summary of Work-Related Injuries and Illnesses

Year 2011

U.S. Department of Labor
Occupational Safety and Health Administration
Form approved OMB no. 1218-0176

All establishments covered by Part 1904 must complete this Summary page, even if no injuries or illnesses occurred during the year. Remember to review the Log to verify that the entries are complete and accurate before completing this summary.

Using the Log, count the individual entries you made for each category. Then write the totals below, making sure you've added the entries from every page of the log. If you had no cases write "0."

Employees former employees, and their representatives have the right to review the OSHA Form 300 in its entirety. They also have limited access to the OSHA Form 301 or its equivalent. See 29 CFR 1904.35, in OSHA's Recordkeeping rule, for further details on the access provisions for these forms.

Number of Cases

Total number of deaths	Total number of cases with days away from work	Total number of cases with job transfer or restriction	Total number of other recordable cases
0	2	0	0
(G)	(H)	(I)	(J)

Number of Days

Total number of days away from work	Total number of days of job transfer or restriction
183	0
(K)	(L)

Injury and Illness Types

Total number of...	(M)		
(1) Injury	0	(4) Poisoning	0
(2) Skin Disorder	0	(5) Hearing Loss	0
(3) Respiratory Condition	0	(6) All Other Illnesses	0

Establishment information

Your establishment name Kirkland Construction, LLLP

Street 2101 Main St

City Rye State CO Zip 81069

Industry description (e.g., Manufacture of motor truck trailers)
CONSTRUCTION MACHINERY

Standard Industrial Classification (SIC), if known (e.g., SIC 3715)
3 5 3 1

OR North American Industrial Classification (NAICS), if known (e.g., 3362

Employment information

Annual average number of employees 79

Total hours worked by all employees last year 156,745

Sign here

Knowingly falsifying this document may result in a fine.

I certify that I have examined this document and that to the best of my knowledge the entries are true, accurate, and complete.

Company executive — President (Title)

303.488.2222 (Phone) — 2/3/2014 (Date)

Post this Summary page from February 1 to April 30 of the year following the year covered by the form

Public reporting burden for this collection of information is estimated to average 58 minutes per response, including time to review the instruction, search and gather the data needed, and complete and review the collection of information. Persons are not required to respond to the collection of information unless it displays a currently valid OMB control number. If you have any comments about these estimates or any aspects of this data collection, contact: US Department of Labor, OSHA Office of Statistics, Room N-3644, 200 Constitution Ave, NW, Washington, DC 20210. Do not send the completed forms to this office.

Kirkland Construction, LLLP
2011 Rate Calculations

SEVERITY RATE (SR)	**#DIV/0!**
INCIDENT RATE (IR)	**0.00**
LOST TIME CASE RATE (LTC)	**2.55**
LOST WORK DAY RATE (LWD)	**233.50**
DART	**2.55**
DAFWII	**2.55**