MANUAL OF PROCEDURES

for the

MILTON J. WOOD COMPANY

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INTRODUCTION TO PROCEDURES

1. The following pages describe in brief outline form the various procedures that should be followed in bidding and managing a project after award of the contract.

2. The procedures outlined are not intended to be all inclusive steps or considerations that should be included, but rather a comprehensive guide for you to follow so that <u>major items of work are not inadvertently omitted.</u>

3. The steps or considerations that are added or to be omitted are those that the job itself dictates for you to include or exclude based on your own personal evaluation of the contract documents.

4. The problem with writing procedures is that it is very difficult to include all guidelines and considerations. Someone always says, 'You didn't include that.' So to keep this from happening, observe the following:

   Develop good estimating disciplines.

   <u>DO NOT</u> develop lazy or bad habits.

   <u>DO NOT</u> put off processing claims, change in scope of work or correspondence.

   Bad habits are expensive habits.

   Develop good thought concepts, then define those thoughts with accurate and all inclusive cost analysis.

5. These procedures are intended to establish a uniform quantity survey and bidding system and administration control.

CSI UNIFORM SYSTEM

DIVISION	ITEM
1	General Conditions
2	Site Preparation
3	Concrete
4	Masonry
5	Metals
6	Carpentry
7	Moisture Protection
8	Door, Windows & Glazing
9	Finishes
10	Specialties
11	Equipment
12	Furnishings
13	Special Construction
14	Conveying Systems
15	Mechanical
16	Electrical

The Milton J. Wood Company utilizes the CSI Uniform System to prepare estimates and set up job files

ESTIMATE PREPARATION

1. Receive bid documents. Have estimate file set up.

2. Preliminary study of bid documents (contract, specifications and plans).

   a) Read instructions to bidders.

   b) Mark on calendar date and time of bid.

   c) Notify the proper person of intent to bid.

   d) Prepare approximate cost range for bonding.

   e) Mark on drawings "Bid Drawings" and “Estimate No. _______”

   f) Mark on specifications "Bid Specifications" and “Estimate No. ________”

3. Proper person will perform the following:

a) Notify bonding company of intent to bid.

b) Remove instructions to bidders and original proposal forms from specifications.

c) Copy instructions to bidders and proposal forms.

d) Put copy of instructions to bidders and copy of proposal form back in the specifications.

e) Place original instructions to bidders and proposal forms in file marked "Proposal for Estimate No.

f) Prepare an estimate file for the estimator with a work copy of the instructions to bidders and the proposal form. Estimate file to identify the project and estimate number.

g) If the job appears to have a Form of Proposal and/or the total estimate will exceed $750,000, it will be required to include an “Estimate Preparation Checklist”, stapled inside the bid file folder (Form on Page 143) for the secretary and estimator to verify and sign off.

h) Prepare proposal for submittal, which should include:

   1) Bid proposal

   2) Bond

   3) Financial information

4) Qualifications

5) References and resumes

6) etc..

4. Review specification requirements in detail and commence quantity survey.
5. Note and record the following check list:

   a) Items that are required to accompany proposal

   b) Liquidated damages-penalty-Bonus

   c) Time of completion

   d) Allowances

   e) Insurance requirements

   f) Hold harmless clause

   g) Damages for delay-reimbursable-time only

   h) Change in condition clause

   i) etc..
6. Notify a minimum of (3) subcontractors and material suppliers for each price requirement of intend to bid. (Master Quote Log)
7. Carefully read complete specifications, noting all pertinent requirements for each section. (General conditions, Special conditions, Scope of work and each division of work.)
8. Check drawings with specifications to make certain you have all of the drawings.
9. Perform quantity survey takeoff using the CSI numerical divisions in accordance with the way the proposal is to be submitted-lump sum; various bid items; alternates; etc.) (Quantity Survey Form)
   a) Use the Estimate Preparation Guide for each activity of work. <u>DO NOT</u> deviate from the estimate preparation guide outline.
   b) Double underline or cloud all final calculation numbers that are to be priced on cost extension sheets.

c) DO NOT remove quantity survey sheets and notes from survey pad until quantity survey is complete.

d) After quantity survey is complete, remove sheets, put in proper order for pricing and immediately staple or butterfly clamp together.

e) Consecutively number each quantity survey sheet (1,2,3, etc.)

DO NOT WORK WITH LOOSE SHEETS

f) Have quantity survey extensions checked before pricing. Person checking must correct all errors as discrepancies are discovered. Discrepancies should be verified with estimator. Person checking must initial each page verifying correctness of calculations.

10) Check with all subcontractors and material suppliers for advance pricing information for an actual quote price or a plug number which can be used in the estimate.

11) Price quantity survey using the cost extension form.

a) Make a check mark (√) by each final calculation that has been noted with a double underline or a cloud to indicate the calculation has been transferred to the cost extension sheet.

b) Solicit assistance from other project managers or superintendents as needed for assistance in determining the method of performing work or other cost information.

c) Utilize valid unit cost for labor, materials, subcontracts and equipment. Note: (Gang hours or man-hours may also be used as unit cost for labor.)

d) Date each sheet at the beginning of each different day of pricing.

e) DO NOT remove cost extension sheets from pad until quantity survey has been completely priced.

f) After quantity survey has been completely priced, remove sheets, put in proper order and staple or use butterfly clamp.

g) Consecutively number each cost extension sheet (1, 2, 3, etc.)

DO NOT WORK WITH LOOSE SHEETS

12) Receive subcontract and material prices.
    a) If a plug number has been used for any item write the word plug to the side or over the number used so as to identify it as a plug in number.
    b) Use telephone (blue) bid sheets to record prices.
    c) Mark in the upper right hand corner the division or section number the price relates to. Example: Concrete price would be 3 of section _____ on the extension sheets.
13) Complete transfer of subcontract and material prices to cost extension sheets.
14) Transfer totals of cost extension forms to bid summary sheet.
15) Prepare a preliminary construction schedule to determine:
    a) Length of time to complete project.
    b) Type and number of pieces of equipment and time required. Note: The equipment required will be company owned or 3rd party.
    c) Number of operators. Note: Over 6 requires master mechanic. (Check operator's union agreement because number varies.)
    d) Where time permits distribute crew size of labor per activity of work through the total schedule.
16) Make a general construction equipment and operator list noting the time required. (Use quantity survey form)
    a) Transfer this information to the cost extension sheet and extend the cost using the company owned or third party equipment rates.
    b) Company owned should be priced in the equipment column.
    c) Third party equipment should be priced in the material column so sales tax can be added and listed separately from company owned equipment.
17) Fill out general condition sheet.

18) Transfer totals of bid summary sheet to general condition sheet.

19) Prepare plus and minus sheet. The plus and minus sheet is to be used for quoted price changes and to adjust plug numbers that were used in the estimate. Make as many plus and minus sheets as necessary to record all price changes. (Plus and minus No. 1, Plus and minus No.2, etc.)

20) Complete general condition sheet.

21) Summarize all Plus and Minus sheets to obtain a final Plus and Minus number. This also is a check to make certain an error has not been made in the final Plus and Minus number.

22) Once the estimate has been totaled, checked and initialed the total price on any sheet cannot be changed. The plus and minus sheet is to be used for any changes

20 STEPS TO A GOOD ESTIMATE

1) Receive bid invitation (mail, dodge, person, and subcontract). Set up estimate file and assign estimate number.
   - 1.1 Make general overview of plans and specifications, proposal form
   - 1.2 Evaluate bid time
2) Check bid documents back to transmittal to assure package is complete.
3) Check general conditions and note special requirements.
   - 3.1 Bid Bond?
   - 3.2 Special Insurance?
   - 3.3 Penalty-Liquidated Charges?
   - 3.4 Schedule, Shutdown?
   - 3.5 Formal Bid Form With Breakdowns?
   - 3.6 Time and Material (T&M) Rates?
4) Review G.C. with contract administrator so bid bond can be ordered, work copy of proposal is made, Time and Material rates can be developed, etc.
5) Contact Vendor and Subcontractors
   - 5.1 Need a minimum of 2 per each item unless team concept.
   - 5.2 Record contacts on master quote sheet.
   - 5.3 Need formal transmittal with documents. (This is very important with out of town contacts)
   - 5.4 Assure subcontractor has the general condition items that will affect the bid.
   - 5.5 Evaluate need to bond subcontractor.
6) Start Quantity Survey
7) Make Site Visit If Not A Formal Site Visit
   - 7.1 Coordinate subcontractor site visit.
8) List Qualifications and Clarifications from Quantity Survey and Site Visit
   - 8.1 This must be answered in an addendum or be included with bid.

9) Complete Quantity Survey

10) Follow Up With Vendors/Subcontractors To Receive Pricing

11) Price Out Bid On Cost Extension Sheets

    11.1 Have math check as required.
    11.2 Circle all numbers that are “plug numbers”

12) Develop Unit Prices, Alternates

13) Address Addenda As Received

    13.1 Advise vendor/subcontractors

14) Preliminary Construction Schedule

    14.1 Identify duration of project.

    14.2 Check schedule time back to contract time to note if premium is required.

    14.3 Evaluate equipment usage.

    14.4 Run out labor on schedule to check back with estimate labor.

15) Close Out Estimate With General Conditions Sheet

    15.1 Receive final sub pricing.

16) Formal Bid Proposal

    16.1 Cover Letter

    16.2 Unit Prices

    16.3 Alternates

    16.4 Letter of Clarifications

    16.5 Bid Bond

    16.6 Resume if required

    16.7 Acknowledge Addenda

17) Plus and Minus

    17.1 Have a number the night before bid day

    17.2 Fill out plus & minus with numbers used that are subject to change.

    17.3 After estimate is "closed out" and all math extensions are checked, never change in body of estimate; make all changes on a plus and minus sheet.

17.4 Have math check on plus and minus sheet.

18) Double Check Addenda, Bid Documents, Etc.

19) Final Approval

19.1 Check percentile for PT&I, HW, Bond.

19.2 Agree on final bid price with company officer and adjust accordingly.

20) Turn In Bid

20.1 Make sure bid goes to the proper person to avoid "leaks".

20.2 If a fax, feel good about who receives the fax off the machine.

DO NOT WORK WITH LOOSE SHEETS

CHECKING THE ESTIMATE

The estimate should be checked in the following manner:

1) Check all calculations on the quantity survey sheets.

2) All quantity units that are to be transferred to the price extension sheet must be highlighted with a double underline or a cloud and noted with a check mark that the quantity has been transferred.

   Example: 20 or 020

3) Check quantity survey totals transferred to cost extension sheet.

4) If the quantity does not appear on the quantity survey sheet it cannot appear on the cost extension sheet. All quantities must be transferred. Quantities cannot just appear on the cost extension sheet or summary sheet without having first been produced on the quantity survey sheet. When this occurs check with the estimator for confirmation and his adding the item to the quantity survey sheet.

5) Check all calculations on the cost extension sheets.

6) Check transfer of totals of cost extension sheets to bid summary sheet.

7) Check general condition summary sheet and totals transferred from bid summary sheet.

8) Check plus and minus and totals transferred to general condition sheet.

9) Check that all sheets have been initialed as checked.

10) Check any other late plus and minus sheets and totals transferred to general condition sheet or to a bid summary sheet.

11) Check final bid price.

12) Errors: Correct all errors as they are found in checking quantity survey, cost extension, bid summary, general condition sheets, plus and minus sheets and all totals that are to be transferred. All errors must be verified with the person that prepared estimate.

13) The total estimate must be mathematically correct and verified by estimator and person checking the estimate.

PIPE ESTIMATING PROCEDURE

1) The quantity survey shall be recorded on the exhibit No. M-1 sheet for all standard piping systems.
2) All specialties should be listed on the piping specialty sheet exhibit No. M-2.
3) Pipe should be taken off through fittings and to the next larger foot. Do not record decimals or fractions or inches when counting footage for the estimate.
4) Record all Joints i.e., welds, flange bolt ups, screwed Joints, glue Joints, etc. and describe the specific Joint i.e., "BW sch 40' or "ERP wrapped" or PVC "socket" or 300# BNG-Garlock, etc.
5) Record all special labor operations noted on the drawings, such as core drills, interferences, and relocations.
6) Do not use same Survey Sheet (M-1) for different pipe specifications. (Use at least one sheet for each spec.)
7) Color off all counted quantities and noted notes on the bid set drawings.
8) Confirm that you have all drawings and specs. (Check off on bid document list.)
9) Obtain at least 2 quotes on all material and equipment items.
10) Request at least 2 quotes for all subcontracted work items.
11) When flow sheets are available, color off take off when verified to the flow sheets. (We are held responsible for flow sheets and P&ID's in most contracts)
12) Make sure we pick up all high point vents (sometimes not shown but required).
13) Note any height complications (i.e., anything above 15 feet)
14) Be sure to note any long runs of straight pipe (for reducing labor rates).
15) For pipe demolition, note overall lengths of pipe and equipment (not necessary to list fittings).
16) Note any special welding requirements such as internal purge, heliarc root pass, radiographs, pre heat or PWHT.
17) Note any special cleaning, blow, flush, pickle or tests.

18) Extend labor to nearest tenth of a man-hour.

19) Extend material to nearest dollar.

20) Take particular care to note breaks in lines and scale changes from drawing to drawing (it is good practice to color in scale on each drawing as verified).

21) Make use of project typical whenever possible, i.e.: standard trap details, pump cooling and seal water, coil hook ups, etc.

22) Try to price all material F.O.B. Job site (or shop).

23) Do not use vendor quantities.

24) Note all special requirements for material and equipment suppliers, i.e., "domestic", "90 days to award", "15% maximum restocking", "desiccant required", ASME SA-stamping and documentation, etc.

25) Review any vessel modification and/or boiler modification with Q/A.

Quantity Survey Sheets

1) Check math of quantity times labor in man-hours. Round off to the nearest tenth of a man-hour.

2) Check math of quantity times material unit prices. Round off to the next nearest dollar.

3) Make sure there is an entry of unit labor and unit material for every item or so noted to be excluded by line zero, or "F.B.O." notations.

4) Check vertical totals.

5) Question estimator if joints or hangers are left blank.

6) Check all horizontal quantities. (Note: pipe footage is to the nearest foot and each length is noted as "5 6 7 2", etc.).

7) Use pre-printed equipment survey sheet.

Yellow Extension Sheets

1) Verify that there is an entry for all survey sheets.
2) Verify totals have been transferred and are correct. (Double underline totals checked and transferred.)
3) Check man-hours are extended times hourly rate.
4) Check totals vertically and horizontally.
5) Prepare a yellow extension sheet for subcontractors.

White Estimate Summary Sheet

1) Verify that all totals are transferred correctly from all extension sheets. (Double underline all totals checked and transferred.)
2) Be sure there is an entry for every yellow extension sheet.
3) Check totals vertically and horizontally.

Pink (General Conditions)

1) Question any estimate that does not have the following minimum entries:
   - Supervision
   - Safety
   - Small tools
   - Expendables and Consumables
   - Fuel oil
   - PT & I
   - Fringe Benefits
   - Sales tax
   - Overhead and profit
2) Verify that the Summary Sheet totals have been correctly transferred.
3) Verify that all extensions horizontally are correct.
4) Check all % calculations for PT&I, fringes and sales tax. (Question estimator if not shown already.)
5) Check all totals vertically and horizontally.

JOB ORGANIZATION

1. Project manager to completely review plans, specifications and estimate. This review is to look for any errors and/or omissions.
2. Project manager to cost code the estimate in accordance with the cost code manual. Coded estimate is reviewed with and submitted to the accounting department. No work is to be performed on the project until estimate is cost coded. Emergency project estimates are to be cost coded as soon as possible.
3. Superintendent selected and issued plans and specifications for study.
4. Project manager reviews estimate, outlining cost, methods, procedures and other pertinent information with superintendent.
5. Project manager transfers to superintendent his complete knowledge of the Job. Include assistant superintendents, general foreman, foreman and operators of each respective craft for the procedure to be employed to perform the work.
6. Project manager and superintendent together using the estimate schedule as a base to prepare a preliminary Job schedule. Use as much resource assistance as the estimate or type of work dictates you should use.
7. Pre-Job meeting with major subcontractors and material suppliers for their input into the preliminary schedule.
8. Project manager and superintendent finalize the Job schedule.
9. Project manager and superintendent together make a labor distribution through the schedule for a labor check and control.
10. Purchase orders or subcontract agreements are written for all items required for the project. Each order is given a number. Vendors/Suppliers use M before the number to designate material. Use S before the number to designate a subcontractor. Use E before the number to designate equipment. The number is recorded on the master purchase order form and coded to all written and noted verbal communication.

11. Copy of purchase order and the page that indicates the subcontract amount is given to accounting.
12. Master purchase order form and master AAW form is submitted to accounting for recording additional orders, changes to the orders and/or changes to the general contract amount.
13. Prepare required shop drawing list and schedule submission and approval dates.
14. Prepare schedule of values for requisition for payment. Submit copy to accounting.
15. Review all company forms and when and how to use them with superintendent, timekeeper and/or secretary.
16. Review safety procedures with superintendent. (Note: Safety procedure reminders on the schedule.)
17. Review weekly with superintendent all cost reports and update schedule. Always have the project at fingertip control and be aware of all aspects of the project.
18. Formalize with superintendent the following:
    1) Project office requirements
    2) Filing system
    3) Time keeper and/or secretary duties and responsibilities
    4) Tool storage, care custody and control
    5) Equipment maintenance
    6) Fuel service
    7) Cleanup
    8) Communication facilities and tools
19. Issue diary book. All projects must keep a diary and submit to the project manager after completion.
20. Schedule a meeting with owner/client/engineer to review all contract documents, schedules, payment schedule, changes in the work, safety, submittal and approval procedure, etc. Key subcontractors and vendors may be invited to this meeting.

21. When necessary schedule a meeting with all business managers of the various trades that will be employed on the project to review the work to be performed and the jurisdiction work assignments. Manpower requirements should also be discussed.

FILING SYSTEM FOR JOBS

The main office (project manager's) and field files should be identical and maintained in the following manner:

A. Size
1) The files should be legal size.

B. Titles
1) All files should have the following descriptions:
   a) Job Number
   b) Job Title
   c) File Code Number
   d) Description of Code Number

C. Code Number/Item and Description

I. Estimate and Quantity Survey
a) Includes all estimates that reflect the final contract price. This file becomes the contract price file and is not to leave the office or to be altered in any way.

II. Proposal and Contract with Owner
a) Includes proposal and/or contract, general conditions and purchase order.

III. Contract Drawings
(Drawing files should be maintained in one or both of the following:
a) Folded and in a file. (This is for simple sheet drawings and not a sufficient number to put on a rack.) Files should be indicated by type of drawings if more than one file is used.
b) Placed in Plan Rack. Plan rack file should indicate job number and type of drawings.
c) Separate files and/or racks for:
   1) Construction drawings
      a) Update as revised drawings are issued.
      b) Void Drawings. Place void drawings in void file or drawing rack.

IV. Master Authorized Additional Work for Project
a) Includes Master Authorize Additional Work form that summarizes all AAW[1]s for the project. The project clerk or Home Office may maintain this file.
b) Separate file for each AAW.

- Each MW is given a numerical number.
- The number is recorded on the master AAW form.
- The number is coded to all written and noted verbal communication.

The file should include the following:

1) Estimate of MW. Use the same procedure as project estimate.
2) Subcontract and material quotations.
3) Letter of request to owner requesting owner to issue his order for change to the contract amount.
4) Correspondence that relates directly to the AAW letter should be numbered and coded AAW No.______
5) Other items as they relate to the AAW request number.

V. Master Purchase Orders and Subcontracts (Includes Master Purchase Order/Subcontract Form, summarizes all purchase orders and subcontracts. This file is at the home office.

a) Separate file for each vendor or subcontractor. The file should include the following:
   1) Purchase order or subcontract
   2) Master AAW form with all AAW's issued that change to that particular order.
   3) Original quotation
   4) Transmittals
   5) Shop drawings, such as: single sheet drawings, brochures, etc. (Large drawings or a quantity of drawings should be maintained on the drawing file rack.)
   6) Correspondence
   7) Test Report
   8) Notes on conversations
   9) Insurance certificates
   10) Other items that relate to the subcontract

   Note: All like items should be filed together with a title page.

VI. Billings, Job Cost, Cost Codes

a) Separate file for each depending on size of project.

VII. Master Correspondence

a) The master file is for the purpose of finding correspondence whether during the present time of the project or at a future date.
b) All correspondence of any nature whether originated or received is filed in the

master file.

c) Each letter of correspondence whether originated or received is numerically numbered. Correspondence of the same subject should have the same number with the addition of the first letter of the alphabet. Subsequent correspondence should have the next letter of the alphabet assigned to the same number. Example: 20, 20a, 20b, 20c, etc.

d) Master Correspondence Form
   1) Record each letter of correspondence originated or received on the master correspondence form.

e) Large projects where there will be a tremendous amount of total correspondence, the master file may be subdivided in order to maintain manageable files
   1) Volume I________ through ________.
   (letter no.) (letter no.)

   2) Volume I________ through ________.
   (letter no.) (letter no.)

   3) Correspondence originated and correspondence received.

f) Cross file copies of correspondence to other individual files as necessary. Example: Vendor, Subcontractor, Architect, Engineer, AAW, etc.

VIII. Correspondence With _______________
   a) Architect
   b) Engineer
   c) Others as necessary
      1) The above files may be utilized to meet the cross-reference file requirements of the project

IX. Minutes of Meeting
   a) File all minutes of meetings in chronological order.

X. Transmittals (See transmittal section for complete instructions on completing transmittals.)

XI. Test Reports
   a) Separate files should be maintained for the various items that are tested. Items such as:

1) Concrete
2) Piling-test loads
3) Pile logs

XII. Schedules

a) File original and updated schedules or maintain schedules in plan rack.
b) Schedules should be filed in chronological order of date printed.

XIII. Unused Quotations

a) All quotations not used to write a subcontract or purchase order form should be filed by division of work number.

XIV. Safety and Accident Forms

a) File all safety reports, minutes of meetings, etc. Separate files should be maintained for each type of safety item.

XV. Time Sheets and Books (Labor)

a) File in chronological order.

XVI. Time Sheets (Equipment)

a) File in chronological order

XVII. Telephone Conversations

a) Only conversations that do not refer to another such as: AAW, letter, claim, drawing, etc., conversations should be filed with that subject.

XVIII. Notes and Miscellaneous Comments

a) Use this file as a catch all for subjects that would never be referred to again or unimportant subjects.

XIX. Transfer Material and Equipment Forms

a) File in chronological order
b) Maintain separate file for each

XX. Yard Work Order Forms

a) File in chronological date order

XXI. Oxygen and Acetylene Records

a) File delivery and return tickets in chronological date order.

XXII. Diary

a) Record all conversations and happenings of the day in the proper book. (See Diary Record Procedure for complete instructions.)

PROJECT EXPEDITING AND MEETING PROCEDURE

EXPEDITING

The Project Expediting procedure is very important to the successful completion of the project. The manner in which you expedite the project will determine the financial and time conclusion of the project. The project manager cannot afford to let the project slip in cost, execution or performance. Listed below are some guidelines to assist the project manager in keeping the project under control.

1. The best method to eliminate problems of execution and performance is first immediately after the construction schedule is completed, call a project execution and performance meeting. Invite all subcontractors and major vendors of materials and equipment.

2. Review the schedule at the meeting and firmly state the demands of the project for timely execution and performance. DO NOT BE BASHFUL IN THESE DEMANDS. Politeness and finesse can be utilized. The key is to gain the confidence and commitment of all in and to the project.

3. Have meetings as required with subcontractors and major vendors of materials and equipment to constantly review the schedule and identify problems before they occur.

4. Carefully review the construction schedule frequently to determine the current status and projection status of the project. <u>Know where you are</u>.

5. Quickly identify problems of execution and performance of others that have occurred or have the possibility of occurring.

6. Note these occurrences on the schedule and plan the remedial action.

7. When a problem does occur, or likely to occur, immediately initiate one or more of the following:
   a. Call a meeting and record the minutes of the meeting.
   b. Write a letter to responsible party informing them of their initial commitment to the project.
   c. When sufficient information about the problem has been obtained, the remedial action

has been determined and the solution to the problem has been predicted, note the impact on the schedule.

d. Call another meeting inviting all affected parties and inform them of the remedial action to be instituted. Record the minutes of the meeting.
e. When the situation dictates, notify the engineer, architect and/or owner in writing of the problem, the remedial action taken, the impact on the project, etc.
f. When the situation dictates, notify the responsible party by letter that is directly responsible for the problem, the economic impact to the project and the financial damages it will be held accountable.

MEETINGS

Guidelines for Meetings are as follows:

1. There are three (3) general classifications of meetings. They are as follows:
    a. PRE-CONSTRUCTION AND WEEKLY MEETINGS, or as necessary, with clients' representatives on projects under $500,000 to establish and maintain a line of communication with the client about the project. Subcontractors and material suppliers should be involved as needed to contribute to the communication and performance as dictated by the schedule.
    b. BIMONTHLY MEETINGS with client, subcontractors and key material suppliers. The client should be represented by the plant management personnel where possible, client engineer, project engineer and others as necessary to maintain the communication and performance level with the client. The main management need not attend every meeting but should be invited. Subcontractors and key material suppliers should be deleted from the meeting as soon as their attendance is not required for communication and performance. These meetings are required for projects in excess of $500,000.

    c. PROJECT PROBLEM MEETINGS - these meetings should be held as frequently as required to resolve the problems that affect the schedule and performance of the work. All parties that are involved should attend. The problem meetings should carry over to the weekly and bimonthly meetings. Particular attention should be paid to Paragraph 7 of these procedures.

2. The format of the Meetings should be as follows:

a. Prepare an attendance list.
b. Send invitation letters stating purpose, time and place of meeting (see sample invitation).
c. Prepare an agenda (see sample agenda).
d. Make preparations to record minutes.
    (1) Secretary or recorder should record pre-Construction Meeting Minutes.
    (2) Weekly Meeting notes may be taken and written into final form later**,** or have a secretary or recorder record them, depending on the importance of the meeting to the project.
    (3) Bimonthly and Project Problem Meetings should always have a secretary or recorder.
e. Limit meeting time to no more than is necessary to accomplish the purpose of the meeting.
f. Develop a theme or slogan for the project. This is to identify something else with the project that may establish an easier way to communicate with the client and others about the project.

SUMMARY

1. Quickly identify the problem and notify.
2. Take remedial action.
3. Solve the problem.
4. Have meetings.
5. Document all actions taken.

SAMPLE LETTER OF INVITATION TO MEETINGS

(Date)

(Client)

Subject Project

Dear

You are cordially invited to attend the (Pre-Construction, First, Second, etc.) meeting to discuss the construction phases of the above referenced project.

PLACE:

TIME:

Lunch will be served prior to the meeting.

Please call at __________ to confirm your attendance at the meeting.

Sincerely,

SAMPLE AGENDA

1. WELCOME REMARKS

2. INTRODUCTIONS
   (Suggest you let people introduce themselves and state their company and position.)

3. PROGRESS OF PROJECT TO DATE. (Refer to Schedule)
   a. Contractor
   b. Subcontractors
      (Each subcontractor should participate and refer to the schedule)

4. PROJECTED PROGRESS OF PROJECT
   a. Contractor
   b. Subcontractors

(NOTE: Suggest schedule be placed on wall. Also request that everyone participating to stand and use a pointer when discussing the schedule.)

5. CLIENT'S COMMENTS

6. CONTRACTOR'S CLOSING COMMENTS

7. NEXT MEETING DATE

8. ADJOURNMENT

DIARY RECORD

It is very important to maintain a diary on each project. The diary should include the following:

A. Titles
   1. Project Title
   2. Job Number
   3. Client
   4. Client Representative Name(s)
   5. Project Manager
   6. Project Superintendent
   7. Other Key Personnel

B. Record each day the following
   1. Weather
   2. Date
   3. Conversations of the day
   4. Happenings of the day

Note: Be brief but still include all details that are important.

SUBMITTAL/TRANSMITTAL PROCEDURE

The Submittal/Transmittal procedure has two basic functions for the coordination and control of a project.

1. To document the submittal path of specified submittals for approval.
2. To document the transfer of other information or tangible items that are not required to be submitted or is not otherwise documented by other written correspondence.

Proper documentation of timely submittals to the owner, engineer or others, the return receipt of the submittals and the return of these submittals to the subcontractors and vendors is crucial to effective project management. The Letter of Transmittal form is the tool with which this documentation is achieved.

Items in the contract submittal documents that require owner or engineer approval should be submitted using the transmittal form.

The sequence to document submittal/transmittals is as follows:

I. Review the general conditions, special provisions and the divisions of work in the specifications.

II. Fill out the required submittal summary form listing all required submittals by division of work.

III. The deadline date indicated on the required submittal summary is the latest date that a submittal can be received without affecting a scheduled activity start date. The deadline date is calculated by subtracting the submittal approval and delivery time from the scheduled activity start date.

IV. Once the deadline date has been determined and it is apparent that time required for submittal approval and delivery will affect the scheduled activity start date, then the scheduled activity start date must be extended. This could affect the scheduled completion date.

V. Check with each vendor/subcontractor for a list of their required submittals. Add to or delete from the list you have made or correct their list.

VI. Check or mark off submittals on the required submittals list as the submittals are originated or received. This will monitor the status of the submittals received and to be received.

VII. Documenting required submittals. The submittals are numbered sequentially as they are received from vendors and subcontractors. An alpha character (A, B, C, etc.) precedes each number. The alpha character designates the number of times the same item has been submitted for approval

VIII. Send a copy of the required submittals to each vendor or subcontractor.

IX. Record all information and dates on the master submittal requirements and status log as the submittal process begins and ends.

X. When a required submittal has to be re-submitted for approval, precede the same numeric number with the alpha letter "B".

XI. Subsequent re-submittals for approval precede the same numeric number with the alpha letter “C”.

XII. Continue this procedure until the submittal is approved.

XIII. Note: The only time the alpha letter changes is when Milton J. Wood re-submits the submittal to the engineer for approval. The assigned alpha letter to the transmittal number remains the same until it is changed by another re-submittal.

Submittal Examples

EXAMPLE A - Required Submittal - Steel Sheet Pile Design

1. Steel sheet pile design submittal has been numbered A-201.
2. Record number on the transmittal.
3. Copy, place in File A-201, Steel Sheet Pile Design.
4. Transmit submittal to engineer.
5. Receive engineer S approved transmittal (mark A-201)
6. File in Submittal A-201 File.
7. Distribute approved documents as necessary using number A-201.
8. Note: Record all submittals and dates on Submittal Log.

EXAMPLE B - Required Re-submittal - Construction Schedule

1. Construction Schedule submittal has been numbered A-l0l.
2. Record number on the transmittal.
3. Copy, place in File A-l0l, Construction Schedule.

4. Transmit submittal to engineer.
5. Receive engineer’s approved as noted transmittal (mark A-l0l)
6. File engineer's transmittal
7. Make corrections to schedule.
8. Number re-submittal transmittal B-l0l.
9. Copy and place in File A-l0l.
10. Transmit to engineer.
11. Receive engineer's approved transmittal (mark B-l0l)
12. File in submittal A-l0l File.
13. Distribute approved documents as necessary using transmittal number A-l0l.
14. Note: Record all submittals and dates on Submittal Log.

EXAMPLE C - Required Subcontractor Submittal - Switchgear

1. Received submittal transmittal from subcontractor.
2. Number A-1601 if subcontractor has not used your number.
3. Copy, place in File A-1601, Switchgear.
4. Record on submittal log.
5. Transmit to engineer.
6. Receive engineer 5 approved transmittal (mark A-1601).
7. File in submittal file A-1601 File.
8 Transmit copy of engineer's approved subcontractor with approved documents.
9. File in submittal A-1601 File.
10. Distribute approved documents as using transmittal number A-1601.
11. Note: Record all submittals and dates on Submittal Log.

EXAMPLE D - Required Subcontractor Re-submittal - Transformer

1. Received submittal transmittal from subcontractor.
2. Number A-1602.
3. Number submittal to engineer A-1602.
4. Record on submittal log.
5. Transmit to engineer.

6. Receive engineer's approved as noted, re-submit transmittal, mark A-1602.
7. Place in File A-1602.
8. Transmit copy of engineer's approved as noted. Re-submit transmittal to subcontractor with documents.
9. Copy and file in A-1602 File.
10. Receive vendor's re-submit submittal transmittal (mark B-1602).
11. File in A-1602 File.
12. Transmit submittal to engineer and mark B-1602.
13. Copy and file in submittal A-1602 File.
14. Receive engineer's approved transmittal (mark B-1602).
15. File in submittal A-1602 File.
16. Transmit copy of approved submittal transmittal to subcontractor.
17. Number transmittal B-1602.
18. Copy and file in submittal A-1602 file
19. Distribute approved documents as necessary using transmittal number A-1602.
20. Note: Record all submittals and dates on Submittal Log.

EXAMPLE E - Required Submittal - Reinforcing Shop Drawings

NOTE: The reinforcing submittals can become quite complicated if good records are not maintained.

For this example, follow Example D for multi re-submittals, if required. Otherwise, follow the appropriate example. The only difference is a vendor (supplier) originates the submittal.

SUBMITTAL NUMBER DESIGNATION

Use the CSI specification division of work numbering system to number the submittals. The transmittal number will precede this number with an alpha letter designation. Where re-submittals are required for the same submittal, the same numeric number is used except the next sequential alpha letter precedes it.

DIVISION OF WORK	NUMBER SERIES
General conditions, special conditions, miscellaneous and other information	100
Site Work	200
Concrete	300
Masonry	400
Metals	500
Carpentry	600
Moisture Protection	700
Doors, Glass, Windows	800
Finishes	900
Specialties	1000
Equipment	1100
Furnishings	1200
Special Construction	1300
Conveying Systems	1400
Mechanical	1500
Electrical	1600

MISCELLANEOUS VENDOR/SUBCONTRACTOR

DOCUMENT TRANSMITTAL

Miscellaneous vendor/subcontractor document transmittal is any document that is transmitted between vendor/subcontractor that is not a required submittal for approval. The sequence for the miscellaneous vendor/subcontractor document transmittal is as follows:

I. There is no set or required schedule for these transmittals. They occur throughout the duration of the project.
II. They can originate from either party.
III. Number the transmittal sequentially with the division of work to which it pertains. Do not precede the numeric number with an alpha letter because it is not a required submittal transmittal.
IV. Record the date transmitted under column 2 of the master submittal requirements and status log.
V. On small projects it is optional to number the transmittal. The date of the transmittal is sufficient documentation.
VI. See filing procedure.

OTHER INFORMATION TRANSMITTAL

Other information transmittal is any submittal transmittal or pertains to a general information that is transmitted pertinent to the project. The sequence for the other information transmittal is as follows:

I. There is no set or required schedule for the transmittals. They occur throughout the duration of the project.
II. They can originate from either party.
III. Number the transmittal sequentially with the 100 series of the CSI format. Do not precede the number with an alpha letter because it is not a required submittal transmittal.
IV. Record the date transmitted under column 2 of the master submittal requirements and status log.
V. On small projects it is optional to number the transmittal. The date of the transmittal is

sufficient documentation.

VI. See filing procedure.

FILING REQUIRED: SUBMITTALS AND TRANSMITTALS

Filing the required submittals and their respective transmittals is very important to the timely location of the documents.

There will be three (3) types of filings:

1. Required submittal/transmittal.
2. Miscellaneous vendor/subcontractor transmittal. (Not pertaining to a required submittal).
3. Other information transmittal. (Not pertaining to a required submittal or vendor/subcontractor)

I. Required Submittal/Transmittal File

1. A separate file will be made for each required submittal.
2. File heading: Item __________ Submittal No.
   Vendor __________ Job No.
3. File all transactions and information regarding this submittal in this file.

   NOTE: Multiple drawings should be placed in the plan rack with a submittal number on the plan holder.

II. Miscellaneous Vendor/Subcontractor Transmittals

1. This transmittal is filed in the vendor/subcontractor purchase order file. Note: It does not pertain to a required submittal. It is miscellaneous.
2. A separate file may be required if there are a considerable number of transmittals regarding the vendor/subcontractor.

III. Other Information Transmittals

1. Make a file with the heading "Other Information Transmittals".
2. File all other information transmittals in this file.
   A. This is not a required submittal/transmittal.
   B. Does not pertain to a vendor/subcontractor or anyone that has a purchase order

SHOP DRAWING PROCEDURE

The shop drawing procedure is outlined below:

1. Review plans and specifications and prepare the master shop drawing submittal form for all items (shop drawings, brochures, samples, etc.) that require submittal for approval.
2. Review schedule and note on the list, by division of work, date shop drawings have to be submitted, date of approval and date of delivery.
3. Contact all subcontractors for any items (shop drawings, brochures, samples, etc.) they have to submit for approval.
4. Write purchase orders and indicate the above dates which shop drawings, etc., have to be completed in order to meet construction schedule.
5. Request on purchase orders the number of drawings, etc., required for approval:
   a. Drawings - 1 sepia and # of prints
   b. Brochures - # copies
   c. Samples - # of each
   d. Sketches - # copies
6. Upon receipt of shop drawings, etc., perform the following:
   a. Check drawings, etc., for accuracy and specification compliance.
   b. Stamp drawings with shop drawings stamp.
   c. Check appropriate category of submittal.
7. Transmit required number of copies to engineer, architect or owner for their action.
   a. First requirement submittal procedure.
   b. Where possible submit two (2) sepias and two (2) prints.
   c. Request return one (1) sepia and one (1) print with appropriate action indicated.
8. Keep one (1) print on file and transmit sepia to subcontractor or vendor, if submittal originated by subcontractor or vendor.
9. Repeat above until approval by the engineer, architect or owner is indicated.
10. Request one (1) approved sepia and required number of prints for distribution to file, engineer, architect, owner and field.
11. NOTE - refer to submittal/transmittal procedure.

AUTHORIZATION FOR ADDITIONAL WORK PROCEDURE

Many owners do not have a system for maintaining proper records of AAW's. This leads to careless administration and accounting for the cost of the project. The Company has adopted the following system in an effort to eliminate this problem.

<u>The AAW System must be followed</u>.

An AAW is the same as an extra or change order in scope of work. Using the words Authorization for Additional Work (AAW) stresses the word authorization. This is important because it means giving you permission to perform the added work and eliminates words the owner doesn't care to hear like "extras" or "changes".

<u>There are three (3) classifications of additional work</u>:

1. Additional work originated by the owner, owner's representative or a primary party issuing a revised drawing or written instructions to the contract documents. (Reference drawing procedure.) The AAW in the above example is to be recorded and processed by the project manager. The project manager will file copies with the main office and field superintendent.
2. Additional work originated by the owner, owner's representative or a primary party by verbal or written instructions to the field superintendent to perform work not indicated on the drawings nor defined in the contract documents.

   The AAW in the above example is to be recorded and processed to the project manager by the field superintendent. The project manager will complete the balance of the transactions relative to the field AAW. This would include correspondence, final pricing, negotiations, contract adjustment, etc. The project manager will file copies with the home and field offices.
3. Authorized additional work amending a subcontract or previously issued and originated by the Milton J. Wood Company's representative to a subcontractor, material supplier or any other party affiliated with the project requesting additional work to be performed.

The AAW in the above example would be recorded and processed by the project manager or superintendent with copies to be filed with each other and Accounts Receivable in the main office. The project manager is responsible for all transactions including correspondence, price of change, negotiations, contract adjustments, etc.

AAW FORMS

1. Maintain a duplicate log of consecutive numbered AAW's on the AAW Master List, one copy in the project manager's file and one copy in the superintendent's file. This file may be maintained at the home office.

2. Person initiating the AAW is responsible to other parties for updating the log so both will be identical.

3. Under type of billing indicate A or B letter. The A letter designates firm price; the B letter designates cost plus.

The owner may request a breakdown of the amount requested for the AAW. This should be submitted in letterform. A sample letter is shown on the following page.

The Project Manager is responsible for keeping accounts receivable informed so invoices are processed in a timely manner for AAW's.

AAW SAMPLE LETTER

CLASSIFICATION NO.

(date)

XYZ Company
P.O. Box 2009
Anytown, USA 00000

ATTN:

RE: (Subject Job)
MJW Co. Job No.
AAW No.
Letter No.

Dear Sir:

We are writing to request an authorization for additional work on the above referenced project for the following revised drawings:

Drawing No./Description	Quantity	Unit Price	Add	Deduct
13000, Rev. 1				
Div. 2 - Earth work Excavation	300 cy	10.00	3,000	
Div. 3 - Concrete				
1. Concrete	50 cy	300.00	15,000.	
2. Forms	1,000 SF	8.50	8,500.	
(etc.)				
Total amount this AAW request		ADD	$26,500.	

Very truly yours,

MILTON J. WOOD COMPANY

(writer's name)
(title)

---:aa

PURCHASE ORDERS/SUBCONTRACTS/INVOICE ROUTING

Immediately after award of contract write purchase orders to material and equipment suppliers and subcontract agreements to subcontractors. (Refer to sample included under forms.) Write purchase orders for all items to be incorporated in the project in accordance with estimate and quotations received.

PURCHASE ORDERS

1. Project manager will write purchase orders. Handwritten drafts, using the dummy purchase order form (single green sheet), are to be prepared and given to the typist.

2. Designated typist will assign a purchase order number preceded by the letter M or E and type on the 3-part purchase order form.

3. Designated typist will maintain a master list of purchase order numbers (and subcontract agreement numbers) on the Master Purchase Order Form.

4. Copies of purchase orders must be distributed to:
   - Project Manager
   - Job Superintendent
   - Accounts Payable Department

5. Accounts payable person will enter total amount into the computer.

6. All invoices when received will be entered into the computer and cross-checked with the total amount on the purchase order. A routing slip must be attached and properly filled out so the invoice can be routed to the superintendent and project manager.

7 All invoices will be routed to the superintendent for verification and approval for payment.

8. Superintendent returns invoice to branch office.

9. Branch office submits invoice to project manager for final verification and approval for payment.

10. Invoice is returned to accounts payable department.

11. The invoice is routed to the billing department for copying and returned to accounts payable department.

12. All invoices will then go to the president of the company for final approval for payment.

13. Invoice is returned to accounts payable department for payment.

SUBCONTRACTS

1. Issue subcontract where labor is to be supplied by the subcontractor.

   The long subcontract form will be used when project managers consider it necessary. However, in the following situations the long form ***should*** be used:

   a. New subcontractor (never used before)
   b. Large contract
   c. Long duration contract
   d. Any unusual situation which may call for the long form

   The short subcontract form will be used for all other subcontracts.

PURCHASE ORDERS WILL* NOT *BE REISSUED FOR SUBCONTRACTS

2. Do not issue a subcontract agreement and a purchase order to a subcontractor. Subcontractor's labor, materials, and equipment will be all inclusive under the subcontract agreement.

3. Project manager should he sure he has incorporated any contract requirements of the owner into the subcontract agreement (i.e.: billing format, insurance, waivers, and any other forms owner requires before MJW Co. can close out the project with the owner).

4. Typist will assign a subcontract number preceded by the letter S and type. Writer will review typed subcontract.

5. Typist will maintain a master list of subcontract numbers (and purchase order numbers) on the Master Purchase Order Form.

6. Original and two (2) copies will be transmitted (see transmittal procedure or use cover letter) to the subcontractor. The subcontractor will sign and return original and one (1)

copy with proof of insurance prior to commencement of work on the project. When subcontract is returned, the project manager will then sign on behalf of Milton J. Wood Company and transmit one (1) completed copy to subcontractor. Original is maintained in file.

Subcontracts are not to be signed by Milton J. Wood Company representative prior to subcontractor acceptance...only afterwards.

7. Typist will distribute copies of subcontracts to:

   - Project Manager
   - Job Superintendent
   - Accounts Payable Department

8. Accounts payable person will enter into computer the total amount of subcontract agreement.

9. All invoices when received will be entered into computer and cross-checked with the total amount on subcontract agreement. Routing slip is attached and properly filled out so the invoice can be routed to the superintendent and project manager.

10. All invoices will be routed to the superintendent for verification and approval for payment.

11. Superintendent returns invoice to branch office.

12. Branch office submits invoice to project manager for final verification and approval for payment.

13. Invoice is returned to accounts payable department.

14. The invoice is routed to the billing department for copying and returned to accounts payable department.

15. All invoices will] then go to the president of the company for final approval for payment.

16. Invoice is returned to accounts payable department for payment.

FIELD PURCHASE ORDERS

1. Field to use 3-part purchase order form for all field purchases of materials and equipment rentals only. Field to write purchase orders for field purchases of less than $3,000.00. When purchases are in excess of $3,000.00, master purchase order procedures are to be followed. For subcontract work, regardless of dollar value, subcontract procedures are to be followed.

2. Field to maintain copy of field purchase orders issued. After project is over, place in master file for future reference.

3. After the field purchase order is completely filled out (see sample form) and signed by the superintendent on the job, attach one copy of field purchase order to delivery slip and submit both to the accounts payable department in main office immediately after receipt of materials or equipment rental.

4. Accounts payable person will attach field purchase order and delivery ticket to the vendor invoice received in the main office. Extensions are checked and amount of invoice is verified with field purchase order and delivery ticket.

5. A routing slip is attached and properly filled out so the invoice can be routed to the proper project manager for approval for payment. The project manager will review for any unusual items or notes from the superintendent. It is the responsibility of the superintendent and project manager to communicate any problems they may have with the materials received, difference between invoice and field purchase order, etc.

THE SUPERINTENDENT WILL NOT RECEIVE INVOICE FOR APPROVAL AND VERIFICATION.

6. After accounts payable department receives approved invoices from project manager, they are submitted to billing department for copying.

7. All invoices will then go to the president of the company for final approval for payment.

8. Invoice is returned to accounts payable for payment.

(EDIT: This is where a form was)

AGA Subcontract (Short Form)

THE ASSOCIATED GENERAL CONTRACTORS OF AMERICA

(logo)

SUBCONTRACT
(SHORT FORM)

TABLE OF ARTICLES

1. CONTRACT PAYMENT

2. SCOPE OF WORK

3. SCHEDULE OF WORK

4. CHANGES

5. FAILURE OF PERFORMANCE

6. INSURANCE

7. INDEMNIFICATION

8. WARRANTY

9. SPECIAL PROVISIONS

This document conforms to the high standards for AGC documents and is recommended for use only where the covered work is of small dollar amount and will be completed within a relatively short period of time. For all other work, AGC recommends its comprehensive *Subcontract for Building Construction* (AGC-600).

This document has important legal and insurance consequences. AGC encourages consultation with an attorney and insurance consultant when completing or modifying this document

AGC DOCUMENT NO. 603 SUBCONTRACT (SHORT FORM) •1987 MASTER INDEX NO.1-1-0-37.4

AGA Subcontract for Building Construction

THE ASSOCIATED GENERAL CONTRACTORS OF AMERICA

(logo)

SUBCONTRACT FOR
BUILDING CONSTRUCTION

TABLE OF ARTICLES

1. AGREEMENT

2. SCOPE OF WORK

3. SCHEDULE OF WORK

4. CONTRACT PRICE

5. PAYMENT

6. CHANGES, CLAIMS AND DELAYS

7. CONTRACTOR'S OBLIGATIONS

8. SUBCONTRACTOR'S OBLIGATIONS

9. SUBCONTRACT PROVISIONS

10. RECOURSE BY CONTRACTOR

11. LABOR RELATIONS

12. INDEMNIFICATION

13. INSURANCE

14. ARBITRATION

15. CONTRACT INTERPRETATION

16. SPECIAL PROVISIONS

This Agreement has important legal and insurance consequences. Consultation with an attorney and insurance consultant is encouraged with respect to its completion or modification and particularly when used with other than AIA A201, General Conditions of the Contract for Construction, 1987 edition.

AGC DOCUMENT NO. 600 • SUBCONTRACT FOR BUILDING CONSTRUCTION

FIELD PURCHASE ORDERS

Field purchase orders are used to purchase supplies, materials and equipment rentals totaling $3,000 or less.

(this is where a sample PO form goes)

I. Company name and address purchase is being made from.
2. Date of purchase.
3. Job No.
4. Cost Code purchase is to be charged to.
5. Show where purchased items are to be shipped.
6. When shipment is needed.
7. List quantity of items ordered.
8. List unit of items ordered.
9. Give brief description of items ordered.
10. Show individual price per (lb., ft., cwt., etc)
11. Total cost of item(s) ordered.
12. Signature of superintendent on Job.
13. Be sure to let vendor know the purchase order number and let them know they need to show this P.O. number on their invoice to us. This is very important in assisting with the proper charging of an invoice when received.

SHUTDOWN PROCEDURES

Definition of a "shutdown": a battle which is fought between the Company and the adversaries which are: time, weather, labor, holidays, the work and undisclosed conditions affecting the work.

The battle can be won by utilizing the following procedures:

1. Proper evaluation of the project with the resource people prior to bidding.
2. A good estimate involving the resource people with proper evaluation of the risks to be incurred and profit for these risks.
3. Require sufficient notice of award to order materials and make preparations to perform the work.
4. Ample time before shutdown to perform the following:

   A. A complete schedule indicating all activities of work, safety precautions and other noted hazards, and a list of all required equipment, drafted by the project manager and superintendent.

   B. A complete schedule reviewed by the project manager, superintendent, foremen and operators where precarious lifts are involved.

   C. Manpower list for all crafts required including names, if possible, and level of performance capabilities.

   D. Procurement and the location of all required equipment, materials, incidental supplies and small tools.

   E. Mobilization of project as required by the schedule.

   F. Designate supervision, foremen and any personnel that will be assigned to the second shift.

   G. Procure timekeeper and review timekeeping procedures and other record keeping policies with office payroll and accounting department.

   H. Review change order procedures with office accounting department.

   I. Begin to employ key personnel - foremen and craftsmen that are going to have an important role in the shutdown.

   J. Include this staff in your planning and communications, informing them of the project requirements.

   K. Arrange to have a schedule review meeting with client (owner)

5. Second and first weeks before shutdown:

   A. Complete all preparatory work.

   B. Review and update schedule with project manager, superintendent, foremen, crane operators, any other key craftsmen and client (owner)

   C. Check and secure all equipment, materials and supplies by the weekend before shutdown.

   D. Obtain home phone numbers for suppliers and vendors for night time, weekend and holiday emergency requirements.

   E. Employ sufficient employees so they can be divided between the 1st and 2nd shifts, especially foremen.

6. Week of shutdown:

   A. Timekeeper to sign in all new employees. Superintendent and foremen designate work assignments.

   B. Foreman and supervisors of second shift report in a minimum of one hour prior to start of second shift for shift transition.

   C. At the beginning of the second shift, the timekeeper will sign in all new employees. Superintendent and foremen make work assignments.

   D. During the shutdown it is the responsibility of the superintendent(s) to maintain as harmonious a relationship as possible. This includes overlapping the shifts (see 6b) to maintain this relationship and exchange thoughts and procedures.

   E. A continuation of planning and scheduling with maximum involvement as necessary for a successful shutdown.

   F. Keep a continuous update on materials and supplies required to complete the project. Do not run out of equipment and/or supplies on weekends, nights and holidays.

   G. Prior to completing the project, perform a thorough inspection of the work performed. Make certain that everything is right prior to turning the job over to the client.

   H. Maintain a clean area and keep as many tools picked up as possible.

   I. Do not overlap shift work because you lose control of the job. Spend more time planning in advance.

7. Week after shutdown:

   A. Re-check all work performed.

   B. Remove all preparatory work.

   C. Check all equipment and small tools that were issued to the project. Account for all broken or missing tools and equipment.

   D. Clean all equipment and tools, identify if not working, and return to proper location.

   E. Demobilize the project.

REQUISITION FOR PAYMENT BREAKDOWN PROCEDURE

The requisition for payment breakdown procedure is as follows:

1. Complete this form for all projects that will exceed one (1) month in duration or that cannot be invoiced lump sum at the end of one (1) working month.

2. The Accounting Department will present this form to each project manager by the 20th of the month.

3. Complete the form and submit to accounting by the 20th of the month in which the work is performed.

4. Where possible, confirm the percentages of completion with the engineer, architect or owner’s representative prior to completing and submitting to the accounting department.

5. Timely submittal of invoices means timely payments.

6. Do not be lax in maintaining accurate recordings of percentage of completion and AAW accounts.

ROUTING SLIP PROCEDURE

The routing slip procedure is used to approve invoices for payment. It is as follows:

1) Invoices are received by the main office.

2) Extensions are checked and the amount of the invoice is verified as correct.

3) A routing slip is attached and properly filled out so the invoice can be routed to the proper project manager.

4) Invoice is routed to project manager.

5) Project Manager receives invoice and:
   a) Confirms amount of invoice either by purchase order or other verifiable means.
   b) Verifies AAW number.
   c) Codes invoice for proper cost distribution.

6) Returns invoice to Accounts Payable.

7) Accounts Payable places invoice in the superintendent's box for approval and verification that materials were received and/or work was performed.

8) Accounts Payable re-submits the invoice to the project manager for final verification and approval for payment.

9) The invoice is returned to Accounts Payable.

10) Accounts Payable submits the invoice to Accounts Receivable for inclusion in cost plus billings and AAW costs.

11) The invoice is returned to Accounts Payable for payment.

Note: It is very important to make certain that the routing slip is filled out completely and that the invoice is charged to the proper account(s).

COMPANY VEHICLE POLICY

As our Company grows in number as well as in construction disciplines and geographic work area, we have more and more Company vehicles on the road.

A Company vehicle will be assigned to employees in the Company whose work requires this in the course of their work. A Company vehicle is a tool to carry out necessary Company business. It is not a fringe benefit.

Upper management does the purchase and assignment of Company vehicles. As with all Company matters, do not gripe or voice negative opinions with coworkers. Bring your problems to a member of the Executive Committee for resolution. Members are Mark Wood, Bruce Moore, Ed Steffen, Jesse Bryan and Mark Cole.

This Company policy is developed as a guideline for both old and new employees.

1. EMPLOYEE-OWNED VEHICLES

When an employee uses his or her personal vehicle for travel on authorized Company business, the employee will be reimbursed. The schedule of reimbursement rates and insurance coverage will be handled on an individual basis by the Company President.

2. USE OF COMPANY VEHICLE

On or off the job, when you are in a Company vehicle, you are representing the Company. People will remember the Company, not the driver, thus you project an image. Bad driving habits (speeding through neighborhoods, being discourteous to other drivers, parking in handicap parking spaces, etc.) reflect on the Milton J. Wood Company. Keep this in mind.

a. Use of Company vehicle for Company Business

Ultimately, the employee the vehicle is assigned to is responsible for the vehicle. It is understood that it will be used on the job and to service the job. Do not subject the vehicle to hazardous conditions or use it beyond its design capability.

b. Use of Company vehicle for Personal Business

For security purposes and to facilitate response to emergency after-hour calls, the assigned vehicle is to be kept at the employee’s residence.

It is understood that the purpose of a Company vehicle is for transportation to and from the job site/office and for incidental errands. It is not the intent of the Company to

provide a vehicle for any purpose other than Company business. Therefore, a Company vehicle may not be used for personal recreational activities, "outside projects," or any other non-business travel.

3. TAX TREATMENT OF VEHICLES

The IRS considers personal use of a Company-owned vehicle as a fringe benefit. In order to meet the requirements of the law, the Company charges the employee for such use; this amount will be the employee's W-2 form. Personal use is defined as:

a. Non-business use during off-hours.
b. Commuting to and from work (between employee's residence and the office or job site).

4. INSURANCE

In general all Company vehicles have full coverage (liability and collision) for the first three years. After three years, collision insurance is dropped on some of the vehicles, depending upon the replacement value.

As long as a vehicle is considered a "road vehicle," it is insured on the Company's auto insurance policy. When the vehicle is taken off the road and classed as a "mill truck," it cannot be placed on public roads and is insured the same as Company-owned equipment (backhoe, cherrypicker, etc.)

a. The Company prohibits anyone other than a licensed employee to drive a Company vehicle.

b. **DO NOT DRINK AND DRIVE.** Anyone driving under the influence of alcohol or drugs will place the entire Company at risk.

    1) The Company will take the vehicle away from an employee who uses poor judgment by violating the above.

    2) This violation can also result in termination.

5. VEHICLE PURCHASE

Historically, the Company has purchased trucks for superintendents and as the vehicles aged passed them on to assistants, etc., until eventually they became "mill trucks." With the amount of accessories needed to “rig out" a truck (i.e., telephone, radio, toolboxes, etc.), it is not cost effective to "swap out" trucks frequently. Likewise, the demand for trucks for assistants, foremen, and field engineers is greater than the original policy can supply.

Therefore, purchases are made on an individual basis. It is up to management, the Yard and the individual employee to assess what kind of truck will be purchased.

a. Once the decision is made and the vehicle is purchased, it should not be accepted until all approved accessories are installed.

b. A Company vehicle shall not be modified without justification and only after approved by the Company president.

c. Accessories added to the vehicle after acceptance must be approved by the Company president. Accessories chosen by personal preference of the driver shall be at the driver's expense.

6. MAINTENANCE

Maintenance is very important. A maintenance record shall be kept on all Company vehicles. These records are used to determine the need for collision insurance as well as timing the replacement of the vehicle.

a. Service and Maintenance - **All maintenance is the responsibility of the driver**. Vehicles may be serviced at the job site, the MJW Yard (if it is convenient for the employee and the Yard), at a quickie oil change shop, or you may prefer to service it yourself. The Company will pay for the any expenses incurred.

b. Service Schedule - The schedule is defined in the vehicle operator's manual.

c. Repairs and Major Maintenance - The MJW Yard has established working relations with a number of specialty repair services and can refer you to the best place for tires, mufflers, brakes, transmission, AC repair, etc. **For any non-emergency repair estimate exceeding $100, contact the Yard Foreman for referral before proceeding with repairs.**

d. Maintenance Record – The Yard uses a service report to update the maintenance records. This report is sent out with Payroll at least quarterly and must be completely filled out and returned to the Payroll Department.

e. Negligence - Misuse of vehicles or lack of maintenance is subject to disciplinary action.

EQUIPMENT PROCEDURES

I. Home office purchase of equipment/tools

1. Company president to approve all purchases over $1,000.00.
2. The yard equipment manager must purchase all equipment.
3. After purchase the equipment is to be recorded, properly numbered and painted.
4. Field personnel are to be notified of the availability of purchased equipment

II Field purchase of miscellaneous equipment/tools

1. Check with yard equipment manager prior to purchasing any equipment or tools. We may already have available what is needed at the Yard or another job site.
2. Field purchase of miscellaneous equipment/tools is limited to a value of $500.00.
3. Yard equipment manager is to be immediately notified of the purchase of any miscellaneous equipment/tools.
4. Report to yard equipment manager name, make and serial number.
5. Yard equipment manager will assign an equipment/tool number to the item and record it on the master transfer list.
6. Field is to number the item with this number and paint as soon as possible.
7. Delivery slip is to be attached to purchase order for the item.
8. Record purchased equipment/tools on master equipment list for charging to job.

III. Ordering Equipment for job use/Transfers

1. Make out an equipment/yard material list for the job.
2. Present this list to the yard equipment manager.
3. Equipment/yard materials will be delivered to the job. All transfers must be filled out on an equipment transfer form.
4. Upon receipt of equipment, record the equipment on the master equipment form. This form is used to charge the equipment to a job.

5. When the equipment/materials are no longer required on the job, fill out an equipment transfer form and transfer the equipment back to the yard.

6. When a piece of equipment or material is required by another job, fill out an equipment transfer form and transfer the piece of equipment to the other job.

7. Make certain copies of transfer forms are properly distributed (yard, office, job to job)

8. Equipment/materials will be charged continuously to the last written transfer until it is accounted for.

NOTE: Maximum cooperation is essential for the proper charging of equipment, materials, maintenance and accounting.

EQUIPMENT/TOOL USE

1. The equipment/tools used must be charged to the job as long as it is assigned to the job: **not** by use time. It should be charged just as though it was a third party rental. In other words, from the time you get it until it is returned.

2. Equipment assigned to the job must be recorded daily on the equipment use form. It cannot stay on the job

3. When AAW's are encountered, record the equipment/tools employed to that particular AAW.

4. Indicate on the master equipment form the AAW that the equipment/tools were used for that period of time.

SMALL TOOLS

Small tools with a value of less than $250.00 are not recorded on the equipment use form. The costs of these items are charged to the code for small tools.

EXPENDABLE ITEMS

Expendable items are not recorded as transferred. They are charged to the job by using the expendable item code.

CREDIT CARD POLICY

There are two (2) types of credit cards issued to employees for Company purchases; VISA for general use and "Gas Cards" (Chevron, Exxon, Gulf, and Shell).

(QFM: What about telephone cards?)

The employee is responsible for all purchases made on credit cards issued to that employee. Purchases on these credit cards do not go through the same approval process as regular open accounts. It is very important that delivery tickets and/or purchase receipts have information on them to facilitate payment, to speed posting to the proper job or account number and to satisfy IRS records.

1. GAS CARDS (Chevron, Exxon, Gulf, Shell)

A. Management (officers, project managers, estimators) - All fuel and oil purchases will be charged to general overhead unless otherwise noted. When on a job assignment, indicate the job number on the receipt. For repairs, the equipment number must be indicated.

B. Supervision (field personnel) - All purchases must have a job number. If anyone other than the cardholder uses the card, the cardholder must sign or initial the receipt to indicate his or her approval.

2. VISA CARD

Cardholders are encouraged to use VISA cards in lieu of petty cash. The card has a credit limit established (usually $1,000 to $3,000). The cardholder should be aware of available credit on the card when on an out-of-town assignment.

A. There are two types of VISA purchases:

(1) Job Purchases - Any purchase made that is directly related to the job. The receipt should have a description of the purchase and a job number assignment.

(2) Other Purchases – All purchases that are not job-related must be very descriptive regarding the purpose of the charge in order to meet IRS requirements. Receipts for entertainment (with memo attached, if required) should contain the following, where applicable:

(A) Name(s) of client(s) as well as the name(s) of their firm(s)
(B) Topics discussed
(C) Estimate number

(QFM: What about the blue forms we now use?)

FIRST RESPONSE PERSON PROCEDURES

The first response person is that person who is assigned to the field office of a particular mill or to the home office with the specific responsibility of being the first person to respond to the needs of the client.

The client frequently requires immediate attention to their needs. These needs are in a variety of categories:

1. Budget cost estimates for contemplated work.
2. Small emergency jobs whose time requirements do not permit a formal request for bids.
3. Changes to contract work in progress.
4. Formal bid inquiries.
5. They like you and they want to do business with you without having to wait.
6. Etc.

For every action, there is an equal or opposite reaction. The first response person has to recognize when to act on the client's needs by offering their services.

EXAMPLE: The client is contemplating a shutdown or a major capitol project (ACTION).

The First Response Person has to be available to respond to the present and known needs of the client. (REACTION)

EXAMPLE: Responding to a bid invitation or a request to budget estimate a project (ACTION).

The first response person, when located at the mill, is better able to react to the needs of the client. When the first response person is in the office, the client will know whom to call from a previous introduction. (REACTION)

A project manager and a first response person will both be assigned to a mill. Requirements and resources are:

1. This person will be completely familiar with Manual of Procedures.
2. Have a minimum of three (3) months' training in estimating procedures in the home office.
3. Previous experience in the field as a superintendent or in the home office as a

project manager of sufficient time to qualify for this position and to have become knowledgeable of the work required by the client.

4. A separate field office trailer with sufficient office space to conduct business and communication with staff and key personnel.

5. One secretary/timekeeper will be available for both job and first response requirements.

6. The position is to be salaried. Salary is to be set by the president of the Company.

7. Overtime will not be paid unless the following occurs:

   A. The President consents.

   B. It takes the role of a superintendent on shift work.

   C. The project is completely reimbursable for the salary and overtime.

8. Will be assigned to and work under a project manager in the home office for the purpose of:

   A. Someone to consult with for advice and/or assistance.

   B. Someone to communicate with as to current activities in the mill.

   C. A team effort.

   D. Collaborate with for bidding projects.

DUTIES OF FIRST RESPONSE PERSON

1. Bid projects directly up to $50,000 range. Amount of bid to be increased in proportion to capability.

2. Manage all construction projects in the mill whether obtained by the project manager or the first response person.

3. Administratively manage only projects obtained by the first response person.

4. Report to assigned project manager at home office.

DUTIES OF PROJECT MANAGER AS RELATES TO FIRST RESPONSE PERSON

1. Responsible for bidding all projects in excess of $50,000.

2. Utilize first response person as much as possible on all bids under $50,000 so they can be properly managed in the field.

3. Administratively manage all projects bid by the project manager.

4. Communicate with first response person weekly by mill visit.

5. Responsible for first response person's duties.

The establishment of a first response person does not create an island or an individual little kingdom that management cannot get to. It is to be run in accordance with the procedures outlined in this manual.

In order to be successful, this position must have the following:

1. Compliance with all rules and procedures.

2. Good punctual administrative habits.

3. A team effort between the project manager

4. Communication with each other.

5. Communication with the president.

6. The belief in the two-tree theme and purpose.

LEAVE OF ABSENCE PROCEDURE

The purpose of the leave of absence procedure is to establish safeguards to protect the project in the absence of the Project Manager or Superintendent, whether it is for vacation, sickness or more permanent reasons. The permanent absence is the most serious. This is because you will not return to straighten out any problems or ambiguities that have developed in the project.

The temporary absence is not as critical because you will return to resolve the problems or ambiguities. Therefore, we have to guard against the most serious absence.

The following steps are outlined as protective safeguards:

1. The Manual of Procedures for the project must be followed completely.

2. The Manual of Procedures will permit an easy transition from the person requesting absence to another Project Manager and/or Superintendent.

3. An Alternate Relief Person for the Project Manager and/or Superintendent is to be automatically assigned to each project that has a contract value of $1,000,000 or more.

4. With projects of $1,000,000 or more, the Project Manager shall perform the following:

   a. After project is awarded and Manual of Procedures have been followed, acquaint Alternate Relief Person(s) with project by reviewing plans, specifications, files, purchase orders, schedules, codes, etc.

   b. Have a meeting every other month with Alternate Relief Person(s) to keep them informed about information concerning the project.

   c. Permission to be absent must be given from an officer of the Company.

   d. Sufficient notice must be given.

   e. Prior to taking a leave of absence, a final joint meeting between the Project Manager, Superintendent and Alternate Relief Person(s) is to be held. An Officer of the Company must attend this meeting for information and follow-up.

5. The request for absence must include the following:

   a. Time of absence

   b. Phone numbers for communication

   c. Approximate itinerary

6. For projects of less than a $1,000,000 contract value:

    a. Permission to be absent must be given from an officer of the Company.

    b. Sufficient notice must be given.

    c. Prior to taking a leave of absence, a meeting between the Project Manager and Superintendent is to be held with an Officer of the Company.

The above applies to all absences for five (5) days or longer. The Manual of Procedures is the key to a successful project and a successful transition for temporary or permanent leave of absence requirements. The more accurately these procedures are followed, the more easily the project can be completed whether the Project Manager or Superintendent is present or absent

ITEMS OF CONSIDERATION FOR LEAVES OF ABSENCE

1. Meeting with Project Manager, Superintendent, Alternate Person(s) and Officer of the Company.

2. Minutes of this meeting must be made indicating all items of discussion and responsibility.

3. Procedure for responding to bid inquiries.

4. Jobs in progress
    a. Status of schedule.
    b. Review schedule of values for invoicing.
    c. Invoicing responsibility.
    d. Status of change orders.
    e. Are purchase orders current?

5. Manual of Procedures Review
    a. Files (office and field)
    b. Master drawing list
    c. Master purchase order list
    d. Review correspondence

6. Status of any current or pending claims or problems

7. Absence Details
    a. Dates of Absence
    b. Approximate itinerary

c. Phone numbers where you may be reached during absence
d. Frequency of contacting the office during your absence

A leave of absence will **not** be granted unless there is satisfactory compliance with the above items.

HOLIDAY AND EMERGENCY PROCEDURE

The Company encounters certain confusion during days before and after a holiday. There are often questions about how to handle recording time and pay rates. This procedure is to state the Company's position on this subject.

LABOR

1. Normally, if the holiday occurs on a Saturday, Friday is a premium-time day. If the holiday occurs on Sunday, Monday is a premium-time day.

2. Check your labor contracts and/or the payroll department for the amount of premium time for Friday or Monday.

3. For multiple shift work on Fridays, Saturdays and holidays, check the labor contracts and/or payroll department for the hours of beginning and ending of premium time for all three days.

OFFICE AND JOB STAFF

1. The days before and after holidays are workdays.

2. Time off for days before and after holidays can be arranged by making a request to the person you report to.

3. Time off should not be requested or granted if your absence will interfere with Company operations.

4. The person requesting time off must make sure that someone will be available to perform his/her job duties as necessary during the absence.

5. The office and job staff must have an effective operating staff on standby during the holidays to meet the following needs:

    a. Emergencies that occur on the job that require office assistance.

    b. Emergencies that occur on the job that require job assistance.

    c. Emergencies that occur with the client that require immediate aid and assistance.
        (1) Notify client's key person regarding people and phone numbers available for emergency assistance.

        (2) Utilize the attached memo format to comply with the above.

Sample Memorandum For Emergency Contact Numbers

MEMORANDUM

TO:

FROM:

DATE:

SUBJECT: *(Office / Job / Client's Name)* Holiday - Emergency Assistance

The following people will be available for emergency assistance during the holidays.

Please do not hesitate to call.

OFFICE

NAME:	PHONE NUMBER:

FIELD

NAME:	PHONE NUMBER:

REQUIREMENTS FOR VISITORS

Item 30 of Estimate Preparation states:

> "Talk to subcontractors and material suppliers in another room.
> If they are in your office, turn over all pricing information sheets."

The following is added to this item:

1. No subcontractor or material supplier is permitted in private offices unless the receptionist has previously announced them.

2. The receptionist is to request the following from the visitor:

   a. Company card
   b. Name
   c. Company
   d. Person to see
   e. Nature of visit or project

3. Receptionist should announce the visitor and request from the project manager the meeting place (conference room, drafting room or office).

4. Project manager should immediately assemble any required information and meet the solicitor at the receptionist's desk.

5. Project manager should then escort the solicitor to the previously announced meeting room.

6. The project manager's office should be the last resort as the meeting place. When the meeting is in the project manager's office, all matters of importance should be canceled prior to the admittance of the visitor.

7. During the visitor’s visit, important phone calls should be deferred until a more appropriate time or ask the visitor to excuse themselves from the room until the conversation is complete.

IMPORTANT: All business within the Company is confidential and is not for the eyes, ears or mouths of persons outside the confidentiality of the Company. You are responsible for enforcing this confidence.

PROCEDURE FOR FILING WORKER'S COMPENSATION CLAIMS

It is imperative that as much information as possible time be gathered at the scene of the accident. Notice of Injury Reports should be sent to the office no later than 48 hours after the accident. No matter how minor an accident seems, an Injury Report needs to be filled out.

FIELD RESPONSIBILITIES

1. Job site secretary completes **all** information on the Notice of Injury Report and submits it to the main office within 48 hours. Pay special attention to dates, social security number, home phone number, the description of the accident and expected date of return to work.

2. Upon completion, the superintendent and the employee must sign the Notice of Injury, each checking for accuracy and completeness.

3. The injury report is sent to the main office, to the attention of the Safety Coordinator.

MAIN OFFICE RESPONSIBILITIES

1. Upon receipt of injury report, the Safety Coordinator will check for completeness, make copies and distribute the report.

   For Florida claims, there are ample carbons of the report for distribution; however, one copy should be made for our file.

   For Georgia claims make four copies and distribute as follows:

   (A) Original and one copy are mailed to the insurance carrier (St. Paul(QFM: this has changed)) with a transmittal explaining Notice of Injury.
   (B) One copy is sent to (QFM: do we need a person's name here? If so, who is it now?) Bettilyn Steele of Harden & Associates, along with a transmittal form. Place a worker's compensation code sticker on the form, being careful not to cover up any information. Assign a code to the injury (see attached list) and write the code on the sticker.
   (C) One copy should be given to the employee or mailed to him.
   (D) One copy is placed in the office file.

2. Prepare office file folder. File label will include the following information: employee's name (last name, first), location and date of the accident. The following documents are to be placed in the file:

(A) Office and one copy of the report

(B) Copy of accident report transmittal to St. Paul (QFM: Update this)
(C) Telephone confirmation sheet
(D) Any correspondence regarding the injury

AUDIT CATEGORIES

1. **No Lost Time** - Accidents requiring no time away from work and no medical treatment other than a one-time visit to the doctor or first aid. A Notice of Injury must be completed, but is not required to be entered on the OSHA 200 form. In the event this injury changes status to a "Medical" or "Lost Time" accident, contact the Safety Coordinator. The Safety Coordinator will then complete the OSHA Form No. 101 "Supplemental Report of Injury" and mail to the carrier. The accident will then be recorded on the OSHA 200 form.

2. **Medical** - Accidents requiring more than a one-time visit to the doctor and less than five (5) days of continuous time lost from work. These must recorded on the job site OSHA 200 form. All medical bills are to be mailed directly to the Milton J. Wood Company.

3. **Lost Time** - Accidents requiring more than five (5) days away from work and medical treatment requiring more than one visit to the doctor or hospitalization. Lost time accidents must be recorded on the job site OSHA 200 form. All medical bills are to be mailed directly to the Milton J. Wood Company.

FOLLOW-UP PROCEDURE FOR LOST TIME AND MEDICAL ACCIDENTS:

1. The Superintendent will follow-up with witnesses to determine cause and how new safety procedures may be implemented to prevent this accident from occurring again.

2. The Safety Coordinator will follow-up with the Superintendent to make sure he is aware of the accident and make topic suggestions for the weekly safety meeting.

3. The Safety Coordinator will send the "Supervisor's Accident Investigation Form" to the Supervisor to be completed and returned to Milton J. Wood Company.

4. The Safety Coordinator will follow-up with the doctor to determine the estimated time away from work and nature of treatment. Instruct doctor's office to send all bills to the Milton J. Wood Company in Jacksonville.

5. The Safety Coordinator will follow-up weekly with the carrier on all lost-time accidents and medical accidents.

6. The Safety Coordinator will follow up weekly with the employee to see how he is doing

and find out the estimated return to work date.

7. The Safety Coordinator will document all follow-up conversations on a telephone confirmation sheet and place it in the employee file. The following should be documented:

   (A) Person spoken with
   (B) Date and time of contact
   (C) A brief narrative of the conversation
   (D) Personal comments, if any

WEEKLY SAFETY MEETINGS

1. Superintendent will use this accident as a training tool safety talk.

2. Reports of safety talks should be written and sent to the Safety Coordinator for filing. The report is to include safety topics covered, date and time of meeting and a list of those who attended.

(QFM: These are probably no longer accurate. Do we even use these anymore?)

Workers Compensation Codes

by Superintendent/by Job

SUPERINTENDENT	CODES
1. Jesse Bryan	JB
2. Brian Kellogg	BK
3. Melvin Ward	MW
4. Paul Vietze	PV
5. Denny Meece	DM
6. Bill Lee	BL
7. R.C. Causey	RC
8. Ricky Goble	RG
9. James Fowler	JF
10. Jimmy Mullis	JM

JOBS	
1. Jefferson Smurfit	001
2. Metal Container	002
3. Anheuser Busch	003
4. ITT Rayonier	004
5. Container Corporation	005
6. Georgia Pacific	006
7. Gainesville	007
8. Mead Coated Board	008

		W/C Claims
9. Union Camp Corporation	009	
10. MJW Yard	010	
11. Benjamin Moore	011	
12. Perry Paper Mill	012	

As personnel and jobs are added or deleted, the above list will be modified.

MILTON J. WOOD COMPANY

MBE/WBE AFFIRMATIVE ACTION PLAN

POLICY STATEMENT

It is the policy of the Milton J. Wood Company that minority and women-owned businesses, as defined by Executive Order 11246, shall have the maximum opportunity to participate as subcontractors and suppliers on all contracts awarded by the Milton J. Wood Company.

The requirements of Executive Order 11246 shall apply to all contracts entered into by the Milton J. Wood Company. Subcontractors and/or suppliers to the Milton J. Wood Company will also be bound by the requirements of Executive Order 11246.

Milton J. Wood Company and its subcontractors shall take all necessary and reasonable steps in accordance with Executive Order 11246 to ensure that minority and women-owned businesses have the maximum opportunity to compete and perform work contracted under grants from the Environmental Protection Agency.

Milton J. Wood Company and its subcontractors shall not discriminate on the basis of race, color, religion, national origin, handicap or sex in the administration of their contracts and subcontracts.

Milton J. Wood Company has designated and appointed a liaison officer to develop, maintain and monitor the MBE/WBE Affirmative Action Plan's implementation. The liaison officer will be responsible for disseminating this policy statement throughout Milton J. Wood Company and to minority and women-owned and controlled businesses. This policy statement is posted on notice boards of the Company.

Mark S. Wood, President
Milton J. Wood Company
P.0. Box 52088
Jacksonville, Florida 32201

A. DESIGNATION OF LIAISON OFFICER

Milton J. Wood Company will aggressively recruit minority advantage and women-owned businesses as subcontractors and suppliers for all contracts. The Company has appointed a liaison officer to develop and maintain this Affirmative Action Plan in accordance with the requirements of Executive Order 11246.

The liaison officer will have primary responsibility for developing, maintaining and monitoring the Company's utilization of minority and women-owned business subcontractors in addition to the following specified duties:

1. The liaison officer shall aggressively solicit bids from minority and women-owned business subcontractors.

2. The liaison officer shall make arrangements to submit all records, reports and documents required by the EPA and shall provide provisions to retain such records for a period not less than three (3) years, or as directed by any specific contractual requirement of the EPA.

The following individual has been designated as the liaison officer with responsibility for implementing the Company's Affirmative Action in accordance with the requirements of the Executive Order:

Annmarie Nemeth
Milton J. Wood Company
P.O. Box 52088
Jacksonville, Florida 32201

B. BARRIERS

In order to formulate a realistic Affirmative Action Plan, Milton J. Wood Company has identified the following known barriers to participation by minority and women subcontractors before describing its proposed Affirmative Action Methods:

1. Lack of qualified minority and women subcontractors in our specific geographical areas of work.

2. Lack of certified minority and women subcontractors who seek to perform EPA work.

3. Lack of interest in performing EPA work.

4. Lack of response when requested to bid.

5. Limited knowledge of EPA plans and specifications to prepare a responsible bid.

In view of the barriers to disadvantaged and women-owned businesses stated above, it shall be the policy of the Milton J. Wood Company to provide maximum opportunity by utilizing the following Affirmative Action methods to ensure participation. Milton J. Wood Company will:

1. Provide written notice to a reasonable number of specific MBE/WBE subcontractors in all areas of work to be subcontracted by the Company.

2. Advertise in minority-focused media concerning subcontract opportunities with the Company.

3. Select portions of the work to be performed by MBE's in order to increase the likelihood of meeting contract goals (including, where appropriate, breaking down the contracts into economically feasible units to facilitate MBE participation).

4. Provide adequate information about the plans, specifications and requirements of the contract. Subcontractors will not be rejected without sound reasons based on a thorough investigation of their capabilities.

5. Waive requirements of a performance bond where it is practical to do so.

6. Attend pre-bid meetings held by appropriate agencies to apprise minority and women subcontractors of opportunities with the Company.

7. Follow-up on initial solicitations of interest to MBE/WBE contractors to determine with certainty whether the company is interested in the subcontract opportunity.

Milton J. Wood Company understands that this list of Affirmative Action methods is not exhaustive and will include additional approaches after having established familiarity with the minority and women subcontracting community and/or after having determined the stated approaches to be ineffective.

C. IMPLEMENTATION

On contracts with specific MBE and/or WBE goals, Milton J. Wood Company will make every effort to meet contract goals as stated by utilizing its Affirmative Action needs. On projects with no specific goals, the Company will, as an expression of good faith, seek to utilize MBE/WBE subcontractors where work is to be subcontracted.

D. REPORTING

The Milton J. Wood Company shall keep and maintain such records as are necessary to determine the Company's compliance with its MBE/WBE Affirmative Action Plan.

The Company will design its record keeping system to indicate:

1. The number of MBE/WBE subcontractors and suppliers used by the Company, identifying the items of work, materials and services provided.

2. The efforts and progress being made in obtaining subcontractors through local and community resources.

3. Documentation of all contracts, including correspondence, telephone calls, newspaper advertisements, etc., to obtain participation.

4. The Company shall submit its utilization of minority and women subcontractors on Form SF-257, monthly employment utilization reports to the appropriate office of the Federal Contract Compliance OFCCP area office. The Company understands that Form SF-257 is a monthly requirement.

E. MBE/WBE DIRECTORY

Milton J. Wood Company will utilize the services of the Minority Business Development Service Centers of the U.S. Department of Commerce.

SAMPLE FORMS

The following section is to assist in completing the company forms in a standardized company wide format. If instructions are not clear, please let us know so the problems can be identified and corrected.

Thank you.

(QFM: I have not included any of the forms yet. When you decide which forms to include, I can then set about scanning them in, making them look presentable and typing up the instructions on filling out each one.)