



**United States Department of Labor
Occupational Safety & Health
Administration**

&

**Missouri On-Site Safety and Health Consultation
Program**

&

Millstone Weber

Partnership Agreement

**For the Improve I-70 Project:
Columbia to Kingdom City**



I. Identification of Partners

A. The partners in this agreement will include the following:

1. Occupational Safety and Health Administration, OSHA's St. Louis and Kansas City, MO Area Offices
2. Missouri On-Site Safety and Health Consultation Program
3. Millstone Weber in association with Jacobs to perform design work
4. Project Subcontractors - All subcontractors that work on this project are considered partners. All contracts with subcontractors that are not already executed will incorporate this OSHA partnership into their respective agreements. If contracts with subcontractors have already been executed, Millstone Weber will incorporate this OSHA partnership into their respective agreements with a subcontractor change order, which will include a provision acknowledging the subcontractor's obligations under this partnership agreement.

B. Supporting Group

1. Missouri Department of Transportation (MoDOT), the Owner, is a supporting partner in that it applauds the coordination between Millstone Weber and OSHA and supports the mission of the project and partnership. As a supporting partner, MoDOT is under no obligations or requirements of this contract.
2. The St. Louis Building and Construction Trades Council, the Mid-America Carpenters Regional Council, and the Missouri Kansas Laborers' District Council support the partnership.

II. Purpose/Scope

- A. The St. Louis and Kansas City Area Offices of the Occupational Safety and Health Administration (OSHA), Missouri On-Site Consultation Program, Millstone Weber, and project subcontractors recognize the need for a safe and healthy job site. The goal of this partnership agreement is to help ensure that the Improve I-70 Project, Columbia to Kingdom City in Boone and Callaway Counties, Missouri, will provide a safe work environment for all employees.
- B. The Improve 70 Program will widen Interstate 70 across the state of Missouri. This portion of the I-70 program includes the following improvements:
- a. Constructing a third lane in each direction on the 20-mile section between Columbia and Kingdom City
 - b. Interchange improvements at U.S. 63 and U.S. 54 at I-70

- C. This partnership is designed to address hazards within the construction industry and to promote and recognize job sites that have demonstrated an effective safety and health program.
- D. Specifications and assignments within this partnership document do not relieve the contractors from or lessen their safety and health responsibilities nor change any contractual obligations between Millstone Weber or any subcontractor(s), nor does it lessen any/all affirmative defenses, legal rights, or due process afforded contractors with respect to OSHA enforcement action.

III. Goals/Strategies and Performance Measures

OSHA has identified the top four causes of fatalities in construction as falls, struck-by equipment or machinery, electrocution, and caught-in-between equipment or materials. The overall goal for this partnership agreement is to minimize the occurrence of accidents, injuries, and illnesses on the project and experience zero fatalities.

Goals	Strategies	Performance Measures
Minimize the occurrence of accidents, injuries, and illnesses on the project; experience zero fatalities; project injury/illness data below the current Bureau of Labor Statistics (BLS) National Average for NAICS 23 (all of construction)	Implementation of a comprehensive safety and health program for the site	<p>OSHA injury and illness data:</p> <ol style="list-style-type: none"> 1. Total Case Incident Rate (TCIR) 2. Days Away, Restricted or Transferred (DART) Rate. 3. Days Away from Work (DAFW) Rate <p>The rates will be compared to the baseline data for NAICS 23 as well as the latest BLS data each year.</p> <p>The 2023 BLS TCIR, DART, and DAFW Rates for NAICS 23 are 2.3, 1.5, and 1.0, respectively, and will be utilized as the baseline for the partnership.</p>

Goals	Strategies	Performance Measures
Provide for Management Commitment and Employee Participation; Develop a contractor/ government partnership that will encourage the involvement of the subcontractors in the improvement of safety and health performance	Require the contractor and all subcontractors to develop and implement a written safety and health program, and/or project-specific program	Verify and track the number of subcontractors' involvement in creating safety plans that are specific to the contractor's work on the project
Conduct Job-Site Analyses	Recognize hazards in a timely manner, perform initial task hazard analysis, and update as the project advances	Track the number of job site and task hazard analyses, as well as employee involvement in the analyses
Hazard Prevention and Control - Implement innovative strategies to eliminate serious accidents, including the four primary construction hazards (falls, struck-by, caught in, and electrical)	Implement and enforce an ongoing site safety audit program (including daily observations and weekly group site walks)	Document the number of site safety audits and the number of hazards identified and abated during the safety audits; track all injuries and illnesses, including near misses
Provide general safety and health training, as well as job task-specific hazard training	<ol style="list-style-type: none"> 1. Provide all employees with a site-specific safety orientation 2. Require 10-hour OSHA training for employees (see B.2. below under Program Implementation of Strategies) 3. Require 30-hour OSHA training for superintendents (see B.2. below under Program Implementation of Strategies) 4. Provide all employees with weekly toolbox talks 	Document the number of employees trained and the training hours received (including orientation, toolbox talks, and 10 and 30-hour courses)

Goals	Strategies	Performance Measures
Provide for worker involvement	Provide worker involvement/participation in: 1. Weekly site safety meetings 2. Site safety audits 3. Task Hazard Analyses 4. OSHA initiatives, including: National Work Zone Awareness Week, National Fall Stand-down, Safe and Sound Week, and Suicide Prevention	Document the number of employees participating in: 1. Weekly site safety meetings 2. Site safety audits 3. Task Hazard Analyses 4. OSHA initiative events

Program Implementation Strategies:

- A. Complete frequent job site safety audits/inspections, providing comprehensive coverage and documentation over a wide variety of site conditions.
- B. Ensure employees receive training as follows:
 1. All contractor employees will receive site-specific safety orientation from Millstone Weber covering jobsite safety and health issues and procedures relative to the work being performed. All contractor employees will attend a safety review meeting with their respective subcontractors before performing work on the site.
 2. All contractor personnel engaged in construction activities shall have completed the OSHA 10-hour course for the construction industry prior to the commencement of work on-site. Superintendents on site shall have completed the OSHA 30-hour construction training course. Records of training certification will be maintained by the respective contractors, and available for review upon request.
 3. Other hazard-specific training will be conducted on an as-needed basis by the respective contractors.
- C. Reinforce awareness of work zone safety hazards for vital infrastructure projects in order to safely build a better America.
- D. Implement a comprehensive Fall Protection Plan to include fall protection for all activities where work is being performed six feet or more above a lower surface.
- E. Require all subcontractors who have written safety and health programs to submit them to Millstone Weber before the start of work. Subcontractors who do not have their own written safety and health plan have the option of adopting the safety and health program of their prime contractor, developing one utilizing services provided by Missouri On-Site Consultation, or securing the services of an outside consulting firm. This must be completed and submitted to Millstone Weber before beginning work on-site. All subcontractors shall have an effective safety program in place that is based on OSHA's "Recommended Practices for

Safety and Health Programs in Construction”, dated October 2016. This may be found at: [Recommended Practices for Safety and Health Programs in Construction](#). OSHA’s “Recommended Practices” contain seven core elements: management leadership, worker participation, hazard identification and assessment, hazard prevention and control, education and training, program evaluation and improvement, and communication and coordination for employers on multiemployer worksites.

- E. Contact the St. Louis and Kansas City Area OSHA Offices for clarification on any safety and health-related issues.
- F. Create a working relationship between OSHA, Missouri On-Site Consultation, and the other Partnership Members.
- G. Provide safety and health training to all workers in a language they understand. Bi-lingual instructors will be contracted to perform this training. A list of instructors will be provided, when requested, by Millstone Weber to all subcontractors to ensure that all workers are effectively trained.
- H. The Missouri On-Site Safety and Health Consultation Program will provide consultation visits, health sampling, program review, training, and other applicable safety or health support as requested, in writing, by each employer. Small subcontractors may request a no-cost, confidential visit on-line at: [Missouri On-Site Safety and Health Consultation Program](#).

IV. Performance Measurements:

The effectiveness of this partnership agreement will be assessed quarterly, annually, and at the end of the project through the following performance measurements:

- A. The total TCIR, DART, and DAFW Rates for construction (NAICS 23) nationally based on the BLS 2023 published TCIR of 2.3, DART Rate of 1.5, and DAFW Rate of 1.0, which will serve as the baseline for the project. The project rates will also be compared to the most current published BLS rates.
- B. Documented job site safety audits/inspections will be verified by Millstone Weber.
- C. Records of training certifications/training rosters will be verified by Millstone Weber. Millstone Weber will also maintain records of site-specific training conducted for all on-site employees. These may include but are not limited to, OSHA 10- and 30-hour courses, site-specific safety orientation, employees’ attendance at weekly toolbox talks, as well as other hazard-specific training.
- D. Evaluation and documentation of the effectiveness of the Fall Protection Plan will be verified by Millstone Weber.
- E. Safety and Health Programs will be maintained on file by Millstone Weber. Reports are to be made quarterly concerning the general effectiveness of the safety and health programs and provided to the St. Louis and Kansas City Area OSHA office for review.

V. Quarterly Meetings and Annual Evaluation

On a quarterly basis, the Project Safety Committee, comprised of the Millstone Weber on-site Project Manager, Project Superintendent, Project Safety Manager, Corporate Safety Director, off-site Project Director, and a representative(s) from OSHA, shall meet and discuss the program and make any modifications required to continually improve the partnership. These quarterly meetings will serve as an on-site non-enforcement verification visit. Subcontractors will be invited to attend to offer additional feedback. The partnership will be evaluated annually from the signing date and will use the 300 Logs from the previous year and utilize Appendix C of the [OSHA Strategic Partnership Program Directive](#). This data will be provided to the OSHA Area Office.

VI. OSHA Strategic Partnership (OSP) Incentives

- A. If a contractor performing work at the site is cited by OSHA for a violation occurring at the site, a maximum penalty reduction for good faith will be provided, unless otherwise required in accordance with CPL 02-00-164 - Field Operations Manual (FOM), dated April 14, 2020. **Note: In the event that the FOM is revised, the most current FOM will be utilized.**
- B. Priority utilization of “non-formal complaint” for safety and health complaints in lieu of on-site inspections. The scope of the non-formal complaint process may not be expanded beyond what is allowed by reference in the Field Operations Manual (FOM).
- C. Other-than-serious violations observed during an OSHA visit shall not be cited if immediately abated.
- D. This partnership requires frequent inspections of the worksite by Millstone Weber, subcontractors, and other members of the partnership to identify and correct hazards. It serves as a model to subcontractors and others by demonstrating how to implement a strong safety and health program on a multi-employer job site. It also encourages a higher level of participation in the safety process by involving everyone on the job site. The knowledge gained from this partnership will be applied to reduce injuries and illnesses at future work sites.
- E. Millstone Weber and contractors may contact the St. Louis and Kansas City Area OSHA Offices for clarification of safety and health-related issues.
- F. Create a working relationship between OSHA, Missouri On-Site Consultation, Millstone Weber, and contractors that enhance employee safety and health specific to this project, and nationally through education, and the sharing of best practices.
- G. Participating trade contractors will be provided priority consideration for free, confidential consultation services from the Missouri On-Site Safety and Health Consultation Program. Small subcontractors may request a no-cost, confidential

visit by telephone at (573) 751–3403 or on-line at [Missouri On-Site Safety and Health Consultation Program](#)

VII. OSHA Verification

- A. OSHA will continue to investigate fatalities and catastrophes should they occur at the job site as well as alleged “imminent” danger situations per the FOM.
- B. OSHA will continue to investigate complaints and referrals received in accordance with procedures contained in the FOM.
- C. OSHA may complete at least one focused “monitoring” (onsite enforcement) inspection each year during the term of the partnership. These inspections will follow the “Focused Inspection” protocol (Memorandum from James W. Stanley, “Guidance to Compliance Officers for Focused Inspections in the Construction Industry”, dated August 22, 1994 (Revision 2 issued September 20, 1995, and incorporated herein)) addressing hazards related to falls, struck by, caught-in, and electrical hazards. Inspections conducted in response to complaints, Local and/or National Emphasis Programs (LEP/NEP), or referrals will qualify as the monitoring inspection if, in addition to addressing the complaint/LEP/NEP/referral item(s), the compliance officer completes the focused inspection protocol for the worksite.
- D. On-site non-enforcement verification visits will be performed by OSHA representatives by their participation in the quarterly Executive Safety Committee meetings (as outlined in Section V of the partnership agreement).
- E. Millstone Weber will permit OSHA immediate access for any inspection to be made pursuant to Section VI, paragraphs A, B, and C, and will not require an inspection warrant for any such inspection.
- F. Millstone Weber will promote the utilization of OSHA Consultation on-site safety and health consultation services during the project.

VIII. OSP Management and Operation

Each subcontractor will designate at least one representative to attend the project pre-activity meeting before beginning major operations of work, as well as the weekly meetings. The Project Executive for Millstone Weber, or their designee, will oversee the meetings. During the weekly meetings, all participants will evaluate the progress of the partnership. The representatives will review the completed and summarized safety audits/inspections of the site as part of the weekly meeting. Identified hazards and abatement as well as trends will be discussed. OSHA may provide a representative to share current issues in construction risk control and provide input for improvement. Safety representatives will meet the criteria to participate as outlined below:

Millstone Weber

- A. Implement a comprehensive written safety and health program. The written safety and health program should address recognized hazards and should be

based on OSHA's "Recommended Practices for Safety and Health Programs in Construction" dated October 2016. This may be found at: [Recommended Practices for Safety and Health Programs in Construction](#).

- B. Require subcontractors who have not developed their own safety and health program to meet the requirement provided in Section III, paragraphs A-H of the "Program Implementation of Strategies" provision of this agreement.
- C. Has the authority to enforce safety rules and regulations by implementing an appropriate disciplinary program. This authority will include provisions to hold contractors and employees accountable and, if necessary, take appropriate actions to enforce compliance with the established project safety rules and regulations.
- D. Provide a Project Superintendent/Manager who will have, as part of their job description, responsibility for site safety and health to serve as a point of contact and to assist the senior construction manager in overseeing the partnership goals.
- E. Conduct and document weekly job site safety audits/inspections. These inspections are in addition to the general audits/inspections that should occur daily (documented on the Daily Construction Report form). Provide a copy of the documented audits/inspections of subcontractors' work areas to the subcontractor(s) working in each respective area.
- F. Review accident reports weekly with the subcontractors, including first aid and near miss reports.
- G. Implement a Task Hazard Analysis Program to identify safe work procedures before performing work.
- H. Conduct and retain summary documentation of weekly toolbox talks and training logs.
- I. Evaluate and document the effectiveness of the Fall Protection Plan and take corrective action as needed.
- J. Maintain/compile injury and illness data and provide it to OSHA.
- K. Provide and post signage identifying the site as an OSHA Partnership Project.
- L. In addition to OSHA's notification requirements, Millstone Weber will notify the local OSHA area office of safety or health-related events that are likely to generate public attention and/or news media coverage. This notification will be provided in a timely manner and will include sufficient background and incident information for responding to agency and public inquiries.
- M. Ensure that subcontractors receive the Millstone Weber Site Specific Safety Plan prior to commencing work on site.
- N. Ensure that contractors and subcontractors develop and implement a procedure for the reporting of all work-related injuries and illnesses, which prohibits discrimination against an employee from reporting these events, as directed in 29 C.F.R. §§ 1904.35 and 1904.36.

- O. Ensure that contractors and subcontractors evaluate and improve their safety and health programs, which should include:
 - 1. Hazard control measures are periodically evaluated for effectiveness.
 - 2. Processes established to monitor program performance, certify program implementation, and identify program shortcomings and opportunities for improvement.
 - 3. Necessary actions taken to improve the program and overall safety and health performance.
- P. Since this is a multiemployer worksite, ensure that contractors and subcontractors communicate and coordinate with all employers on this worksite, which should include:
 - 1. General contractors, contractors, and staffing agencies committing to providing the same level of safety and health protection to all employees.
 - 2. General contractors, contractors, subcontractors, and staffing agencies communicating the hazards present at the worksite and the hazards that the work of the contract workers may create on site.
 - 3. General contractors establishing specifications and qualifications for contractors and staffing agencies.
 - 4. Prior to beginning work, general contractors, contractors, and staffing agencies coordinating work planning and scheduling to identify and resolve any conflicts that could impact safety and health.
- Q. Ensure that all signs and warnings shall be posted in English, Spanish, and any additional appropriate languages.
- R. Mentor subcontractors in safety and health management systems. Subcontractors shall include all multi-tiered subcontractors that arrive on the site.
- S. The Millstone Weber Superintendents and Project Managers will ensure that daily safety audits are conducted (since this is a multi-employer worksite and all workers are to work together on safety issues). Upon request, the Improve I-70 team will review subcontractors' daily logbooks, note any hazards found, and then review the hazards with all Project Safety Committee members at the weekly subcontractor meeting.
- T. Establish a job site safety walk-around team and safety committee, consisting of a representative from each of the primary subcontractors on site.

Millstone Weber will require subcontractors to do the following:

- A. Appoint a representative to the site Safety Committee who will be responsible for resolving job safety matters and serving as a liaison to Improve I-70 Project Site Management. Every subcontractor will have a participant in the Project

Safety committee. Participation will include, but not be limited to, project safety walks, meetings, and inspections.

- B. Conduct daily non-documented safety audits/inspections of their work area and operations. In addition to daily non-documented audits/inspections, subcontractors will participate in weekly documented audits/inspections completed by Millstone Weber. This will allow subcontractor employees to participate in the weekly documented audits/inspection process, increasing hazard awareness for not only their work operations but all work operations being performed on-site. Findings and abatement based on monthly documented audits/inspections will be communicated to all employees on site.
- C. Implement the Millstone Weber Task Hazard Analysis (or an equivalent) program.
- D. Participate in job site safety meetings with Millstone Weber.
- E. Subcontractors will participate in weekly Project Safety Committee meetings audits at minimum. Any non-participation will be met with corrective action by Millstone Weber. Non-compliance must be corrected immediately. Abatement methods and verification must be submitted to Millstone Weber Safety Director, who will document the correction taken and share this information during the monthly update meetings.
- F. Ensure that its employees attend the Millstone Weber site orientation prior to starting work on the project.
- G. Cooperate and participate in all respects with OSHA's involvement with this project, including any required meetings, inspections, training, and documentation.

Millstone Weber will require the following General Provisions for all contractors working on the project:

- A. Require the use of conventional fall protection (i.e., personal fall arrest/restraint systems or guardrail systems) when performing work that is 6 feet or greater above a lower level.
- B. All Contractors and Subcontractors will actively participate in the Millstone Weber Task Hazard Analysis Program, or an equivalent pre-planning program that is approved by Millstone Weber.
- C. Ground Fault Circuit Interrupters (GFCI) will be used throughout the project for 110V/120V circuits.
- D. No loads shall be lifted overhead without clearing the path to delivery of materials, equipment, and personnel.
- E. Trench and excavation protection system use shall be enforced (in accordance with 29 C.F.R. §1926, Subpart P).
- F. All workers, management, and visitors shall wear hard hats, safety glasses, construction work boots, and high visibility clothing when on site. (Exception

shall be when workers, management, and visitors are in the on-site project office, vehicle, and equipment cabs.)

- G. Cranes: Millstone Weber and all subcontractors shall provide proof of crane operator training (certified/licensed and evaluated in accordance with 29 C.F.R. §1926, Subpart CC) and perform an operation/load test before any crane is put into use.
- H. Functioning backup alarms and fire extinguishers shall be present on all motorized construction equipment.
- I. Daily equipment inspections will be conducted and documented by machine operators prior to the start of work.
- J. Weekly Toolbox Talks will be held (and documented) for all employees on site, with mandatory attendance. These meetings will provide all employees with an open forum to discuss safety issues or concerns with Millstone Weber and other contractors on the site.
- K. Scaffolds that are narrower than 40" (PERRY TYPE) in width are not to be stacked or used above 6 feet.
- L. Subcontractors will participate in weekly Project Safety Committee meetings audits at minimum. Any non-participation will be met with corrective action by Millstone Weber.

OSHA

- A. OSHA personnel from the St. Louis Area Office may assist the partners with off-site safety and health training.
- B. OSHA will give priority to the site when technical assistance is requested.
- C. OSHA will ensure that the partnership is evaluated quarterly and will include data used to monitor the success of the partnership efforts. On a quarterly basis, the Senior Construction Manager for Millstone Weber or their designee, subcontractors' representatives, Missouri On-Site Consultation representative, and an OSHA representative, meet and discuss the program and make modifications as required to continually improve the partnership.
- D. OSHA will participate in the review of partner company and subcontractor safety and health programs and provide technical assistance and recommendations for improvement.
- E. OSHA will provide national statistics covering all areas of standards enforcement for distribution to the partners.

Missouri On-Site Safety and Health Consultation Program

- A. Participate in quarterly verification meetings as resources permit.
- B. Provide/assist in training as resources permit.
- C. Provide industrial hygiene, safety, and ergonomic consultation services upon request as resources permit.

IX. Worker Involvement

Worker involvement is an essential component of an effective safety and health program. To facilitate such involvement, Millstone Weber and its subcontractors will:

- A. Arrange for and encourage employee involvement in the structure and operation of the program and in decisions that affect their safety and health so that they will commit their insight and energy to achieving the safety and health program's goals and objectives.
- B. Ensure workers are involved in the safety and health program through participation in activities such as safety walkthroughs, weekly site safety meetings, site safety audits, task hazard analyses, incident investigations (as appropriate), and OSHA initiatives, including the National Work Zone Awareness Week, National Fall Stand-down, Safe and Sound Week, and Suicide Prevention Week.
- C. Encourage participation in Project Safety Committee activities to share the results of job site inspections, information concerning incidents and near misses, suggestions for improvement, and recommendations for training the workforce. These items will also be discussed during the toolbox talks as well.
- D. Cooperate with OSHA, Missouri On-Site Consultation, Millstone Weber Management, and Project Safety Committee members to provide the resources to conduct initial monitoring for all toxins, carcinogens, or hazardous substances currently emphasized by OSHA that present inhalation hazards, such as silica, lead, cadmium, and/or isocyanates.

X. Employee and Employer Rights and Responsibilities

This partnership does not preclude employees and/or employers from exercising any right provided under the OSH Act (or, for federal employees, 29 C.F.R. § 1960), nor does it abrogate any responsibility to comply with the Act.

XI. Term of OSP

This agreement shall be in effect until the completion of the major construction activities. Each party to this partnership agreement is only responsible for its own specific obligations as discussed herein, and is not responsible for performing any other party's obligations or for the failure of any other party to perform its required obligations. Should either of the principal participants (OSHA or Millstone Weber) elect to withdraw from participation in the partnership, the principal participants shall give prior written notification of their intent to withdraw to the other participant. A thirty-day written notice is required prior to withdrawal, during which the parties have an opportunity to resolve any issues to avoid ending the OSP. Withdrawal by either principal participant shall constitute a cancellation of the partnership. OSHA and Millstone Weber are the only entities that can terminate this partnership. In the event of a termination, each party agrees that it shall not, directly, or indirectly, contact the

media regarding the termination, and it shall not discuss with the media any issues or matters regarding the termination.

OSHA Strategic Partnerships are part of OSHA's available voluntary cooperative programs. As per the Paperwork Reduction Act of 1995 (PRA OMB CONTROL NO. 1218-0244, expires August 31, 2025), the public reporting burden for this partnership's collection of information is estimated at 11 hours per participant, per year. If you have any comments regarding this collection of information, including suggestions for reducing the burden or revising the burden estimate, please direct them to:

Occupational Safety and Health Administration
Attention: Director, Office of Partnerships and Recognition
Directorate of Cooperative and State Programs
200 Constitution Avenue, NW - Room N3700
Washington, DC 20210

Primary Partnership Contacts:

Millstone Weber.: Jenn Berry, Sr. Safety Manager

OSHA – St. Louis Area Office: Maryanne Heuer, Compliance Assistance Specialist,

OSHA – Kansas City Area Office: Liz Morales, Compliance Assistance Specialist,

Missouri On-Site Consultation Services: Daniel Stark, Program Manager,

Signatures

Based upon a mutual interest in protecting construction workers, the parties below agree to the above terms on the OSHA/Millstone Weber Partnership Agreement for the Improve I-70 Project, Columbia to Kingdom City in Callaway and Boone Counties, MO.

The date of this OSHA St. Louis Area Office/Millstone Weber Partnership Agreement is August 6, 2025.

Principal Participants:	Principal Participants:
William McDonald, CSP Area Director Occupational Safety and Health Administration – St. Louis Area Office	Chris Gottman President & CEO Millstone Weber
Karena Lorek Area Director Occupational Safety and Health Administration – Kansas City Area Office	Brett Lennon Chief Operating Officer Millstone Weber
Daniel Stark, CIH, CSP Assistant Director/Program Manager Missouri On-Site Safety and Health Consultation Program	Eric Waterkotte Vice President of Safety Millstone Weber
Brandy Broeckling Sr. Project Manager Millstone Weber	Rick Crain Project Superintendent Millstone Weber

Supporting Participants:	Supporting Participants:
John Stiffler Executive Secretary-Treasurer St. Louis Building and Construction Trades Council	Brandon Flinn Business Manager Missouri Kansas Laborers' District Council
Alberto Jotautas Safety Director Mid-America Carpenters Regional Council	