



**The AWS ATL068-071 Build Out Project  
PARTNERSHIP**

**Between**

**Occupational Safety and Health Administration  
Atlanta-West Area Office**

**And**

**Caddell-New South, JV**

## I. PURPOSE/SCOPE

This Partnership was developed jointly by the Occupational Safety and Health Administration (OSHA) Atlanta-West Area Office, and the Caddell-New South, JV (the Caddell-New South Team). The Georgia Institute of Technology On-site Safety and Health Consultation Program (Georgia Tech) will also serve as a stakeholder in this Partnership, for the benefit of small employers engaged as subcontractors on the jobsite. To facilitate the goal of reducing occupational related fatalities and serious injuries within the construction industry, OSHA Atlanta-West Area Office, Caddell-New South Team, and Georgia Tech will implement a Partnership under the OSHA Strategic Partnership Program (OSPP). The common objectives and goals of the Partnership will include the following:

- A. Reduction in injuries and illnesses;
- B. Increased safety and health training;
- C. Reduction in the exposure of workers to health and safety hazards; and
- D. Increased numbers of employers with comprehensive safety and health management systems.

This Partnership will cover the AWS Data Centers Project (the “Project”). The total square footage for the buildings is estimated at one million square feet. The Project’s interior buildup will consist of metal framing, drywall, steel racking, plumbing, paint, an electrical low voltage system, emergency power system, paint, sealants, flooring, fire suppression system, as well as a heating ventilation and air conditioning (HVAC) system. The construction schedule is approximately 20 months.

By combining their efforts, skills, knowledge and resources, OSHA Atlanta-West Area Office, the Caddell-New South Team, and Georgia Tech expect to reduce exposure to hazards and thereby decrease the possibility of serious injuries and fatalities at the construction site. This Partnership is consistent with OSHA’s long-range efforts to develop a contractor/government partnership approach to safety management. It allows for better use of OSHA resources and innovation in safety management. It also encourages more participation in the safety process from the construction community.

## II. IDENTIFICATION OF PARTNERS

The Partnership will include:

- The Occupational Safety and Health Administration (OSHA) Atlanta-West Area Office
- Caddell-New South, JV (New South Team)

The Partnership Stakeholder(s) will include:

- Georgia Institute of Technology On-site Safety and Health Consultation (Georgia Tech)

## III. GOALS/STRATEGIES/PERFORMANCE MEASURES

The primary objective of this Partnership is to create a working relationship that focuses on 1) preventing work- related fatalities; 2) controlling or eliminating serious workplace hazards; and 3) establishing a foundation for the development of an effective safety and health program. The goals employed to achieve these results will include the following:

GOALS	STRATEGIES	MEASURES
Reduce the total number of injury and illness cases by 10 percent, thereby providing a safe and healthy work Environment for employees at the Project.	<p>1) Review the OSHA 300 log data of the Partnership participants. Review injury and illness trends and implement effective corrective action(s).</p> <p>2) Prior to contracting with a subcontractor, they must pre-qualify: This includes review of employer modification rate (EMR), TCIR and OSHA 300 Logs. If certain criterion is not met, additional measures may be implemented to improve the performance of the subcontractors.</p>	<p>a) This goal will be measured by comparing the Project's TRC and DART rates to the established 2023 BLS Rates for Non- Residential Construction NAICS 2362, which is 1.6 (TCIR) and 0.9 (DART).</p>
Develop or enhance the employer's safety and health program based on the Safe + Sound model (To include Management Leadership; Worker Participation; and Find & Fix Hazards).	<p>1) Review the number of employers that receive comprehensive consultation visits.</p> <p>2) Review the number of employers establishing safety and health programs, based on the Safe + Sound model. These items may include, but are not limited to, the following: safety and health policies statement; job hazard analysis; accident investigation; and hierarchy of controls.</p> <p>3) Hold comprehensive Site-Specific Safety Plan (SSSP) reviews with subcontractors to promote management systems.</p> <p>4) Hold detailed planning meetings for tasks including confined space entry, excavations greater than 5', crane work, and public interface work.</p>	<p>a) Measure the number of participants that develop and implement effective safety and health management systems, as a result of participating in the Partnership, compared to the (baseline) initial year of the Partnership.</p> <p>b) Review the planning meetings held and their effectiveness, as well as the engagement in full planning meetings.</p>
Increase the number of employees, employers and supervisors who are provided effective safety and health training.	<p>1) Review the number of employers that establish effective safety and health training programs, including the OSHA 10-hour/ OSHA 30-hour courses.</p> <p>2) Provide quarterly jobsite training relevant to current conditions. This may include fall protection, heat awareness, trenching and shoring, mental health, tool tethering, and others.</p> <p>3) Require all subcontractors to have at least one OSHA 30-hour trained competent person on site at a minimum.</p>	<p>a) Measure the number of employers with effective safety and health training programs.</p> <p>b) Measure the number of managers, supervisors and employees provided with OSHA 10-hour/ OSHA 30-hour training compared to the (baseline) initial year of the Partnership.</p>
Conduct effective self-inspections to reduce the exposure of workers to health and safety hazards.	<p>1) Use an online safety observation app to track both positive and at-risk conditions and actions</p> <p>2) Engage key subcontractors to become fully involved in this Partnership.</p>	<p>a) A comparison will be made between the number of health and safety hazards identified during self-inspections and audits conducted during the (baseline) initial year of the Partnership.</p>

## IV. OSPP MANAGEMENT AND OPERATION

### A. The Caddell-New South Team will:

- Establish a jobsite safety walk team, to include a representative of all primary trades active on site to

develop an understanding and awareness that all accidents are preventable. This action will be accomplished by implementing the “Caddell-New South JV Team’s Safety Vision,” a comprehensive safety and health management system, which includes:

- a. Management commitment and employee involvement.
- b. Hazard analysis;
- c. Hazard control; and
- d. Arrangement of training assistance for other stakeholders on site.

2. Mentor subcontractors in safety and health management systems. The term “subcontractors” shall include all multi-tiered subcontractors that arrive on the site.
3. Where the potential for airborne silica exposure exists, require the use of wet cutting, or soft cutting techniques and/or dust collection system in compliance with Table 1 of 29 CFR Part 1926.1153, and when employee exposure levels require, mandatory use of approved respiratory protection. Where the potential for airborne silica exposure exists, personal air monitoring will be conducted to assess employee exposure levels. Where the potential for exposure to other health hazards exists (i.e., carbon monoxide, lead, or large-scale use of chemicals in the building interior during floor finishing), the Caddell-New South Team will coordinate with the subcontractor responsible for creating the hazard and ensure that air monitoring is accomplished to assess employee exposure levels. The Caddell-New South Team will compile and track sampling results.
4. Have the authority to enforce safety rules and regulations. This enforcement authority will include provisions to hold subcontractors and employees accountable for safety rules and regulations, and, if necessary, remove subcontractors' employees and supervisors from the job site, following proper disciplinary procedures.
5. Ensure that a competent person performs a risk assessment of all fall hazards. The probability and severity of occurrence for each identified hazard will be evaluated to eliminate or reduce risks through conventional fall protection, engineering, or administrative controls to as low a level as possible. Regarding fall hazard risk assessment:
  - a. Critical risks will not be tolerated. A critical risk is defined by work that contains high probability in occurrence and high severity in consequence. No work will be performed until action is taken to reduce the level of risk to as low as reasonably feasible.
  - b. Bricklayers performing overhead bricklaying and related work above lower levels must be adequately protected. No fall protection “safety monitoring” system will be allowed.
  - c. Workers performing work on the face of formwork or reinforcing steel must be protected from falling by personal fall arrest systems, with the use of a positioning device and/or lanyards.
6. Ensure that serious ergonomic hazards will be identified and corrected.
7. Ensure that ground fault circuit interrupters (GFCI) are used to protect all electrical circuits that are installed for work. All subcontractors will ensure that employees are protected by the use of a GFCI at all times.
8. Ensure that the Caddell - New South Team’s Project Managers and Safety Directors serve as points of contact, monitoring safety and health at the site and its progress toward achievement of the Partnership goals.

9. Confirm that the Caddell-New South Team, to include Superintendents, Construction Managers and Project Managers, verify that weekly Safety Audits are conducted (since this is a multi-employer worksite and all workers are to work together on safety issues). Upon request, the Caddell-New South Team will review subcontractors' daily reports and audits, note any hazards found, and then review the results with all Safety Committee members at the weekly coordination/subcontractor meeting.
10. Conduct and document weekly job-style safety meetings/toolbox talks.
11. Submit any accident reports immediately to the Project Safety Committee, including first aid, injury, property damage, and near-miss reports.
12. Continually evaluate the Partnership's effectiveness and make recommendations for improvements.
13. Ensure that no employees, including subcontractors' employees, are allowed to work directly below a suspended load except for these rare cases where no other safe alternative may exist, the following criteria must be met:
  - a) Employees engaged in the initial connection of steel and employees engaged in work necessary for hooking or unhooking the load.
  - b) Materials being hoisted shall be rigged to prevent unintentional displacement.
  - c) Hooks with self-closing safety latches or their equivalent shall be used to prevent components from slipping off the hook.
  - d) All loads shall be rigged by a qualified rigger.
  - e) A lift plan will be submitted and reviewed by the Project Safety Team prior to any crane lifts.
  - f) Appropriate use of tag lines will be utilized to prevent work below suspended loads.
14. Require the use of appropriate personal protective equipment. Hardhats with chin straps are always mandatory on the worksite. Employees exposed to heavy equipment and working with moving equipment, as well as all flagmen on site shall wear high-visibility reflective clothing. A 100 percent eye protection program will be implemented.
15. Ensure that all safety signs and warnings will be posted in English and Spanish, as well as in any other languages spoken by limited English proficient workers.
16. Implement a 100 percent Fall Protection Plan for all work performed 6 feet or more above lower surfaces.
17. Implement an effective Heat Illness Prevention Program (Heat Program) to educate workers, including subcontractors' employees, about the hazards of working outdoors in the heat and steps needed to prevent heat-related illnesses. This Heat Program should utilize tools such as the OSHA-NIOSH Heat Safety Tool Smartphone App and the National Weather Service Alerts and Advisories.
18. Provide all data to the OSHA Atlanta-West Area Office that is needed for the annual OSHA Strategic Partnership Program (OSPP) evaluation report.

**B. Subcontractors will:**

1. Appoint a representative to the site Safety Committee responsible for resolving job safety matters and serving as a liaison to the Caddell-New South, JV. Every prime trade contractor will have a person available to

participate on the Safety Committee. Participation in this committee will consist of, but will not be limited to, participation in the Caddell-New South Team walkthroughs and Monthly Safety Committee meetings.

2. Conduct jobsite safety inspections for those employees under their control. These jobsite safety inspections will be in addition to the daily general inspections. If non-compliant activity or hazards are discovered, immediate correction is required. Documentation of abatement methods and verification must be submitted to the appropriate Safety Director for the Caddell-New South Team.
3. Participate in the monthly Safety Committee/subcontractor meetings and safety audits. If non-compliance activity or hazards are discovered, immediate correction is required. Abatement methods and verification must be submitted to the appropriate Safety Director for the Caddell-New South Team, who will document the correction taken and share this information during the monthly update meetings.
4. Share the results of jobsite inspections with all workers by posting them in the Project office or on the jobsite bulletin board, to ensure all workers are notified of the results.

**C. The OSHA Atlanta-West Area Office will:**

1. Participate, to the extent resources permit, in the quarterly meeting with Partnership participants, but will not participate in the walk around inspection, except that the verification visits may be scheduled as part of the weekly walk around inspection.
2. Serve as a resource and liaison for Partnership participants and assist with safety and health training, as resources permit.
3. Give priority to the construction project when technical assistance is needed.
4. Audit the monthly reports/documents and make recommendations for improvements in the meeting of Partnership goals.
5. Conduct inspections in accordance with sections VIII and IX of this Partnership.
6. Conduct the annual Partnership evaluation report in accordance with section VII of this Partnership.

**D. Georgia Tech will:**

1. Perform quarterly jobsite inspections, to the extent resources permit.
2. Give priority consideration to requests for services to small subcontractors who are engaged in work at the Project.

**V. SAFETY AND HEALTH MANAGEMENT SYSTEM**

The Caddell-New South Team will use their systems to collect and analyze injury and illness trends (including near-miss incidents) by all subcontractors performing work at the site. This data will be used as a tool to ensure continual safety and health improvement at the site. The management of this agreement will be accomplished by the Caddell-New South, JV implementing a comprehensive jobsite safety and health management system, which includes:

1. Using the Caddell-New South Team's - Job Hazard Analysis (JHA) and Pre-Task Plan forms, the Caddell-New South Team will complete a risk assessment prior to exposing any employee to potential safety and health hazards.
2. Working with the OSHA Atlanta-West Area Office, Georgia Tech, and Safety Committee members to provide the resources to conduct initial monitoring for ALL toxins, carcinogens, or hazardous substances currently emphasized by OSHA and which present inhalation hazards, such as silica, lead, cadmium, and/or isocyanates. Employee exposure will be assumed, and respiratory protection worn until the results of the initial monitoring studies are received and demonstrate no exposure problems or prior surveys show no hazard exists. The Caddell-New South Team will endeavor to ensure that no work with these materials will occur, thus preventing any exposure. The Caddell-New South Team will request periodic evaluation visits by Georgia Tech.
3. Ensuring all subcontractors on-site perform daily audits. In addition, once each month, a comprehensive audit of the jobsite will be performed. A representative of the subcontractors will be a safety audit participant in the job site areas where their employees may be exposed to hazards. Any hazards found during the audits will be corrected promptly. Items identified during the audits will be annotated on a daily log. When hazards cannot be corrected immediately, they will be tracked until the abatement is completed. Employees exposed to these hazardous conditions will be informed of the hazard and effective interim control measures will be implemented. A record will be kept of all hazards found during the comprehensive site safety audits and the number of hazards corrected as a result of the weekly audits.
4. Implementing an effective Fall Protection Plan to include fall protection in all cases where work is being performed 6 feet or more above lower surfaces.
5. Ensuring employees, including subcontractors' employees, receive safety and health training for the construction industry as follows:
  - a. Supervisory personnel should possess an OSHA 30-hour card or its equivalent. The Caddell-New South Team will work with all subcontractors to help each subcontractor's safety director, or other supervisor or manager in charge of safety, with an OSHA 10-hour training.
  - b. All employees, including subcontractors' employees, will receive a site-specific construction safety orientation covering jobsite safety and health issues, procedures related to the work being performed, as well as the requirements outlined in this Agreement. In addition, employees shall receive training in the context of the risk assessment for operations they will encounter. This may require periodic retraining of employees on the content of the risk assessment as they become relevant due to entering new phases of construction. The Caddell-New South Team will provide this material to each subcontractor who has designated safety representative for completion.
  - c. Safety and health training will be provided for all workers in a language they understand. Bilingual instructors will perform this training. The Caddell-New South Team will provide a list of instructors to all subcontractors to ensure that all workers are effectively trained.
  - d. Hazard-specific training will be conducted on an as-needed basis.
  - e. Subcontractors can utilize other instructors if these instructors can provide a valid certification card showing completion of the OSHA 30-hour course. The Caddell-New South Team will have primary responsibility for coordinating this training opportunities. Georgia Tech will provide assistance and

expertise, if and when available.

6. Mandating that each subcontractor with written safety and health management systems must submit them to the Caddell-New South Team for evaluation. Companies without safety and health management systems may adopt the Caddell-New South Team's Incident Prevention Plan or develop an adequate safety and health management system with the assistance of Georgia Tech.
7. Ensuring Caddell-New South Team and/or the affected subcontractors adequately address health-related issues, which arise during the course of the Project, with the assistance of the OSHA Atlanta-West Area Office, as its resources permit, and Georgia Tech. All health-related issues will be discussed monthly during the Partnership meetings. In addition:
  - a. An effective environmental monitoring program will be implemented to control airborne hazards, such as silica, and will include personal monitoring, employee training, implementation of engineering controls where possible, and the use of respiratory protection when necessary. Previous site-based data will be considered acceptable.
8. Ensuring compliance with the NFPA 70E when working on live electrical equipment, including training and the availability and use of personal protective equipment. A permit system will be implemented whenever working near or on live electrical systems to ensure the implementation of appropriate protective measures prior to exposure. The permit form includes requirements for pre-task review and lockout/tagout procedures to be followed.
9. Ensuring effective programs are employed, consisting of policies and procedures that comply with OSHA's Lockout/Tagout standards, as equipment and processes are brought live and on-line to the Project.

## **VI. WORKER INVOLVEMENT**

The site will establish an employee Safety Committee consisting of one member per key subcontractor that will meet monthly to share the results of jobsite inspections, information concerning accidents and near misses, and suggestions for improvement and recommendations for training the general workforce. Near-misses and daily safety observations will be discussed during toolbox talks.

## **VII. ANNUAL EVALUATION**

The Partnership will be evaluated annually using the Strategic Partnership Annual Evaluation Format as specified in Appendix C of OSHA Instruction CSP 03-02-003, OSHA Strategic Partnership Program for Worker Safety and Health.

The Caddell-New South Team will be responsible for gathering required participant data to evaluate and track the overall results and success of the Partnership. This data will be shared with the OSHA Atlanta-West Area Office. The OSHA Atlanta-West Area Office will be responsible for writing and submitting the annual evaluation.

## **VIII. INCENTIVES**

Participant benefits from OSHA may include:

1. Maximum penalty reductions for good faith and history, to the extent allowed by the OSHA Field Operations Manual (FOM), OSHA Instruction CPL 02-00-164 (April 14, 2020).

2. In the event that a citation with penalties is issued, the Area Director has the authority to negotiate the amount of an additional penalty reduction as part of the informal conference settlement agreement, which is consistent with OSHA's current policy regarding this matter.
3. Priority consultation service and assistance for small employers working on the construction site from the Georgia Tech Consultation program.
4. An OSHA-focused inspection is available where the Partnership participant has an effective safety and health management system fully compliant with 29 CFR Part 1926.20 and 29 CFR Part 1926.21 (For additional details refer to the Focused Inspection in Construction August 22, 1994, memo signed by then Deputy Assistant Secretary for OSHA James Stanley, which was revised on September 20, 1995).

## **IX. OSHA VERIFICATION**

1. Verification Enforcement Inspections: The OSHA Atlanta-West Area Office will conduct the initial verification enforcement inspection no sooner than three months, but within four months after Partnership participants formally enter into this Agreement. During this period, Partnership participants should develop and implement the safety and health management systems required under this Agreement. After this period, The OSHA Atlanta-West Area Office will conduct verification enforcement inspections annually after that. Verification enforcement inspections will be conducted as a focused inspection, per the appropriate OSHA guidelines. Compliance Safety and Health Officers (CSHOs) familiar with the Project will do verification enforcement inspections. Employee rights under the Occupational Safety and Health Act (OSH Act) will be awarded. During the verification enforcement inspections, if OSHA personnel identify serious hazards that site management refuses to correct, the inspection scope may be expanded.
2. Complaint/Referral Investigations: This Partnership provides for the immediate response to each allegation of a safety or health hazard brought to its attention by any person. Upon finding that an allegation is valid, the employer shall promptly abate the hazard.
3. The OSHA Atlanta-West Area Office agrees that a copy of each non-formal complaint/referral related to the work site and filed with the OSHA Atlanta-West Area Office will be forwarded by email, to the Caddell-New South Team - Project Management office on-site. In accordance with applicable law, the name and identifying information of a complainant requesting confidentiality will not be revealed. The Caddell-New South Team agrees to investigate these complaints, regardless of the employer involved, and provide the OSHA Atlanta-West Area Office with a written response within five (5) working days of receiving the non-formal complaint/referral.
4. Accident Investigations: Employers engaged in this Partnership recognize that OSHA fully investigates accidents involving fatalities or serious physical harm. If during the investigation, the OSHA Atlanta-West Area Office determines that the incident resulted from violations of the OSHA standards, the employer will not be afforded Partnership incentives.

## **X. WORKER AND EMPLOYER RIGHTS**

This Partnership does not preclude employees and/or employers from exercising any right provided under the OSH Act, nor abrogate any responsibility to comply with rules and regulations adopted pursuant to the OSH Act.

## **XI. TERM OF PARTNERSHIP**

It is understood that this Agreement shall be in effect until completion of construction activities at the Project, but in no case longer than three-years. Should any “signatory” stakeholder choose to withdraw prior to project completion, a written notice shall be given stating the reason(s) and providing 30 days notice to the other party(s).

If OSHA chooses to withdraw its participation in the Partnership, the entire Partnership is terminated. Any party may also propose modification or amendment of the Agreement. Changes may be implemented if all parties agree that such changes are in the best interest of the Partnership.

## XII. THE PROGRAM - OSPP SIGNATURE PAGE

Partnership Signing Date: \_\_\_\_\_

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Jeffery M. Stawowy  
Area Director  
Occupational Safety & Health  
Administration (OSHA)

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