

The Pipeline

Issue 43

Summer/Fall 2018

Mattawoman WWTP Closed Loop

By: David Phillips, Project Engineer

The Mattawoman WWTP Closed Loop Systems Improvements project involves the upgrade of the plant's existing pump station. This can be split into three different phases – the electrical room expansion, the effluent pump upgrade, and the influent pump upgrade. Both pump upgrades require a large bypass system that must be able to handle a 45 MGD peak flow. These phases will occur sequentially and each will have their own unique challenges.



Electrical Room Expansion

Mattawoman WWTP Closed Loop

ACE is currently in the first phase of the project, expanding the electrical room to allow room for the additional electrical equipment. Currently, the outside shell (structural steel, masonry, roofing) of the extension is mostly complete. This phase does not only involve the electrical building, but also the transformer yard adjacent to it. New ductbank, manholes, and transformers are being added to facilitate the additional power needed by the new electrical equipment. While this work is going on, the effluent bypass thrust block will be installed. In this thrust block there will be two tapping sleeves, one for the line stop and the other for a permanent gate valve. Currently, the shoring is in place and the hole is mostly excavated. One challenge with this thrust block is the temporary support of the 54" PCCP line. In order to pour the thrust block, 28 feet of the pipe will have to be undermined. Including the weight of the water in the pipe and tapping sleeves, the suspended load is around 30 tons. ACE has decided to pour the thrust block in two halves in order to reduce the amount of support needed.



Effluent Bypass Thrust Block Shoring

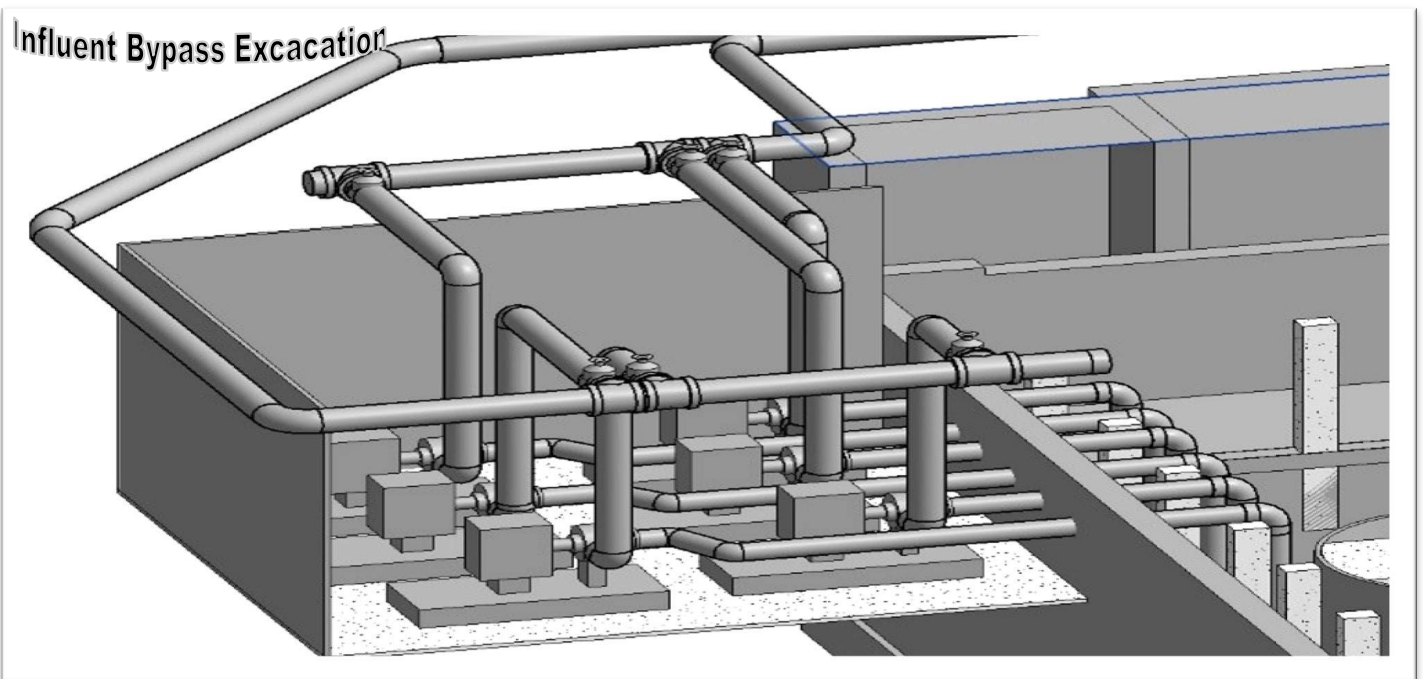
Mattawoman WWTP Closed Loop



The second phase – effluent pump upgrade – has two main work tasks that will be completed simultaneously. Both the inside mechanical equipment and a section of the buried force main will be replaced. While the inside piping is relatively straight forward with small sections of piping, the outside work has more variables. There are going to be a total of two concrete thrust blocks poured on the force main that will require a large amount of excavation and shoring. Each thrust block will require just under 100 cubic yards of concrete. Through coordination with the Owner and Engineer, the second

phase will be able to start before the first phase is fully completed. ACE's plan is to start the bypass of the effluent pumps at the end of October. To cut back on time under bypass, ACE plans on working twelve hour shifts seven days a week. This will be a significant increase in manpower compared to the first phase.

Although each phase has their own challenges, the complexity and difficulty of the work will increase as the project moves through the phases. This is especially apparent in the third and final phase, the influent pump replacement. The contract suggests using submersible pumps in the grit chamber to bypass the



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pumps in the grit chamber to bypass the influent pump station. However, due to the grit chamber experiencing frequent flooding, the submersible pumps pose a significant risk. In order to lower this risk, ACE plans on pumping the raw water from an excavation outside the bypass area. This excavation will be roughly 45'x45' square, 21 feet deep. Setting up this bypass will not be the only major endeavor during this phase. Replacing the existing mechanical equipment is a complex task as well. The influent drywell is forty feet deep and extremely crowded with the existing steel walkways, pumps, and piping. This tight area only gets smaller as you add in scaffolding, equipment, and temporary supports. One challenge with this phase is that most of the current pipe is located on the opposite side of the pump hatches. An extensive lift plan will be needed to remove the pipe. It will take plenty of pre-planning and ingenuity to sequence the influent work efficiently. Overall, this project has many unique challenges and the ACE team looks forward to completing each one competently, efficiently, and safely.

Influent Drywell



Dalecarlia West Filter Building Valves

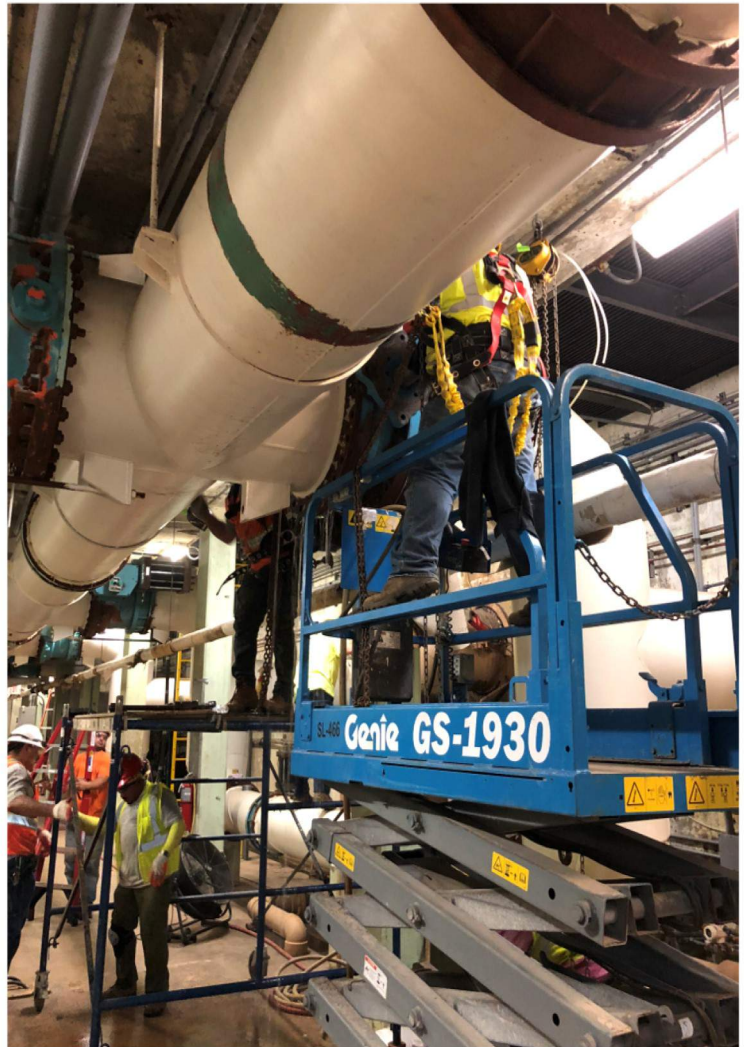
By Mike Steffen, Project Manager

The Dalecarlia West Filter Building project looks simple enough when the description is read from the “Summary of Work” section of the specs but, is as intricate as any rehab project can be. Dalecarlia consists of replacing or adjusting 105 valves and actuators to 10 filters within the Washington Aqueduct, (the valves within these filters range from 6” to 36”), along with replacing 30” drain pipe in each filter, removing and disposing of all the lead paint throughout the entire West Filter Building, installing new control panels for each filter and new electrical panel to run all new actuators changing from the air system USACE currently has to the new electrical system. As well as installing new Venturi flow meters and piping, reinforcing the structural lining of 84” pipe and the installation of (2) 84” actuators. All of this work will be conducted in the lower level of the West Filter Building; Other than chain falls, engine hoist, and a scissor lift, no other equipment can be utilized in installing the pipe, valves, and actuators.

Then the real fun begins; the shutdowns. Each filter will require three main portions of work. The first being the majority of the valves- 2 each 18” butterfly valves, 3 each 30” valves and 3 each 6” valves. All of this work has been

planned to be being replaced in a total of two weeks including start up. The real kicker is that they will need to complete two sets of this every two weeks. Within each filter itself there are 3 different shutdowns that are required. The shutdowns range about 8 hours each. This works out to more than two valves a day when accounting for the electrical, I&C, and start up required.

The last portions of mechanical work for the filters are the replacement of the 36” influent valves, and the 18” effluent rate control valves. The final two shutdowns will require the entire west filter building to be off line to complete the work. With the paned schedule, Tom and Javier will need to be on track to replace more than two of these valves a week. During this time ACE will also be overseeing the structural repair of the 84” effluent line and the replacement of the 84” actuators. Since the West Filter Building will need to be off line for the work, it must be done during periods of lower demand which is the winter months.



Dalecarlia West Filter Building Valves

With Tom McMaster leading as Superintendent coupled with his extensive and exhaustive planning, and Javier Brioso as the Foreman, we are currently conducting our first shutdown and plan to finish within 2 weeks instead of the 3 weeks set in the specs. Right now, working four 10 hour days, we are set to meet this goal, a goal that would not be met without as mentioned before; planning and preparedness. With all the planning and preparation that has gone in to this project, we will overcome any obstacle and meet the schedule.



O&M Complex Containment Facility

By: Zach Hein, Project Manager

ACE received Notice to Proceed for the Maryland Environmental Service New Operations and Maintenance Complex at the beginning of May 2018. The general scope of work for the project involves clearing and grading the site, followed by site utilities, and then erecting an approximately 7,500 square foot operation and maintenance building; complete with office space, lab space, a mechanic shop and additional storage for the MES personnel.

The ACE field crew, led by Superintendent Justin Speigle and General Foreman Kevin Keen, have been keeping the crews busy by maintaining two different simultaneous operations. Some of the exciting work completed so far is the installation of approximately 280 LF of 42" RCP, a 5000-gallon precast sewage holding tank, and the building's footers.

ACE has also moved approximately 4500CY of dirt with another 3000CY estimated to be moved in the coming weeks. Overall, the fast-paced work of the ACE field crews has been keeping Project Engineer Evan Caterson and I very busy, ensuring the crews have what they need to keep moving forward with their work.

The project has not gone without its challenges - but ACE, MES, and the design engineer, Moffit and Nichol, have been working together to iron out the details and keep the project moving forward. The entire project team is collaborating to incorporate several design modifications to the project, ensuring that the building has everything MES requires to have a fully functioning facility for years to come.

One major hurdle that the ACE Team had to overcome was the extreme weather in the month of July. Official weather records show we received over 16 inches of rain in the month of July – almost 40% of the yearly average, and the second highest recorded rainfall total in July in the Baltimore area. This extreme weather was definitely not ideal for earthwork, site utility installation, or building footers; but the ACE Team has shown perseverance, albeit



O&M Complex Containment Facility

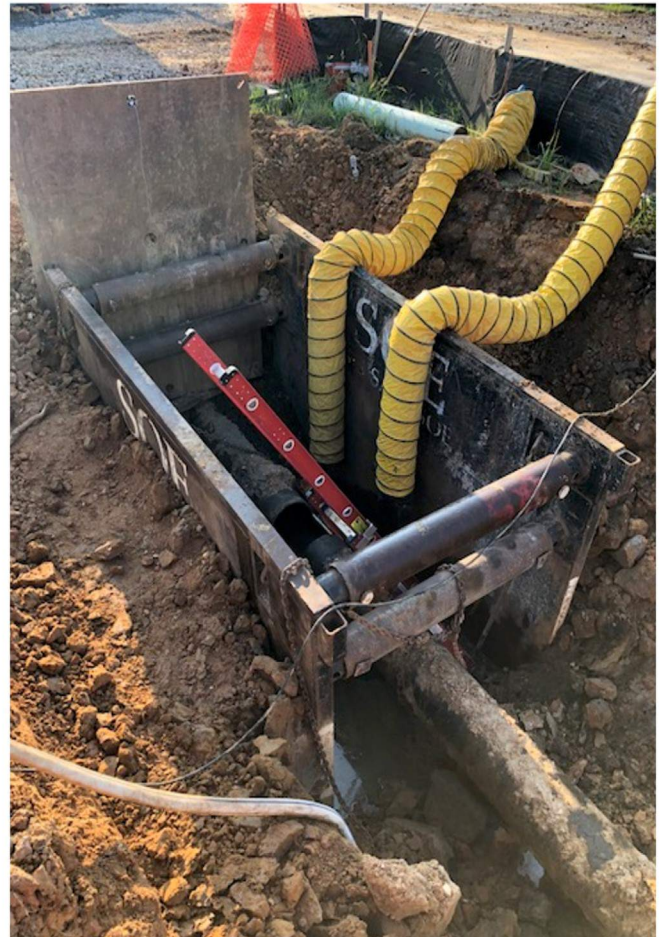
By: Zach Hein, Project Manager

with some muddy boots, to keep the project on schedule.

In the next month, the Project Team's goal is to continue building on the momentum the month of August has brought to the project. We plan to pour the building slabs, continue work on the site utilities, and are looking forward to having the Pre-engineered Metal Building delivered at the beginning of October.

Keeping the project momentum is the priority of the project team because we strongly believe that momentum is critical to making this a successful project. Momentum will allow us to meet the goal of completing the building slabs before the pre-engineered metal building arrives onsite. Meeting this goal will in turn give our subcontractor, Steel Building Specialists, time to erect the building before the unfavorable winter months. If they can accomplish this, a closed-in building by 2019 will allow the interior subs to work during the winter months making harsh weather mostly a non-factor to the project schedule.

At this time next year, we are confident that MES will have the facility they need and everyone involved in the project will have a finished product they can be proud of.





CURRENT PROJECTS

I-95 Landfill

Fairfax County, VA
\$1,700,808

Potomac Pumping Station

DC Water
\$12,645,968

Poplar Point PS Mechanical

DC Water/EE Cruz
\$4,051,137

UV Disinfection System Upgrade

Alexandria Renew Enterprises
\$4,177,458

Mayo Pump Station & Annapolis WRF Influent

Anne Arundel County, MD
\$5,068,205

Patapsco WWTP Residual Transfer Station

Baltimore City, MD
\$2,911,239

DC Water Raw WWPS 2 Upgrades

DC Water
\$19,749,282

Loch Raven Dam Facilities

Baltimore City, MD
\$10,134,700.96

Blue Plains MFU Phase 5

DC Water
\$28,580,367

Annapolis WRF Dewatering II Facilities

Anne Arundel County, MD
\$13,273,568

Broadwater WRF Headworks

Anne Arundel County, MD
\$1,621,910

Mattawoman WWTP Closed Loop Improv

Charles County, MD
\$15,519,600

UOSA Lime Slurry Room

UOSA
\$1,040,000

Annapolis WRF Influent Pump Station

Anne Arundel County, MD
\$222,812

Dalecarlia West Filter Bldg Valves

USACE
\$4,051,533

Eastern Correctional Institution WWTP

MES
\$17,000,000

Cox Creek O&M Complex Containment Facility

MES
\$5,262,000

Olney Federal Support Center WWTP

FEMA
\$1,193,000

Dorsey Run Pumping Station

Howard County, MD
\$3,109,475

Brooklyn PS & Chemical Feed

Baltimore City, MD
\$4,350,000

On the Horizon

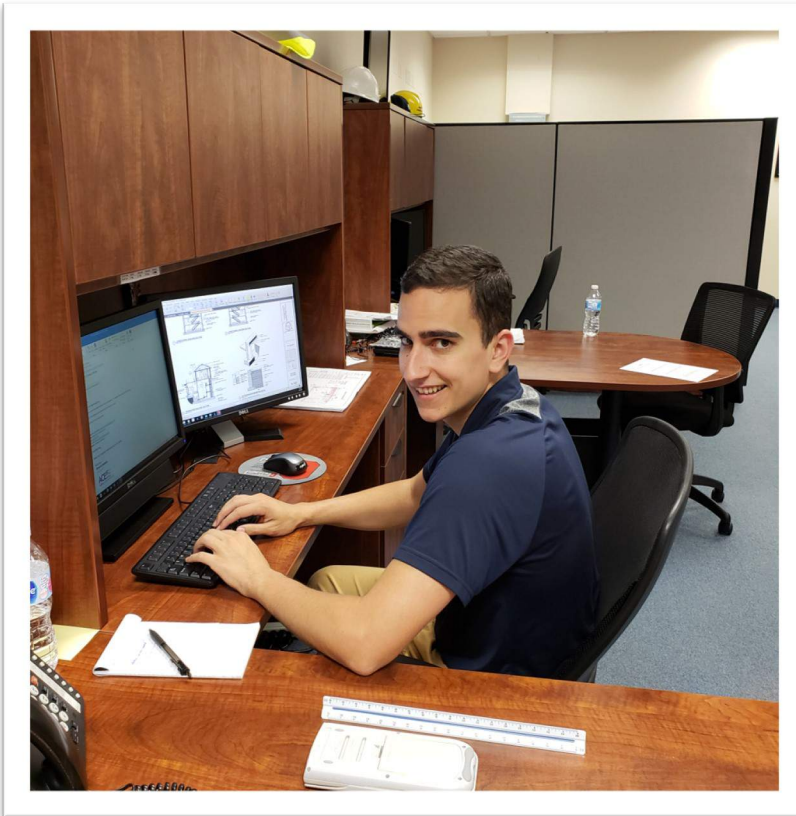
East & West WWTP Improvements

Department of Agriculture
Bids 8/30/2018



Nuts and Bolts — Welcome Co-Op Engineers

Gary Cidre, Co-Op Engineer
ACE Home Office, Columbia, MD



My time at ACE has truly been one to cherish. This was my second rotation at ACE; my first being an unforgettable experience on the jobsite at the Potomac Pump Station back in the summer of 2016. This time, I was given the opportunity to work in the main office alongside one of the brightest and friendliest crews I have ever encountered.

My coworkers alone were reason enough for me to look forward to coming into work every day. But I wasn't just there to hang out, there was plenty to keep me busy. While working as an estimating co-op, I had the chance to tackle real life challenges that countless years of school can't quite prepare you for. Just to name a few, these challenges would include analyzing drawings and specs to establish a firm scope, forming new

contacts with vendors/subcontractors, and negotiating deals to make \$\$\$ for the company. Negotiating was one of the most nerve-wracking yet rewarding aspects of my job. I would have to call a vendor, typically someone who has been working in the industry for 15-20+ years, talk the talk as if I were right there with them, and bring their price down to something we can work with. When it was over, the instant gratification I got from making a buyout was a feeling that I would find myself aching for more of. I won't lie, there were some not so glorious moments of the job, a few less desirable tasks, but working with a crew that took a personal interest in helping me learn and understand the importance of everything we do made it all go by so seamlessly.

I will be going back to school at the University of Maryland for one final semester. Once I graduate in the fall of 2018, I plan to take some time off and travel along the Rocky Mountains where I will ski, hike, and take in all the natural beauty there is to see. After my travels I will look to get a job as a Project Engineer for a well-respected general contractor, who knows ... possibly ACE :) and work my way up the Project Management track eventually achieving an executive role. Wherever I end up, I know I will ride in confidently like a stallion, with the tools and experience I have gained from ACE! I am so grateful for the invaluable opportunities ACE has given me over the years. I will always give my deepest respect for the wonderful people that make this company feel like a family.



Nuts and Bolts — Welcome Co-Op Engineers

Jacob Kemppainen, Co-Op Engineer DC Raw Water WWPS 2

“In the Beginning, I WAS ME!”

To those of you who don't know me or have just met me in passing, I am studying Construction Management at Norwich University. I have completed four years there, and I am on to take one more semester before I graduate. While I have interned before in Indiana as a Construction Inspector, this has been one of the more rewarding and interesting summer job experiences I've had. The work has given me a new understanding for renovations and its overall location has made this a summer I won't soon forget. Working in D.C. has allowed me to travel an hour to see and experience our nations capital; the museums, the national mall, and the history here. But the most rewarding experience of all has been the work here at Blue Plains with my two mentors.



Working for Jason Brown and Brandon Lumm is two sides of the same coin; on-site and job trailer construction. I get to work in the office and help with submittals and material acquisition, learning the amount of work needed to make sure a project has a good relationship with the owner and the paper work required for it. With Jason and the work crews, I've worked on Dailies and learned through a hands-on approach how construction is actually done. This experience has resonated with me the most, as you can only learn so much through a class or book, and seeing how things are actually built is laying the foundation for my plans on becoming a Superintendent.

I never would have thought that I would be working on a raw waste water treatment plant but here I am. Its allowed me to learn more about plumbing, electrical, and the intricacies of restoration projects than any other type of internship. The experience has been invaluable, and I am thankful for ACE for giving me

We're all working together; that's the secret

—Sam Walton



Nuts and Bolts — Welcome Co-Op Engineers

Mike Nemshick, Co-Op Field Coordinator Annapolis WRF Dewatering II Project

During the summer of 2018, I worked on the project at the Annapolis Dewatering Facility with Tyrus Hunter, JR Speigle, Chris Wolfenden, and Nick Heath. The job responsibilities of my summer internship position at ACE included a combination of field work outside and office work inside the trailer supporting the job Superintendents. During the first week of my internship, I successfully completed much training and obtained certification to operate the forklift so that I could assist in unloading materials outside as they arrived. My forklift operation skills enabled me to



take on the challenging tasks of lifting duct and other miscellaneous parts into place on the job site. It was very rewarding when the parts that I lifted were successfully in place. When working inside the trailer, I ordered consumables for the crews outside, created work packs and completed the daily report. It was also very rewarding here when the correctly ordered parts arrived on-site.

Overall, I had a great experience working at ACE. Everybody was outgoing and always happy to answer any questions I had. The crew took me under their wing and were eager to share their knowledge with me. Every day was a new and exciting learning experience all of which cannot be described in detail in one simple paragraph here. I will say that this summer internship wow-ed me. The knowledge I gained this summer is helping me to shape my future career aspirations.

My goal on the job this summer was to exceed the expectations that the management at ACE had of me regarding my internship. I hope I achieved that goal. I close by saying, “THANK YOU” to everybody at ACE who made this summer an absolutely great learning experience. I would like to send a special thanks to the guys on the Annapolis Dewatering Job who spent time to support me, a summer intern, through their days that were already jam-packed with work. Thank you!

I look forward to having the opportunity to work at ACE in the future.

Best Regards,

Mike Nemshick



Nuts and Bolts — Welcome Co-Op Engineers

Joseph Dietz , Co-Op Engineer

O&M Complex Containment Facility/Broadwater WRF Headworks



I always knew that I would end up in a construction related career. As a little boy I hammered everything in sight with my plastic hammer, as a middle school and high school student I went to a building trades school and was in a high school Co-Op program with a residential contractor. It only seems fitting that I would earn a degree in Construction Management.

My experience as a Co-Op Project Engineer for ACE was one I will not soon forget. I was given the opportunity to see and work on a variety of large scale projects. I spent most of my days working on submittals, subcontracts, purchase orders and a handful of other tasks. I was assigned to work on the Cox Creek O&M facility working closely with four great mentors; Zach Hein, Justin Spiegle, Kevin Keen, and Evan Caterson. I learned a lot from their combined years of experience. My mentors were very helpful answering all of my questions and patiently teaching me when I asked to learn something new. While most of my time was spent working in the job trailer and the office, I still found time to get out in the field and get my hands dirty under the instruction of Mr. Charlie Mann at the Broadwater WRF Headworks. I was able to lend a helping hand on a few small jobs and supervise subcontractors who were working on the job. Overall, my time at ACE was a great experience. Everyone I worked with took pride in their work and the company, making it enjoyable to come in every morning. I feel very fortunate to have been selected as an intern at a company that gave me so many incredible opportunities to learn.



How We Can Control Silica Dust Hazards

It's no secret that most concrete and masonry products contain silica sand. In fact, silica is so common on construction sites that many workers are regularly exposed to silica dust. Common sources of exposure include: chipping, hammering, drilling, loading, hauling and dumping rock; abrasive blasting using silica sand; sawing, hammering drilling and chipping concrete or masonry; and dry sweeping or pressurized air blowing of concrete, rock or sand dust.

Unfortunately, materials that contain even a little bit of crystalline silica can be hazardous if they are used in ways that produce a lot of dust. When you inhale this dust, the lung tissue reacts by developing nodules and scarring around the trapped silica particles. This is called silicosis, a disease that can be fatal.

Whenever there is a silica hazard on one of our sites, we will implement the best possible permanent solution to reduce or eliminate the hazards.

There are steps you can take to protect yourself from possible exposure to silica. These include:

- Always know when silica dust might be generated and plan ahead to eliminate or control the dust at the source.
- Help implement and use engineering controls and containment methods, such as blast-cleaning machines and cabinets or wet drilling and wet sawing of silica-containing materials, to control the hazard and protect adjacent workers from exposure.
- When possible, use saws that provide water to the blade when sawing concrete or masonry products.
- Help to maintain dust control systems to keep them in good order.
- Wear disposable or washable protective clothes at the project site.
- Use appropriate respiratory protection when you are required. Anyone who must use a respirator on the job will be properly fitted and trained. You may not use a respirator unless you have been trained and fitted on the particular respirator you need to use.
- Pay attention to warning signs that mark boundaries of work areas contaminated with respirable crystalline silica.
- Make sure you understand the health effects, work practices and appropriate protective equipment associated with respirable crystalline silica.

Thanks for your attention! Have a safe day!



Safety is something that happens between your ears, not something you hold in your hands.
—Jeff Cooper

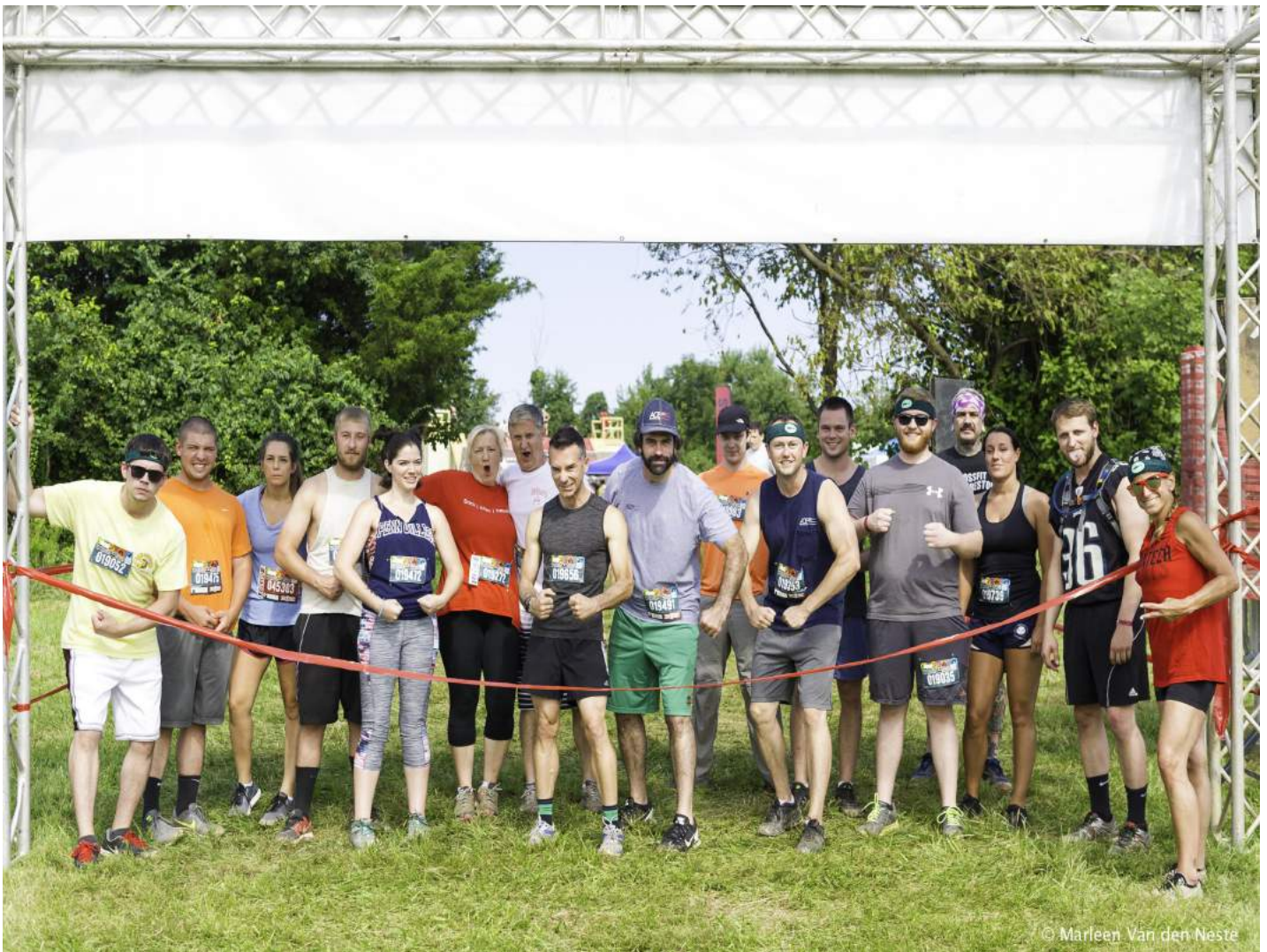


Warrior Dash

On August 11th, a few brave souls participated in ACE's 1st annual Warrior Dash 5K Obstacle Course Race. This is an event hosted by Warrior Dash, that help supports the St. Jude Research Hospital.

This particular race that ACE participated in was held at the High Point Farm in Clarksburg, MD. Thanks to all that participated – Jim Voltz, Renee Kinney, Alex Voltz, William Greak, Evan Caterson, Mark Montgomery, Zack Hein, Bhanu Tak, Reg Godin, Shannon Hammer, Kody VanFleet, Brandon Lumm, and Brandon Sambataro.

We had a great time and thankfully were able to capture some great “action shots” of us during the race!
Check us out!



© Marleen Van den Neste



Gettin' Well with Awareness





Gettin' Well with Awareness





Gettin' Well with Awareness





Gettin' Well with Awareness





Welcome New Employees

Guy Pike (Trade Foreman)
April 23, 2018

Michael Steffen (Project Manager)
May 7, 2018

William Greak (Estimator)
June 4, 2018

Dalton Marshall (Laborer)
June 20, 2018

Evan Caterson (Project Engineer)
July 6, 2018

Wesley Zhao (Project Engineer)
July 6, 2018

Benjamin Hidalgo Siquenza (Carpenter)
July 13, 2018

Christopher Alvarado (Skilled Laborer)
July 18, 2018

Sergio Cardona (Skilled Laborer)
July 20, 2018

Terrell Flournoy (Laborer)
July 23, 2018

Curtis Morton (Carpenter)
August 14, 2018

Geronimo Santos (Skilled Laborer)
August 20, 018



Promotion!

A big shout-out to Tyrel Taughinbaugh who was recently promoted to Yard Manager. Tyrel is working at our construction yard located in Pasadena, MD. **CONGRATULATIONS, Tyrel!** We know you will continue to be a tremendous asset to ACE and our equipment yard. Your hard work and dedication is appreciated!

ACE HOLIDAY CLOSINGS

Thursday, November 22nd (Thanksgiving)

Friday, November 23rd
(Thanksgiving Holiday)

Tuesday, December 25th (Christmas)

Tuesday January 1st, 2019
(New Year's Day)

Congratulations to Corey and Katelyn McCarthy on their beautiful, healthy baby girl, Macey Ella McCarthy . Macey was born on August 28, 2018. She was 7lbs 3oz, 19.5 inches. Macey joins big sister Hayden, at home. Best wishes, Corey and Katelyn! Hang on and enjoy the ride!



"If you are working on something that you really care about, you don't have to be pushed. The vision pulls you." —*Steve Jobs*

2018 Annual Company Picnic



On August 18, 2018, we held our annual company picnic and what fun it was! Employees and their families gathered at the Barrie School in Silver Spring, Maryland for a day of swimming, ice cream sundaes, cornhole, polish horseshoes, soccer, and a wonderfully, delicious (and filling!) catered lunch. It was a day of appreciation, acknowledgement, conversation, relaxation and children running around laughing excitedly with all the fun things to do. There's no better way to foster our "Building to Last" values than getting out of the office and spending time as a team away from the day-to-day grind. At the end of the day, we're all people that have interests and passions outside of work, and there's nothing better than a fun day together to reflect this reality. Happy memories with co-workers and newly found friendships is what it's all about.

Thank you, Mary Shadid, for planning and coordinating another successful and fun picnic! And, to each and every employee of the ACE team, thank you for bringing your positive attitude to work every day. With the right attitude, projects become easier to build, changes become easier to implement and problems become easier to solve. Your loyalty, day in and day out, is second to none! Your dedication and hard work, coupled with outstanding team work, embodies ACE's company philosophy of "Building to Last!" We appreciate each and every one of you, and thank you for the contribution YOU to bring to the company!

2018 Annual Company Picnic



ACE
Building to Last

Years of Service

14	Melissa Beall, Javier Brioso, Jeff Carr, Joe Godin, Jim Voltz
13	Russell Chunn, Angel Hernández, Mike Kaufman
12	Jose Constanza, Brandon Lum, Santos Ortega, Jose Vasquez, Mark Waters
11	Jose "Walter" Machuca-Diaz, Hugo Palma, Jose Rivas, Dennis Villatoro, Darrel Whiting
10	Jose "David" Callejas, Corey McCarthy
9	Humberto Larios, Jeff Litwin, Sean Howrigan, Tony Reyes
8	Irene Hunter, Tyrus Hunter, Corey Shea, Josh Tillman
7	Steven Lovett, Jr., Fredy Portillo, Mary Shadid
6	Henry "Mo" Adkins, Fidel Constanza, Tom McMaster, Lloyd Nowcomb
5	Dionisio Amaya, Wendy Barry, Ricardo Buruca, Jason Clopper, Kevin Keen, JR Scieglie, Collin Snow, Tyrel Taughinbaugh

43 employees with 5 years of service or more!



2018 Annual Company Picnic



A Message from Management...

ACE is working safe in 2018!

By Joe Godin, Executive Vice President

One of the bedrock principles of Building To Last is “Establishing safe and productive work environments” for all of our employees. Unfortunately, in recent years, the reality hasn’t measured up to the rhetoric as our Experience Modification Rating (EMR or Mod) has risen to 1.09, which is higher than the national average of 1.0. EMR is similar to golf in that a higher number is worse, not better. We recognized this trend a few years ago and have taken a number of positive steps over the past few years to improve safety. The good news is that we are experiencing our second consecutive outstanding year of safety performance and our Mod will be making a Tiger Woods-esque resurgence to continue the golf analogy.

The first major step we took in 2016 was hiring Matt Herrold as a full time Safety Manager. Matt brought 25 years of relevant experience as a construction safety professional to our team. Matt has a strong command of safety regulations and understands both the theoretical and practical aspects of these rules. This is critical in enabling him to not only dictate the rules but demonstrate to our field personnel how we can comply. Matt’s regular inspections have greatly improved day-to-day jobsite safety and his knowledge has been essential in incorporating new regulations such as the Silica Standards, where we are ahead of the industry in applying the new rules.

Another important measure we have taken is our Safety & Health Committee. This committee is comprised of representatives from each operations department (Safety, Personnel, Project Delivery, Preconstruction & ACE Yards) along with a rotating group of representatives from all levels of a jobsite. The committee meets every 3 months and discusses different safety topics including ways to improve safety. As a result of this meeting, we have made a number of significant improvements including implementing a stretch & flex program, established a subcontract management plan and administering our safety incentive program.

The net result of these efforts is that our safety performance over the past 15 months has been stellar. Our safety year runs from 5/21/17 through 5/21/18. For that period, we incurred only \$3000 in workers compensation costs, which is the best performance in company history. This contrasts with our previous 3 years in which we averaged \$120,000/year. In the current safety year (5/21/18 through today), we have not had any safety incidents and \$0 in cost so you can’t get any better than that! More importantly than the numbers is the fact that we are delivering on our Building To Last promise of establishing safe and productive work environments. This means that ACE employees are going home to their families healthy and happy every day.

I would be remiss if I did not commend our Project Superintendents for their outstanding commitment to safety during this transition. Across the board, their attitude has always been to embrace any measure that could improve worker safety. Their positive attitude has been critical to making these strides. Let’s keep this momentum going forward and finish this year with zero accidents!