

LABORERS' LOCAL 190

CONSTRUCTING CALLANAN

News about the people, products, and service of Callanan Industries, Inc.

Fall 2021



President's Message

As the year comes to a close, I wanted to take a moment to express my thanks for each of you. 2021 has certainly been a more challenging year than we expected with many unforeseen obstacles that have impacted every line of business. The weather, in particular, was not working to our advantage most of the year, but despite those challenges, it has still shaped up to be a strong year for us. It never ceases to amaze me how when faced with a challenge, this team continues to come together and rise to the occasion in order to succeed.



As busy as we were last year, we have produced significantly more stone and asphalt this year compared to last. Not only that, but our safety performance has continued to improve this year as well, which our entire leadership team is extremely grateful for. It does not go unnoticed how much work goes into achieving such impressive production without sacrificing safety.

As we look ahead to 2022, I am nothing but optimistic. Sales and Construction have been working hard and have already developed a backlog and pipeline stronger than last years at this time. With the passing of the historic infrastructure bill recently, we should start seeing its effects kick in mid-year as funds start flowing. My instinct tells me that there is a correlation between our strong backlog and the infrastructure bill, and I am hopeful that it will only continue to strengthen for the foreseeable future.

I want to thank you all for the continued hard work and dedication this year. Without you working together each day, we would not be the company we are.

I wish you and your families a Merry Christmas and a Happy New Year and I am looking forward to another successful year ahead of us.

Sincerely,

Don Fane



Our journey in Human Performance (HP) has also helped us become a safer company. Human Performance allows us to investigate the systems where our employees work. With the help of our employees, the subject matter experts, we can identify the weaknesses in our systems and procedures to make them more robust. Your involvement in this is the critical ingredient for success.

We continue to improve our recordable injury, lost time, and citation per inspections rates year after year. As a core value, safety has been the #1 focus from all levels of the organization as it is at the foundation of all we do.

This fall, we hosted our bi-annual cultural assessment survey. This anonymous survey is implemented and reviewed by a third party to better help our efforts in improving Callanan's culture. It serves as an opportunity for you to help provide feedback in areas where we are doing well and areas where we can improve. As we have participated in this survey for several years, your honest feedback has continued to help us learn and grow together as a company.

Our goal is to never become complacent and always strive to build the best culture and work environment for everyone. We will be receiving the survey results in the coming weeks and will use your feedback to guide us throughout the next two years. We look forward to your constructive feedback on this year's survey and appreciate your participation in helping us to achieve our goal together.

I am excited to see what 2022 brings. A new set of opportunities awaits us. Callanan is also moving into the next phase Human Performance. The goal is to eliminate serious harm, become a learning organization and cultivate an employee-driven safety culture.

Sincerely,

Jim Terrault

www.callanan.com



Our Focus Is Safety

Our safety performance continued to strengthen throughout 2021 and we have now reached two years without a lost-time injury. This is a huge accomplishment that means every employee that came to work has returned for their next shift without injury for two straight seasons. We link this achievement to your increased engagement in the safety process. We have also continued to improve the safety app, allowing easy access to view safety resources, record hazards, and share findings.



Service Awards

Congratulations to all of the employees who have achieved a milestone anniversary with Callanan Industries this year!

5 Years

Andrew Johnson Anthony Gambino Austin Church Corey Townsend David Boniface Edward Welsch James Tessitore Jason Butler Justin Murdaugh Kory Ingalls Lucas Sestito Matthew Swendsen Patricia Egan Robert Curry Roberta Serwan Ryan Kerr Wayne Harding

20 Years

Ayub Salik Dana Wesley Donald Chrysler Dustin Wolfe Jared Rosado Miguel Surano Nicholas Camadine **Richard McLean** Rockwood Symonds Thomas Modugno

10 Years

Bertie Belle Christopher Henry Jonathan Bramer Jonathon Miller Justin Rumpler Megan O'Toole **Micheal Trevett** Paul Zemken Richard Lynch Theresa Bell Thomas Rodgers Wayne Babcock

25 Years

Daniel Broomhall

James Spellman

Michael Cochran

Brent Gouza

Eric Kuever

James Lesher

Peter Cafaldo

Russell Wolfe

15 Years

Clifford Wayman Colleen VanPatten Donald Bovce Joseph Dunham **Richard Corrigan** Stacy Cavallo Wayne Kloss

35 Years

Andrew Madden Billy Plunkett Willard Boughton William Boughton

New Hires and Moves

Please join us in congratulating our new employees and supporting everyone in their new roles!

New Employees

Andrew Reynolds Brian Field Chad Roth Christopher O'Brien Cody Austin **Daniel McMullen** David Monastersky **Devon Brown Duane Staten Dylan Adler Dylan Smithem Dylan Ward Echo Bateholts** Emmanuele Lopergolo **Eric Lawson** Ethan Acker **Gabriel Medina Gregory Rose** Jacob Prezorski James Newman James Richburg **Jared Rosado Jason Butler** Jesse Bills **John Delfino Jonathan Davis**

Construction Operating Engin Laborer-Trainee **Construction Operating Engin** Parts Associate Mechanic Temporary Employee **Construction Laborer** Construction Operating Engir **Construction Laborer Construction Laborer** Plant Operating Engineer **Construction Laborer** Scalehouse Construction Laborer **Construction Laborer Quarry Maintenance Construction Laborer** Construction Utility-person **Construction Laborer** Heavy Equipment Operator **Construction Laborer Construction Operating Engin Construction** Laborer Maintenance Person **Truck Driver** QC Technician

Employee Moves

Pat Chamberlain **Buck Hellwig** Jared Borelli **Tim Higgins**

QC Tech Construction Manager QC Lead Sales Manager

Quality Control Management Trainee GM of Construction Assistant GM of Asphalt GM of Sales and Estimating

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eer	Joseph Dunham
	Joseph Schoonmaker
eer	Justin Miller
	Kevin Matheus
	Kyle Duesler
	Leath Green
	Louis Takacs
eer	Marcella Decker
	Mark Crill
	Maurice Gonzalez
	Michael Clemons
	Michael Curtis
	Nina Verissimo
	Richard Porcoro
	Robert Mann
	Robert Skinner
	Rodney Garitta
	Rosario Mamazza
	Ryan Hazekamp
	Ryan Keegan
	Shane Montero
oor	Thomas Modugno
eer	Timothy Maikshilo
	Vincent Cavazza
	Vincent Lovric
	Wesley Hansen

Construction Operating Engineer Construction Operating Engineer Plant Operating Engineer **Equipment Operator** Truck Driver HR Administrator Haul Truck Driver Scalehouse Ready Mix Driver **Construction Laborer Construction Laborer** Maintenance Person Construction Operating Engineer **Construction Laborer Construction Laborer Construction Laborer** Construction Laborer **Construction Laborer** Haul Truck Driver **Environmental Technician** Maintenance Person **Equipment Operator** Quarry Manager **Construction Laborer** Plant Operating Engineer **Construction Laborer**



Employee Spotlight

Fred Martin - fills many different rolls in Oriskany. Even while taking care of sales and QC he has stepped up to temporarily fill the void in John Whitman's absence. Fred has been with us for 10 years and has stepped up to support the entire readymix sales team by assisting with submittals, quotes, and, in some cases, pre-pour meetings. As busy as he is, he always finds the time to give a guiding word when he can. He has recently been working with Pat Chamberlain, taking time to walk him through command QC from a mix design standpoint, as well as show him his process of finding the correct mixes that will fit project specifications for the submittal process. Fred's knowledge has helped so many navigate the business, and he is a greatly appreciated member of the team!

Mike Graveline - Mike's willingness to help anyone, in any department and at any time with anything has created a sense of teamwork that cannot fail. His competitiveness drives him to produce consistent positive results. He continues to round out his capabilities by stretching outside of the box often!

Evan Onuskanych - Evan's creativity and demeanor has brought a new energy to the Environmental department! In a short time, he has improved internal relationships as well as relationships with external authorities. Evan is always willing to lend a helping hand and uses his creativity to employ innovations in the work force! Keep up the momentum Evan!!!

Megan O'Toole - has shared her positive energy this year by expanding her outreach in many different areas. She has helped with Frontline Leadership by becoming a Zoom Producer, has immensely helped in coordinating and filling in at the scale houses and has been an integral part applying for industry awards to help the company get much deserved recognition! This is all in addition to her daily duties! Great job Megan!

Bob Bushnell - Bob continues to grow as a leader, he takes on whatever is thrown at him with a positive and "can do" attitude. Bob demonstrates commitment, quality, teamwork, and leadership on an everyday basis! Thank you for what you do, Bob!

Zach Smith - No matter what the project entails, Zach is always ready and able to jump into the task at hand with 110% of what he has. Zach is very dedicated and determined to do whatever needs to be done. No matter the hours, weather or how dirty the job, Zach's answer will always be "yes sir" no matter what you ask.

Zach Clemente - I'm nominating Zach Clemente due to his work ethic every day at the quarries he manages. He is always suggesting different ideas to operate the quarry more efficiently, and he works with me to make sure environmental needs are met at whichever location he is at.

Pete Cafaldo - is constantly making an effort to ensure everyone is safe, productive and as happy as possible. Anything that is asked of Pete is taken to heart. I've yet to see another manager as diligent as Pete when it comes to getting his team the parts, tools, and resources they need to complete a task safely and efficiently. He is always willing to share his knowledge when asked and does not have an ego. This allows Pete to be honest about the things he may not know and does his best to get you the answers you need when he may not know them himself. He is very personable and understanding with his employees. After working under several other managers, it is my opinion that Pete is the most honest and straight forward one yet. He has a great balance of being understanding and empathetic while also still being calm, assertive, and fair. He has been a pleasure to work for and makes myself and others I've spoken to want to do better, both for him and the company.

Willy Boughton - has been with Callanan for 35 years. He is a Foreman who is really a Superintendent. He has the ability to do any job Callanan has. Traffic, paving operations, excavation, concrete, etc. Callanan is so fortunate to have people like Willy who are safe with whoever they have on their crew. He knows how much he can delegate and will take on the rest of the workload himself to ensure those operations are done safely. He brings his personal tools everyday as well. You ARE appreciated. Thank you, Willy!

Jeff Phillips - is a very dedicated employee at Ulster Paving. He is an operator on our dirt crew and is always the first one on job site and usually the last one to leave. He would work 24 hours a day if asked to. Jeff takes pride in what we do here at Ulster and will do whatever is asked of him. He is very safety-alert, always looking out for his fellow employees. Jeff has been with Ulster for many years and is a very valuable asset to the team. He is very versatile and can operate just about anything we ask him to.

Howard Blowers - goes above and beyond in what he does. He shows up to work early and starts right in preparing his equipment for the day. He is our roller man, so he makes sure the water truck is full, checks all fluids in the roller and makes sure it has fuel in it. He will help paving crew team members with layout whether it be centerline on roads or parking lot layout. He is very safety conscious and is always watching out for other team members. At the end of the day, he will ride job and make sure all proper signs are out. Howard is a very valuable paving crew team member, and he will always do whatever you ask of him.

James Corbett - He consistently shows his commitment to safety. He gets his point across without over explaining protocols. He is clear and concise, engages people at all levels, and makes you part of the conversation. Others need to follow his lead.

Allison Wells - is a dedicated worker and team player. She has stepped in to help other lines of business on multiple occasions when needed, even when it required traveling several hours to do so.

Juliano Pabon – When we needed to expand to a fifth paving crew in the middle of the summer, we asked Juliano to step up into the role of foreman and lead it. Juliano accepted the challenge and guickly exceeded our expectations. He is a guick study, has a great attitude, and has shown us that he has good leadership qualities. It was great to watch Juliano step into such a big role and succeed so quickly and we look forward to watching him continue to grow in his new position.

More New Mixers Are On The Way!

Our Ready-Mix Fleet continues its transition back to the original Clemente Latham Concrete colors. We have more brand-new mixers on the way and they'll be ready to take on the 2022 season soon!

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Community Involvement

5th Annual Ride with Mike

On August 1st, we hosted our Annual "Ride with Mike" fundraiser named for long-time Callanan Construction Superintendent and two-time Lymphoma survivor, Mike Walsh. Mike's diagnosis and his love for his sports car led to the inception of the first ride in 2016. As always, Mike led procession of motorcycles and sports cars, which is escorted by the local Sheriff's Department for nearly 70 miles and ends at a local park for a BBQ and raffles.



Now in its 5th year, Callanan employees, customers and community members continue to come together for the event. Although it has raised over \$50,000 in total, Mike has always been adamant that the money is donated to those who need it and has never accepted a dime for himself.



This year, the combined efforts of more than 40 sponsors and 60 riders raised over \$12,000 for the New York Oncology Hematology Community Cancer Foundation. Part of the NYOH Cancer Treatment Center that treated Mike, the not-forprofit foundation helps provide emergency financial support for Capital District Region residents undergoing cancer treatment.

Antique Truck Show

Callanan attended the 31st Annual Hudson Mohawk Antique Truck Show hosted by the Hudson Mohawk Chapter of ATHS at the Saratoga County Fairgrounds in Ballston Spa, NY. Each year, nearly 300 trucks attend from across New York, Massachusetts, New Hampshire, New Jersey, Vermont, Maine, Connecticut, Rhode Island, and Canada. Corporate sponsors such as ourselves are able to display new trucks on as well as antique trucks range from the 1910s to the 1990s!



Vietnam Memorial Clean Up

In honor of Veterans Day, Callanan employees joined other members of the Eastern Contractors Association, Inc. to assist the Tri-County Council of Vietnam Era Veterans in cleaning up the Vietnam Veterans Memorial and the Gold Star Families Memorial in downtown Albany on November 6th.



Giving Tuesday Fundraising Campaign

We are pleased to announce that our Marketing Representative, Lucas Sestito was recently named an 'Emerging Leader in Philanthropy' by United Way of the Greater Capital Region (UWGCR) and joined its Emerging Leaders United Leadership Committee. This diverse group of engaged young professionals is working to drive impact in the Capital Region.

Each member of the committee is aiming to raise \$1,000 as part of this year's #GivingTuesday campaign, which is a global generosity movement unleashing the power of radical generosity. In support of Lucas' efforts, Callanan also matched his first \$1,000 in donations. Lucas has individually raised \$2,500 to date.

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Donations For Good

Daughter of local family in Saugerties was paralyzed from accident with drunk driver in 2019. Her stone and dirt driveway was not suitable for her wheelchair and she wasn't able to easily get in and out of her house to get to doctor's appointments. Callanan was able to donate material to pave her driveway to and help make her life a little bit easier.

The Next Generation of Philanthropists GIWINGTUESDAY







LUCAS

SESTITO

Callanan Industries, Inc.

Text LSESTITO to 41444 to Donate

Annual Make A Difference Week

Thank you to all of you who took time out of your busy schedules and volunteered during Make a Difference Week in October. Our impact was truly appreciated by each organization (and me). At Callanan, we strive to make a difference every day and help to improve the communities in which we work and live.

Day One

Employees participated in the American Cancer Society Making Strides Against Breast Cancer event in Albany and raised \$1,215!







Day Two

Employees paid a visit to the kindergarten class at Stillwater Central School District to talk about safety, how we build roads, read and donated some books about construction!

Day Three

Volunteers visited the Boys & Girls Club of the Capital Area and gave a presentation on geology and safety to some very inquisitive club members.





Day Four

Callanan's main office hosted the annual American Red Cross Blood Drive where nearly 30 people donated blood. Then the afternoon was spent doing clean up at the YWCA Northeastern New York in preparation for their "Take Back the Night" March to end domestic violence.







Day <mark>Six</mark>

A team collected two trailers full of tires, electronics, trash, and other debris that was removed from the water, woods, and surrounding area from alongside a road in the Hamlet of East Kingston.





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Day Five

The team from Callanan filled over 50 bags with leaves, weeds, and other foliage leaving the yard clean and safe for residents at one of Wildwood Programs 36 residential properties, which supports individuals with all levels of disabilities.





Day Seven

130 take-out lunches were cooked and prepared by Callanan and Catholic Charities volunteers at the St. John's/St. Ann's Outreach Center in Albany.



NYS Business Council Father Peter G. Young Award

In our business, it can sometimes be difficult to find the time to give back to the community, but I am proud to say that is not the case for our company. With all the challenges we have been faced with, you continue to help support our goal of building better communities and it does not go unnoticed by myself or the outside world.

We have received several notable awards in the recent past for our community involvement, all of which I am thrilled about, but last night Callanan was honored with a particularly impressive award. The New York State Business Council's "Father Peter Young Award for Community Service" is awarded to the company or individual who has demonstrated a strong commitment to giving back and service to their community. The award is named in honor of Father Peter Young who dedicated his life to improving the lives of those the system has left behind.



At the award ceremony, we heard from several individuals on the importance

of community involvement and giving back, including keynote speaker and Syracuse Men's Head Basketball Coach, Jim Boeheim. In his speech, Jim said, "in the end, it doesn't matter how many games you win or how much money you make." As competitive as he is and as much as he loves his game, what really matters is how we can help others, which is why he and his wife, Juli, head up the Jim and Juli Boeheim Foundation, which supports children in need and those touched by cancer.

I hope you are as proud as I am of receiving this award. For me, it's for two reasons. First, to be associated with the individual the award is named after, Father Young, who has touched the lives of so many people in our community. Second is because this is a State-wide award from outside of our industry that shines a very bright light on the meaningful work that we do here at Callanan.

I wanted to congratulate you all on this award and give each of you a special thanks for all you do for Callanan, myself, and our community.

Sincerely, Don Fane





NSSGA Excellence Awards

We are excited to announce that we have received awards from the National Sand, Stone & Gravel Association. Four of our quarries (Pattersonville, Oxbow, East Kingston, and Bridgeville) received Certificates of Achievement for Safety Excellence. The South Bethlehem Quarry received the Safety Excellence Silver Award, and the Oxbow Quarry received a Certificate of Achievement for Environmental Excellence!



United Way Newcomer Award

Callanan was presented with the 'Newcomer' Award by the United Way of the Greater Capital Region for its support and generosity towards its many causes. We are proud of the relationship we have built with United Way and hope to continue strengthening it in the future.

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Customer Appreciation

Our annual customer appreciation lunches made a comeback this year. While we weren't able to come back in full swing with sit down lunches yet due to COVID restrictions, it was still a great success! Led by the sales team, several Callanan employees helped to prepare, pack, and distribute over 2,500 to-go lunches for our customers, crews, haulers and employees. Thank you to all that helped make this happen and we look forward to what next year brings!



Connect with Careers

As we continue to recruit new and experienced employees to fill our open positions, we were pleased to have South Bethlehem Quarry Manager, Bob Bushnell represent Callanan in a recent video campaign. The Rensselaer County Regional Chamber of Commerce rolled out its 'Connect with Careers' campaign to help introduce students to all of the career opportunities in our area. Bob's Q&A interview helps shed some light on our industry and all that a career at Callanan has to offer. Scan the QR code with your smart phone to watch the interview!



"If COVID taught us anything, it's that a career in the trades is almost recession proof. When I finished high school, I wasn't interested in college. I started as a laborer in heavy highway construction and found a career path that suits my skills and interests. If you are willing to learn, Callanan can teach you what you need to know to succeed, to have a goodpaying job and a good quality of life.

Robert Bushnell, Plant Foreman, Callanan Industries, Inc.



SUNY Poly Visits Oriskany

Students from the SUNY Polytechnic Institute were able to make their annual visit to our Clemente Fane Concrete facility in Oriskany this fall. The students were given a tour of the plant and got to meet with Larry and his team while learning about the production of ready-mix concrete, its uses, and what goes into operating a plant. Our RMC Quality Control Intern, who is a current SUNY Poly student, was also in attendance to help with the tour and answer questions.



Inclusion & Diversity

CRH has recently welcomed its first Chief Inclusion & Diversity Officer, Mona Garland, to lead the way as we work towards building a more diverse and inclusive environment throughout our entire organization. At Callanan, we have started to introduce I&D trainings to our management team and will begin expanding this out to everyone in the coming months.

We don't just accept differences-we celebrate them, we support them, and we thrive because of them and the benefits they bring to our team, products, and community. Callanan is proud to be an equal opportunity and affirmative action employer. We are committed to equal employment opportunity regardless of race, color, ancestry, religion, sex, national origin, sexual orientation, age, citizenship, marital status, disability, gender identity or Veteran status.

Why Inclusion & Diversity is important to us



Diversity of thought leads to better ideas, innovation

CRH Sustainability

Our parent company, CRH, is proud to once again be included among the world's top performing companies in the Dow Jones Sustainability Index. This recognition highlights our ongoing commitment to helping deliver a sustainable built environment.

Learn more at https://www.crh.com/sustainability

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We want to help An inclusive culture We greatly value our business and foster leading practice enables superior community relationships in our supply chains business performance





Employee Resources

Anthem Employee Assistance Program

Don't forget to take advantage of our Employee Assistance Program. The EAP offers a number of resources relating to finance, health, family and so much more. It is a free and confidential service. Call or visit online using the information below 24/7.

1-800-841-5144 | anthemEAP.com Company Code: Oldcastle

Free, confidential help 24 hours a day, 7 days a week

Download Our Employee App!

Have your downloaded our employee app yet? It will give you access to tons of resources including health and wellness, employee benefits, your payroll portal, safety resources and so much more! Scan the QR code below to download it from the Apple or Google App Stores!

Your login information is: Username: Your Employee # Password: Callanan1!

Contact lucas.sestito@callanan.com or 518-795-4385 for assistance!





COVID-19 Vaccine

Across our Americas Materials business, on average, 70 to 100 new cases of COVID-19 are reported each week. Of those infected, around 85% are unvaccinated. Each week we continue to have AMAT family members hospitalized, intubated, and pass away from this highly infectious virus.

It goes without saying that our more than 30 AMAT family members who have died from COVID-19 during the pandemic are sorely missed. It's difficult each time we lose an employee to COVID-19 and read about how many dedicated years they were part of the AMAT family, and worse, to think about the wife, husband, children, and grandchildren, who will miss them dearly.

Leading health experts across the country continue to reiterate that getting vaccinated is a proven defense against COVID-19. We have not lost a single vaccinated employee to COVID-19. As such, we cannot emphasize enough the importance of choosing to get a COVID-19 vaccine if you are able, at the earliest available opportunity to potentially save your life.

Thankfully, there is a preventative and proven measure to protect yourself and your loved ones through the various vaccines available. For those who are not yet vaccinated, please give some fresh thought to taking this potentially life-saving step to take care of yourself and your loved ones.

Millions of people in the United States have received COVID-19 vaccines, and these vaccines will undergo the most intensive safety monitoring in U.S. history. This monitoring includes using both established and new safety monitoring systems to make sure that COVID-19 vaccines are safe.

Have you and your loved ones received your COVID-19 vaccine? It is not required by Callanan, but if you would like to get it, visit <u>https://www.vaccines.gov/</u> or call **1-833-NYS-4-VAX (1-833-697-4829)** to find a vaccine site near you.

Excelsior Pass

If you have received your vaccine, you can download the New York State Excelsior Pass on your smart phone. Excelsior Pass supports a safe reopening of New York by providing a free, fast, and secure way to present digital proof of COVID-19 vaccination or negative test results.

Visit <u>www.epass.ny.gov</u> for more information





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2021 Highlights & Looking Ahead

Equipment Updates

There have been a lot of positive changes in the Equipment Department this year. Restructuring has allowed us to leverage the strengths of our team by putting the right people in the right places. Justin Shanno now oversees the shop along with his Division Performance Committee (DPC) duties. Bruce Gumlaw and Matt Rivera have been able to work more closely with their supporting line of business, which has helped to improve communication and efficiency. We have also recently welcomed our new Parts Associate, Chris O'Brien, which has already proved to be a major help to the department!

With all these positive changes, the equipment team has seen some big wins this year including:

- Reducing RMC truck down time by over 50% through focusing on PM's and increased collaboration between lines of business. •
- Major turnaround of PVI's at the shop, which can be partly attributed to the safety "truck rodeo" that has served as a nice refresher for the equipment team!

Looking forward to the new year, we are excited to be moving into our brand-new state-of-the-art shop in Albany. The centrally located shop will be a huge improvement for us and will allow the equipment team to work as efficiently as possible in a safe, clean, and productive environment.

We are eager to continue growing our equipment team and hire the right people to help us meet our future goals!

Safety Achievements

We are extremely proud to announce that EVERY aggregate site had at least one ZERO-citation inspection in 2021 with Bridgeville, East Kingston and South Bethlehem getting multiple zero-citation inspections!!! In all, we had 9 zero-citations over a 25-inspection day span!!!! The teams have been working incredibly hard toward this impressive achievement, so they all deserve kudos for making this happen along with James Corbett for keeping us on our toes with a "fresh set of eyes".

We'd also like to extend a huge shout-out to the Oxbow team, led by Keith Marsala for an astounding record of 6 seasons without a citation! Their secret is a weekly walk-around impersonating an MSHA inspector, essentially finding the issues before a real inspection even happens. This has also proved to be a great way to train new employees by having them "walk a day in an inspectors' boots". This is a great practice that we will adopt at all locations in the future!



All About Aggregates



Our operations team has focused heavily on development work that entailed a lot of drilling and blasting initiatives. So far, these initiatives have reduced drilling and blasting costs at both East Kingston and South Bethlehem! We were able to hire a drilling and blasting technician, Ryan Keegan, along with capitalizing a GPS rover and Blast Modeling software to work with the guarry managers in managing our drilling and blasting. Led by Sean Mooney and his team, we will expand this initiative to all locations in 2022.

This year, we have also grown leaps and bounds building and improving local agency relationships

through transparency and communication. Overall, the Aggregates team continues to strengthen as we have worked together to ensure the right people are in the right places. This year, we have hired 27 new and highly motivated people with the right attitudes! Through the leadership and strategic planning of Tim Hauck, Rich Douglas, Mike Graveline and Ayub Salik, we have seen considerable progress at all sites regarding performance management and sharing best practices amongst teams.

This year marked our 3rd straight year with our tactical implementation plan (TIP) competition and South Bethlehem broke a record with being 4-times TIP's winners!!! An extremely focused and engaged team under the leadership of Zach Clemente continued to increase Availability and Overall Equipment Effectiveness (OEE) earning them lots of bragging rights!!!! The Bridgeville team met an unprecedented production demand through lots of hard work, sweat and tears (of happiness, we hope) and as usual, kept it all glued together with their "family" atmosphere that Dan VanEtten's team continues to exude!



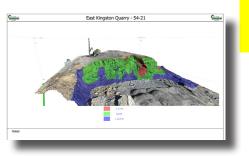
Finally, our scale houses are stronger than ever through the new support of Megan O'Toole, who has made a major effort to cross train and help fill in and act as an additional resource for our scale house team members! Megan is joined by a great team of dedicated scale house operators (Mark Fusco, Echo Bateholts, Marcella Decker, Stacy Cavallo, Anne Marie Greer, Rich Lynch and Laura King) that help keep our plants running smoothly and our customers happy!

As we head into 2022, we carry this year's momentum with us. We will continue hiring the right people for the right places and share best practices to make our team as strong and efficient as possible. There will be a strong focus on in-house portable crushing, and we plan to continue our TIP's competition. Led by Evan Onuskanych and Sean Mooney, we also plan to continue growing our environmental and mine plan capabilities as a company bringing much of our efforts in-house and into their eager hands in the future.

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Thank You Team Asphalt

The Asphalt team has been hard at work this year on a multitude of things, but one of the most notable was getting our Maybrook plant re-opened. Congratulations to all involved in getting the plant up and running. It was not an easy task and we thank everyone for their team effort and hard work! In addition to the operations side of things, a strong performance in Customer Sales and Internal Construction drove us to exceed the 2020 volume by more than 150k tons this year and that is definitely something to be proud of!

Bridge Deck Membrane RTE 9W for NYSDOT

Callanan Construction successfully laid 362 tons of the membrane mix and another 100 plus tons of 9.5mm for T&L. The Job Mix Formula called for a Performance Grade Binder of 76E-28 at 7.5% of the total mix. Target air voids for this JMF according to NYSDOT specification are 1.5% ± .5. Lab testing resulted within specification at a 1.97% air void. This is not an easy mix, so well done all!

Kingston Roundabout



South Bethlehem Utilizes High RAP & Rejuvenator Mix Production

Plant 22 in South Bethlehem was able to run various mixes with high RAP percentages due to the use of an admixture called ReLIXER. This additive allows for high rap mixes to be less susceptible to cracking and rutting in respects to road

performance. It also allows for a more workable mix for internal construction and outside contractors. Being able to use high RAP percentages in HMA allows for numerous economic and environmental benefits. For example, we were able to reduce our virgin liquid demand as well as the demand of crushed aggregate in our mixes. Sean O'Dowd and Eric Kuever were critical in making sure our asphalt plant ran smoothly with this new admixture being implemented into our plant output. A lot of troubleshooting, and calibrating was involved on their part to make this new practice possible.





Callanan was the paving subcontractor for the Kingston Roundabout project. The new roundabout was installed at the intersection of Broadway and Albany Avenue in Kingston, NY. The two-year project was completed in late August. Throughout that time, there were a few different crews working on the job, but Russ Wolfe and his paving crew did the majority of the work, installing a total of 10,300 tons of asphalt during the construction. Our Sales team sold approximately 21,000 tons of stone to DA Collins for the project as well.

Image: "Courtesy Vinnie Morano Imagery".

Construction Secures \$11.5 Million

The Construction team has secured an \$8 million project in Ulster County set to begin in the Spring of 2022. Consisting of 6.4 miles (approximately 16 lane miles including ramps) of Routes 209, 199, and 32 will be milled down and resurfaced. Routes 209 and 199 will be milled down 2 inches and Route 32 will be milled down 4 inches. Approximately 40,000 tons of asphalt will be supplied from our East Kingston plant to fill the milled surfaces over the course of 45 days.

The team will also be heading back to the Schenectady Airport this spring to mill and repave three taxiways. The \$3.5 million, 17,000 ton project will start in May and be completed by mid-summer.

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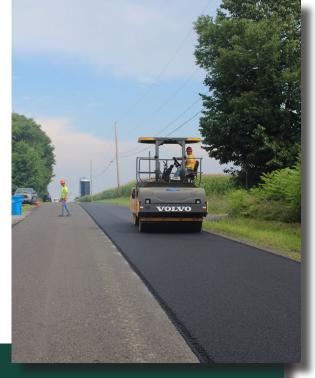




Ulster Paving in Madison County

The Ulster Paving team took on a nearly \$2 million multi-site contract in Madison County this year. The contract consisted of roughly 28 miles of roads to be repaired. Two of the roads were milled and paved while the remaining roads in the contract were paved over cold in-place recycling that was performed by a third-party contractor.





One road in the project was Cole Street, which consisted of 6.67 miles and 9,800 tons of asphalt

Centralizing Service

Our Aggregate & Asphalt Customer Service Center traveled West this year to our Ulster Paving Construction Division with a vision to centralize our Western motor carrier fleet and provide daily construction job fleet dispatching service. We are happy to report we are now dispatching our Ulster Paving motor carrier fleet from our central Albany customer service center. This is a huge accomplishment that could not have been done without the help of Barb Taylor and the team at Oxbow/ Ulster Paving. Centralizing our dispatching services will allow for top-tier customer service and consistency throughout our business while also allowing the Oxbow/ Ulster Paving team to focus on their many other responsibilities.





Another road in the project was Fyler Road, which consisted of 5.44 miles and 7,000 tons of asphalt



Mike Granieri

Stop and Smell the Flowers!

Ulster Paving foremen, Jason Lewis was working on a RTE 11 NYSDOT project over the summer when some beautiful flowers caught his eye. He just had to take a moment to stop and appreciate them!

Teresa Wheelock

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Hired Hauler, Dave Lesher







PO Box 15097 Albany, NY 12212-5097

Our Mission

To safely provide the highest quality materials and construction services to our valued customers, so that together, we can build stronger communities for everyone.

Our Values





Integrity



