

**CITY OF SOUTH BEND, INDIANA  
CONTRACTOR'S BID FOR PUBLIC WORK**

Project Name Demolition of 747/749 Harrison Avenue  
Project No. 124-062  
For Bids Due Tuesday, February 10, 2026 @ 9:00 A.M. (E.S.T.)

**PART I**

(Must be completed for all bids. Please type or print)

Date: 2/10/2026 Bidder (Firm): Dore & Associates, Inc.  
Address: PO Box 338 Washington Ave.  
City/State/Zip: Bay City, MI 48707 Telephone Number: (989-684-8411)

Agent of Bidder (if Applicable): \_\_\_\_\_  
Pursuant to notices given, the undersigned offers to furnish labor and/or material necessary to complete the public works project of:

**Demolition of 747/749 Harrison Avenue**

the City of South Bend, Indiana, in accordance with plans and specifications prepared by:

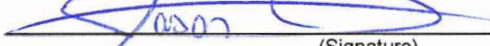
City of South Bend, Engineering Division

and dated 01/22/2026 for the sum of (enter the Total Bid as shown on the Proposal)

Four hundred four thousand eight hundred dollars and no / 100 (\$ 404,800.00 )

(Enter sum of Total Base Bid plus Alternates shown on Proposal) (Numerical)

The undersigned further agrees to furnish a bond or certified check with this bid for an amount specified in the notice of the letting. If alternative bids apply, the undersigned submits a proposal for each in accordance with the notice. Any addendums attached will be specifically referenced at the applicable page. If additional units of material included in the contract are needed, the cost of units must be the same as that shown in the original contract if accepted by the City of South Bend. If the bid is to be awarded on a unit basis, the itemization of the units shall be shown on a separate attachment.

By  \_\_\_\_\_  
(Signature)  
**Jason C. Dore, President**  
\_\_\_\_\_  
(Printed Name of Person Signing)

**ACCEPTANCE**

The above bid is accepted this 10th day of February 20 26

Subject to the following conditions: \_\_\_\_\_

**BOARD OF PUBLIC WORKS**

\_\_\_\_\_  
Elizabeth A. Maradik, President

\_\_\_\_\_  
Joseph R. Molnar, Vice President

\_\_\_\_\_  
Abigail E. Magas, Member

\_\_\_\_\_  
Breana N. Micou, Member

\_\_\_\_\_  
Murray L. Miller, Member

\_\_\_\_\_  
Attest: Hillary Horvath, Clerk



**BID/PROPOSAL  
CITY OF SOUTH BEND**

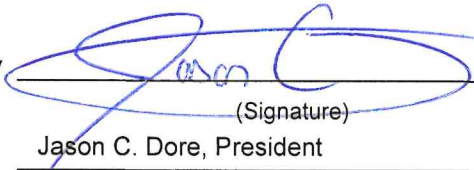
**Project Name:** Demolition of 747/749 Harrison Avenue  
**Project Number:** 124-062  
**For Bids Due:** Tuesday, February 10, 2026 @ 9:00 A.M. (E.S.T.)  
**Contractor Name:** Dore & Associates, Inc.

**BASE BID**

| Item No. | Description   | Quantity | Unit | Unit Price | Total Amount |
|----------|---|----------|------|------------|--------------|
| 1        | Lump Sum price to complete asbestos abatement, dewatering, building demolition, backfill, grading and seeding as intended by these Specifications | 1        | LSUM |            | 379,800.00   |
| 2        | Environmental Allowance   | 1        | LSUM | \$25,000   | \$25,000     |

**BASE BID TOTAL** 404,800.00

**Bidder (Firm):** Dore & Associates, Inc.  
**Address:** PO Box 338 Washington Ave.  
**City/State/Zip:** Bay City, MI 48707      **Telephone Number:** (989-684-8411)

By   
(Signature)  
Jason C. Dore, President  
(Printed Name of Person Signing)

*When the prospective Contractor is unable to certify to any of the statements below, it shall attach an explanation to this Affidavit.*

**CONTRACTOR'S NON-COLLUSION AND NON-DEBARMENT AFFIDAVIT, CERTIFICATION REGARDING INVESTMENT WITH IRAN, EMPLOYMENT ELIGIBILITY VERIFICATION, NON-DISCRIMINATION COMMITMENT AND CERTIFICATION OF USE OF UNITED STATES STEEL PRODUCTS OR FOUNDRY PRODUCTS**

(Must be completed for all quotes and bids. Please type or print)

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STATE OF Michigan )  
 ) SS:  
Bay COUNTY )

The undersigned Contractor, being duly sworn upon his/her/its oath, affirms under the penalties of perjury that:

1. Contractor has not, nor has any other member, representative, or agent of the firm, company, corporation or partnership represented by him, entered into any combination, collusion or agreement with any person relative to the price to be bid by anyone at such letting nor to prevent any person from bidding nor to induce anyone to refrain from bidding, and that this bid is made without reference to any other bid and without any agreement, understanding or combination with any other person in reference to such bidding. Contractor further says that no person or persons, firms, or corporation has, have or will receive directly or indirectly, any rebate, fee, gift, commission or thing of value on account of such sale; and
2. Contractor certifies by submission of this proposal that neither contractor nor any of its principals are presently debarred, suspended, proposed for debarment, declared ineligible, or voluntarily excluded from participation in this transaction by any Federal department or agency; and
3. Contractor has not, nor has any successor to, nor an affiliate of, Contractor, engaged in investment activities in Iran.
  - a. For purposes of this Certification, "Iran" means the government of Iran and any agency or instrumentality of Iran, or as otherwise defined at Ind. Code § 5-22-16.5-5, as amended from time-to-time.
  - b. As provided by Ind. Code § 5-22-16.5-8, as amended from time-to-time, a Contractor is engaged in investment activities in Iran if either:
    - i. Contractor, its successor or its affiliate, provides goods or services of twenty million dollars (\$20,000,000) or more in value in the energy sector of Iran; or
    - ii. Contractor, its successor or its affiliate, is a financial institution that extends twenty million dollars (\$20,000,000) or more in credit to another person for forty-five (45) days or more, if that person will (i) use the credit to provides goods and services in the energy sector in Iran; and (ii) at the time the financial institution extends credit, is a person identified on list published by the Indiana Department of Administration.
4. Contractor does not knowingly employ or contract with an unauthorized alien, nor retain any employee or contract with a person that the Contractor subsequently learns is an unauthorized alien.

Contractor agrees that he/she/it shall enroll in and verify the work eligibility status of all of Contractor's newly hired employees through the E-Verify Program as defined by I.C. 22-5-1.7-3. Contractor's documentation of enrollment and participation in the E-Verify Program is included and attached as part of this bid/quote; and

5. Contractor shall require his/her/its subcontractors performing work under this public contract to certify that the subcontractors do not knowingly employ or contract with an unauthorized alien, nor retain any employee or contract with a person that the subcontractor subsequently learns is an unauthorized alien, and that the subcontractor has enrolled in and is participating in the E-Verify Program. The Contractor agrees to maintain this certification throughout the term of the contract with the City of South Bend, and understands that the City may terminate the contract for default if the Contractor fails to cure a breach of this provision no later than thirty (30) days after being notified by the City.

6. Persons, firms, partnerships, corporations, associations, or joint venturers awarded a contract by the City of South Bend through its agencies, boards, or commissions shall not discriminate against any employee or applicant for employment in the performance of a City contract with respect to hire, tenure, terms, conditions, or privileges of contract or employment, or any matter directly or indirectly related to contracting or employment because of race, sex, religion, color, national origin, ancestry, gender expression, gender identity, sexual orientation, or due to age or disability that does not affect that person's ability to perform the work.

In awarding contracts for the purchase of work, labor, services, supplies, equipment, materials, or any combination of the foregoing including, but not limited to, public works contracts awarded under public bidding laws or other contracts in which public bids are not required by law, the City, its agencies, boards, or commissions will consider the Contractor's good faith efforts to obtain participation by those subcontractors certified by the State of Indiana as a Minority Business ("MBE") or as a Women's Business Enterprise ("WBE") as a factor in determining the lowest, responsible, responsive bidder.

Contractors seeking the award of a City contract cannot be required to award a subcontract to an MWBE; however, they may not unlawfully discriminate against said MBE/WBE. On goal-eligible contracts, Contractors are required to either meet both MBE and WBE utilization goals or demonstrate that the Contractor has made good faith efforts to obtain participation from MBE and WBE subcontractors. A finding of noncompliance or a discriminatory practice shall prohibit that Contractor from being awarded a City contract for a period of one (1) year from the date of such determination, and such determination may also be grounds for terminating the contract to which the discriminatory practice or noncompliance pertains.

7. The undersigned Contractor agrees that the following nondiscrimination commitment shall be made a part of any contract which it may henceforth enter into with the City of South Bend, Indiana or any of its agencies, boards or commissions.

Contractor agrees not to discriminate against or intimidate any employee or applicant for employment in the performance of this contract with privileges of employment, or any matter directly or indirectly related to employment, because of race, religion, color, sex, gender expression, gender identity, sexual orientation, handicap, national origin or ancestry. Breach of this provision may be regarded as material breach of contract.

I, the undersigned bidder or agent as contractor on a public works project, understand my statutory obligations to the use of steel products or foundry products made in the United States (I.C. 5-16-8-1). I hereby certify that I and all subcontractors employed by me for this project will use steel products or foundry products made in the United States on this project if awarded. I understand I have an affirmative duty to notify the City in my bid that my proposal does not include the use of steel products or foundry products made in the United States. I understand it is my sole obligation and responsibility to provide a justification to the City, subject to review and approval, why the cost of United States made steel or foundry products is unreasonable. Prior to award and upon submission of bid which does not use steel products or foundry products made in the United States, the City, through its director of public works, shall make a determination if the price of United States made steel or foundry is unreasonable. I understand that violations hereunder

may result in forfeiture of contractual payments.

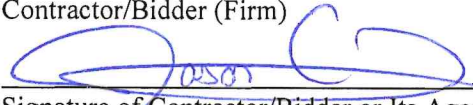
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I hereby affirm under the penalties of perjury that the facts and information contained in the foregoing bid for public works are true and correct.

Dated this 10th day of February 2026

Dore & Associates, Inc.

Contractor/Bidder (Firm)




Signature of Contractor/Bidder or Its Agent

Jason C. Dore, President

Printed Name and Title

Subscribed and sworn to before me this 10th day of February, 20 26

My Commission Expires 06/27/2031

  
Notary Public Kylie R. Dore

County of Residence Bay

KYLIE R. DORE  
NOTARY PUBLIC, STATE OF MICHIGAN  
COUNTY OF BAY  
My Commission Expires 06-27-2031  
Acting in the County of Bay



### Bid Bond

**CONTRACTOR:**

*(Name, legal status and address)*

Dore & Associates, Inc  
900 Harry S Truman Pkwy  
BAY CITY, MI 48706

**OWNER:**

*(Name, legal status and address)*

City of South Bend  
215 South Drive Martin Luther King Jr. Blvd.  
South Bend, IN 46601

**BOND AMOUNT:** FIVE PERCENT OF BID AMOUNT (5%)

**PROJECT:**

*(Name, location or address, and Project number, if any)*

1124-062 Demolition of 747/749 Harrison Ave., South Bend, IN 46616

**SURETY:**

*(Name, legal status and principal place of business)*

NGM Insurance Company  
4601 Touchton Rd East, Ste 3400  
Jacksonville, FL 32246

This document has important legal consequences. Consultation with an attorney is encouraged with respect to its completion or modification.


Any singular reference to Contractor, Surety, Owner or other party shall be considered plural where applic

The Contractor and Surety are bound to the Owner in the amount set forth above, for the payment of which the Contractor and Surety bind themselves, their heirs, executors, administrators, successors and assigns, jointly and severally, as provided herein. The conditions of this Bond are such that if the Owner accepts the bid of the Contractor within the time specified in the bid documents, or within such time period as may be agreed to by the Owner and Contractor, and the Contractor either (1) enters into a contract with the Owner in accordance with the terms of such bid, and gives such bond or bonds as may be specified in the bidding or Contract Documents, with a surety admitted in the jurisdiction of the Project and otherwise acceptable to the Owner, for the faithful performance of such Contract and for the prompt payment of labor and material furnished in the prosecution thereof; or (2) pays to the Owner the difference, not to exceed the amount of this Bond, between the amount specified in said bid and such larger amount for which the Owner may in good faith contract with another party to perform the work covered by said bid, then this obligation shall be null and void, otherwise to remain in full force and effect. The Surety hereby waives any notice of an agreement between the Owner and Contractor to extend the time in which the Owner may accept the bid. Waiver of notice by the Surety shall not apply to any extension exceeding sixty (60) days in the aggregate beyond the time for acceptance of bids specified in the bid documents, and the Owner and Contractor shall obtain the Surety's consent for an extension beyond sixty (60) days.


If this Bond is issued in connection with a subcontractor's bid to a Contractor, the term Contractor in this Bond shall be deemed to be Subcontractor and the term Owner shall be deemed to be Contractor.


When this Bond has been furnished to comply with a statutory or other legal requirement in the location of the Project, any provision in this Bond conflicting with said statutory or legal requirement shall be deemed deleted herefrom and provisions conforming to such statutory or other legal requirement shall be deemed incorporated herein. When so furnished, the intent is that this Bond shall be construed as a statutory bond and not as a common law bond.


Signed and sealed this 10th day of February, 2026

  
\_\_\_\_\_  
*(Witness)* Denis C. Dore, Secretary

Dore & Associates, Inc  
*(Contractor as Principal)* \_\_\_\_\_ *(Seal)*

  
\_\_\_\_\_  
*(Title)* Jason C. Dore, President  
NGM Insurance Company

  
\_\_\_\_\_  
*(Witness)* Kimber Hickey

*(Surety)* \_\_\_\_\_ *(Seal)*  
  
\_\_\_\_\_  
*(Title)* Michael G. Zervos, Attorney-in-Fact



**CAUTION: You should sign an original AIA Contract Document, on which this text appears in RED. An original assures that changes will not be obscured.**

Init.



POWER OF ATTORNEY

KNOW ALL MEN BY THESE PRESENTS: That NGM Insurance Company, a Florida corporation having its principal office in the City of Jacksonville, State of Florida, pursuant to Article IV, Section 2 of the By-Laws of said Company, to wit:

"Article IV, Section 2. The board of directors, the president, any vice president, secretary, or the treasurer shall have the power and authority to appoint attorneys-in-fact and to authorize them to execute on behalf of the company and affix the seal of the company thereto, bonds, recognizances, contracts of indemnity or writings obligatory in the nature of a bond, recognizance or conditional undertaking and to remove any such attorneys-in-fact at any time and revoke the power and authority given to them. "

does hereby make, constitute and appoint Gus E. Zervos, Karen Guthrie, Michael G. Zervos, Stephanie A. Dinco, Stephen M. Zervos

its true and lawful Attorneys-in-fact, to make, execute, seal and deliver for and on its behalf, and as its act and deed, bonds, undertakings, recognizances, contracts of indemnity, or other writings obligatory in nature of a bond subject to the following limitation:

- 1. No one bond to exceed Five Million Dollars (\$5,000,000)

and to bind NGM Insurance Company thereby as fully and to the same extent as if such instruments were signed by the duly authorized officers of NGM Insurance Company; the acts of said Attorney are hereby ratified and confirmed.

This power of attorney is signed and sealed by facsimile under and by the authority of the following resolution adopted by the Directors of NGM Insurance Company at a meeting duly called and held on the 2nd day of December 1977.

Voted: That the signature of any officer authorized by the By-Laws and the company seal may be affixed by facsimile to any power of attorney or special power of attorney or certification of either given for the execution of any bond, undertaking, recognizance or other written obligation in the nature thereof; such signature and seal, when so used being hereby adopted by the company as the original signature of such office and the original seal of the company, to be valid and binding upon the company with the same force and effect as though manually affixed.

IN WITNESS WHEREOF, NGM Insurance Company has caused these presents to be signed by its Secretary and its corporate seal to be hereto affixed this 9th day of October, 2024.

NGM INSURANCE COMPANY By:

[Signature]

Lauren K. Powell
Vice President, Corporate Secretary



State of Wisconsin,
County of Dane.

On this 9th day of October, 2024, before the subscriber a Notary Public of State of Wisconsin in and for the County of Dane duly commissioned and qualified, came Lauren K. Powell of NGM Insurance Company, to me personally known to be the officer described herein, and who executed the preceding instrument, and she acknowledged the execution of same, and being by me fully sworn, deposed and said that she is an officer of said Company, aforesaid: that the seal affixed to the preceding instrument is the corporate seal of said Company, and the said corporate seal and her signature as officer were duly affixed and subscribed to the said instrument by the authority and direction of the said Company; that Article IV, Section 2 of the By-Laws of said Company is now in force.

IN WITNESS WHEREOF, I have hereunto set my hand and affixed my official seal at Madison, Wisconsin this 9th day of October, 2024.

[Signature]
My Commission Expires May 21, 2027



I, Nathan Hoyt, Assistant Vice President of NGM Insurance Company, do hereby certify that the above and foregoing is a true and correct copy of a Power of Attorney executed by said Company which is still in full force and effect.

IN WITNESS WHEREOF, I have hereunto set my hand and affixed the seal of said Company at Madison, Wisconsin this 10th day of February, 2026.

[Signature]
Nathan Hoyt Assistant Vice President



**CITY OF SOUTH BEND, INDIANA**  
**CONTRACTOR'S BID FOR PUBLIC WORK**  
**RESPONSIBLE BIDDER CHECKLIST**

Project Name Demolition of 747/749 Harrison Avenue  
Project No. 124-062  
For Bids Due Tuesday, February 10, 2026 @ 9:00 A.M. (E.S.T.)  
Contractor Name: Dore & Associates, Inc.

The City seeks to enhance its ability to identify responsive and responsible bidders on all City public works projects by institution of comprehensive submission requirements in compliance with State law. Quality workmanship, efficient operation, safety, and timely completion of projects requires that all bidders meet certain minimum requirements to be responsive and responsible bidders.  
**THIS FORM MUST BE SUBMITTED WITH YOUR BID.**

**\*\*THIS FORM ONLY APPLIES TO BIDS GREATER THAN \$250,000. \*\***

**INSTRUCTIONS:**

**If you are a pre-qualified bidder, complete Section I only.**

**If you are not a pre-qualified bidder, complete Section II only.**

Section II acts as an application for pre-qualification. Submission of Section II will allow the bidder to be considered for pre-qualification for bids with the City of South Bend Department of Public Works. Pre-qualified bidders will then be exempt from a portion of the submission requirements outlined in Section 6-71 of The Responsible Bidding **Ordinance No. 10975-23** (hereinafter, "Responsible Bidding Ordinance") for a period of twelve (12) months.

Thereafter, contractors who are pre-qualified must submit a complete application for continuation of "pre-qualified" standing, on a form provided by the City ("Responsible Bidder Checklist (1) Pre-Qualified Bidders") within twelve (12) months of obtaining pre-qualified standing. If the status of any item changes within the twelve (12) months, it is the responsibility of the contractor to notify the City. Failure by any pre-qualified contractor to submit its complete application for continuation of "pre-qualified" standing within the time prescribed above shall result in automatic removal of the designation, effective immediately following the twelve (12) months of pre-qualified standing.

However, the "removed" contractor or subcontractor shall still be permitted to bid on City public works projects, though the contractor must submit all required documents under 6-71 until "pre-qualified" status is re-established.

**Please Note: The City reserves the right to request supplemental information from the bidder, additional verification of any information provided by the bidder, and may also conduct random inquiries of the bidder's current and previous customers regardless of pre-qualified standing.**

It is the sole responsibility of the potential bidder to comply with all submission requirements applicable to the bidder in Section 6-71 of the Responsible Bidding Ordinance no later than the date of the public bid opening.

I. PRE-QUALIFIED BIDDER CHECKLIST

(a) Acknowledgements:

- (i)   X   By checking this box, I hereby acknowledge that I am a pre-qualified bidder with the City of South Bend and that I have met the pre-qualification requirements within the last twelve (12) months. **A copy of my Pre-Qualification verification letter is attached.**
- (ii)   X   By checking this box, I hereby acknowledge that the City reserves the right to request supplemental information, additional verification of any information provided by me, and may also conduct random inquiries of my current and prior customers.
- (iii)   X   By checking this box, I hereby acknowledge that apprenticeship and training programs that I participate in have graduated at least five (5) apprentices in each of the past five (5) years.
- (iv)   X   By checking this box, I hereby acknowledge that all subcontractors performing work greater than \$250,000 also meet the qualifications of the Responsible Bidder Ordinance.

(b) Attachments:

- (i)   X   Indiana Secretary of State's on-line records (ie. Business verification) dated within sixty (60) days of the submission of said document showing that business is in existence, current with the Indiana Secretary of State's Business Entity Report, and eligible for a certificate of good standing. (Not applicable to individuals, sole proprietors or partnerships).
- (ii)   X   Statement on staffing capabilities, including labor sources. This statement indicates and ensures I have sufficient employees on staff to complete the work. It outlines how I intend to meet the staffing needs of the work.
- (iii)   X   List of projects of similar size and scope of work performed in all areas, including the State of Indiana, within the last three (3) years.
- (iv)   X   For every project, submit evidence of participation in apprenticeship and training programs, applicable to the work to be performed on the project, which are approved by and registered with the United States Department of Labor's Office of Apprenticeship, or its successor organization. This includes, but may not be limited to, letters from apprenticeship coordinators detailing the bidder's association with the program, and the United States Department of Labor Office of Apprenticeship Certificates of Registration of Apprenticeship Programs for each type of work to be performed on the project.

## II. PRE-QUALIFICATION CHECKLIST (FOR BIDDERS THAT ARE NOT PRE-QUALIFIED)

### (a) Acknowledgements:

- (i)  By checking this box, I hereby acknowledge that I am not a pre-qualified bidder with the City of South Bend.
- (ii)  By checking this box, I hereby acknowledge that the City reserves the right to request supplemental information, additional verification of any information provided, and may also conduct random inquiries of my current and prior customers. The City reserved the right to utilize all information provided in this submission and all information obtained in inquiries or requests to determine if a bidder is responsive and responsible. Additionally, I acknowledge that all information provided to the City shall be regarded as public records.
- (iii)  By checking this box, I hereby acknowledge that copies of all Applicable apprenticeship certificates or standards for training programs applicable to the work performed on the project may be requested at any time and shall be furnished upon request.
- (iv)  By checking this box, I hereby acknowledge and ensure that I and all sub-contractors, from whom I have accepted a bid and/or intend to hire to perform work on the public work project, are properly licensed. Furthermore, I acknowledge my understanding that it is my responsibility to ensure that all sub-contractors have the necessary licenses to undertake the work called for in this bid. If a sub-contractor loses their license at any point, it is the responsibility of that sub-contractor to notify the City.
- (v)  By checking this box, I hereby acknowledge that apprenticeship and training programs that I participate in have graduated at least five (5) apprentices in each of the past five (5) years.
- (vi)  By checking this box, I hereby acknowledge that all subcontractors performing work greater than \$250,000 also meet the qualifications of the Responsible Bidder Ordinance.


### (b) Attachments:

- (i)  Indiana Secretary of State's on-line records (ie. Business verification) dated within sixty (60) days of the submission of said document showing that business is in existence, current with the Indiana Secretary of State's Business Entity Report, and eligible for a certificate of good standing. (Not applicable to individuals, sole proprietors or partnerships).
- (ii)  List identifying all former business names.
- (iii)  Any determinations by a court or governmental agency any violations of federal state, or local laws including, but not limited to, violations of contracting or antitrust laws, tax or licensing laws, environmental laws, Occupational Safety and Health Act (OSHA), or federal Davis-Bacon and related Acts, within the preceding five (5) years.
- (iv)  Statement about staffing capabilities, including labor sources. This statement indicates and ensures I have sufficient employees on staff to complete the work I am bidding on OR outlines how I intend to meet the staffing needs of the work.
- (v)  Statement that individuals who will perform work on the public work project on my behalf will be properly classified as an employee or as an independent contractor under all applicable state and federal laws and local ordinances.
- (v)  For every project, submit evidence of participation in apprenticeship and training programs, applicable to the work to be performed on the project, which are approved by and registered with the United States Department of Labor's Office of Apprenticeship, or its successor organization. This includes, but may not be limited to, letters from apprenticeship coordinators detailing the bidder's association with

the program, and the United States Department of Labor Office of Apprenticeship Certificates of Registration of Apprenticeship Programs for each type of work to be performed on the project.

- (vi) X Copy of a written plan for employee drug testing that covers all of my employees who will perform work on the public work project and meets or exceeds the requirements set forth in IC 4-13-18-5 or IC 4-13-18-6.
- (vii) X Evidence that I am utilizing a surety company which is on the Bureau of Fiscal Service "Department of Treasury's Listing of Approved Sureties" as required in the bid specifications or contract.
- (viii) X Written statement of any federal, state or local tax liens or tax delinquencies owed to any federal, state or local taxing body in the preceding three years.
- (ix) X List of projects of similar size and scope of work performed in all areas, including the State of Indiana, within three (3) years prior to the date on which the bid is due.

Date: 2/10/2026

  
(Sign Here)

Jason C. Dore, President

(Print Name Here)

Dore & Associates, Inc.

(Name of Company)

900 Harry S. Truman Parkway

(Address of Company)

Bay City

(City)

Michigan, 48706

(State)

989-684-8411

(Telephone Number)



**CITY OF SOUTH BEND, INDIANA**  
**CONTRACTOR'S BID FOR PUBLIC WORK**  
**CHECKLIST FOR BIDDERS**

Project Name Demolition of 747/749 Harrison Avenue  
Project No. 124-062  
For Bids Due Tuesday, February 10, 2026 @ 9:00 A.M. (E.S.T.)

From time to time the South Bend Board of Public Works finds it necessary to reject a bid because it does not comply with statutory requirements. In preparing your bid, please use the following checklist in order to make sure that your bid is done in the proper manner.

- Proper bid security included. The bidder has the option of providing either a Certified Check or Bid Bond.
- Bid prepared on the City of South Bend Contractor's Bid for Public Work Form, completely executed.
- Contractor's Non-Collusion and Non-Debarment Affidavit, Certification Regarding Investments with Iran, Employment Eligibility Verification, Non-Discrimination Commitment, and Certification of use of United States Steel Products or Foundry Products.
- Proof of M/WBE Utilization Plans [MBE-1.0 and WBE-1.0]. Also provide Evidence of Good Faith Efforts Forms [MBE-2.0 and WBE-2.0] and M/WBE Contacted Forms [MBE-2.1 and WBE-2.1].
- Acknowledge Receipt of 1 Addendum(s) included with the bid.
- All required additional information is included with the bid.
- Proposal statements and other affidavits all signed by the proper party with name either printed or typed underneath signature.
- This checklist submitted with the Bid.

**This checklist is provided for bidder's use in assuring compliance with required documentation; however, it does not include all specifications requirements and does not relieve the bidder of the need to read and comply with the specifications.**

Bidder: Dore & Associates, Inc. Date: 2/10/2026

By Authorized Representative:

Signature: 

Print Name & Title: Jason C. Dore, President



**CITY OF SOUTH BEND  
MINORITY AND WOMEN BUSINESS ENTERPRISE INCLUSION PROGRAM PLAN  
FORM MBE-1.0  
MBE UTILIZATION PLAN**

**This completed form should be supplied with Bids that pertain to City of South Bend Public Works Projects involving MBE participation. It is the bidder's sole responsibility to verify whether any listed minority-owned business meets the MBE qualifications.**

**\*\*\*Goals should be calculated based on the Base Bid only.\*\*\***

Project Number: 124-062 Project Name: Demolition of 747/749 Harrison Avenue

Bidder: Dore & Associates, Inc. Base Bid Amount: \_\_\_\_\_ MBE Goal: 1.27%

Page \_\_\_\_\_ of \_\_\_\_\_

| Name & Address of MBE     | Primary Contact Person<br>(Name/Telephone) | Scope of Work to be Performed<br>(Attach scope/schedule if you need additional space) | Dollar Amount of MBE<br>Component | Percentage<br>of Total<br>Bid/Proposal |
|---------------------------|--|---|-----------------------------------|--|
| 1st Class Logistics, LLC. | Bernard Coutee<br>574-993-0071             | Trucking/Hauling  |                                   | 5%                                     |
|                           |  |   |                                   |  |
|                           |  |   |                                   |  |
|                           |  |   |                                   |  |

Submitted by: Jason C. Dore, President  
Print Name

Signature

2/10/2026  
Date

**\*\*\*Goals should be calculated based on the Base Bid only.\*\*\***

**CITY OF SOUTH BEND  
MINORITY AND WOMEN BUSINESS ENTERPRISE INCLUSION PROGRAM PLAN**



**FORM MBE-2.0  
EVIDENCE OF GOOD FAITH EFFORTS**

This completed form should be included as part of the Bids documents related to City of South Bend Public Works Projects requiring Good Faith Efforts to obtain MBE participation.

Project Number: 124-062 Date: 2/10/2026  
 Project Name: Demolition of 747/749 Harrison Avenue  
 Bidder: Dore & Associates, Inc.  
 Contact Person: Jason C. Dore, President Telephone: 989-684-8411  
 Address: PO Box 338 Washington Ave.  
 City: Bay City State: Michigan Zip: 48707  
 Email: est@doreassoc.com

To determine whether a bidder has demonstrated good faith efforts to reach the MBE utilization goals set forth in the City of South Bend Public Works Project Specifications, the City and its agencies, boards, or commissions, **REQUIRE ALL** of the following Good Faith Efforts as listed in the table below\*:

| EVIDENCE OF GOOD FAITH EFFORTS   |  |
|--|--|
| <b>MBE LIST(S):</b> The bidder reviewed 1) the City of South Bend's Minority and Women Business Enterprise Inclusion Program Plan; 2) the list of certified MWBEs provided by the City; and 3) the Indiana Department of Administration list of Minority and Women Owned Businesses (both certified and non-certified) found at: <a href="http://www.in.gov/idoa/">http://www.in.gov/idoa/</a> . |  |
| <b>GOOD FAITH EFFORTS TO OBTAIN MBE PARTICIPATION</b>  |  |
| The bidder shall initial each item below, as evidence of its good faith efforts to obtain MBE participation in the awarded contract.   |  |
| X  | I <b>affirm</b> that I reviewed the City of South Bend's Minority and Women Business Enterprise Inclusion Program Plan and the Indiana Department of Administration's certified list of Indiana Minority and Women Business Enterprises, found on their website ( <a href="http://www.in.gov/idoa/">http://www.in.gov/idoa/</a> ). |
| X  | I <b>affirm</b> that I have made good faith efforts to select portions of the contract work to be performed by MWBEs, including, where appropriate, breaking out contract work items into economically feasible units to facilitate MBE participation.   |
| X  | I <b>affirm</b> that I have made good faith efforts to solicit through all reasonable and available means the interest of all MBEs in the scopes of work of the contract.  |
| X  | I <b>affirm</b> that I attended all pre-bid meetings scheduled by the City of South Bend to inform MBEs of contracting and subcontracting opportunities.   |
| X  | I <b>affirm</b> that I advertised in general circulation and/or trade association publications concerning subcontract opportunities and allowed MBEs reasonable time to respond to such advertisements.  |
| X  | I <b>affirm</b> that I performed any and all necessary steps to provide written notices in a manner reasonably calculated to inform MBEs of subcontracting opportunities and allowed sufficient time for MBEs to participate effectively.  |
| X  | I <b>affirm</b> that I followed up on initial solicitations with interested MBEs.  |
| X  | I <b>affirm</b> that I negotiated with interested MBEs in good faith, including providing such MBEs with adequate information about the plans, specifications and other requirements of the subcontract.   |
| X  | I <b>affirm</b> that I have made good faith efforts to assist interested MBEs in obtaining bonding, lines of credit, or insurance as required by the City or the bidder, where appropriate.  |

**CITY OF SOUTH BEND  
MINORITY AND WOMEN BUSINESS ENTERPRISE INCLUSION PROGRAM PLAN**



**FORM MBE-2.0  
EVIDENCE OF GOOD FAITH EFFORTS**

|  |  |   |
|--|--|---|
|  | X  | I <b>affirm</b> that I have made good faith efforts to assist interested MBEs in obtaining necessary equipment, supplies, materials, or related assistances or services, where appropriate. |
|  | X  | I <b>affirm</b> that I did not reject any MBEs as unqualified without sound business reasons based on a thorough investigation of their capabilities.                                       |
|  | <p><b>CONTRACT RECORDS:</b> The bidder has maintained the following records for each MBE that has bid on the subcontracting opportunity:</p> <ol style="list-style-type: none"> <li>1. Name, address, and telephone number;</li> <li>2. A description of information provided by the bidder or subcontractor; and</li> <li>3. A statement of whether an agreement was reached, and if not, why not, including any reasons for concluding that the MBE was unqualified to perform the job.</li> </ol> |   |

**\*Proper demonstration of Good Faith Efforts requires your initials next to all of the above boxes. Any omissions shall be considered grounds for rejection of the bid by the Board of Public Works. The City of South Bend reserves the right to request additional information.**

CITY OF SOUTH BEND  
MINORITY AND WOMEN BUSINESS ENTERPRISE INCLUSION PROGRAM PLAN



FORM MBE-2.1  
MBE CONTACTED

This completed form should be supplied with Bids that pertain to City of South Bend Public Works Projects requiring Good Faith Efforts to contact MBEs. It is the bidder's sole responsibility to verify whether any listed minority-owned business meets the MBE qualifications. Attach additional pages if necessary.

PAGE \_\_\_\_\_ OF \_\_\_\_\_

Project Number: 124-062 MBE Participation Goal 1.27%

Project Name: Demolition of 747/749 Harrison Avenue

Bidder: Dore & Associates, Inc.

By: [Signature] President 2/10/2026  
(Signature) (Title) (Date)

MBE Firm 1st Class Logistics, LLC.

Owner or Contact at MBE Firm Bernard Coutee

Telephone: 574-993-0071 Fax: \_\_\_\_\_ Email: 1stclasslogistics2013@gmail.com

TYPE OF WORK SOLICITED FOR THIS PROJECT:

Trucking/Hauling

RESULTS OF CONTACT WITH THE MBE FIRM:

MBE Firm \_\_\_\_\_

Owner or Contact at MBE Firm \_\_\_\_\_

Telephone: \_\_\_\_\_ Fax: \_\_\_\_\_ Email: \_\_\_\_\_

TYPE OF WORK SOLICITED FOR THIS PROJECT:

RESULTS OF CONTACT WITH THE MBE FIRM:

SUITE 400 – CITY HALL  
215 S. DR. MARTIN LUTHER KING, JR. BLVD.  
SOUTH BEND, INDIANA 46601-1830



PHONE 574/235-9251  
FAX 574/235-9171  
TDD 574/235-5567

CITY OF SOUTH BEND, JAMES MUELLER, MAYOR  
**BOARD OF PUBLIC WORKS**

Date: January 27, 2026  
To: All Planholders  
From: Hillary Horvath, Clerk, Board of Public Works  
Subject: Addendum Number: 1  
Project Name: Demolition of 747/749 Harrison Avenue  
Project Number: 124-062

**ACKNOWLEDGEMENT OF RECEIPT OF ADDENDUM**

Date Received: 1/27/2026

This addendum is being forwarded to you for the above referenced project.

**Please sign below and acknowledge receipt of this Addendum  
by including with your electronic bid submission.**

**THIS ADDENDUM MAY AFFECT YOUR BID.**

Notes: \_\_\_\_\_

The attached documents are hereby added to the Specifications and Contract Documents and become a part of herein.

Company: Dore & Associates, Inc.

Authorized Signature:  Jason C. Dore, President

Date: 2/10/2026



# CERTIFICATE OF LIABILITY INSURANCE

DATE (MM/DD/YYYY)

9/11/2025

THIS CERTIFICATE IS ISSUED AS A MATTER OF INFORMATION ONLY AND CONFERS NO RIGHTS UPON THE CERTIFICATE HOLDER. THIS CERTIFICATE DOES NOT AFFIRMATIVELY OR NEGATIVELY AMEND, EXTEND OR ALTER THE COVERAGE AFFORDED BY THE POLICIES BELOW. THIS CERTIFICATE OF INSURANCE DOES NOT CONSTITUTE A CONTRACT BETWEEN THE ISSUING INSURER(S), AUTHORIZED REPRESENTATIVE OR PRODUCER, AND THE CERTIFICATE HOLDER.

**IMPORTANT:** If the certificate holder is an ADDITIONAL INSURED, the policy(ies) must have ADDITIONAL INSURED provisions or be endorsed. If SUBROGATION IS WAIVED, subject to the terms and conditions of the policy, certain policies may require an endorsement. A statement on this certificate does not confer rights to the certificate holder in lieu of such endorsement(s).

|  |  |  |  |
|--|--|--|--|
| <b>PRODUCER</b><br>Arthur J. Gallagher Risk Management Services, LLC<br>5311 Hampton Place<br>Saginaw MI 48604 | <b>CONTACT NAME:</b> Lisa Stoner<br><b>PHONE (A/C No. Ext):</b> 800-875-8395<br><b>E-MAIL ADDRESS:</b> lisa_stoner@ajg.com | <b>FAX (A/C No):</b>   |  |
|  | <b>INSURER(S) AFFORDING COVERAGE</b>   |  |  |
| <b>INSURED</b><br>Dore & Associates Inc.<br>P.O.Box 338<br>Bay City, Mi 48707                                  | License#: 0D69293<br>DORE&AS-02  | <b>INSURER A :</b> Nautilus Insurance Company<br><b>INSURER B :</b> Amerisure Insurance Company<br><b>INSURER C :</b> Great Divide Insurance Company<br><b>INSURER D :</b><br><b>INSURER E :</b><br><b>INSURER F :</b> | <b>NAIC #</b><br>17370<br>19488<br>25224 |

**COVERAGES**

CERTIFICATE NUMBER: 1428593222

REVISION NUMBER:

THIS IS TO CERTIFY THAT THE POLICIES OF INSURANCE LISTED BELOW HAVE BEEN ISSUED TO THE INSURED NAMED ABOVE FOR THE POLICY PERIOD INDICATED. NOTWITHSTANDING ANY REQUIREMENT, TERM OR CONDITION OF ANY CONTRACT OR OTHER DOCUMENT WITH RESPECT TO WHICH THIS CERTIFICATE MAY BE ISSUED OR MAY PERTAIN, THE INSURANCE AFFORDED BY THE POLICIES DESCRIBED HEREIN IS SUBJECT TO ALL THE TERMS, EXCLUSIONS AND CONDITIONS OF SUCH POLICIES. LIMITS SHOWN MAY HAVE BEEN REDUCED BY PAID CLAIMS.

| INBR LTR | TYPE OF INSURANCE  | ADDL INSD | SUBR WVD | POLICY NUMBER | POLICY EFF (MM/DD/YYYY) | POLICY EXP (MM/DD/YYYY) | LIMITS   |
|----------|--|-----------|----------|---------------|-------------------------|-------------------------|--|
| A        | <input checked="" type="checkbox"/> COMMERCIAL GENERAL LIABILITY<br><input type="checkbox"/> CLAIMS-MADE <input checked="" type="checkbox"/> OCCUR<br>GEN'L AGGREGATE LIMIT APPLIES PER:<br><input checked="" type="checkbox"/> POLICY <input checked="" type="checkbox"/> PRO-JECT <input type="checkbox"/> LOC<br>OTHER: |           |          | ECP2035829-14 | 9/16/2025               | 9/16/2026               | EACH OCCURRENCE \$ 2,000,000<br>DAMAGE TO RENTED PREMISES (Ea occurrence) \$ 100,000<br>MED EXP (Any one person) \$ 5,000<br>PERSONAL & ADV INJURY \$ 2,000,000<br>GENERAL AGGREGATE \$ 2,000,000<br>PRODUCTS - COMP/OP AGG \$ 2,000,000<br>\$ |
| B        | <input type="checkbox"/> ANY AUTO<br><input type="checkbox"/> OWNED AUTOS ONLY<br><input checked="" type="checkbox"/> HIRED AUTOS ONLY<br><input type="checkbox"/> SCHEDULED AUTOS<br><input checked="" type="checkbox"/> NON-OWNED AUTOS ONLY   |           |          | CA21251830107 | 1/30/2025               | 1/30/2026               | COMBINED SINGLE LIMIT (Ea accident) \$ 1,000,000<br>BODILY INJURY (Per person) \$<br>BODILY INJURY (Per accident) \$<br>PROPERTY DAMAGE (Per accident) \$<br>\$  |
| A        | <input checked="" type="checkbox"/> UMBRELLA LIAB <input checked="" type="checkbox"/> OCCUR<br><input type="checkbox"/> EXCESS LIAB <input type="checkbox"/> CLAIMS-MADE<br>DED \$ RETENTION \$  |           |          | FFX2035830-14 | 9/16/2025               | 9/16/2026               | EACH OCCURRENCE \$ 10,000,000<br>AGGREGATE \$ 10,000,000<br>\$   |
| C        | <b>WORKERS COMPENSATION AND EMPLOYERS' LIABILITY</b><br>ANY PROPRIETOR/PARTNER/EXECUTIVE OFFICER/MEMBER EXCLUDED? (Mandatory in NH)<br>If yes, describe under DESCRIPTION OF OPERATIONS below  | Y/N       | N/A      | WCA2044659    | 9/16/2025               | 9/16/2026               | <input checked="" type="checkbox"/> PER STATUTE <input type="checkbox"/> OTHER<br>E.L. EACH ACCIDENT \$ 1,000,000<br>E.L. DISEASE - EA EMPLOYEE \$ 1,000,000<br>E.L. DISEASE - POLICY LIMIT \$ 1,000,000                                       |

DESCRIPTION OF OPERATIONS / LOCATIONS / VEHICLES (ACORD 101, Additional Remarks Schedule, may be attached if more space is required)

**CERTIFICATE HOLDER****CANCELLATION**

|                      |  |
|----------------------|--|
| BIDDING PURPOSE ONLY | SHOULD ANY OF THE ABOVE DESCRIBED POLICIES BE CANCELLED BEFORE THE EXPIRATION DATE THEREOF, NOTICE WILL BE DELIVERED IN ACCORDANCE WITH THE POLICY PROVISIONS. |
|                      | AUTHORIZED REPRESENTATIVE<br>  |



**\* State of Indiana Certified MBE-DBE \***  
**2213 St Charles Ave.**  
**South Bend IN 46614**  
**FIN 46-3085979**

Date: 2/10/2026  
Project: 747/749 Harrison Ave. Demo  
Project Location: South Bend  
Project No. 124-062  
Quote prepared for: **Dore and Associates**

**2026 Tri/Quad-axle rates**

Regular rate...\$128.00  
Overtime rate...\$147.00

- Overtime consists of anything over 8 hours daily and all-day Saturday
- Night rates add \$15.00 per hr to all rates per truck. 8 hour minimum per truck
- Sunday and holidays add \$36.00 per hr to overtime rates, per truck. 8 hr minimum per truck
- Minimums apply: 2, 4 & 8 hours for all dump trucks
- Minimum 4, 8 hours for flatbeds, local hauling only
- All dumps, flatbeds: Legal loads only
- Trucks will be upon availability because 1<sup>st</sup> Class does not have control of the project scheduling
- To avoid 2 hr show up charge call our dispatch 2 hrs before start time for any cancellations
- 1<sup>st</sup> Class shall be compensated for all time spent on the jobsite
- Invoices due NET 30
- Fuel surcharge applied if diesel costs rise above \$4.25 a gallon, based on Midwest PADD 2
- **Signatory to Teamsters Local 364 union**
- MBE certified supplier of aggregates
- Please notify our office if this project is awarded and if our quote will be used

*Bernard Coutee*

*President*

*2/10/2026*

**CERTIFICATE OF QUALIFICATION**  
**to provide**  
**CONSTRUCTION SERVICES**  
**for**  
**PUBLIC WORKS PROJECTS**  
**to the**  
**STATE OF INDIANA**

This Certification Board, having duly considered application for qualification in terms of apparent experience and financial resources; and under the applicable Indiana Code 4-13.6-4 and adopted rules of this Board, hereby issues a Certificate of Qualification to provide construction services to the State of Indiana for Public Works Projects to:

**DORE & ASSOCIATES, INC.**

900 HARRY TRUMAN PKWY

BAY CITY, MI 48706

Phone (989) 684-8411

Fax

Company Official **JASON C. DORE, PRESIDENT**

for the twenty-seven month period stated herein, unless revoked by this Board for cause,  
and in the classifications of services stated below. This certificate supercedes any previous certificate.  
**1795.01 DEMOLITION OF BUILDINGS AND OTHER STRUCTURES -**  
**NO RESTRICTIONS**  
**1799.01 ASBESTOS REMEDIATION - NO RESTRICTIONS**

CERTIFICATION DATE **10-09-2025**

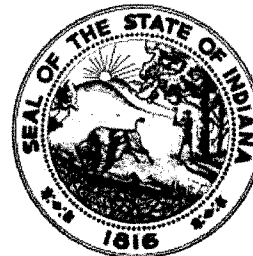
EXPIRATION DATE 2028-01-09 12:00:00 AM

THIS CERTIFICATE ISSUED BY THE STATE OF INDIANA, PUBLIC WORKS DIVISION CERTIFICATION BOARD,  
402 WEST WASHINGTON STREET, ROOM W467, INDIANAPOLIS, INDIANA 46204,  
ALSO ACTS AS THE OFFICIAL NOTICE OF EXPIRATION.



Tracy L. Cross, Executive Secretary  
Certification Board

DAPW PQ2 State Form 3983R Rev. 07/06





Nationwide Specialty Contractor • Demolition | Abatement | Remediation  
P.O. Box 338 • Bay City, MI 48707-0338 • ph 989.684.8411 • fax 989.684.6663 • www.doreassoc.com

**ALL EQUIPMENT LISTED BELOW IS SOLEY OWNED AND FULLY PAID FOR BY Dore  
& Associates, Inc.**

- 1 – Volvo EC 400 Ultra High Reach Excavator**
- 2 – Komatsu PC 350-11**
- 2 – CAT 350L Excavators**
- 5 – CAT 345 Excavators BL & C**
- 9 – CAT 330L Excavators B & C**
- 2 – CAT 320L Excavators**
- 1 – CAT 312L Excavator**
- 1 – Link Belt Crane, 70 Ton**
- 1 – Case Vibratory Roller**
- 1 – CAT D4 Bulldozer**
- 1 – CAT IT28 Wheel Loader**
- 18 – Bobcats & 2 – Bobcat Trailers**
- 2 – CAT Mini Excavators**
- 5 – CAT Skid Steer Loaders**
- 2 – Brok Remote Demo Robots**
- 2 – Excel Track Concrete Crusher Plants**
- 2 – Labounty MSD70R Shears**
- 1 – Labounty MSD50R Shear**
- 6 – Excavator Grapples**
- 1 – 60 Ton American 7260 Crane**
- 1 – 1973 GMC Tank Truck (Water)**
- 12 – Excavator Hydraulic Hammers**



Nationwide Specialty Contractor • Demolition | Abatement | Remediation  
P.O. Box 338 • Bay City, MI 48707-0338 • ph 989.684.8411 • fax 989.684.6663 • [www.doreassoc.com](http://www.doreassoc.com)

February 10, 2026

City of South Bend  
215 S. Dr. Martin Luther King Jr. Blvd.  
South Bend, IN 46601

**Subj: Qualifications & Experience**

To whom it may concern,

Pursuant to the Bid Instructions, Dore & Associates is providing your office with relevant project contact and brief statement of Dore's experience. Jason C. Dore, President, of Dore & Associates, Inc. is authorized by the corporation to sign all proposal and bids on behalf of the corporation. Dore's correspondence information is as follows:

Dore & Associates, Inc. P.O. Box 338, Bay City, MI 48707, Phone: 989-684-8411 Fax: 989-684-6663 Email: [est@doreassoc.com](mailto:est@doreassoc.com)

Dore & Associates is proud of its reputation of 45+ years in the demolition and environmental industry, and is eager to share its background with potential clients. The management of Dore & Associates has more than forty years of expertise. Its management has razed over 50,000 structures throughout the United States and has evolved into a "single source" contractor. Dore has the ability to provide you with a total, comprehensive and cost-effective package, eliminating the problem of multiple layers of contractors. Our full range of services includes:

EXPLOSIVE OR CONVENTIONAL DEMOLITION, FLOOR TILE REMOVAL, COMMERCIAL DEMOLITION, INTERIOR/EXTERIOR RENOVATION, MARKETING/SALES OF USEABLE EQUIPMENT, ENVIRONMENTAL REMEDIATION, ASBESTOS & LEAD ABATEMENT, SITE EXCAVATION & RESTORING, and MINE & PLANT CLOSURES

Though our main office is located in Bay City, Michigan, satellite offices in Ohio, Pennsylvania and Florida, enable Dore & Associates the ability to provide services to a diverse geographic business clientele. Should you need additional information please feel free to contact me or visit our web site at [www.doreassoc.com](http://www.doreassoc.com). Please see Certificate of Insurance & resumes attached. SOM Wrecking License No. 272000038, exp 5/31/2026.

Sincerely,

A handwritten signature in blue ink, appearing to read 'Jason', is written over a blue scribble.

Jason Dore, President  
DORE & ASSOCIATES, INC.



Nationwide Specialty Contractor • Demolition | Abatement | Remediation  
P.O. Box 338 • Bay City, MI 48707-0338 • ph 989.684.8411 • fax 989.684.6663 • www.doreassoc.com

May 7, 2020 (Policy Enacted)

Re: HUB, Section 3, MWBE Participation on Projects Awarded

Subj: Corporate Policy

To whom it may concern;

Dore & Associates, Inc. is a nationwide contractor who bids numerous projects throughout the United States on an annual basis. With this being said, it is Dore & Associates policy and standard practice to adhere to all goals set forth by various local, State, Federal and private agencies and companies throughout the United States for Historically Underutilized Businesses, Section 3 Participation (HUD Funded), Minority Owned Businesses, Women Owned Businesses, Disadvantaged Business, Veteran Owned Businesses, etc.

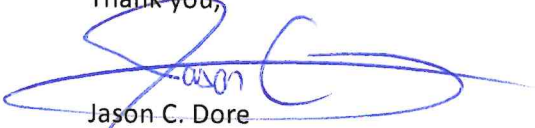
When bidding on projects Dore & Associates addresses the goals for various types of participation in the specification and researches directories available and contacts agencies in the particular locale Dore is bidding that match our criteria of participation.

Various participation Dore & Associates seeks is as follows:

- Hauling & Disposal
- Suppliers of Safety Equipment
- Supplies of Asbestos Equipment
- HVAC
- Plumbing
- Electrical
- Sand/Gravel/Fill Materials

Dore & Associates realizes participation percentages vary wide throughout the United States but as a corporation that supports participation from the types of companies stated above, it is our policy to participate fully and utilize these various firms' services to the fullest.

Thank you,

  
Jason C. Dore  
President

**ATTACHMENT 1.a.14.  
MANAGEMENT / LEADERSHIP TEAM  
DEMOLITION SERVICES**

|                     |                          |
|---------------------|--------------------------|
| <b>VENDOR NAME:</b> | Dore and Associates, Inc |
|---------------------|--------------------------|

| Leader/Manager Name | Title     | Years of Relevant Experience | Areas of Expertise   |
|---------------------|-----------|------------------------------|--|
| Jason C. Dore       | President | 30                           | Demolition and Asbestos Abatement and Business Administration/Management |
| Arthur M. Dore      | Principal | 45                           | Demolition and Asbestos Abatement and Chief Estimator                    |
| Edward M. Dore      | Treasurer | 40                           | Demolition and Asbestos Abatement, and Chief Superintendent              |
| Dennis C. Dore      | Secretary | 40                           | Demolition and Asbestos Abatement, and Waste Management                  |
|                     |           |                              |  |
|                     |           |                              |  |
|                     |           |                              |  |
|                     |           |                              |  |
|                     |           |                              |  |
|                     |           |                              |  |

# Jason C. Dore

President

## Contact

P.O. Box 338 Bay City, MI 48707  
989-684-8411  
Jason@doreassoc.com

## Key Skills

Corporation President  
Finance & Investment Expert  
Equipment Acquisition Expert  
Information Technology Expert

## Experience

Jason started working on demolition and asbestos abatement jobsites initially, until he realized he would rather be on the administrative side of the family business. Jason currently oversees all day to day operations at Dore & Associates, Inc and helps to manage and maintain several administrative avenues within the corporation. With over 30 years of Financial Management Job Cost, Financing & Investment, and Equipment Acquisition Experience, he is a true asset to the corporation.

## Employer Summary

*June 1991 – May 2020 – Dore & Associates Contracting Inc. – Demolition and Asbestos Abatement Worker from 91-93. In 93, he began his career in Administration and began working in the Finance Department.*

*May 2020 – Current – Dore Associates, Inc. - In addition to the above, Jason is also the corporation's President, oversees accounts payables/receivables, personnel management, building maintenance management and signs off on all estimations for the corporation.*

## Education

- 1989 - 1992 – Western High School – Diploma
- 1993 – 1994 – Northwood University
- 1995 – 1997 – Saginaw Valley State University – Bachelor's Degree – Business Management

# Arthur M. Dore

Principal/Chief Estimator

## Contact

P.O. Box 338 Bay City, MI 48707  
989-684-8411  
amd@doreassoc.com

## Key Skills

Demolition Expert  
Asbestos Abatement Expert  
Corporation Principal

## Experience

Art has worked for the family business his entire adult life. Starting as a young man doing any job he could to help out, he worked his way from the field to supervision to estimating to his current role as President in 1992. Art manages all aspects of the company as well as producing project estimates. During his career Art has obtained immense experience in the industry and is considered a "Demolition Expert". Many of our complicated and large projects are directed by means and methods developed by Art. Dore's commitment to safety and quality start at the top of the organization and are constantly reinforced under Art's leadership.

## Employer Summary

1979 – 2020 - Dore & Associates Contracting, Inc. –President of the company responsible for all day-to-day operations.

2020 – present- Dore & Associates, Inc. – Corporation Principal and Chief Estimator

2004 – 2015 - Hooters Restaurants – Owner of 3 restaurants located in Bay City, Saginaw and Traverse City, Michigan.

2006 – 2020 - Tri-City Icehawks – Team Owner of Teir 3 Junior A Hockey Team.

## Certifications/Affiliations

- Georgia Institute of Technology – Asbestos Industry Practices
- National Demolition Association
- Asset Recovery Association
- Michigan Chamber of Commerce
- National Safety Council
- Bay City Chamber of Commerce
- Michigan Business & Professional Association

# Dennis C. Dore

Secretary/Waste Management Director

## Contact

P.O. Box 338 Bay City, MI  
48707  
989-684-8411  
Denniscdore@yahoo.com

## Key Skills

Demolition Expert  
Asbestos Abatement Expert  
Waste Management  
Corporation Secretary

## Experience

Dennis has over 40 years of experience in the demolition and asbestos abatement fields. He currently oversees all waste management operations for Dore and Associates, Inc. Dennis manages a team of operators to maintain timely and efficient pick-up and delivery of dumpsters at each job site. He manages the disposal of friable and non-friable ACM while maintain compliance with all federal and state guidelines.

## Employer Summary

*1981 – 2020 – Dore & Associates Contracting Inc. – Job site supervisor and handled waste management for the company.*

*2020 – Current – Dore Associates, Inc. - In addition to the above, Dennis is also the corporation's Secretary and maintains all corporation meeting minutes and other secretarial duties within the organization.*

## Certifications/Affiliations

- MIOSHA Accredited Asbestos Supervisor
- CDL
- Aerial Work Platform Permit
- Lead Awareness Accreditation

# Edward M. Dore

Treasurer/Chief Superintendent

## Contact

P.O. Box 338 Bay City, MI  
48707  
989-684-8411  
emd@doreassoc.com

## Key Skills

Demolition Expert  
Asbestos Abatement Expert  
Corporation Treasurer

## Experience

Ed began his working career in the family business in 1987 as a laborer and quickly moved to a field superintendent in 1989. Advancement to General Superintendent came in 1992 as Dore continued to grow in both the abatement and demolition divisions. Dore began offering hazardous waste remediation in 1993 with Ed serving as the company's remediation specialist. A well-rounded work portfolio in demolition, abatement and remediation allowed Ed to take on further responsibilities of risk management as well as the corporate secretary. Under the watchful eye and leadership of Ed, Dore has projects underway in as many as 10 states on any given day. His ability to manage personnel and Dore's extensive fleet of heavy machinery has allowed the company to grow into the industry leader it is today.

## Employer Summary

*1987 – 2020: Dore & Associates Contracting, Inc.* – Laborer and Superintendent for both abatement and demolition. Assumed roles of Risk Manager, corporate Secretary, and Vice President of Operations. Manages an extremely talented team of project managers. Equipment and material logistics.

*2020 – current – Dore & Associates, Inc.* – Corporation Treasurer, Chief Superintendent, Risk Management, and Safety Officer.

## Project Highlights

- *Viking Die Cast, Kalamazoo, Michigan* – Project Facilitator, Preparation of Work Plan and Health & Safety Plan. Characterization and verification sampling. Removal and disposal of hazardous soils.

- *RCS Evans Site, Gagetown, Michigan* – Project Facilitator, Preparation of Work Plan and Health & Safety Plan. Characterization and verification sampling. Removal and disposal of 23,000 tons of non-hazardous soil and 2,000 tons of hazardous soil along with building demolition.
- *Sunrise Landfill, Plainwell, Michigan* - Characterization and verification sampling. Removal and disposal of hazardous and non-hazardous soil and drums from former landfill.
- *Buckeye Oil Field, Gladwin, Michigan* - Characterization and verification sampling. Soil washing of soil, solidification and hauling of oil field contaminated soils. Backfill and site restoration.
- *State of Michigan – Multi-Site – Contract C, Detroit, Michigan* – Asbestos Abatement and demolition of former foundry. Characterization and verification sampling and removal of foundry sand. Dewatering of pits and excavations. Solidification of sludge material and site restoration.

### Certifications/Affiliations

- Building Inspector
- Supervision of Asbestos Abatement
- Supervision of Hazardous Waste Remediation, Certificate of Completion & Approved Trainer
- Controlled Substance Abuse & Alcohol Misuse Training for Transportation Supervisors

# Jeffrey C. Teagarden

## VICE PRESIDENT – SPECIAL PROJECTS

Jeff has provided his immense experience, leadership and impeccable work ethic to the Dore organization for the past 38 years. Our clients have come to expect a safe and predictable result with Jeff at the helm. Difficult abatement and demolition projects all over the world have been successfully completed by Jeff and his resume is second to none in the industry. The challenges of large projects on tight time lines are all in a days work for Jeff.

## EMPLOYER SUMMARY

2022 to Present – Vice President – Special Projects/Senior Project Manager - Organize, plan, schedule and control field work to expedite large projects to be completed within time and cost limitations. Direct and coordinate the activities of employees and subcontractors in following the engineer's plans and specifications. Responsible for ensuring compliance with quality control goals and safety plans. Empowered for overall responsibility of major projects and exceeding client expectations.

2017 to 2022: Nasdi, LLC - Vice President - Provides leadership and guidance to advance the company's position in the industry. Develops strategies and tactics to increase revenue profitability and organization growth. Oversees corporate operations to ensure efficiency, quality and customer service. Evaluates performance of management and field operations for compliance with policy, procedure and objectives. Responsible for ensuring compliance with quality control goals and safety.

1986 to 2017: Dore & Associates Contracting, Inc. – Vice President – Special Projects/Senior Project Manager. Organize, plan, schedule and control field work to expedite large projects to be completed within time and cost limitations. Direct and coordinate the activities of employees and subcontractors in following the engineer's plans and specifications. Responsible for ensuring compliance with quality control goals and safety plans. Empowered for overall responsibility of major projects and exceeding client expectations.

1984 to 1986: Asbestos Abatement of America, Inc. – Operations Manager. Assembled, reviewed and negotiated government and private contracts. Developed project administration procedures. Implemented safety and training programs for supervisory personnel. Established company procedures to ensure corporate compliance with applicable safety regulations.

## CERTIFICATIONS

University of South Florida, Tampa, Florida

Bachelor of Arts/Business Administration

University of Maryland, Munich, Federal Republic of Germany

Associate in Arts/Business

Qualifier for State of Florida Class "A" General Contractor, CJ C057489

Qualifier for State of Nevada Demolition/Asbestos Contractor 0042942

Qualifier for State of North Carolina General Contractor License 17486

State of Indiana Class "A" Wrecking Contractor W0000150

# John Bernelis

## ON-SITE PROJECT MANAGER, SAFETY REPRESENTATIVE

John brings his 20 years of demolition experience to every project he manages and represents Dore's safety program throughout the Company. John began his career as an Industrial supplier and soon became directly involved in safety gear and equipment being properly placed and used on projects. In 2000, John began his "official" safety position as this important role was beginning to be a focus and take on more prominence with contractors. Currently John plays a key role here at Dore as a major project director and our on-site safety representative. He is responsible for consulting on means and methods used for specific demolition projects, writing and enforcing our safety plan and client satisfaction. John's strong communication skills allow him to direct the safety effort to ensure Dore maintains its stellar safety record.

## EMPLOYER SUMMARY

2007 to present: Dore & Associates Contracting Inc. Bay City Michigan - Safety Representative/Project Manager. Responsible for safety plan and performance, job audits, rigging, site logistics, field crews and training. Major project involvement for means and methods resulting in safe demolition practices.

1992 to 2006: Bierlein Companies, Midland Michigan - 1992; purchasing and warehouse coordinator for construction equipment, safety supplies and materials. 1994; company Safety Representative performing safety audits, maintenance of all metering devices, documentation, safety reviews, safety meetings, and safety plans. 2000; added responsibility of project management for certain projects.

1987 to 1991: Jenison Industrial Sales, Bay City Michigan. Sales of Industrial hardware to the construction, demolition and Industrial markets across the Midwest region.

## PROJECT HIGHLIGHTS

State of Missouri – St. Louis Psychiatric Rehabilitation Center. Project involved removal of asbestos containing material, PCB's, CFC's and various hazardous wastes prior to complete demolition of a large patient building, power plant and stack. Mr. Bernelis performed oversight for the safety program, asbestos abatement and demolition services. Contract amount; \$1,290,000.00

Waste Water Treatment Plant, Saginaw Michigan. Safety Representative/Project Manager – Removal of asbestos containing material, preparation and removal of various incinerators and large mechanical components for the interior renovation. Contract amount; \$112,000.00

Midland Regional Medical Center, Midland Michigan. Safety representative/Project manager – removal of asbestos containing material from an occupied and functioning hospital. All work was performed in a strict and regulated fashion to ensure the non-disturbance of patients and staff. Contract amount; \$105,000.00

Michigan Sugar Company, Carrollton Michigan. Safety Representative/Project Manager – demolition of various buildings and structures at the operational sugar processing facility. The client needed several pieces of manufacturing equipment salvaged for re-use which were located at various locations throughout the 5 story plant. This requirement resulted in a “surgical” type of extraction and demolition of the 100 year old structure. The project, which lasted one year, was very successful and 100% safe. Contract amount; \$2,000,000.00

Ford Motor Company, General Motors, Chrysler Corp. Project Manager and Safety Representative – various projects within the Midwest.

## CERTIFICATIONS

Licensed Asbestos Contractor/Supervisor in Michigan, Ohio, Missouri, Illinois

HAZWOPER Training

Hazard Communication, Lead and Silica

Safe2work Safety Training Program

CPR and First Aid Training

Confined Space and Entry Rescue Training

OSHA 510

OSHA 500

MIOSHA 30 hour

Great Lakes Safety Training Dow Chemical and Delphi Site Clearance Training

# Scott Cianek

## PROJECT SUPERINTENDENT

Scott has been a key player on the Dore team for over a decade and has been involved in dozens of large, complicated projects. Scott has risen through the ranks of our organization starting as a laborer, and now takes on superintendent duties on abatement and demolition projects throughout the country. Many projects have seen Scott as the project manager as he continues his professional development at Dore. A trademark of Scott's projects is his organizational skills, excellent client communication and project delivery within the schedule.

## EMPLOYER SUMMARY

2001 – present: Dore & Associates Contracting, Inc., Bay City, Michigan – Superintendent and project management. Responsible for large abatement and demolition projects within the United States. Project safety plan implementation, field crew supervision, sub-contractor management, project logistics, client meetings and documentation. Since joining Dore as a laborer in 2001, Scott has successfully completed over 75 projects in over a dozen states.

1991 – 2001: 21<sup>st</sup> Century Tool + Die, Munger, Michigan – Machine Operator. Operated machine tool equipment, project layout, proto-type, project supervision, shop production, and inventory control.

## PROJECT HIGHLIGHTS

Logansport State Hospital, Logansport, Indiana – Multiple buildings of 5, 3 and 2 stories was removed from the center of this medical campus. In addition, a 150 FT stack from a former boiler was taken down by hand due to its sensitive location. Over 200,000 SF of structures was involved in the project. Contract amount; \$1,650,000.00

T.C. Light & Power, Traverse City, Michigan – This water front power producing facility sat near the historic downtown district. Parts of the plant were disassembled and shipped to Guatemala for re-use. The remainder of the site was recycled and properly converted to public green space. Contract amount; \$1,100,000.00

Champion Paper Company, Hamilton, Ohio - Abatement and demolition of a 3-story, 175,000 SF manufacturing facility. At one point in this structure's history, locomotives were produced resulting in massive below grade concrete machine pads that had to be excavated. The heavy duty building was constructed of steel and concrete which was recycled and crushed on site. Contract amount; \$625,000.00

YMCA, Port Huron, Michigan - As part of a 4 building abatement and demolition project, the 5-story, riverfront structure was demolished and returned to green space. This building was a community landmark for decades. Along with this building, a large jail facility and 2 administrative buildings were also removed. Contract amount; \$615,000.00

Indiana University, Gary, Indiana - In the center of campus was a fine arts and administration building that were 4 stories tall requiring a "surgical" type extraction. The land was reverted back to green space for the University. Not only was this project 100% safe, it was on time and within budget. Contract amount; \$650,000.00

Detroit Foundry, Detroit, Michigan - Extensive environmental clean-up was involved with this demolition of the 200,000 SF industrial structure. Over 60,000 cubic yards of foundry sand had to be remediated along with asbestos containing materials. The site was one of 4 projects removed for the City of Detroit under the same contract. All sites were returned to green space. Contract amount; \$2,000,000.00

## CERTIFICATIONS

40-hour Haz-wopper

Confined Space Training

CPR/First Aid

Asbestos Abatement Supervisor- Licensed in Multiple States

OSHA 30 Hour

Storm Water Management

# Daniel Dore

## ABATEMENT PROJECT MANAGER

Dan started his career in the asbestos abatement industry as a laborer in 1988. He has learned this business from the ground up and has become an "expert" in the field. Dan advanced within the company as his skills grew and quickly became a supervisor in 1989. Now with 100 projects to his record, Dan is our most seasoned and respected abatement project manager. Dan is known for demanding excellence and performance from his team and keeps a rigorous schedule to ensure safe and on-time results for Dore and our clients.

## EMPLOYER SUMMARY

1988 to present: Dore & Associates Contracting, Inc., Bay City, Michigan – Project Manager/Abatement Specialist. Responsible for all aspects of commercial/Industrial abatement projects including; safety program enforcement, scheduling, field staff, training, equipment, documentation and disposal. Experienced demolition project management on various projects within the United States.

1983 to 1988: US Army, Fort Bragg, North Carolina, Berlin, Germany – Computer Technician for historical and administrative support, honorable discharge.

## PROJECT HIGHLIGHTS

Fairview Gardens, Warren, Ohio – Asbestos Abatement of 18 apartment buildings in preparation for demolition. Contract amount: \$850,000.00

Mercy Hospital, Joplin, Missouri – Asbestos Abatement of an 8-story, tornado-damaged hospital structure. The remaining structure was demolished. Contract amount: \$728,000.00

Industrial Warehouse, Berwick, Pennsylvania – Asbestos Abatement of a 75,000 SF warehouse in advance of demolition. Contract amount: \$264,000.00

Springfield High School, Akron, Ohio – Asbestos Abatement of a large high school in preparation of renovation. Contract amount: \$400,000.00

General Motors Plant, Dayton, Ohio – Asbestos Abatement of 1,000,000 SF retired auto plant in advance of demolition. Contract amount: \$3,000,000.00

Prudential Building, Chicago, Illinois – Asbestos Abatement of a downtown landmark skyscraper to prepare for renovation. Contract amount: \$1,700,000.00

## CERTIFICATIONS

Asbestos Hazard Abatement Specialist Certification – Ohio

Asbestos Professional License – Illinois, Missouri

Asbestos Project Supervisor License – Indiana

Asbestos Contractor/Supervisor Accredited – Michigan

Pennsylvania Asbestos Certification

Environmental Safety Training Center, Regulation Exam – Missouri

40 –Hour Hazwopper Training

Confined Space Training

OSHA 30 Hour Training

CPR/First Aid/AED Adult

Scaffold Training



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**CURRENT PROJECTS**  
**(OCTOBER, 2025)**

| <b>PROJECT NAME/DESCRIPTION/LOCATION</b>                           | <b>REFERENCE CONTACT INFO.</b>  | <b>CONTRACT AMOUNT</b> | <b>DURATION OF PROJECT</b>  |
|--|---|------------------------|---|
| Midland County ESA<br>Demolition<br>Midland, MI                    | Midland County<br>Mr. Thom Laney<br>3917 Jefferson Ave.<br>Midland, MI 48640<br><a href="mailto:tlaney@trccompany.com">tlaney@trccompany.com</a>                                    | \$287,700.00           | Start: June, 2024<br>Phased project<br>Est. completion: 2026        |
| Bay City Waste Water Treatment Plant<br>Demolition<br>Bay City, MI | City of Bay City<br>Susan Carmien<br>301 Washington Ave.<br>Bay City, MI 48708<br>989-894-8115<br><a href="mailto:scarmien@baycitymi.gov">scarmien@baycitymi.gov</a>                | \$324,800.00           | Start: February, 2024<br>73% complete<br>Phased project             |
| Croswell Waste Water Treatment Plant<br>Demolition<br>Croswell, MI | City of Croswell – City Hall<br>Mr. Joseph Benjamin<br>100 N. Howard Ave.<br>Croswell, MI 48422<br>616-977-1000<br><a href="mailto:jbenjamin@fveng.com">jbenjamin@fveng.com</a>     | \$262,950.00           | Start: December, 2023<br>93% complete                               |
| Lincoln High School<br>Asbestos Abatement<br>Ellwood City, PA      | Ellwood City Area School District<br>Mr. Scott Korba<br>501 Crescent Ave.<br>Ellwood City, PA 16117<br>412-939-1622<br><a href="mailto:info@novaenvsol.com">info@novaenvsol.com</a> | \$722,900.00           | Start: April, 2025<br>Phased project<br>Est. completion: June, 2026 |

| PROJECT NAME/DESCRIPTION/LOCATION  | REFERENCE CONTACT INFO.  | CONTRACT AMOUNT | DURATION OF PROJECT  |
|--|--|-----------------|--|
| ALCOSAN – Allegheny County<br>Demolition of commercial buildings<br>Pittsburgh, PA | Hatch Construction<br>Mr. Mike Maruschak<br>375 North Shore Dr., 5 <sup>th</sup> Floor<br>Pittsburgh, PA 15212<br>724-562-4102<br><a href="mailto:michael.maruschak@hatch.com">michael.maruschak@hatch.com</a> | \$742,890.00    | Start: March, 2025<br>90% completed                        |
| Caledonia Police Department<br>Demolition<br>Caledonia, WI                         | Village of Caledonia<br>Mr. Ryan Schmidt<br>5043 Chester Lane<br>Caledonia, WI 53402<br>262-835-6475<br><a href="mailto:rschmidt@caledonia-wi.gov">rschmidt@caledonia-wi.gov</a>                               | \$168,200.00    | Start: November, 2025<br>0%<br>Est. completion: Dec., 2025 |

COMPLETED PROJECTS



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| Project Name               | Reference Contact Info   | Location            | Contract Amount | Description of Project             | Duration of Project        |
|----------------------------|--|---------------------|-----------------|------------------------------------|----------------------------|
| Ball State University      | Ball State University  | Muncie, IN          | \$3,390,360.00  | Abestos/Haz Abatement              | Start 7/7/2022             |
| Abestos/HazMat             | 2000 W. University (AD208)                                       |                     |                 | & complete demolition              | Completed 2023             |
| Abatement and Complete     | Muncie, IN 47306   |                     |                 | LaFollete Complex & Site           |                            |
| Demolition of LaFollete    | Ryan Koenker   |                     |                 | Restoration - EX 32,345 SF         | <b>75% Dore Workforce</b>  |
| Complex Phase 3            | Phone: 765-285-5082  |                     |                 | Asb Floor Tile 12,920 SF<br>Carpet |                            |
|                            | <a href="mailto:rrkoenker@bsu.edu">rrkoenker@bsu.edu</a>         |                     |                 | Thermal Insulation, ect.           |                            |
|                            |  |                     |                 | 100,000 SF Bldg                    |                            |
| Project Name               | Reference Contact Info   | Location            | Contract Amount | Description of Project             | Duration of Project        |
| Asbestos Abatement &       | City of Three Rivers   | Three Rivers, MI    | \$848,600.00    | Asbestos Abatement &               | Start - 7/2022             |
| Complete Demolition        | 333 West Michigan  |                     |                 | Demoliton of 5 Story (approx.      | Completed 4/2023           |
| of Old Three Rivers        | Three Rivers, MI 49093   |                     |                 | 55,000 SF Bldg(s) attached         | Switched to ordered        |
| Hospital                   | Contact: David A. Stegink, VP                                    |                     |                 |                                    | Demo 9/2022                |
|                            | Envirologic Tech- Project  |                     |                 |                                    | <b>100% Dore Workforce</b> |
|                            | Manager  |                     |                 |                                    |                            |
|                            | 269-615-1009   |                     |                 |                                    |                            |
|                            | <a href="mailto:dstegink@fishbeck.com">dstegink@fishbeck.com</a> |                     |                 |                                    |                            |
| Project Name               | Reference Contact Info   | Location            | Contract Amount | Description of Project             | Duration of Project        |
| New Bloomington Demolition | Marion County  | New Bloomington, OH | \$241,241.00    | Ordered demolition of old          | Start - 12/1/2022          |
| 115 N. Street              | 222 West Center Street   |                     |                 | school building                    | 100% Complete              |
|                            | Marion, Ohio 43302   |                     |                 |                                    | Completed - 1/20/2023      |
|                            | Rich Fender, Regional Planning                                   |                     |                 |                                    | <b>25% Dore Workforce</b>  |
|                            | 740-223-4140   |                     |                 |                                    |                            |

|   | rfender@co.marion.oh.us  |                  |                 |  |                         |
|---|--|------------------|-----------------|--|-------------------------|
| Project Name                            | Reference Contact Info   | Location         | Contract Amount | Description of Project                                     | Duration of Project     |
| AA 720 Fuller Ave & Demo 1101 Ball Ave. | County of Kent   | Grand Rapids, MI | \$498,800.00    | Demolition of building and all other structures located at | Start Date 12/6/2023    |
| Grand Rapids, MI                        | 300 Monroe Ave.  |                  |                 | 720 Fuller Ave., & 1101 Ball Ave.                          |                         |
|   | Grand Rapids, MI 49503   |                  |                 | NE, Grand Rapids, MI 49503                                 |                         |
|   | Calvin Brinks  |                  |                 |  | Completion Date         |
|   | <a href="mailto:purchasing@kentcountymi.gov">purchasing@kentcountymi.gov</a> |                  |                 |  | 1/31/24                 |
|   | 616-632-7720   |                  |                 |  |                         |
| Project Name                            | Reference Contact Info   | Location         | Contract Amount | Description of Project                                     | Duration of Project     |
| Demolition of Niles Theatre             | Trumbull County  | Niles, OH        | \$340,800.00    | Demo and AA of Niles Theatre                               | Start Date - 11-27-2023 |
| 42-46, 54-58                            | 736 Mahoning Ave.  |                  |                 | and connected buildings                                    |                         |
| South Main St.                          | Warren, OH 44483   |                  |                 |  | completion date         |
| Niles, OH                               | 330-469-6828   |                  |                 |  | 1/31/2024               |
|   | Ashley Yuhasz  |                  |                 |  |                         |
|   | <a href="mailto:ashley@tnpwarren.org">ashley@tnpwarren.org</a>               |                  |                 |  |                         |
|   |  |                  |                 |  | 100% Dore Workforce     |
|   |  |                  |                 |  |                         |
| Project Name                            | Reference Contact Info   | Location         | Contract Amount | Description of Project                                     | Duration of Project     |
| Richland City Jail Interior             | County of Richland   | Mansfield, OH    | \$262,705.00    | Demolish Interior of Existing Jail                         | Start - 12/13/2021      |
| Demolition                              | 50 Park Ave. East  |                  |                 | within the Courthouse & leave                              | Completed April 2022    |
|   | Mansfield, OH 44902-1896   |                  |                 | workspace ready for future                                 | 100% Complete           |
|   | Contact: Alvin J. Berger, PE   |                  |                 | renovations  |                         |
|   | 419-564-1644   |                  |                 |  | 95% Dore Workforce      |
|   | <a href="mailto:aberger@ajb-eng.com">aberger@ajb-eng.com</a>                 |                  |                 |  |                         |
| Project Name                            | Reference Contact Info   | Location         | Contract Amount | Description of Project                                     | Duration of Project     |
| Demolition of the 1936 Girls            | City of Cave Springs   | Cave Springs, GA | \$147,100.00    | Complete Demolition  | Start - 1/19/2022       |
| Dormitory - Former                      | 10 Georgia Ave.  |                  |                 | and Site Restoration of                                    | Completed April 2022    |
| GA School of the Deaf                   | Cave Springs, GA 30124   |                  |                 | Former Girls Dormitory                                     | 100% Complete           |

|  |   |                 |                        |  |   |
|--|---|-----------------|------------------------|--|---|
|  | Contact: Joe Watkins, Architect<br><a href="mailto:email@carterwatkins.com">email@carterwatkins.com</a>             |                 |                        |  | 85% Dore Workforce                      |
| <b>Project Name</b>                                  | <b>Reference Contact Info</b>   | <b>Location</b> | <b>Contract Amount</b> | <b>Description of Project</b>          | <b>Duration of Project</b>              |
| Demolition of Two (2)                                | City of Bay City  | Bay City, MI    | \$21,600.00            | Demolition of Two (2) Residential      | State - 12/20/2021                      |
| Residential Houses                                   | Purchasing Office, Room 402<br>301 Washington Ave.<br>Bay City, MI 48708  |                 |                        | Houses - 2322 Fitzhugh & 1509 11th St. | Completed April 2022<br>100% Complete   |
|  | Contact: Susan Carmien<br>989-894-8115<br><a href="mailto:scarmien@baycitymi.org">scarmien@baycitymi.org</a>        |                 |                        |  | 100% Dore Workforce                     |
| <b>Project Name</b>                                  | <b>Reference Contact Info</b>   | <b>Location</b> | <b>Contract Amount</b> | <b>Description of Project</b>          | <b>Duration of Project</b>              |
| Demolition   | Detroit Public Schools<br>Community District  | Detroit, MI     | \$582,300.00           | Building Demolition                    | 3/3/2025                                |
| PRMX Elementary School                               | Erich Watry<br>248-924-5092<br><a href="mailto:ewatry@rockfordconstruction.com">ewatry@rockfordconstruction.com</a> |                 |                        |  | 100% Dore Workforce                     |
| <b>Project Name</b>                                  | <b>Reference Contact Info</b>   | <b>Location</b> | <b>Contract Amount</b> | <b>Description of Project</b>          | <b>Duration of Project</b>              |
| Asbestos Abatement & Demolition                      | Commonwealth Charter Academy<br>One Innovation Way<br>Harrisburg, PA 17110  | Monongahela, PA | \$1,224,600.00         | Asbestos Abatement and Demolition      | 4/17/23 -                               |
| CCA Elem Sch<br>1200 Chess Street<br>Monongahela, PA | Nick Rosky<br>412-438-4086<br><a href="mailto:nick@shannol.com">nick@shannol.com</a>                                |                 |                        | Elementary School                      | 100% Dore Workforce                     |
| <b>Project Name</b>                                  | <b>Reference Contact Info</b>   | <b>Location</b> | <b>Contract Amount</b> | <b>Description of Project</b>          | <b>Duration of Project</b>              |
| Demolition of Vincetian Academy                      | NOVA Contracting & Environmental Services<br>4550 Mcknight Rd.<br>Pittsburgh, PA 15237                              | Pittsburgh, PA  | \$575,000.00           | Demo and AA                            | Started October '23                     |
| 8100 Mcknight Rd.<br>Pittsburgh, PA                  | Chris Sciulli<br>412-939-1622   |                 |                        | Vincetian Academy                      | In progress<br>Completion<br>Spring '24 |

|  |   |                 |                        |  |                            |
|--|---|-----------------|------------------------|--|----------------------------|
|  | novaesi@msn.com   |                 |                        |  |                            |
| Demolition of former YMCA              | City of Clinton, IA   | Clinton, IA     | \$426,000.00           | Removal/Disposal of Structures           | 1/13/25 - 3/31/25          |
| 480 S. Clinton St.                     | 611 S. 3rd St.  |                 |                        |  |                            |
| Clinton, IA 52732                      | Clinton, IA 52732   |                 |                        |  | 100% Dore Workforce        |
|  | Jason Craft   |                 |                        |  |                            |
|  | 563-244-3423  |                 |                        |  |                            |
| <b>Project Name</b>                    | <b>Reference Contact Info</b>                                   | <b>Location</b> | <b>Contract Amount</b> | <b>Description of Project</b>            | <b>Duration of Project</b> |
| Demo Bob's Bar                         | Board of the County Road Commissioners, County of Bay, Michigan | Bay City, MI    | \$33,900.00            | Demolition                               | 8/8/23                     |
| 509 N. Tuscola (M-15) Hampton Township | 2600 East Beaver Rd.  |                 |                        |  |                            |
| Bay City, MI 48708                     | Kawkawlin, MI 48631   |                 |                        |  | 100% Dore Workforce        |
|  | Jim Lillo   |                 |                        |  |                            |
|  | 989-686-4610  |                 |                        |  |                            |
|  | jlillo@baycoroad.org  |                 |                        |  |                            |
| <b>Project Name</b>                    | <b>Reference Contact Info</b>                                   | <b>Location</b> | <b>Contract Amount</b> | <b>Description of Project</b>            | <b>Duration of Project</b> |
| Demo 2862 Stone School Rd.             | Ann Arbor Public Schools  | Ann Arbor, MI   | \$176,300.00           | Demolition                               | 100% Dore workforce        |
| Ann Arbor, MI 48104                    | 2555 South State Street   |                 |                        | 2862 Stone School Rd.                    |                            |
|  | Ann Arbor, MI 48104   |                 |                        | Ann Arbor, MI 48104                      |                            |
|  | Steve Koop  |                 |                        |  |                            |
|  | skoop@clarkcc.com   |                 |                        |  |                            |
| <b>Project Name</b>                    | <b>Reference Contact Info</b>                                   | <b>Location</b> | <b>Contract Amount</b> | <b>Description of Project</b>            | <b>Duration of Project</b> |
| Demoliton of Central High              | Champaign Unit 4 School District                                | Champaign, IL   | \$654,930.00           | Demolition of High School & 150'         | 7/15/2020 - 11/6/2020      |
| School                                 | 703 South New Street  |                 |                        | Stack superstructure & foundation        |                            |
|  | Champaign, IL 61820   |                 |                        | elements & restoration of ground surface | 80% Dore Workforce         |
|  | Cory Hoke   |                 |                        |  |                            |
|  | choke@osheabuilders.com   |                 |                        |  |                            |
|  | 217-210-0174  |                 |                        |  |                            |
| <b>Project Name</b>                    | <b>Reference Contact Info</b>                                   | <b>Location</b> | <b>Contract Amount</b> | <b>Description of Project</b>            | <b>Duration of Project</b> |

|  |  |                  |                        |   |  |
|--|--|------------------|------------------------|---|--|
| Asbestos Abatement at<br>Crowley & Mixer Elementary<br>Schools                     | Lincoln Park Schools<br>1650 Champaign<br>Lincoln Park, MI 48146<br>Ron Revoir<br>(313) 363-0506<br><a href="mailto:Ronald.Revoir@lpps.info">Ronald.Revoir@lpps.info</a> | Lincoln Park, MI | \$1,089,450.00         | Asbestos Abatement at<br>Crowley &<br>Mixer Schools   | 5/20/2020 - 8/7/2020<br><br><b>100% Dore Workforce</b> |
| <b>Project Name</b>  | <b>Reference Contact Info</b>  | <b>Location</b>  | <b>Contract Amount</b> | <b>Description of Project</b>   | <b>Duration of Project</b>                             |
| Demolition<br>Former National Mine School<br>800 County Rd.<br>Ishpeming, MI 49849 | Marquette Land Bank<br>234 W. Baraga Ave.<br>Marquette, MI 49855<br>Anne Giroux<br><a href="mailto:agiroux@mqtco.org">agiroux@mqtco.org</a>                              | Marquette, MI    | \$582,300.00           | Demolition<br>National Mine School  | Start<br>End - 12/31/24<br><b>100% Dore Workforce</b>  |
| <b>Project Name</b>  | <b>Reference Contact Info</b>  | <b>Location</b>  | <b>Contract Amount</b> | <b>Description of Project</b>   | <b>Duration of Project</b>                             |
| Demolition of<br>708 Duquense Blvd.<br>Duquense, PA 15110                          | NOVA Contracting &<br>Environmental Services<br>4550 McKnight Rd.<br>Pittsburgh, PA 15237<br>Chris Sciulli<br><a href="mailto:novaesi@msn.com">novaesi@msn.com</a>       | Duquense, PA     | \$284,300.00           | Demolition  | Start January 2023<br><b>100% Dore Workforce</b>       |
| <b>Project Name</b>  | <b>Reference Contact Info</b>  | <b>Location</b>  | <b>Contract Amount</b> | <b>Description of Project</b>   | <b>Duration of Project</b>                             |
| AA & Demo Bishop Hall<br>1349 Cramer Circle<br>Bid Rapids, MI 49307                | Ferris State University<br>111 W. Knollview<br>Big Rapids, MI 49307<br>Evan Misener<br>630-956-6254  | Big Rapids, MI   | \$487,400.00           | Asbestos Abatement &<br>Demolition<br>Bishop Hall<br>1349 Cramer Circle<br>Bid Rapids, MI 49307 | 100% Complete  |
| <b>Project Name</b>  | <b>Reference Contact Info</b>  | <b>Location</b>  | <b>Contract Amount</b> | <b>Description of Project</b>   | <b>Duration of Project</b>                             |
| Demolition<br>Wastewater Treatment Plant   | City of Bay City<br>301 Washington Ave.<br>Bay City, MI 48708<br>Susan Carmien   | Bay City, MI     | \$19,300.00            | Demolition<br>WWTP Generator<br>Replacement   | Start<br>End<br><b>100% Dore Workforce</b>             |

|   | 989-894-8115  |                 |                 |  |  |
|---|---|-----------------|-----------------|--|--|
|   | scarmien@baycitymi.gov  |                 |                 |  |  |
| Project Name  | Reference Contact Info  | Location        | Contract Amount | Description of Project   | Duration of Project  |
| AA Ryder Center<br>7400 Bay Rd.<br>University Center, MI 48710    | Saginaw Valley State University<br>7400 Bay Rd.<br>University Center, MI 48710<br>Michael Pazdro<br>989-964-4841  | Saginaw, MI     | ?               | Asbestos Abatement<br>Ryder Center<br>7400 Bay Rd.<br>University Center, MI 48710                                    | Starts 5/15/2024   |
| Project Name  | Reference Contact Info  | Location        | Contract Amount | Description of Project   | Duration of Project  |
| INDUSTRY Detroit - Interior Selective Demolition                  | Makers Line, LLC<br>3001 Brighten Blvd.<br>Denver, CO 80216<br>Emily Hayter<br><a href="mailto:emily@makersline.com">emily@makersline.com</a>   | Detroit, MI     | \$1,828,915.00  | Interior Demolition of Multi-Store Building  | May-21<br>Complete<br>Phased Work<br>Estimated Completion<br>July, 2023<br>100% Dore Workforce |
| Project Name  | Reference Contact Info  | Location        | Contract Amount | Description of Project   | Duration of Project  |
| City of Akron - 655 Broadway Demolition Project                   | City of Akron (OH)<br>166 S. High Street<br>Akron, OH 44308<br>Victor Botosan, Operations Support<br>City of Akron (OH)<br>330-375-2355<br><a href="mailto:akronengineering@akronohio.gov">akronengineering@akronohio.gov</a> | Akron, OH       | \$221,700       | Asbestos Abatement and Demolition  | August 2023 to October 2023<br>25% Dore Workforce  |
| Project Name  | Reference Contact Info  | Location        | Contract Amount | Description of Project   | Duration of Project  |
| Commonwealth Charter Academy<br>Asbestos Abatement and Demolition | Commonwealth Charter Academy<br>One Innovation Way<br>Harrisburg, PA 17110  | Monongahela, PA | \$1,534,153     | Asbestos Abatement in old elementary school and demolition of one of the buildings onsite<br>Univ Waste also present | Start - 4/17/23<br>10% complete<br>Estimated Completion of<br>7/31/2023                        |

|  |  |                 |                        |   |                                |
|--|--|-----------------|------------------------|---|--------------------------------|
|  | Nick Rosky, Project Manager  |                 |                        |   |                                |
|  | Shannon Construction   |                 |                        |   | 100% Dore Workforce            |
|  | 412-977-6231   |                 |                        |   |                                |
|  | <a href="mailto:nick@shannon1.com">nick@shannon1.com</a>                           |                 |                        |   |                                |
| <b>Project Name</b>                          | <b>Reference Contact Info</b>  | <b>Location</b> | <b>Contract Amount</b> | <b>Description of Project</b>                                       | <b>Duration of Project</b>     |
| Clinton, IA - 212 4th Ave. Demo              | City of Clinton (Iowa)   | Clinton, IA     | \$195,700              | Demolition of old pool hall   | Start - 4/30/23                |
|  | 611 S. 3rd Street  |                 |                        |   | Estimated Completion           |
|  | Clinton, IA 52732  |                 |                        |   | 6/30/2023                      |
|  | City of Clinton - Eng. Dept.   |                 |                        |   |                                |
|  | Leah Woods   |                 |                        |   |                                |
|  | 563.244.3423   |                 |                        |   | 100% Dore Workforce            |
|  | <a href="mailto:leahwoods@cityofclintoniowa.us">leahwoods@cityofclintoniowa.us</a> |                 |                        |   |                                |
| <b>Project Name</b>                          | <b>Reference Contact Info</b>  | <b>Location</b> | <b>Contract Amount</b> | <b>Description of Project</b>                                       | <b>Duration of Project</b>     |
| Main Street, Greenville                      | City of Greenville   | Greenville, PA  | \$238,290.00           | Demolition of old store-front                                       | 98% Complete                   |
| Demolitions                                  | 125 Main St.   |                 |                        | buildings; weather-proof of   | May, 2023<br>(seeding/grading) |
| 132 & 173-175 Main St.                       | Greenville, PA 16125   |                 |                        | adjoining wall not<br>demolished                                    |                                |
|  | Kevin Creagh, Engineer   |                 |                        |   |                                |
|  | KLH Engineers, Inc.  |                 |                        |   | 85% Dore Workforce             |
|  | (412) 494-0510   |                 |                        |   |                                |
|  | <a href="mailto:kcreagh@klhengineers.com">kcreagh@klhengineers.com</a>             |                 |                        |   |                                |
| <b>Project Name</b>                          | <b>Reference Contact Info</b>  | <b>Location</b> | <b>Contract Amount</b> | <b>Description of Project</b>                                       | <b>Duration of Project</b>     |
| City of Midland Currie Stadium<br>Demolition | City of Midland  | Midland, MI     | \$83,000.00            | Complete demolition of old<br>stadium; salvage of cement<br>pillars | Start - 11/10/2022             |
| 1300 W. Main St.                             | 333 W. Ellsworth St.   |                 |                        |   |                                |
|  | Midland, MI 48640  |                 |                        |   |                                |
|  | Tyler Abbs, Facilities Manager   |                 |                        |   | Estimated Completion           |
|  | 989-837-3370   |                 |                        |   | May, 2023<br>(seeding/grading) |
|  | <a href="mailto:tabbs@midland-mi.org">tabbs@midland-mi.org</a>                     |                 |                        |   | 100% Dore Workforce            |
| <b>Project Name</b>                          | <b>Reference Contact Info</b>  | <b>Location</b> | <b>Contract Amount</b> | <b>Description of Project</b>                                       | <b>Duration of Project</b>     |

|                           |  |                 |                        |                               |                            |
|---------------------------|--|-----------------|------------------------|-------------------------------|----------------------------|
| Demolition                | Vanlandingham Carol J  | Bay City, MI    | \$16,800.00            | Demolition                    | Start - 4/30/2023          |
| 2683 Royal Oak Dr.        | 611 S. 3rd Street  |                 |                        |                               | Estimated Completion       |
| Bay City, MI 48707        | Clinton, IA 52732  |                 |                        |                               | 6/30/2023                  |
|                           | David Degrow   |                 |                        |                               |                            |
|                           | 989-684-7203   |                 |                        |                               |                            |
|                           | dave@degrow.com  |                 |                        |                               | 100% Dore Workforce        |
| <b>Project Name</b>       | <b>Reference Contact Info</b>  | <b>Location</b> | <b>Contract Amount</b> | <b>Description of Project</b> | <b>Duration of Project</b> |
| Asbestos Abatement        | Kraemer North America  | Bay City, MI    | ?                      | AA Independence Bridge        | Start March 2023           |
| Independence Bridge       |  |                 |                        |                               | 100% Dore Workforce        |
|                           | Brent Freeman / Kevin Kruger   |                 |                        |                               |                            |
|                           | bfreeman@kraemerna.com   |                 |                        |                               |                            |
|                           | kevin.kruger@gcinc.com   |                 |                        |                               |                            |
|                           | 608-434-4713   |                 |                        |                               |                            |
| <b>Project Name</b>       | <b>Reference Contact Info</b>  | <b>Location</b> | <b>Contract Amount</b> | <b>Description of Project</b> | <b>Duration of Project</b> |
| Asbestos Abatement &      | Rock County Courthouse   | Janesville, WI  | \$424,600.00           | Asbestos Abatement &          | Start 2024                 |
| Demolition of Rock County | Purchasing   |                 |                        | Demolition of Rock County     |                            |
| Jail & LES                | 51 South Main St.  |                 |                        | Jail & LES                    | % Complete                 |
|                           | Janesville, WI 53545   |                 |                        | Complete Removal of           |                            |
|                           | Ben Bobzien, PM  |                 |                        | Pinehurst Bldg.               | Completion                 |
|                           | JP Cullen - General Contractor   |                 |                        | Sanitorium - ACM/Haz.         |                            |
|                           | 608-751-8733   |                 |                        | Mat. - Rock County Jail &     |                            |
|                           | <a href="mailto:ben.bobzien@jpcullen.com">ben.bobzien@jpcullen.com</a>     |                 |                        | LES                           |                            |
| <b>Project Name</b>       | <b>Reference Contact Info</b>  | <b>Location</b> | <b>Contract Amount</b> | <b>Description of Project</b> | <b>Duration of Project</b> |
| Centerline Public School  | Centerline Public Schools  | Center Line, MI | \$243,258.00           | Asbestos Abatement &          | Start 9/2022               |
| Asbestos Abatement &      | Administration Building  |                 |                        | Demolition of Central Office  |                            |
| Selective Demolition at   | 26400 Arsenal  |                 |                        |                               | 95% Complete               |
| Central Office            | Center Line, MI 48015  |                 |                        |                               | Estimated Completion       |
|                           | Kara & Tyler Lenling   |                 |                        |                               | 2024                       |
|                           | Consultant - TEK Environmental   |                 |                        |                               |                            |
|                           | Phone: 734-878-5588  |                 |                        |                               | 100% Dore Workforce        |
|                           | <a href="mailto:tyler@tekenvironmental.com">tyler@tekenvironmental.com</a> |                 |                        |                               |                            |
|                           | <a href="mailto:kara@tekenvironmental.com">kara@tekenvironmental.com</a>   |                 |                        |                               |                            |

| Project Name                | Reference Contact Info   | Location          | Contract Amount | Description of Project                  | Duration of Project        |
|-----------------------------|--|-------------------|-----------------|---|----------------------------|
| Asbestos Abatement          | Mechanicsburg Area School  | Mechanicsburg, PA | \$407,623.00    | Asbestos Abatement at                   | Start 6/28/2022            |
| Mechanicsburg Area          | District   |                   |                 | Mechanicsburg Area High                 |                            |
| High School                 | 600 South Norway St., 2nd Fl   |                   |                 | School                                  | 80% Complete               |
|                             | Mechanicsburgh, PA 17055   |                   |                 |   | Full Completion - 2024     |
|                             | J. Brian Haines, AIA, LEED AP  |                   |                 |   |                            |
|                             | Crabtree, Rohrbaugh & Assoc.   |                   |                 |   | <b>100% Dore Workforce</b> |
|                             | Architects   |                   |                 |   |                            |
|                             | 717-458-0272   |                   |                 |   |                            |
|                             | <a href="mailto:BHaines@cra-architects.com">BHaines@cra-architects.com</a>         |                   |                 |   |                            |
| Project Name                | Reference Contact Info   | Location          | Contract Amount | Description of Project                  | Duration of Project        |
| AA Potter Elementary School | Flint Community Schools  | Flint, MI         | \$493,600.00    | AA removal                              | Start Date - 11-20-2023    |
| 2500 N. Averill Ave.        | 923 E. Kearsley St.  |                   |                 |   | Phased job                 |
| Flint, MI                   | Flint, MI 48503  |                   |                 |   | completion date            |
|                             | Roosevelt Austin III   |                   |                 |   | 1/31/2024                  |
|                             | <a href="mailto:rosey@archenvgroup.com">rosey@archenvgroup.com</a>                 |                   |                 |   |                            |
|                             | 248-426-0165   |                   |                 |   |                            |
| Project Name                | Reference Contact Info   | Location          | Contract Amount | Description of Project                  | Duration of Project        |
| Roscommon Range             | DTMB, state of Michigan  | St. Helen, MI     | \$84,700.00     | Contract #Y24002                        | September-                 |
| Demo and AA                 | Brian Watkins  |                   |                 | Demo, AA amd UST Removal                | November 2023              |
|                             | PO Box 30026   |                   |                 |   | Complete                   |
|                             | Lansing, MI 48821  |                   |                 |   |                            |
|                             | 517-242-7882   |                   |                 |   | <b>100% Dore Workforce</b> |
|                             | <a href="mailto:watkinsb1@michigan.gov">watkinsb1@michigan.gov</a>                 |                   |                 |   |                            |
| Project Name                | Reference Contact Info   | Location          | Contract Amount | Description of Project                  | Duration of Project        |
| Former First Merit Plaza    | Redevelopment Building Authority of Lawrence County                                | New Castle, PA    | \$624,600.00    | Demo and Abate Former First Merit Plaza | start 9/18/2023            |
| Demo AA                     | 400 Court St.  |                   |                 | 5 story bldg with basement              | 100% Complete              |
|                             | New Castle, PA   |                   |                 |   | Phased work                |
|                             | Amy Mckinney   |                   |                 |   | Estimated completion       |
|                             | <a href="mailto:amckinney@lawrencecountypa.gov">amckinney@lawrencecountypa.gov</a> |                   |                 |   | April, 2024                |