



**Personal & Confidential**

February 13, 2023

Renee Heath  
Sr Director of Human Resources  
Arcosa, Inc  
500 N. Akard Street  
Dallas, TX 75201

**RE: Pre-petition Campaign Consulting**

Dear Ms. Heath,

We are delighted and honored for the opportunity to educate your employees about the myths and realities of union representation. As we've discussed, unions have been on a steady and rapid decline since the 1950's. They are desperately trying to attract new members and because so few people have any experience with unions today it is very easy for employees to be misled by a union sales pitch. This is why it is so valuable to provide your team with access to a subject matter expert who can help answer questions and dispel common misconceptions about how unions work in real life.

We take our role of responsibly, legally and respectfully educating and answering questions about unions very seriously. Union campaigns can be highly emotional and disruptive. Our number one priority is to leave your company and your workforce better than how we found it. Since time is of the essence, I want to quickly outline what you can expect from LRI during this engagement:

- We will assign one or more subject matter experts to meet with your managers and employees. All of our consultants have years of experience with unions and receive a thorough background check and sign an ethics pledge.
- We will assign a campaign manager who can answer any questions you have and determine how we will coordinate with your legal team – our firm is run by a labor attorney and we place the highest priority on following all legal requirements.
- Our primary goal is to educate, and we will provide provable and verifiable facts and encourage your employees to decide for themselves whether union representation is right for them – everyone is entitled to their own opinion and we will treat all of your employees with respect, even those who disagree with us.
- We will make sure that your leaders are well trained and understand the rules and legal requirements and we will do our very best to ensure that every employee is able to vote in a free and fair election.
- We will work with your managers to “up their game” as leaders – organizing events are stressful and challenging but we often find that with our guidance, relationships and connections between leaders and their teammates dramatically improve.
- We will be available to you on a 24/7 basis and you can expect a return call or e-mail within 2 hours of any communication to us.

We are required to report our agreement with you to the Department of Labor within 30-days of today, and we will submit a copy of this document with that report. As an employer who has engaged in reportable financial transactions or arrangements, you will be required to file a form LM-10 with the Department of Labor within 90 days after the end of your fiscal year. Since time is of the essence for this project we agree to handle expenses and fees incurred as outlined below:

- Out of pocket change or service fees for any non-refundable travel related expenses incurred;

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P.O. Box 1529  
Broken Arrow, OK 74013



- Actual consulting days performed for the Company (at our customary rates); and
- Any other reasonable business expenses spent on your behalf (if any).

If you have any questions or concerns, please contact me immediately at 918-455-9995. We very much appreciate the opportunity to work for you. You may be assured that you will receive our best efforts. We look forward to the opportunity to meet and educate your team.

Respectfully,

Phillip B. Wilson  
President - General Counsel LRI Consulting Services, Inc.

**Contact information:**

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