



A Company on the Go

A Tradition of Caring for People

O&G INDUSTRIES, INC.

SUMMER 2003

Keeping 'Em Rolling

A small army of skilled foremen, mechanics and support personnel operate behind the scenes to keep O&G's fleet of rolling stock on the move

It's a little after 5:00 AM and Jimmy Zambero is walking through the silent halls of O&G Industries' main vehicle repair garage, flicking on the fluorescents, booting up his computer. Ten minutes later the first phone call of the day comes in.

And the calls will stream in for the rest of Zambero's workday at the South Main repair facility in Torrington. As the company's Assistant Vice President, Equipment and Maintenance, he has overall responsibility for O&G's 1600-piece inventory of wheeled and tracked equipment – anything that moves, from trucks and mixers to cranes and pavers. He's the man at the center, fielding scores of calls from satellite garages and bustling around the sprawling South Main bays and offices to orchestrate the daily activities that are a must to keep O&G's construction forces equipped with machines they can depend on.

But Zambero is the first to point out that fleet maintenance on this scale is not the job of one person alone. That would be impossible. Instead he compares himself to a quarterback and his crews to a great offensive line who pull together to a common end. And that they do, behind the scenes, every day.

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Business as usual:

(clockwise from upper left) Norman Beaudette, Joe Muckle, Scott Facey, Joe Heron and John Panilaitis at work on mixers, trucks, cranes, and loaders at O&G Industries' main rolling stock repair facility at South Main Street in Torrington. Over eighty mechanics, foremen and support personnel, at dedicated facilities across the state and in the field, keep the fleet of equipment in tip-top shape.

“ There’s a lot of logistics going on behind the scenes that I don’t think very many people are aware of.”

Jimmy Zambero
Vice President, Equipment
and Maintenance for O&G’s
1,600-piece fleet of wheeled
construction equipment



Fix It Before It Breaks

O&G has always operated by the credo that spending money up front to properly maintain equipment pays big dividends down the road in longer vehicle life and better productivity. A couple of notable programs in the department exemplify this “red dollars make more green dollars” philosophy.

Take tires. There are more than 5,600 of them on the road, and another thousand in reserve. Keeping tight controls on tire inventory is not a “good thing” to do – it’s an essential thing.

In the 1960s, O&G developed a program to track the performance of each tire it owns, from pickup tires to the 1,500-pound tires for the mighty Euclid quarry dump trucks. Refined over the years, the program is now an indispensable computerized tool. “I’ve had salesmen come here to sell us tire tracking programs. I turn the tables and say, ‘Look at what we’re using,’ and when I tell them we developed it ourselves, they can’t believe it,” says Zambero.

Every tire gets a unique brand number for tracking. Mileage, air-ups, repairs, recapping – the tire’s life story – is entered into the system. Bases are set up for what performance is expected from each class of tire, and monthly reports flag tire issues for Zambero and his staff.

O&G maintains an expert vendor to handle all tire mounting and maintenance and works with that vendor to get the best performance out of certain tires on certain classes of vehicles. It also stockpiles its inventories at satellite locations and at a warehouse in Torrington.

And consider engine oil and transmission fluids, the lifeblood of engines and drive trains. The control over these items is typically shipshape. For instance, every time mechanics do an oil change on an engine or transfer case or transmission, a sample of the spent fluid is

drawn off and sent to South Main. From there it’s logged and sent to Mobil Oil’s labs where a diagnostic analysis checks for telltale signs of impending vehicle failure that would be undetectable by the naked eye. In a recent instance, one of the quality control vans was pulled off the road when screening turned up antifreeze in the oil. Without the oil screening, an engine replacement, rather than a relatively simple repair, would have been needed in short order.

The importance of fuel quality is another responsibility of the vehicle maintenance team. Zambero looks back at this past winter without a single fuel problem despite the cold conditions and knows

why: once again, preventive maintenance. Starting in September, every fuel tank is sampled. Above ground for compliance with environmental regulations, these tanks are more susceptible to condensation from temperature fluctuations than the old in-ground storage tanks. Samples are checked for microorganisms which can thrive when water infiltrates fuel. Biocides are added as needed, as are products to remove the entrained water. Diesel fuel conditioner is mixed in, and when temperatures dip so low that the wax in diesel fuel is at risk of crystallizing and blocking fuel flow, a strategic dose of kerosene heads off the problem.

Taking pride

There is an obvious sense of pride across this department. Managers and mechanics thrive on repairing equipment. Troubleshooting is a challenge that energizes them.

Satisfaction comes from seeing a machine that limped in for repair fire up and drive back out to the job site, ready for hard duty. “I tell you,” said Zambero, with admiration for his men’s abilities, “you see a machine in pieces on the floor and you wonder how it’s ever going to get back together – but it always does and it drives out and it’s perfect.”

What does it take?

In the course of a year, O&G’s vehicle maintenance crews plow through some heavy-duty quantities of time and materials keeping the company’s fleet of rolling stock running strong and looking good. Here’s what it took in 2002:

- ✓ **1,900,000 gallons of diesel fuel**
- ✓ **50,000 gallons of gasoline**
- ✓ **40,000 gallons of oil**
- ✓ **6,000 oil samples analyzed**
- ✓ **45 tons of grease**
- ✓ **5,600 tires on the road**
- ✓ **1,000 spare tires**
- ✓ **218 gallons of paint**
- ✓ **120,640 hours of mechanics’ labor**

The way O&G equipment looks – the crispness and shine of its finish – is one very visible way this pride displays itself. Management has long understood that the equipment on the road is a rolling billboard, and the message it conveys to customers and potential customers is a direct reflection on the way the company is run. That’s why O&G maintains a dedicated building at South Main just for painting the fleet. The three-man vehicle paint crew is prepared to do whatever it takes – sandblasting, acid washing, steam cleaning, priming, painting, decaling, detailing – to put equipment on the job that they’re proud of.

When older machines need overhauling, the job isn’t done until its appearance is satisfactory. A regular program of truck cleaning and detailing timed with the upsurge of demand in the spring ensures that these delivery vehicles are all looking their best after winter’s rigors.

Occasionally O&G has need to rent a specialized piece of equipment when its own is in repair or when workload temporarily peaks. Those rental companies with whom O&G does business have come to know that when the equipment is returned it will be in better shape than when it left. It’s assigned a number, tracked and maintained just like O&G’s own equipment. Why? Because, says Zambero, the company may want to purchase it someday and because, “That’s just the way we do things here. We have a reputation to uphold.”

This level of maintenance makes good business sense when it comes time to sell older vehicles. Potential buyers can see not just the outward condition of the truck or mixer or loader, they are shown a report of the equipment’s life history. They buy with confidence knowing that the engine, the drive train, the hydraulics have all been meticulously serviced. Recently, South Main received a call from a small businessman who purchased several trucks about one year ago who said, “You know, those trucks were everything you said they were.”

There’s a sense of pride, too, in the way the foremen, superintendents and managers can instantly access a detailed history on any vehicle in the fleet. The paperwork can be tedious at times, almost overwhelming, and no one ever says that it’s the highlight of their job – they’d rather be rebuilding a transmission – but they all admit that the level of detail they maintain on their equipment separates them from



Cutting steel: At South Main, Lee Soucie tackles a fabrication job, cutting angle iron for use in a mixer wash pit at one of the company’s concrete plants

just about any other contractor, that it enables the most efficient fleet maintenance, and that it ends up saving the company money. “It’s easier to save a dollar than to make a dollar,” is the wisdom as South Main.

Because of the credibility the department has earned with the manufacturers from whom they buy equipment, O&G is approved to self-perform warranty work. The skill of the mechanics and the meticulous

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Queens of the Computer: Lisa Gilbert (l) and Tracy Yurchick relentlessly tackle mountains of essential paperwork to help keep O&G’s rolling stock operation documented and compliant

The Ladies ...Behind the “Men Behind the Scenes”

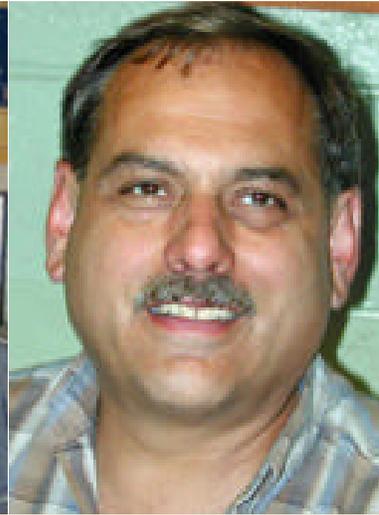
“I don’t know how they do it all, but they do!” says Jimmy Zambero, the man in charge of O&G’s rolling stock, of the “Dynamic Duo” – Equipment Records Coordinator Tracy Yurchick and her assistant, Lisa Gilbert. These two women, in their busy office tucked behind the service bays at the company’s South Main garage in Torrington, input hundreds and hundreds of files every day into O&G’s customized data storage and retrieval system. Every action item on a piece of equipment, every “itch slip” where operator’s comments are recorded on the condition of each piece of rolling stock in use, every

list of parts and supplies used, are input by Tracy and Lisa daily. Tracy also takes care of the permitting for every truck, assists with the tax bills for all equipment in whatever town it’s domiciled, registers all new vehicles, does the fuel permitting, and inputs data for the tire tracking program. Lisa spends about half her time each week inputting all the mechanics’ time, including the time of the staff manning the company’s quarries and plants. The other half of her week is divided between entering new work orders and updating the status of open ones, helping make out purchase orders for parts, and acting as the clearing house for all of the fluid sampling that O&G sends out for lab analysis. The result of Tracy’s and Lisa’s labors is a wealth of operational information that is detailed, accurate and instantly accessible for Zambero and all of his foremen whenever they need it.

At O&G's
main repair
facilities these
equipment
superintendents
and foremen
keep their crews
on track and
the company's
equipment
rolling



Tony Bell, a fifteen-year O&G veteran, brought a background as a motor sergeant in Viet Nam, a fleet manager and an equipment salesman to his position as Equipment Superintendent in the Bridgeport Repair Facility. Tony turned away from a career in tool and die making and returned to his first love, working on equipment, like his father before him. His garage fixes most things, although equipment needing larger repairs than the facility can accommodate is trucked to either Southbury or Torrington. "We've always been extremely busy down in this part of the state. This is a very demanding place to work – no excuses allowed. But it has to be that way. We need to get the job done right and right now to keep all the job sites operational and our customers supplied." Tony is blessed with an "absolutely incredible" family (including a patient wife who tolerates all of his tinkering with vintage cars) and will be a grandfather later this summer.



Phil Covelli, the Heavy Equipment Foreman at O&G's South Main Facility in Torrington, loves the challenges of his job. With the same sort of heart as a fireman or other first responder, Phil enjoys "putting out fires" and seeing what new challenges spring up in the course of the day, or night. "O&G works around the clock lots of times, so you don't know what you're going to find waiting when you get in to work. You can't tell a job site they're going to have to wait because you had other plans for the day." Phil and the crew at South Main tackle everything head-on, and he likes getting out from behind the desk to help on the floor, troubleshooting and solving equipment problems. And while paperwork isn't his favorite activity, he knows that "you've got to have records so you know where you're headed and where you've been." Carpentry and woodworking *used* to occupy Phil's free time – before the arrival this spring of a baby boy who has taken Dad's attention.



Paul Grey is the Foreman and Head Mechanic in Stamford and a fifteen-year veteran with O&G. He has worked about thirty-two years altogether, repairing over-the-road and off-road equipment. While having graduated trade school, Paul says there's more to his vocation: "I grew up liking and working on engines and machines. I learned a lot by just getting my hands in there and doing it – you can't learn everything in trade school." Overseeing a crew that currently numbers eight men, Paul earns high marks for keeping all the wheeled equipment in the bustling Stamford yard, from loaders and forklifts to triaxles and mixers, always available for work. He sees the toughest challenge in Stamford as the equipment itself when it defies troubleshooting; other than that, under Paul's direction, operations in his shop run smoothly. Of his life "after 5:00," Paul says, "I've got two kids, I ride a Harley which I love to do, and I fish a little bit – but mostly I just ride."

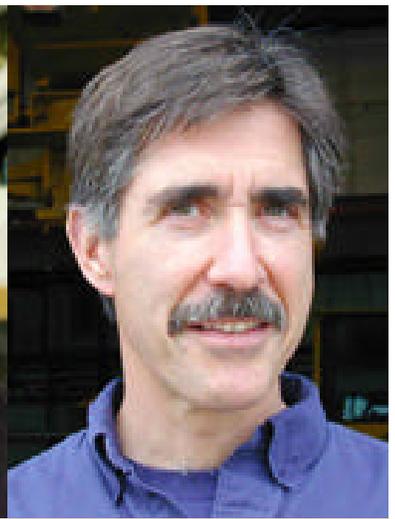
management of the fleet gives manufacturers confidence that O&G can handle warranty work just as well as their own designated agents. Among the advantages are a quicker return to service and productive time for the equipment and a lower cost for the repair.

Zambero credits the work of Bert Peluso, purchasing agent working out of South Main, for keeping costs under control for the thousands of items used in repairs, from tiny washers to entire engines. Peluso qualifies vendors so that the foremen at O&G's other shops can freely order. Communication in both directions is fluid: if they have a question on a more unusual part they can check with Peluso who steers them to a source or, vice versa, Peluso can question the items used in specific repairs on specific dates at specific shops.

All purchase orders related to rolling stock are well controlled, too. Every one ultimately crosses Zambero's desk for review before it's signed, or rejected. "I can see what's being bought and why. Sometimes

I make calls to get more details before I okay it. You get a feeling that comes with experience about what's right and what's not."

Just how did he develop this sixth sense? Where did he learn the ins and outs of his job and the tricks of the trade? He credits his predecessor in the position, Sonny Savanella. Zambero, who had worked for the company since 1980, was his assistant from 1985 to 1996 when Savanella retired after a distinguished career with O&G and Zambero took the reins. Sonny taught him many things, not the least of which was loyalty to the company and standing up for what's right in matters of business. "Sonny taught me that you need to stand up for yourself when you know you're right. As an example, we had issues where vehicles were out of warranty, well out of warranty, but he knew that the component should not have failed as soon as it did. So he'd go to bat and get the manufacturer to do something for us – Sonny knew that the manufacturer knew they were wrong."



Ray Leach has been at O&G for seventeen years, the last seven as a supervisor at the Southbury Repair Facility, O&G's second largest garage. Ray, along with Jeff Smith, oversees a staff of 17 knowledgeable mechanics. "We work on everything here – trucks, mixers, pavers, cars, loaders, tracked equipment, you name it. At peak times we run two shifts to keep the equipment operational for all the jobs." In a sensible division of work with Jeff, Ray tackles the upkeep of the heavy equipment. "To make all the equipment work, keep meticulous repair and maintenance records and track every dollar spent, that's the challenge of this job." A typical day finds Ray hitting the ground running at 6:00 AM, on the phone coordinating with the guys in the field and the other garages, and supervising all the jobs in house, wrapping up at 4:30. When he's not working, Ray enjoys tractor pulls and time with his wife and daughters, especially when it's at an oceanfront beach.

Doug Pepe works as Tony Bell's assistant in the garage at Bridgeport, having come to O&G five years ago from a truck and equipment repair facility in Cheshire where he was employed as a mechanic. Raised in a family that worked in automotive and equipment repair, Doug "kind of fell into" the trade. Days are long, beginning at 6:30 and going to 5:00 or later, all depending on what the company needs. He is by nature well organized and prefers an orderly workday where tasks are planned and scheduled – which is rarely the case in Bridgeport, or at any of the company's repair facilities for that matter. Yet he adapts to demands and enjoys the variety afforded by his position: troubleshooting on the floor, assisting mechanics, manning the phones and radios, working the computer, chasing down parts, and generally just doing whatever's needed to get the work out. After hours, Doug enjoys freshwater fishing and creative photography.

Jeff Smith started on the paint crew with O&G, but it didn't take long for his natural ability with equipment and his skill in managing projects and workflow to take Jeff through the ranks to Supervisor, Southbury Repair Facility. He splits the workload with Ray Leach and, while able to work on most any equipment the company has, focuses on the on-road rolling stock. "A lot has changed here since the 1980s," observes Jeff. "There's a load of paperwork now. It's real important to keep us efficient. We have to be detailed and accurate. If we put garbage into the computers, we'll get garbage out when we go to look up something. I'll tell you, I can go back through the computer and find accurate details on any piece of equipment in under five minutes." When there's been a second shift running, it's Jeff who has been running it. And when he's not repairing equipment at work, he tinkers with cars and trucks on the side: "I've always just loved it," says Jeff.

Keith Woolford is the Repair Foreman at O&G's largest garage on South Main Street in Torrington. He came from a background in automotive parts and repair, and now oversees the repair of all of the company's equipment that rolls out of Torrington, excluding the off-road machines. "I like a lot of things about this job, especially the challenge of having to be on top of a lot of details. Some of the jobs coming through here are more rewarding than others. Being a foreman now I'm involved with all of them. If I was back on the floor as a mechanic I might not get this or that assignment, but now I'm a part of every one and I like that challenge." As a hobby in his younger days Keith would transform old cars into hot rods, and later he restored vintage autos. He's between restorations now, but looks forward to getting back into it – in the spare time between his 10-plus hour workdays, which are typical for all of O&G's garage managers.

Everybody plays a part

There are over 80 people involved in purchasing, repairing and maintaining O&G's rolling stock. "It's a team effort," says Zambero. "I don't sit in an ivory tower and things happen because I'm here. It's each individual in each location where everybody works together and makes decisions and gets the work out. No one person or couple of people do it – it's a whole team. We need each and every one pulling together."

Perhaps it's the culture of the company, which remains a family-focused business today just as it was when it started in 1923, that filters down to the employees. It's easier for workers to be committed to the demands of their jobs when they see the owners being very hands-on, pulling hard themselves each day. Says Zambero, "It's really a fine-tuned machine here. The owners stay on top of their business and expect solid performance, but they also care about people. They know that everyone has the same bills they do and they're very loyal to employees."

Good mechanics, the lifeblood of vehicle repair, are in demand and O&G has many good ones. Compared to a lot of other places, they're drawn to the good pay and working conditions, the guarantee of work, staggered shifts and the challenge of servicing a wide variety of construction equipment and vehicles.

Gene McKeon, Associate Maintenance Director, is O&G's master mechanic and troubleshooter on the road. McKeon racks up the miles every day as he gets called to job sites or makes impromptu visits to be sure that all the equipment is operational. He's the eyes and ears of the repair garages out in the field and plays a vital role in job productivity.

Zambero concludes, "I know my guys pretty well. And my foremen and supers know their crews. We all end up being a lot of things to each other. It's more than just the work. Sometimes we're psychiatrists, teachers, counselors, sounding boards. It's part of what makes us a team."



The Night of the **BIG PICK**

Months of preparation and planning were over. Every aspect of the operation had been checked, double checked, triple checked. Press and dignitaries had been invited. And it all came down to two critical hours in the early morning of May 4, 2003 for Vice President John Gemetro and his crews at the Church Street Extension Project at the New Haven Rail Yard as a 1031-ton bridge truss was leveraged into the night sky by a massive Lampson crane and inched to its rendezvous with a pair of precisely engineered piers. Approximately one hour and 45 minutes after “lift-off,” the truss settled perfectly on its concrete piers.

(top) Sunrise on May 4, 2003 finds the 320-foot-long truss secure on its piers, spanning the active interlocking and main line tracks. *(right top to bottom)* Aerial view of the truss being assembled this spring; one of the assembled segments of the crane’s 340-foot boom that arrived in pieces at the New Haven site via flatbed with a portion of the crane’s 3,200 tons of counterweight shown in the background; crews align and assemble crane boom steel; an early morning view of the crane with its cradle released and the bridge segment successfully set in position; ironworkers complete the final bolting of the truss to the pier bearings.



RECENT RETIREES



When we caught up with **Jean "Guy" Boucher** this past April, it was a day spitting snowflakes but this energetic retiree was out in his shed prepping his lawnmower for the first cutting of spring grass. Since Guy retired from O&G in January, no grass has been growing under his feet. Even though he only worked with the company for about six years, he's been a working carpenter for over 35. Looking back, Guy reflects that O&G was the best outfit he was associated with. "I like O&G," he says. "It's a good company to work for. The pay was beautiful, the benefits were beautiful, my coworkers were all good guys." He wrapped up work most recently in Naugatuck, framing up for concrete; he also worked on the large New Haven Railyard and Founders' Bridge projects. But now, instead of "banging nails" you'll find Guy out by a trout stream fishing, or in the fall stalking whitetail with a bow or rifle. With his family nearby and five grandchildren, and with a "go-go" attitude, he doesn't sit around much. Take care, Guy, and remember to stop and smell the roses!



We should all have as much positive energy as **Bill Hart**, who, at 65, keeps a schedule that would tire out someone half that age. Bill joined O&G in 1997, working on the Founder's Bridge as a carpenter when the company took over the failing project, and worked their until its successful completion. In his six-plus years with O&G, Bill's attitude helped win him plenty of new friends, friends who continue to contact him since his retirement in May. "There are so many great guys at O&G I wish I could thank them all but you don't have room!", he joked. He did, though, single out General Superintendent Leo Nardi and close coworkers Jude Dube and Tommy Bernard as a trio who were especially good to him. Since retirement, Bill continues to use his carpentry talents but instead of tackling major company projects, like the Church Street Extension at New Haven Railyard where he worked last, he now helps close friends remodel their homes. Despite battling cancer ("I've got a lot of fight left - I'm not giving up," he says) Bill finds time to ride his bike and play with his stable of cars - including an MR2 Spyder, a '67 El Camino and a '73 Monte Carlo - and to keep in touch with his three sons. Grab the gusto, Bill!



To hear **Miles Holcomb** describe it, it sounds like fate: "I worked for this outfit and they sold to O&G. I went to work for another contractor, and a little while later, they were bought by O&G, too. I guess it was meant for me to work for O&G!" Miles, a seven-year veteran and a long-time heavy equipment operator, joined O&G in 1996 and chuckles, "O&G ended up being the best company to work for." He speaks highly of the guys he labored alongside, but has an especially fond spot for General Superintendent Leo Nardi whose ability to resolve dilemmas and leave no ill feelings truly impressed Miles. Now that he's not punching the clock, he's enjoying time spent with old friends. "We go to the casinos a lot and always have. Used to be not enough time and plenty of money, now it's plenty of time and not enough money!" Miles and his wife do toy with the idea of moving someplace warm, like Florida - someday: "But first I've got to get rid of 35 years of junk from the house, so that's going to be awhile." Enjoy retirement, Miles (but don't call us when it's time to houseclean!)



Dave Oakes, an operating engineer and crane operator, first joined O&G back in 1962, staying for 26 years, then leaving for five, back for one, leaving again - but ultimately returning in 1995 and staying until his retirement this past March. He began as a laborer and quickly set his sights on becoming an operating engineer, and when an opportunity to learn the oiling trade under Bob Rainville popped up, he grabbed it. About six years later O&G gave Dave another opportunity, this time to operate a crane, and he did it ever since. "I can't really say what it is about running a crane that I liked so much. I just always found it interesting," he says. While he and his wife have no immediate plans other than to "lay back and take it easy," it sounds like the Oakes household has that sort of joyful chaos that happens when grandchildren visit, and visit they do. Dave's wife watches two of their five grandkids after school until their parents pick them up after work. It's a labor of love that you can tell Dave enjoys. Best wishes, Dave, for a happy retirement!



"An old mason named Vinny told me, 'Gid, treat the man like a gentleman and he'll work for you.'" That's one of the truisms **Egidio "Gid" Recidivi** holds close to his heart. And so is, "If you're not happy doing what you're doing, don't even bother going." Which was never a problem for this long-time O&G employee, working nearly 25 years as a mason. It was strenuous work but it was something he, like his father and grandfather before him, loved doing. O&G gave Gid the opportunity to ply his craft in a lot of different places, sending him around the state to work. With typical good humor, he looks at it this way: "It may have been a lot of travel, but I got to see a lot of different places and work with a lot of different guys that way. It was great!" Advised to retire because of a persistent back injury, Gid remains busy being busy. Anyone who knows Gid knows he's "Mr. Mickey Mouse," with a raft of Mouse memorabilia and collectibles. He also dons a Mickey Mouse costume for events like the St. Jude Telethon and visiting kids at local hospitals - all out of the goodness of his heart. "I love doing charity work," he says. Sounds like you love life, Gid. Keep on keepin' on!

On the Move *A Sampling of New Projects at O&G*

The Boys and Girls Club of Greenwich

Greenwich, CT

Begun in a storefront on Railroad Avenue in 1920, the Boys and Girls Club of Greenwich exists "to inspire and enable all the young people in the community, especially the disadvantaged, to realize their full potential as productive, responsible and caring citizens." This mission continues today at Horseneck Lane, a facility given the Club through the generosity of local families in 1940, where Construction Manager O&G Industries and architect Mark B. Thompson Associates of Philadelphia are constructing additions and renovations totaling \$12.7 Million. The project encompasses new athletic facilities, offices and teaching spaces; an indoor, 25-meter competition swimming pool of 6,000 SF; an indoor ice hockey rink of 19,000 SF; and 23,000 SF of renovations. O&G's Project Manager is Thomas Favazzo and Superintendent is Anthony Mancuso.

The Towers at Merritt on the River

Norwalk, CT

This summer, O&G will begin construction of a new office building and parking garage located in the heart of Fairfield County's corporate hotspot – the intersection of the Merritt Parkway and Route 7 in Norwalk. O&G will manage the shell and core construction of a 280,000 SF, Class A office building atop a five-level, 720,000 SF parking garage within a projected schedule of only fifteen months. The design team of Perkins Eastman Architects, Collective Design Associates, Redniss & Mead, Inc. and Weidlinger Associates are in the final stages of design with construction commencing in May. Building and Land Technology is the Owner/Developer.

General Dynamics Controlled Industrial Facility

New London, CT

This two-story, cast-in-place concrete facility will treat cooling water from sub-



Work at prison wraps up: *An interior view of a cell block at the recently completed MacDougal Correctional Facility – another project successfully completed by O&G under a design-build contract with the Connecticut Department of Public Works.*

marine reactors. It sits in an area closely surrounded by existing buildings and numerous underground utilities, making planning and working a continuous challenge. The foundation consists of 124 concrete-encased steel piles with a mat slab topped by a post-tensioned slab. Exterior walls are made of cast-in-place concrete and are over thirty feet high. The roof is hollow-core concrete planks with a membrane roofing exterior. A second floor houses mechanical and filter rooms. The requirement that concrete aggregates and cement meet stringent radiological criteria such as emanation limits for Radon 222 and Potassium 40 and that shrinkage cracks in walls be minimal add interesting elements to the project. The designer, Burns and MacDonald from Kansas City, Missouri, is represented by Charles Sun; O&G's Project Manager and Superintendent are Ram Parasuraman and Dennis Robinson, respectively.

Simsbury High School

Simsbury, CT

O&G will provide construction management services for additions and renovations to the Simsbury High School. This \$42.5 Million project consists of 100,000 SF of new construction and 200,000 SF of renovation work. New construction includes a 70,000 SF classroom addition to house a new media center, eighteen new science laboratories and general classroom space. Additionally a new gymnasium, a dedicated administration wing and a cafeteria expansion will be constructed. Project renovations includes the installation of a fire suppression system throughout the facility, improved lighting and new ceilings. Construction began in June with completion of this multi-phased project in December of 2005. The project architect is Fletcher-Thompson and the owner's representative is the Town of Simsbury Building Committee, Dick Ostop, Chairman.