Bob Oneglia passed away on January 10th, at the age of 64, at a hospital in Boston where he was in the company of those he loved. He was a man who defied simple description, an uncommon businessman who could take the common and refine it to excellence, a father and friend who neither thought nor lived small.

If you knew Bob, then you know he was a maestro of witty stories. One was never sure where the lines of truth and fantasy fell in his stories. Most often they were swirled together like the ingredients of a delicious dessert, making a story so tasty you didn’t much care what was real and what was not, you just savored it. No wonder he admired Mark Twain, who once famously quipped, “I like a good story well told. That is the reason I am sometimes forced to tell them myself.”

From childhood he was a maker and saver of money. Working summers alongside cousins Ray and Greg Oneglia at the company’s Mason Yard in Torrington, young-teen Bob relished pay day. “Instead of the bank he’d go to the little library at home and hide his $10 a week, all the money he made, inside different books,” his cousin Greg remembers. It was a clever plan for secure savings until the day he came home to find the library shelves cleaned out. Every book was long gone.

**Tireless and Determined:** Bob Oneglia took the sale of aggregate, ready mix and masonry products to new heights, first envisioning and then relentlessly empowering his dreams. Always a perfectionist, he placed the customer first and sought the best ways to serve a diverse client base. *(At left) Bob and daughter Kara on a visit to China in 2010 where the pair investigated additional supply sources for exotic stone products.*
Work, Friends and Family: For Bob Oneglia they were usually intertwined. (from left) College friend turned trusted associate Ken Merz with Bob at the unveiling Showcase inside the Beacon Falls Fabrication Facility with his son and fellow businessman Chris Oneglia and wife Rhonda; Bob with his daughter Kara, mother packed on a U-Haul truck headed west in the company of his uncle who was moving to California.

It seemed at times as if he did not require sleep; he was a tireless talker in the wee hours of the morning. It was nothing to receive a call from Bob at midnight asking if he was watching the big game, says cousin and Vice President of Marketing and Sales in the Masonry Division, Craig Alvarez. Or a call at 11 PM that would conclude hours later, after the latest business concerns, plans, visions and strategies percolating in Bob’s fertile mind had been bandied about. Bob never worked by anyone else’s time clock.

To Bob, family was paramount. He groomed his daughter Kara, Assistant Vice President of the Masonry Division, to one day head the business area he had been passionately crafting. Bob delighted in guiding his son, Chris, in launching and running his own trucking company with methods and a flair reminiscent of his father. His two young grandsons were the apple of his eye and drew out his doting paternal side.

His collection of clothing was elegant and extensive, but mixed in with the tailor-made suits were some unusual items. Longtime golf partner Fran Graziano laughs, remembering the day Bob arrived at a tournament sporting slacks with large red, blue and yellow polka dots. “I said, ‘Jeez, Bob, you look like Wonder Bread!’”

When Bob reached out to help someone, he did not look for recognition. It was personal and private. He was responding to his heart, being kind just to be kind. Mike Cicchetti, a long-time friend of Bob’s, recalled the lengths of his generosity. “My wife had just come out of a protracted battle to regain her health and really wanted to get away to Florida for a respite. Bob knew that she’s terrified of flying and that that was a hurdle, so he made unique arrangements to get us there without any of the anxiety. He just took care of it.”

At Union College, where he earned a degree in psychology, Bob made fast friends with Ken Merz, who would become his long-time associate at O&G. Merz remembers the college-age prankster and good-time Bob, but admires the accomplished businessman Bob became. He was a strong believer in the products he sold, committed to his business being the best it could possibly be. “He was intensely motivated, always looking to develop new lines and processes, always putting the customer first,” says Merz.

If Bob saw someone doing something well in the arena of business, he wanted to do it too, only bigger and better. Bob would say, “My father and my uncles always told us to do what you know and do it best.” It was a simple-sounding formula but one that required relentless minding and intelligent execution.

Like many great men who accomplish much in the time allotted to them, Bob was driven. As Merz puts it, “Bob was not an ‘easy going’ guy.” At work, in his dealings with his staff, he was regarded as a “pit bull without teeth.” But perhaps more accurately you could say he was a pit bull who chose to snarl to make a point when a snarl was sufficient, holding the incisors in reserve.

He was a complex man by all accounts. There were those who didn’t “get” Bob. But others regarded him the way one might regard a painting, gaining a new appreciation with every viewing.

In business, he would gamble big, not blindly but shrewdly, assessing the odds from many angles before taking his shot. He’d spot opportunities others would miss. Others might think that his choice was a long shot, a little off-base. Bob Rizzo has worked for O&G more than 20 years, every one of them under Bob. He was
Eventually made Assistant Vice President of Operations. “In the beginning I was doubtful plenty of times about how something would turn out. But Bob’s track record speaks for itself. You can’t argue. I stopped doubting.”

“It was an honor working alongside Bob for more than 30 years,” says Bill Stanley, Vice President of the Materials Division. He absorbed the philosophy handed down to Bob from his family — as Stanley puts it, “delivering excellence through hard work and fair play.” Bob’s innovative mind and his genuine love for the industry in which he was employed were inspirational, recognized by colleagues and competitors at his passing, one of whom stated that “Bob Oneglia raised the bar in this industry.” In addition to O&G’s mason supply yards and retail Showcases (see page 20), Bob oversaw the production of aggregates, asphalt and concrete.

Stanley recalls that when he started with O&G, the company’s entire mason supply line was housed in a single, compact store next to the Wall Street headquarters, a site and a mindset the company had had for decades. What some saw as a sideline, Bob recognized as a diamond in the rough. “As O&G was expanding into southwest Connecticut in the ’80s Bob could see that masonry construction was about to explode. He took the company mainstream and created the first Earth Products Showcase,” observed Stanley. In a sprawling space the dimensions of a modern box store, Bob displayed the largest collection of masonry and related products in Fairfield County, with a decidedly upscale retail twist. Trends were featured, elegant products displayed. Out were simple walls showing stone and veneer; in were elaborate set pieces featuring hundreds of unique products displayed in realistic settings, from baths to patios to home exteriors. As Stanley understates it, “It did very well.”

And with that success three more Showcase showrooms were added. The sales force tripled. Six mason stores and stoneyards conducted business across the state. A stone splitting facility opened in Bridgeport. In 2003 Bob launched a large fabrication and distribution center located in Beacon Falls. It added 80,000 SF of design, fabrication, display and distribution space to the company’s arsenal, serving architects, contractors, builders, masons, landscape designers, interior designers and homeowners. And like so many ventures under Bob’s direction, it flourished. A building program in 2007 added another 25,000 SF for amenities and displays catering to clients there.

Sue Duffy was hired by Bob and reported to him for 23 years, most recently as Assistant Vice President of the Materials Division. “I know he was very passionate but I remember how calm he could be and how he would think through decisions. He was so passionate because he cared so much. He had a clear vision and he wanted things to go to plan.”

“Bob was a stickler for customer service. He instilled it in us all. There was no sugar coating,” Rizzo reflects. He was open to good ideas and taught vigorous lessons when he felt anything was sub-par. Criticisms were never directed ad hominem; they were about the situation. “It’s hard to explain, but if you liked Bob’s way you grew to love it. If you didn’t, you left.” Some did leave. Others stayed, some for decades, and the result was a team in which Bob took great pride.

In the end, in the too-short time it turns out he was allotted, Bob Oneglia’s life was rich with energy and motion, passionate and never paltry, lived on a grand scale. He dreamt mightily, executed tirelessly and built much that will live on.
Concrete—it’s a staple and very visible element of O&G’s business. Fleets of gold-and-white mixers deliver ready mix across central and western Connecticut and into New York. But it wasn’t until Bob Oneglia joined the business in the summer of 1970 that the ready mix business grew by leaps and bounds.

Which isn’t to say that the company, up into the early 1970s, lagged behind in the concrete arena. A significantly smaller fleet of rear-discharge mixers, loading from a pair batch plants continually delivered their loads of ready mix to towns primarily in Litchfield County. Ready mix was a steady contributor to the bottom line.

When Bob took the reins of what would become the Materials Division – the heart of concrete and aggregate production at O&G – he put in place what are the practical cornerstones of the division’s success to this day: that no job is too little or too big, that superior service is sacred and that innovation separates O&G from the pack.

Bill Stanley, Vice President of the Materials Division and a 31-year O&G veteran, reported to Bob and oversees the operation. “Bob was always about taking it to the next level. We were the first in Connecticut to have a fleet of mixers that was entirely front discharging. Another example was Bob’s focus on developing mix designs with new admixture ingredients, like super-plasticizers and microsilica, for enhanced workability, durability and strength. He was always encouraging us to learn and expand.” Stanley recalls how, in 1981, O&G led the way to advocate for the use of fibers to reinforce concrete.

Today, the Division is at work implementing another of Bob Oneglia’s visions by developing mix designs consistent with green building technology; these designs use the proprietary product Pozzotive® made from recycled bottle glass instead of portland cement. “The technology associated with ready mix continues to evolve at a rapid pace and Bob made sure we stayed on the cutting edge. We intend to continue that attitude,” says Stanley.

T.J. Oneglia, Operations Manager for the Materials Division, recalls how O&G responded to a customer’s needs and devised a formulation for thermally corrective ready mix. When poured in trenches to encase underground power lines as they are being set, this engineered mix draws heat away from the lines and permits them to operate at peak efficiency. Oneglia also extols the versatility of the mixtures the ready mix plants can produce. “Our ready mix is used in a wide spectrum of construction, from house foundations to bridge structures to hi-rise buildings. Whatever the need we can fill it.”

Today, through strategic acquisitions spanning three decades, there are eight ready mix plants in six locations. O&G’s markets are served with a reliable and consistent supply of ready mix that is available any day and anywhere a customer needs it.

Each plant is supported by O&G’s Quality Control team, led by Quality Control Manager Jim Maher. The team is based in Torrington and equipped to travel the state to plants and worksites to ensure that all specifications are satisfied. At Bogue Road in Torrington, Assistant Vice President of the Materials Division Sue Duffy manages the ready mix sales and dispatch force with a philosophy Bob insisted upon: superior customer service.

The combined capabilities of this team and these plants provide more than enough ready mix to keep O&G’s clients building.

Whatever It Takes: O&G was engaged by Norwalk Marine Contractors of Stratford to supply ready mix concrete for docks being constructed for Building and Land Technology as part of its sprawling waterfront Harbor Point development in Stamford. The mixer in this camera-phone snapshot was operated by O&G’s intrepid Carl Ezzo, a former U.S. Marine and no stranger to maritime operations. This unique “mixer mission” was a success.
Across the room all eyes fixed on the speaker, a former Navy SEAL. With a military bearing, a command of his material and the credibility to back it up, he drew insightful connections between his firsthand experiences of combat and the hazards that loom at a construction site. And he offered proven solutions for mitigating hazards faced by soldiers and construction workers.

It was an eye-opening, bar-setting display of O&G’s commitment to jobsite safety training.

O&G’s company-wide dedication to constant improvement in the safe operating practices of its workforce is not new. But this latest approach to continuous training is. Brad Oneglia, Assistant Vice President, applauds the improvements of this new model, developed by Director of Safety James Rodger. “The quarterly meetings are gems in our training crown,” he says.

Rodger’s revamped model makes two big improvements. First, quarterly meetings are designed by division with content that is pertinent to each. A Materials Division meeting might, for instance, address safety around conveyor systems, a topic largely irrelevant to the company’s other divisions. If a topic is germane to several divisions, on the other hand, it would be presented to all in a single meeting.

The second improvement is that the sessions are open to every worker, not just foremen, superintendents and managers. The messages are being delivered firsthand to the whole workforce.

Though attendance is now voluntary, turnouts have been strong at these after-hours training functions. O&G employees are keeping pace with the company’s safety training, with an increasing dedication to enhancing jobsite safety.

The evening’s speaker at that company-wide safety meeting was Navy SEAL Jocko Willink. It was held on the evening of April 18 at CoCo Key Hotel and Convention Center in Waterbury. Following the new format, a buffet dinner was provided, attendance was voluntary and the room was full. Among the crowd were Rodgers, Field Safety Engineers Michelle Lacharite and Tom Hunter, and dedicated Joint Venture Team members Site Safety Manager Sean McNeill and Safety Superintendent Caswell Sewell.

A Connecticut native now residing on the West Coast, Willink’s bio is impressive. He led Task Unit Bruiser, SEAL Team 3, through some of the toughest sustained urban combat in the history of the SEAL teams with extraordinary success. His was the most highly decorated Special Operations Unit of the war in Iraq. Willink was awarded the Bronze Star with Combat “V” for his tour as a platoon commander and a Silver Star for his leadership as commander of Task Unit Bruiser as well as numerous other personal and unit commendations throughout his twenty-year career. Subsequently placed in charge of training for all West Coast SEAL teams for three years, Willink helped develop an entire generation of SEAL leaders who have continued to achieve tremendous successes on the battlefield. It is impeccable training, says Willink, that prepares SEAL troops for the most violent combat on earth.

"Jocko set the scene talking about his tours in Iraq. He talked about gathering ‘intel’ and developing a plan of attack, tying that into safety, which ultimately ties back to personal responsibility.” He appreciated Willink’s comparison of daily operations to a block of sliced Swiss cheese: “If every individual on a given job site is like a single slice in a bigger block, and if each person’s performance on any given day has a defect – a hole in the Swiss cheese – these holes could align to make holes that run through the entire block and cause a serious accident that affects the team.”

Willink told the crowd, “Even though we can put solid safety procedures in place, provide the right gear and set conditions for safety, there is nothing more important than the mindset of the person on the ground. He is responsible for his own safety and the safety of his teammates.”

Continued on Page 6

New Event Format and an Energizing Speaker: The brainchild of O&G’s Director of Safety James Rodger and endorsed by senior management, safety talks are now after-hours events, offer a buffet dinner, are open to every employee and are either tailored by division or developed for corporate-wide training. On occasion guest speakers are invited, like former Navy SEAL and Connecticut native Jocko Willink (left) who served meritoriously in Iraq and later oversaw training of the Navy’s West Coast SEAL teams. (Below) A packed room awaits Willink’s safety talk.
Willink continued to draw parallels: “The hazards in combat and in the construction industry are different, but many of the preventive measures are the same. The biggest killer in both combat and construction is complacency. When people get complacent, they cut corners, they lose focus and accidents happen. Complacency kills.”

T.J. Oneglia, Assistant Vice President, Materials Division, is himself a former lieutenant and Navy pilot with nine years of active duty service. Because he knows how the military handles safety – and how well their methods work – he was excited to arrange to have someone of Willink’s caliber speak to the men and women. “Months after the talk, guys still come up to me saying how powerful Jocko’s message was,” Oneglia says, calling Willink’s presentation “an exclamation point” for the new safety training format. “You have to be ‘on’ safety all the time, otherwise you’ll be in a state of regression – even SEALs would naturally regress without the constant discipline of a safety-oriented mind,” he says.

It was with some relief that Project Manager Carrie Riera received word that the original schedule to which O&G had committed for this ambitious building conversion in North Haven had been relaxed by the client, Yale New Haven Hospital.

Completing the first part of the project had originally been scheduled for a mere ten weeks, but upon reviewing the cost of applying the extra man-hours needed to reach that goal, O&G and Yale NHH arrived at a re-scoped approach requiring no overtime. The schedule relaxed from ten weeks to between 12 and 16 weeks.

The initial “crunch” had been driven by the hospital’s desire to consolidate four separate IT departments into a single site before a leasing arrangement ran its term. IT will occupy two of the building’s four floors; an MRI/radiology suite and an ambulatory and emergency department will fill the remaining two.

Another unique aspect of this project is the requirement that materials removed from one area be reused in another. Ceiling tiles, carpet, carpet tiles and lighting fixtures are being removed and stored, and will be reinstalled in an effort to reduce costs.

Riera is new to O&G, having come on board this spring, but she is no stranger to health care construction, having worked in project management and owner representation on several other health care facility projects in Massachusetts and Connecticut. “I’m the kind who seeks challenges and tests boundaries,” she says, adding with a smile, “I joined O&G three weeks ago and I’m now convinced I came to the right place – this project is pushing boundaries.” She will be working alongside veteran George Parenteau who has been named the project’s superintendent and MEP (mechanical/electrical/pumbering) coordinator.

The overall schedule for this two-phase project has not changed. It is a $13M effort that will be completed in a little over 200 calendar days. Work will wrap up and offices and medical space will be turned over by the end of December 2012.

The North Haven Ambulatory Center is located approximately 20 minutes from the hospital’s main downtown New Haven campus. O&G has performed numerous projects for Yale since the 1980s.

See ON THE MOVE on page 24 for additional details on this fast-paced new project.

Future Site of Yale New Haven Hospital’s North Haven Ambulatory Center
Cornerstones

Updates on O&G’s company-wide commitment to its founding principles and core values

SAFETY

Getting the message out to the troops

An idea promoted in the fall of 2011 came to fruition in January of 2012 with the launch of the new inhouse quarterly, “Safety & Ethics Newsletter.” Sean McNeill, Site Safety Manager at Contract E, took responsibility for preparing the articles that discussed workplace safety. The newsletter is specifically written for busy supervisors and workers, with an emphasis on “decoding” and summarizing the latest, often voluminous changes in local, state and federal agency regulations. Issues will be topical and even seasonal: the maiden January issue, for instance, addressed safe temporary heating methods at winter worksites. “Our approach,” says McNeill, “is to sift through all the safety data out there and distill a lot of important data into brief, easy-to-read articles so that our personnel in the field just get the safety information that’s pertinent to them.” Human Resources Director Dan Carey is the newsletter’s author/editor on business ethics topics.

ETHICS

Membership reinforces core values

O&G is a member of the nationwide, nonprofit Construction Industry Ethics and Compliance Initiative (CIECI). At their biannual meetings in Washington and other venues, CIECI members learn about current and emerging ethics and compliance issues from regulators and industry experts. They also share their specific concerns in question-and-answer roundtables. One of the highlights of the meetings is the “What would YOU do?” videos that dramatize a particular scenario and then solicit attendees’ discussion. “We’re one of the few construction companies from Connecticut who have joined CIECI but we joined enthusiastically because ethical business operations have always been very important to us,” says Vice Chairman Ray Oneglia. “In this day and age it is especially important for any company to have clear policies and procedures in place and to make sure that all employees adhere to them, for the good of the company and everyone who works there.”

PRODUCTIVITY

Our essential ingredient since 1923

The productivity of our entire workforce – from plants to offices, from drivers to crews in the field – all contributes to the financial well being of the corporation. It has always been this way. Immigrant Americans Andrew Oneglia and business partner Flaviano Gervasini started the company in 1923 with not much more than a truck, a few hand tools and the determination to make a success of their fledgling business. Their dream succeeded with consistent hard work, long and odd hours, and a willingness to pull together and do whatever it took to survive and grow — in short, a focus on productivity. They built a strong foundation that defines O&G’s business culture today. Every one of the 850 employees in more than 60 locations in Connecticut and New York and in joint venture offices throughout the country are committed to building on that strong foundation of productivity. This commitment will ensure O&G’s continued progress, even in an uncertain economy.

QUALITY

State road work has dedicated QA/QC staff

The Heavy Highway Division’s project teams are now being assembled with the new position of quality assurance/quality control representative, a contract item specified by ConnDOT. Having an O&G employee assigned this specific responsibility is, in essence, insurance: by mirroring the work of state inspectors, a redundant quality function reduces the risk of shortcomings that could adversely affect overall job quality. As ConnDOT ranks downsize, O&G finds itself working on more projects with a dedicated QA/QC representative, the most recent in Norwalk (see page 8). Marty Page is assigned to ConnDOT’s New Haven Rail Component Change-Out Shop contract as O&G’s QA/QC rep: “We’re doing exactly what we’ve always done, just stepping up the documentation. It really is what you’d always do if you did the job right.” Adds John Gemetro, Vice President of the Heavy Highway Division, “This new initiative just reinforces the way we’ve always done business.”
Work Begins on I-95/Route 1 Project

Their project area may not be much more than one mile long but veteran Project Manager John Rouleau and his team have begun work on one of the most heavily used, most congested stretches of interstate in Connecticut.

This new project with the lengthy name – “I-95 Auxiliary Lanes, Interchanges 14 to 15 and U.S. Route 1 Improvements” – will run two-plus years and take place within Norwalk city limits. It focuses on adding auxiliary lanes on both northbound and southbound I-95. Three bridges that carry traffic over the interstate will be replaced to span the widened highway. The approaches to these bridges, which feed from Route 1 as it runs parallel to and crisscrosses I-95, will be reworked as well.

In addition to adding continuous auxiliary lanes, work will include new sanitary sewers and improved drainage to address chronic Route 1 flooding issues. Additional turn lanes will be added as well as seven-foot-wide sidewalks on either side of Route 1 at the three interchanges.

“It’s a short span of highway but there’s lots of infrastructure we need to work around and with. There will be plenty of close coordination going on,” says Chris Tuomey, Assistant Vice President, Heavy and Highway Division. “We’ll work closely with ConnDOT’s reps from District 3 in New Haven but also with the City of Norwalk, two power companies and three cable companies.”

O&G was low bidder on the project, valued at $42M. Begun on June 8, work is scheduled to be completed by February of 2015. The contract makes no provision for winter shutdown – Rouleau and crew will be steadily “at it” regardless of the temperatures, which is nothing new to them. “This job is a little smaller but it’s going to require a lot of finesse with all the coordination and inground utilities. I’m really looking forward to it and to working with the guys – we’ve got a really good team here.”

Project Superintendents/Engineers are Kevin Clark, who is handling civil work, and Kevin Mierzejewski overseeing bridges and structures. Fred Howe and Jerry Meskun are Project Superintendents. Also posted to the job are three individuals who will be satisfying ConnDOT’s recent requirements for safety and project management: Project Quality Assurance/Quality Control Manager Brian DePerry, Project Coordinator Andrew Sulewski and Document Control Specialist Michelle Galante.

In the estimation of Tuomey, who in his 23 years with O&G has managed numerous complex road projects, “This is a tough little job but we’ve got experienced people committed to it and I’m very confident we will succeed.”

On the Job in Norwalk: (above, from left) Kevin Mierzejewski (Structures Engineer), Fred Howe (Superintendent), Brian DePerry (Quality Assurance/Quality Control Manager), Kevin Clark (Civil Engineer), Michelle Galante (Document Control Specialist), John Rouleau (Project Manager). Not in photo: Andrew Sulewski (Project Coordinator), Jerry Meskun (Superintendent) and Chris Tuomey (Assistant Vice President, Heavy Highway Division). (Right top) Project Manager John Rouleau describing work to occur at what will become the water quality pond area. (Right bottom) The view south above I-95 from the Fairfield Avenue Bridge toward the Cedar Avenue Bridge. O&G will replace both of these bridges, and a third, under this contract.
Filling, Grading, Screeding, Learning: Under the watchful eyes of their instructors, students in Nonnewaug High School’s Ellis Clark Regional Agriscience and Technology Program exploit 2012’s balmy winter conditions to complete a drainage project and pour a concrete pad for bulk materials storage in their livestock barns area. O&G Industries provided concrete at a reduced rate and donated the gravel for this Agricultural Mechanics class project.
Program Management Services is the answer

Major municipalities across the state turn to this diminutive department’s school building management skills for consistently big results.

It’s a highly effective means of managing long-term, multi-dimensional building programs. It’s a management methodology that has been a specialized tool in the Building Division’s toolbox since 2000. It’s called “program management,” and it’s the tool of choice for guiding complex school building programs in large, urban school districts to successful completion.

**What program management is and what it isn’t**

Unlike executing a single construction project as general contractor, construction manager, design builder or the like, the broader focus of program management is keeping multiple projects, each at a different stage of development, moving forward. It’s also guarding the client’s best interests over a longer period of time. A five-, ten- or even fifteen-year program of construction is more the norm than the exception.

Program management can be pictured in musical terms. If construction methods which develop one discreet project at a time are like a band playing a song, program management is an orchestra performing a symphony. Where “one-off” construction methods require a certain skill set, the management of multiple projects calls for that same skill set duplicated over many more movements with more musicians playing more instruments, all conducted to an harmonious finale.
O&G’s unique brand of program management services evolved naturally out of school construction work it performed in Bridgeport. In the late 1990s, the company was the construction manager for two elementary schools in that city: Cesar Batalla and Geraldine Johnson. At that same time, members of the city’s Board of Education agreed that Bridgeport needed to aggressively pursue the development of a number of new schools. Following the adoption of a master plan by the Board of Education, it also realized it needed a centralized capacity for overseeing all of these new projects at the same time. Bridgeport’s Department of Public Facilities engaged in discussions with O&G and ultimately asked the company to come up with a program management plan that would coordinate these multiple projects, while it was completing the Batalla and Johnson projects. So the Building Division customized its services to suit the expanded management role, adding grant administration and financial reporting to the mix.

Program management services at O&G was born.

In subsequent years, the cities of Waterbury, in 2005, and Hartford, in 2010, selected O&G as their manager of long-term school development plans. In Waterbury the story was similar to Bridgeport’s: a mandate for a major school redevelopment plan led the city to search for a firm to help them direct the complex effort from beginning to end. In Hartford, in response to that city’s search for a change in program managers, O&G chose to form a strategic joint venture with ARCADIS, a large consulting and construction services company, for the $1B, five-year program.

O&G remains the program manager in these three large, urban school systems because, quite simply, “Our clients want us there. That’s a big deal,” says Jeff Cugno, O&G’s Director of Program Management Services. He’s pleased with the accomplishments of the three teams he oversees. “It shows, in my mind, that in this competitive arena, through changes in city administrations, our clients objectively value what we have done for them over the years and what we continue to deliver.”

“The City of Bridgeport committed to a very ambitious school building program. We targeted about $500 million over an eight- or nine-year period,” says Charles Carroll. He’s the city’s Director of Public Facilities and sits on the School Building Committee. “O&G brings real expertise working with the state and dealing with the paperwork, on top of their experience working with contractors and their years in school construction. They’ve developed a lot of good working relationships out there that help our program. Their program office freely shares information with us and advises us on all manner of topics.” Carroll also values the way O&G came up to speed on Bridgeport’s municipal culture. “They took the time to learn our system of procurement, which is rather cumbersome. It’s a great help. They’re all doing a great job and we’re very pleased.”

Program management is a bigger part of the Building Division’s business than many people at O&G realize. Although lower on the company’s collective radar, program management represents a solid continuing revenue stream and a strong client base. Since 2000 it has grown from $303M to $1.13B in projects developed and in process.

The roster of schools completed, under construction and in the planning in these three cities is a full one. In Hartford there are seven schools with completion dates between 2011 and 2015; in Waterbury there are eight between 2008 and 2014; and in Bridgeport there are 17 between 2009 and 2016.

Handling all the details from beginning to end

The program management services that O&G delivers are all-encompassing. They span the life of the program, from planning and inception to the closeout of the last details of the last project in the program. Cugno has a big-picture take on the role of program managers: “When municipalities decide that it’s time to renovate older schools and build new ones, they’ve gotten a momentum going. We help them continue that momentum.”

Each program office views itself as an extension of city staff, looking after the best interests of their client across the board. John Motley is the Chair of the Hartford School Building Committee. Accomplished in real estate and financing but by his own admission out of his element when it comes to architecture and engineering, Motley is delighted with the expert support he receives from the program management staff. “They are just fabulous on a number of levels. I feel comfortable talking to and receiving information from anyone on the team. I know I am getting the straight story and never ‘being played.’ They’re good teachers themselves, the way they explain the technical matters. Whenever I go into a meeting I’m backed and I feel fully prepared.”

Program offices assist owners in figuring out the program and where they are going to site their projects. Though not being involved in the final decision, they advise on potential architects and construction managers and help the owners solicit proposals. Based on factors unique to the job, they help the owners decide the optimal delivery method (CM at risk or CM adviser, for example).

O&G’s teams also develop the budgets and financial data. When approvals are in hand from local boards and committees with authority, O&G program management helps the city’s school building staff navigate the process of obtaining state grant monies (as much as 80 percent of the project, including the administrative fees under which O&G’s program management falls, is state-funded). They also guide teams through the process of getting local funding.

Aaron Mednick, Vice President of the Building Division, has been a principal player in structuring and developing program management at O&G since it began in 2000. He has detailed the major components of program management, a “to-do” list if you will, by defining eighty discrete functions and grouping them under seven broad headings:

1. **Project Initiation** – from prioritizing the projects that make up the program, to gaining project approval from city council to helping prepare grants and reviewing and managing the educational master plan;
2. **Budget Management** – managing the capital plan, securing bonding and borrowing authorizations, managing and updating cash flow and budgets, and assisting the city in meeting the state’s spending
3. Time Management – preparing and monitoring the master and detail schedules;

4. Building Committee Interface – acting as secretary while ensuring that the by-laws are understood and implemented, and that committee meetings are coordinated;

5. Subcommittees Interface – setting up, running and documenting meetings of the selection, design and finance subcommittees, and providing backup for facilities and change-order activities;

6. Site Acquisition and Swing Space – monitoring the acquisition activities that are associated with a project’s proposed site, including an environmental remediation plan and temporary (swing) space if needed; and

7. Design and Construction – ranging from preparing RFQs for choosing architects and construction managers and developing various design and cost documents, to providing value engineering, preparing bid packages for contractors and managing the construction process. With some 30 discrete activities, this is the largest area of project management activity.

In program management, these functions most often play out in parallel rather than serially: any given program team deals simultaneously with multiple, individual projects in the larger program of development in their city. These projects can crescendo when multiple projects have major milestones all needing to be met at the same time.

Uniquely qualified to manage

O&G has built or renovated more than 220 educational facilities since its first school project back in 1964. With that level of expertise and broad base of experience, it has been a credible and a relatively smooth transition from directing the construction of schools one at a time to managing the integrated development of a set of schools.

When a client partners with O&G, multiple capabilities come online to serve them. It is a battery of services and personnel most other firms cannot provide. The expansive overhaul of its school infrastructure. It was there he first experienced the benefit of program management and it was there he first rubbed shoulders with O&G as the company built a number of the schools in the program. “I cannot imagine a municipality or school district being able to pull off a development program without the expertise of a program manager,” he observes. And he gives high marks to the Waterbury office. “O&G brought a dynamic team here to kick start the program and they’ve done a great job for us. They are really an extension of my operation. They’re accepted by everyone in the district,” he says. It is a client-manager relationship that is so seamless, in fact, that many people do not even realize O&G staffers are not part of the city’s administration.

A bundle of relevant experience also helps set O&G apart from the competition. In Hartford, for instance, the joint venture team of O&G and ARCADIS was chosen in 2010 on the heels of O&G having recently completed two new schools for the city as construction manager: the Sport and Medical Sciences Academy in 2008 and the Sarah J. Rawson Elementary School in 2006. In Cugno’s words, “That experience helped us. They knew we know how to build schools.”

In the public sector, particularly over a long time, administrations and key persons in government change. The public also warily scrutinizes contracts with an eye to avoiding cronism, particularly when they run long-term as do program management contracts. It is a business climate that the Department is attuned to.

“Our job for anything O&G does is to prove how good we are to everybody, every day.”

JEFF CUGNO
DIRECTOR OF PROGRAM MANAGEMENT SERVICES

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Dialing-In the Right Blend: Because O&G’s Program Management field offices attune themselves to the needs and even the temperaments of the clients they serve, each office has developed its own collective personality. (top to bottom) BRIDGEPORT: (left to right) Iveles Aguilar, Assistant Program Manager; Scott Baillie, Senior Program Manager; Larry Schilling, Program Manager; Bob Hedman, Program Manager. Not pictured: Michelle Otero, Administrative Assistant. HARTFORD: (standing left to right) Sal Salafia (O&G), Program Manager; Emily Sifuentes (ARCADIS), Financial Controls Manager; Jim Foote (O&G), Program Manager; Novelette Burns-Kerr (ARCADIS), Office Manager; (sitting) Jack Butkus (ARCADIS), Program Director; Toya Rivers (O&G), Document Controls Manager. WATERBURY: (standing left to right) Raymond Wiley, Senior Program Manager; Mark Sedensky, Program Manager; Iveles Aguilar, Furniture, Fixtures and Equipment (FF&E) Coordinator / Assistant Program Manager; Verzem Poveromo, Administrative Assistant. (sitting) Bruce Turbacuski, Senior Program Manager.
Cugno and Mednick also see themselves as an extension of staff, ready, willing and able to be pulled into any meeting, whether scheduled or impromptu, to advise and offer up recommendations. When a city’s board of education needs to modify its school development master plan, for example, it doesn’t necessarily return to whomever prepared the plan in years past. Instead, members turn to their trusted program management team with whom they have an ongoing relationship and a high level of confidence, and say, for instance, “We don’t want to do this project right now but which one would you recommend we do next?”

Program management plans, generally speaking, are not drawn up for what would happen in the next month or two — that would be too late. Plans are drawn up for what’s going to happen next year. Clients rely on O&G’s experience to make accurate, detailed, long-range forecasts.

“There’s a gratifying sense of trust working together,” Cugno says with a broad smile. “If our client is calling me at 4:00 to see if I could possibly attend a meeting the next morning. You bet I’ll be there!”

A Bigger Relationship

Another partner whom both the client and O&G have in school development programs is the Connecticut Department of Education. The state funds anywhere between 60 and 80 percent of not only the actual physical construction but the services that Mednick, Cugno and company supply.

O&G has a strong working relationship with the DoE’s Bureau of School Facilities. It is the result of having successfully managed to completion scores of school development projects over the span of decades. “If we did not perform well for the city and the state,” quips Cugno, “believe me, the DoE would be the first one to say, ‘Go get yourself another program manager... immediately!’ So when we are continually being retained, I’m very proud because the state is saying to the city, ‘You are doing a good job.’”

When a city needs to fund a school project, the team works to develop budgets that are both reasonable and realistic. When the Board of Education needs its planning documents approved, O&G brings them to Hartford, along with the architect and city planner. It is a working relationship, Cugno says, that is “bigger than just O&G and our client.”

“We help these communities get their grant monies. That’s the first part of what we do,” explains Mednick, looking at the big picture. “We do an estimate, the Board of Education approves a number and they go get approval from the city council and the mayor. They get local approvals and then we help make application to the state. Then we all wait a year, usually, for the legislature to approve the monies during the general legislative cycle, before we actually get a grant. Once our client gets the grant, we’re off and running.”

During the time program management is helping the community with its application for a new project or projects, the teams are often asked to help promote that project to the local neighborhood, the DoE and, sometimes, the legislature. O&G program managers become de facto advocates. They are the ones who know the project inside and out. In many cases there are no architect or construction people at this early juncture and O&G finds itself first in line to talk about the project.

Once the state grants project approval the project is locked in. Then it becomes the responsibility of program management to make sure it stays within the time and budgetary boundaries.

Branching out from education

Mednick and Cugno continue to set the course of development for the department, scanning the horizon for untapped markets where O&G’s unique blend of capabilities would benefit potential clients.

“We are committed to continuing to serve our existing clients. That’s our priority,” asserts Cugno. The programs in Bridgeport, Waterbury and Hartford are not completed
and there will likely be continuing changes: no matter how skillfully written and comprehensive a master plan is, there are contingencies that the passage of time reveals. More project work items become a virtual certainty as these unforeseen needs come to light.

He continues: “As an extension of their staff, it’s a matter of making sure we’re always helping the client. We help them discern their needs, make plans for going forward, and serve them as well as we can with customized services to keep them as a client. We want to keep growing in that manner.”

The Department is considering expansion into a couple of new, key areas. One option includes expanding into surrounding states, still in the arena of school building. The Department now has staff certified as “OPMs” – owner’s project managers – and can conduct business in Massachusetts.

There are also some smaller cities and larger towns in Connecticut where a program management team could function in a modified manner, more like an owner’s representative managing a project and acting as liaison between the contractor and city staff.

Mednick and Cugno have looked into program management for higher education but have found that colleges and universities almost exclusively put projects out to bid singly, not as part of an integrated program.

“I believe the program management services mission is to provide, in a general sense, staff capacity and professional services to help plan, design and manage any public construction,” says Cugno. Every community, particularly the larger ones, has capital plans that specify public works projects beyond school building. And in the municipalities where O&G has proven its construction management capabilities on school development, it would be a natural and credible extension to carry our capability over into other public works projects.

Because municipalities have been decreasing the size of their staffs in light of tightening budgets, the Department sees eventual opportunities for forays into public works. There is a crucial benefit the Department offers cities in this regard: when a city hires a program manager, that cost becomes part of the cost of the project itself and no longer part of their payroll and general administration expense. “So it actually becomes more effective to retain program managers at all levels than to hire staff. I believe there is a way to grow there,” says Cugno.

And then there is “the private side.” When pent-up demand for economic development is finally released – the first evidence of which is beginning to show in the state, Cugno believes – then developers are going to be seeking program management services. “Developers are financiers, they’re visionaries, big picture people. They’ve got to have someone they trust manage the architects and contractors, so I can see us marketing our program management services to them,” he says.

With a growing record of successes behind it, a depth of talent at its command and creative visioning at the helm, the Program Management Services Department at O&G is poised for a bright future.
A Quiet Place, in Honor of “The Fallen Six:” A memorial was opened at the end of July on Kleen Energy Power Plant property, a short distance from where six men lost their lives building the facility in the winter of 2010. It was long awaited, with many at the site expressing their desire for a special place they could visit to remember their comrades. It was equally long-considered, with John Rouleau’s ad hoc team looking for the proper location and considering options for the most respectful and appropriate way to build the memorial. The site selected is situated alongside a waterfall, just down the tree-lined road from the plant’s main entrance. A small parking turnout was built overlooking the Connecticut River, a specially selected native rock was fit with a bronze memorial plaque and the area was landscaped before being opened at the end of July. The plaque lists the men by name and reads, “In memory of those workers who lost their lives in the construction of the Kleen Energy Power Plant…. We remember and honor their legacy of commitment, dedication and service.”

Safety School Days at Lyme/Old Lyme High: O&G’s Director of Safety Jim Rodger was Project Superintendent Brian Pracuta’s invited guest at a July 5th Safety Meeting, held in the new auditorium being built at the high school. Rodger and Pracuta covered a range of topics germaine to the job at the high school, from ladder safety and safe work on rooftops, to forklift licenses and electrical safety. Some 80 tradesmen were in attendance. “The workforce team here has really taken safety very seriously and our safety record reflects that,” says Pracuta. The next safety meeting is planned for the end of the summer, just before the project enters its final phase.
After the ribbon had been cut and the dignitaries had gone their ways, on a sunny weekend at the end of June, round-the-clock action heated up to meet a major milestone – the “Corridor-Wide Traffic Shift 14B” on Contract E in New Haven. This project is part of the joint Connecticut DOT and Federal DOT program to dramatically improve the capacity and safety of the I-95/Route 34 interchange and approaches.

Originally scheduled for September, the “big flip,” which redirected northbound traffic on I-95 from the old to the new Q Bridge, took place over the June 22-23rd weekend. That was three months ahead of schedule thanks to aggressive, coordinated performance from the O&G/Tutor Perini joint venture team and the Q Bridge joint venture team, as well as intelligent schedule slashing by both parties and ConnDOT.

Domenic LaRosa, Transportation Supervising Engineer, is ConnDOT’s eyes and ears on the NHHC Corridor Improvement Program of which Contract E is a central part. “We got just what we hoped for and expected when we chose O&G/Tutor Perini for this project. With a complex project like this one, with its large footprint, we needed a contractor who could work all open areas and think outside the box. We needed someone who would push hard and be flexible and that’s the attitude we got with the joint venture team. Sometimes we’d have to rein them in, they’d want to go so fast.”

LaRosa had worked closely with John Gemetro, Vice President of the Heavy Highway Division, Project Superintendent Larry Doyon and Project Manager Michael Daley on other roadwork and is happy to be working with them once again.

Close, accurate coordination was key to this successful flip. “There were numerous meetings to plan our phased activities where we literally got down to developing an hour-by-hour schedule,” says Gemetro. Credit goes to Project Traffic Supervisor Joe Sefcik who was responsible for tying together all the plans and schedules to ensure that the O&G/Tutor Perini team’s efforts matched up precisely with the bridge contractor’s project timeline.

They Called It “The Big Flip”

O&G’s Contract E Team: (left to right) Jamie Drake, Kevin Bernard, Matt Egensteiner, General Superintendent Larry Doyon, Joe Hudach, Dick Belcher, Civil Superintendent Bill Noll, Kevin Voelker, Vice President John Gemetro, Sean McNeill, Robin Listorti, Project Manager Michael Daley, John Rentschler, Ashlee Eason, Tom Duba, Joe Sefcik, Pete Hinman, Brent Schoppmann and Joe Giacobbe.

Anatomy of the “Big Flip”

(left to right, top to bottom) Testing motorists’ patience, four lanes of traffic were squeezed down into two lanes at the “old” I-95 northbound side. The temporary I-95 northbound roadway looking north to the bridge minutes before it was first opened to traffic. State troopers lead the first vehicles to travel onto the new bridge. Overview of I-95 northbound traffic travelling on the new temporary roadway feeding the new bridge. Crews begin digging through the old I-95 northbound roadway as soon as traffic was taken off it.
over this critical milestone weekend.

While many in the office and field are to be commended for their attitude and performance on this massive project, Gemetro tips his hat to Bridge Supervisor Bob Nardi. “This was a big jump in responsibility for Bob whose background had been mostly in civil work. He’s done a very nice job with all the pile driving and concrete work here.”

Along with General Superintendent Larry Doyon and Civil Superintendent Bill Noll, Daley was very pleased with the “flow of the flip.” Says Daley, “It went so well because everything was ‘dialed in,’ and like they say, we just planned the work and worked the plan.” It went so well, in fact, that despite a two-hour rain delay Friday evening, the lanes were changed and the new bridge opened a good 24 hours early.

The next major stage change is scheduled for the fall of 2013 when southbound traffic will also be put onto the new northbound Q Bridge, thereby enabling the demolition of the old Q Bridge and the subsequent construction of a new Southbound span.

By 2015 the expected volume utilizing the Q Bridge – properly called the Pearl Harbor Memorial Bridge – will be 140,000 vehicles per day.

**“Teachers of Teachers” Enjoy Field Trip to Southbury Quarry:** Early on an idyllic Saturday morning in June, the gates to Quarry No. 2 swung open to welcome 21 elementary school teachers and their leader for the day, Western Connecticut State University’s physical geology instructor Mike Coleman (in yellow hardhat). The teachers, from Danbury, Newtown and New Milford school districts, were participating in a final science module – geology and astronomy – of their Science/Technology/Engineering/Mathematics (STEM) training to become instructors of fellow science teachers in their districts. The morning exploring the quarry focused on such subjects as basalt rock, mineral formation and tectonics. Ken Faroni, O&G’s Director of Planning and Permits (far right), coordinated the event and participated in the outing.
Breaking All the Molds...

Earth Products Showcases

For as long as he could remember, masonry products virtually everywhere had been displayed with a commercial bent and a limited flair. Products were set on shelves, stacked in bins, and shown in flyers and catalogs almost exclusively. A consumer of stone products himself, Bob Oneglia, President of the Masonry Division, saw the unmet need for masonry product showrooms that were stylish, retail-oriented and consumer-friendly. In his vision, the showrooms would not merely display masonry products, like stone and tile and brick. They would also display such complementary items as fixtures, cabinets and accessories – actually installed in a variety of attractive indoor and outdoor settings. It would be a marriage of high-end products showcased in elegant vignettes with the convenience of one-stop shopping for every “earth product” that a building or remodeling project might need.

“Filling the need Bob spotted resulted in the Earth Products Showcase concept. Today we have five showcases across Fairfield and New Haven counties that offer selections of earth-derived products literally from all over the world,” says Bob Rizzo, Assistant Vice President of O&G’s Masonry Division.

The first Showcase, built in Bridgeport in 1994 and occupying some 28,000SF of display space, was designed to feature exterior and interior masonry products. It was a home run. Three more showrooms followed – Stamford in 1997, Waterbury in 2002 and Danbury in 2006 – each delivering high-quality products and the personal, attentive service that customers craved and Bob demanded.

The latest addition to the family of Showcases, an 11,000SF showroom, was built inside the Beacon Falls Fabrication and Distribution Center in 2008. It gives clients the ability to hand pick from over 1,000 stone slabs on display and, in turn, have their selection custom made into a countertop for any area, indoors or out, and for any residential or commercial application.

Behind the scenes, the showrooms are backed by an expert team that provides specifications on complex projects, detailed quoting and custom countertop fabrication and installation. Jack Harding, now Project Manager for the Fabrication Center, recalls the Showcases’ early days: “I was sent to the Bridgeport location in 1995 to be the facility manager. Right away I saw the opportunity to grow with this great new retail concept that was expanding so rapidly.”

Earth Products Showcases target both residential and commercial markets; clients range from homeowners to architects and specifiers to large-volume wholesale buyers. Tastes and needs are as different as the clientele, and the Showcases meet them all. Barbara Walton, Stamford showroom sales representative, observes, “The trend today is actually not to ‘trend’ but to achieve classic, traditional and timeless designs.”

Showcase staffs share Bob’s vision of offering customers a purchasing experience unlike that of any other showroom. Customers receive expert consultation and service at every location. Service even extends to hosting industry association meetings and providing new product training for staff and clients alike.

Superior customer service was an essential ingredient in Bob’s formulation. It serves as the foundation of the Showcases and, along with the exhaustive offering of products showcased in beautiful displays, is the reason new customers arrive and old customers return.

RAISING THE BAR

Today’s Earth Products Showcases are a far cry from the company’s humble beginnings with a single, small mason supply store.

(top to bottom, left to right) Custom stone fireplace surrounds are a Showcase specialty; the first stand-alone Earth Products Showcase opened in Danbury in 2006 and offers over 15,000SF and two floors of displays; popular and exotic tiles fill the walls of the Stamford showroom; vignettes featuring custom fireplace surrounds and stunning stone and tile products on display in the Stamford Showcase; visitors tour the newly opened Beacon Falls Showcase in 2008 where more than 1,000 stone slabs are ready for countertop projects; exotic tile and stone vignettes grace the Bridgeport showcase; the back patio at the Waterbury Showcase presents stone and paver products in numerous installations; the patio in Stamford features natural stone and paver products to help customers visualize what various popular earth products would look like in their homes or businesses; a small sampling of tile and natural stone on display in Stamford; the Danbury Showcase offers ideas in building stone on its second floor with vignettes that use a wide variety of native and imported stone.
“Ken Merz told me I’d be back,” says SHIRLEY DURANTE, referring to her two-year foray into the Hartford insurance scene. She worked for two years at O&G before departing, only to return and spend the remaining 28 years of her career at Wall Street, where she was employed in the payroll and accounts payable departments. She wasn’t the only one in her family to draw an O&G paycheck: a brother and three cousins did as well, all of them long-term employees like Shirley. “I loved my job altogether – I was treated like part of the family,” she says. Shirley had a special fondness for the late Francis Oneglia whose many kindnesses she will always remember, but especially one in particular. “When my daughter-in-law had her child she was battling cancer, so I was the one who took the baby home while she remained in the hospital. He told me, ‘Family comes first. You take care of that baby, and you come back to work when you’re ready.’ If there were more Francises in the world it would be a better place.” Shirley continues to be an avid volunteer and fund raiser, for nonprofit organizations like Relay for Life and the Diabetes Society. Her most recent contribution was made on a sweltering Saturday this July where she jumped in with a Habitat for Humanity crew in the Charleston environs. Though weathering the heat and humidity now, he’s anticipating fall, winter and spring and the promise of mild temperatures and golf – lots of golf. While Vicki continues to work in hotel management, Joe is fixing the fixer-upper home the couple bought. His first order of business is converting the garage into a woodworking shop, a feature of a Joe Nowicki home. Joe and Vicki spend time at the beach, test new restaurants and enjoy their life as transplanted Southerners. Y’all keep in touch, Joe!

Though he holds a civil engineering degree, JOSEPH NOWICKI was never strapped to a desk designing projects. Instead, he found himself in construction management, out in the field where he got the most satisfaction from his work. Joe retired at the end of April and looks back on his 19 years with O&G with appreciation. “I think what I like the most was being given the freedom and the responsibility to run projects the way I thought best, the way I wanted to run them.” That formula worked well for both Joe and O&G, as the Building Division in which he worked assigned him some of its more challenging jobs – projects with fast-track schedules and, sometimes, owners who could be demanding. He’d also be brought into difficult projects later in their life as a sort of “fixer.” He remembers the more unique jobs with the company, like his first, the mansion built for an international tennis star in the Litchfield Hills, and his last: the one-of-a-kind Student Center at Quinnipiac University. Joe and his wife, Vicki, recently celebrated their 30th anniversary and in May relocated to the historic Charleston area, some ten miles from the South Carolina coast. The Nowickises, interestingly, moved to be closer to their two grown children who had already settled in the Charleston environs. Though weathering the heat and humidity now, he’s anticipating fall, winter and spring and the promise of mild temperatures and golf – lots of golf. While Vicki continues to work in hotel management, Joe is fixing the fixer-upper home the couple bought. His first order of business is converting the garage into a woodworking shop, a feature of a Joe Nowicki home. Joe and Vicki spend time at the beach, test new restaurants and enjoy their life as transplanted Southerners. Y’all keep in touch, Joe!

Project manager BOB PRENTIS joined the Building Division in 2005, later in his career, after having worked as a civil engineer and project manager for various firms since the 1960s. He got his start as a new geotechnical engineer for New York's Port Authority, but in short order moved his way over into construction management there. It was a shift of focus that stuck. In his seven years with O&G Bob consulted on and managed a variety of projects, from ADA upgrades and new school construction in Bridgeport to the renovation of the Torrington City Hall. When asked what gave him the most satisfaction over the years, his answer was immediate: “If a project was interesting, or if it was challenging, that’s what I liked best.” Projects without their share of issues or some redeeming character left him feeling uninspired. He especially enjoyed the final stages of a project and the turnover of a job to its owner. Bob will be married to his wife, Pat, for 42 years come October, and even though he’s resided in Connecticut since 1979 his Long Island accent has never left him. He was transplanted several times as he grew and got married, but Bob had always lived on Long Island: Flushing, Jackson Heights, Syosset. Now, with retirement opening new vistas, the couple plans to spend time in their condominium in Rhode Island, a short bike ride away from the Atlantic. They have spent quite a bit of time there in the past; now they’ll be there even more. And they’ll do some traveling. Bob has more time for staying active and in shape by biking, kayaking, walking and golfing. He’s also digging deeper into non-fiction books, especially if they deal with New York and New England history. Bob, we thank you for your professionalism and your commitment to O&G!
SAFETY AND ETHICS ARE CORNERSTONES OF CULTURE AT O&G INDUSTRIES.

Our Safety and Ethics Hotline provides a means by which you can provide direct, confidential communications regarding issues and ideas related to these essential topics.

ON THE MOVE  Continued from Page 24

It was 1990 when SHARON WILBUR joined O&G as a tax accountant and May of 2012 when she closed the books on her career as an officer of the company in the controllership position. During her 21 years with O&G, Sharon returned to college, attending night classes to complete her B.A. in accounting – and complete it she did. Sharon graduated with honors and was inducted into the Delta Mu Delta International Honor Society in Business. As O&G’s controller, Sharon oversaw all of the company’s accounting functions with what Chief Financial Officer Rich Hall lightheartedly but appreciatively calls a “frenetic competency.” “There were plenty of high-pressure times and deadlines. We worked nights and weekends in audit season but I loved it. Everyone pulled together. All the people in my department were fantastic,” she glows, remembering the camaraderie and adding, “The atmosphere at Wall Street was great, the people were friendly and the owners were, too. For me it always did feel like being home.” But like all good things that must come to an end, Sharon sensed it was time to step aside, leave the rigors to younger folks and shift into the next phase of her life. She is currently studying U.S. history and economics online (“Not for a degree or anything, just to keep learning,” she says), pursuing landscape and portrait photography, and spending time with her daughters’ families, most of whom live nearby. She’s also keeping her husband of 43 years, Dwinal, active with gardening and other projects now that he’s retired from his heating and cooling business. The couple escaped this summer for two weeks to Dwinal’s native “Down East” Maine, camping in the New Hampshire woods along the way. Thank you, Sharon, for your numerous contributions and your contagious “can-do” attitude!
Yale New Haven Hospital North Haven Ambulatory Center
North Haven, CT

O&G has been named Construction Manager for the conversion of a 100,000SF office building into a new medical and office complex. The project is valued at $13.9M. The first of two phases (Package A) consists of the interior fit-out of the third and fourth floors exclusively for Yale New Haven Hospital’s IT Department, which will be consolidated from four separate offsite locations. Package A must be completed in three months. The design requires the reuse of existing materials taken from other floors to reduce materials cost. Concurrent with the two upper floors being occupied, the second phase (Package B) will begin with the construction of a new MRI suite and the future fitout of an ambulatory center on the building’s lower two floors. Package B also calls for completely new mechanical and electrical systems and includes medical gases and high-quality finishes. Like its earlier counterpart, Package B must be completed in one month ahead of schedule.

The Hotchkiss School Central Heating Facility
Lakeville, CT

The Hotchkiss School has contracted with O&G Industries to build their new, 15,000SF Central Heating Facility. This eco-friendly plant will use green wood chips in lieu of fossil fuel to meet the school’s steam and hotwater demand. The contract, valued at $11.2M, includes two biomass wood boilers, a glue-laminated timber roof structure, a green roof, and over one-half mile of underground piping connecting the plant to the existing campus facilities. The project was undertaken adjacent to the third green of The Hotchkiss School Golf Course. O&G began developing this project with Centerbrook Architects, vanZelm Engineers and The Hotchkiss School in the spring of 2010 and broke ground in August of 2011. Complete commissioning and startup occurred in August of 2012. The facility will have been completed in one phase, under budget and approximately one month ahead of schedule.

Quinnipiac University TD Bank Sports Center Renovation
Hamden, CT

Quinnipiac University has awarded O&G Industries a general construction contract for the exterior facade renovation of the TD Bank Sports Center on Quinnipiac’s York Hill campus. This fast-track project will consist of constructing a forty-foot-high temporary wall using 16-inch deep heavy gauge studs and the removal of approximately 3,280SF of forty-foot-high precast panels. Once the precast panels are removed, additional concrete and structural steel will be installed, and then the opening will be in-filled with an aluminum curtain wall system. Included as part of this project is the installation of approximately 3,500SF of cultured stone on the building’s existing concrete foundation wall. Construction began in May of 2012 and is scheduled to be completed by September of 2012. The architect is Centerbrook Architects and Planners and the University is represented by The Pegasus Group. Mark Jeffko is Project Manager and Jim Nardi Superintendent for O&G.

H.H. Ellis Technical High School
Danielson, CT

This $80M, four-phase project began in November of 2011 and is slated for completion in May of 2015. Major additions to and renovations of existing buildings will total some 161,000SF. The project also entails 40,000SF of demolition and 70,000SF of additions. After