



# Fru-Con

December 2008

# News



Nearly 100 members of the Fru-Con and Centennial teams enjoyed camaraderie at the Steven F. Udvar-Hazy Center of the Smithsonian National Air and Space Museum in the shadow of Space Shuttle Enterprise. In the foreground stand (from left) Fru-Con Executive Vice President & CFO Ralf Fuchs and President & CEO Clem Mitchell.

## Journey to the Future at Smithsonian Celebrates Success, Reveals Future for Fru-Con, Centennial & Bilfinger Berger

Nearly 100 members of the **Fru-Con Construction** and **Centennial Contractors Enterprises** teams gathered Nov. 20 at the **Smithsonian Air & Space Museum** at the Udvar-Hazy Center in Chantilly, Virginia to celebrate their record success in 2008 and look into the future.

Inside the center's IMAX Theater, Bilfinger Berger Executive Board Member **Professor Hans Helmut**

**Schetter** presented a global view of Bilfinger Berger's success in 2008 and his insights on its bright future. Fru-Con President & CEO **Clem Mitchell** recognized team contributors for Fru-Con's record year and presented a video on Fru-Con's recently completed Broad Run Water Reclamation Facility, the most advanced wastewater treatment plant in the world.

Team members were surrounded by historic feats of engineers and space explorers at Fru-Con's **Journey to the Future** event. The Udvar-Hazy Center near Washington Dulles International

*continued on page 4*



Bilfinger Berger Executive Board Member Professor Hans Helmut Schetter addresses Fru-Con and Centennial team members during his global report on Bilfinger Berger.

### In this Issue

Safety Zone .....	2
President's Message .....	3
Employee Spotlight .....	3
Project of Excellence .....	6
Centennial Update .....	9
Potpourri .....	10
Focus on Leadership .....	11

## Fru-Con Celebrates Outstanding Year in Employee Safety

By Charlie Weeks, Vice President-Human Resources & Safety

Employee safety continues to make great strides in 2008! Efforts by the entire Fru-Con team demonstrate our unyielding commitment to protecting our workers and practicing safety in all that we do.

### Best Practices Significantly Decrease Injuries

As the year wraps up, Fru-Con Construction continues to rank far better than the national construction industry average with a Recordable Incident Rate of 2.7 and Lost-Time Incident Rate of zero. This year, Fru-Con experienced a 40 percent reduction in recordable injuries from 2007, and zero lost-time injuries. Congratulations to all team members for this outstanding record.

### Training Seminars are Key to Safety

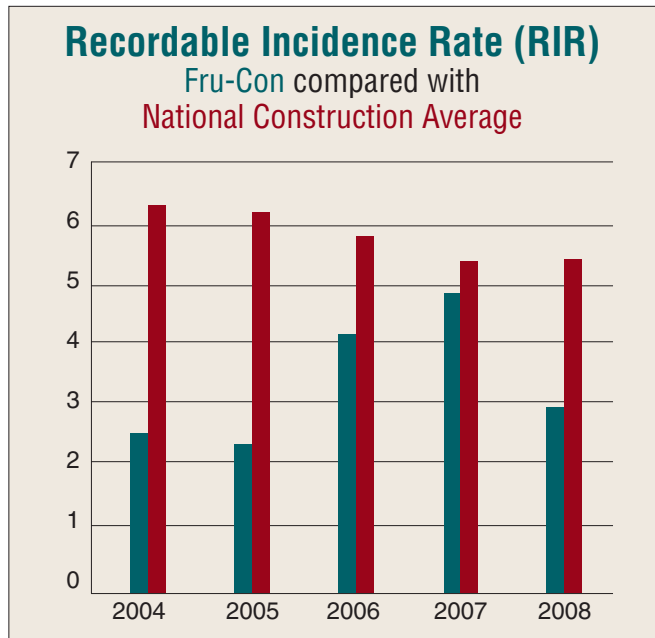
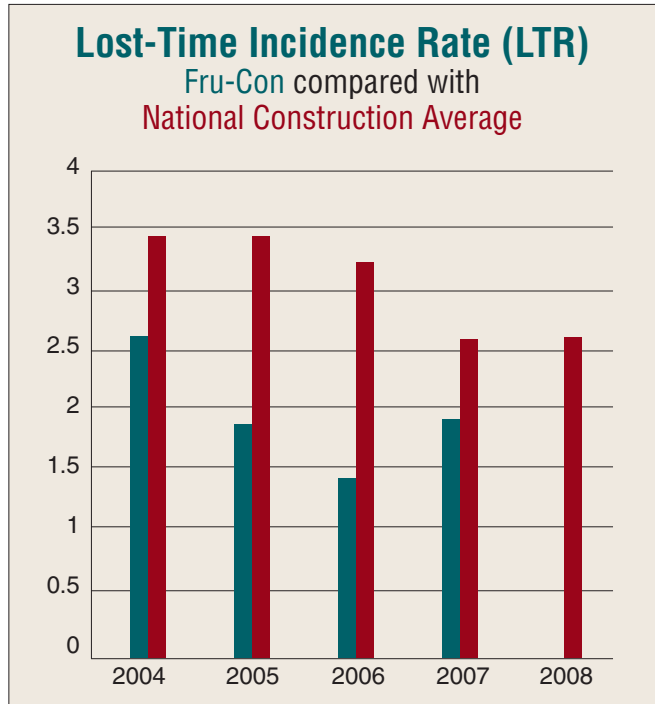
Fru-Con's impressive safety record is the result of both conscious efforts by every employee and valuable training seminars that keep "best practices" fresh in the minds of team leaders. Twenty-one employees completed a crane safety seminar on Sept. 17 at our **New Design** project in Tuscarora, Maryland and on Oct. 15, 16 employees completed rigging and crane inspection training at the **Arlington 7A** project. On Oct. 30, a fall protection seminar was presented to 89 employees, also at the Arlington project.

Fru-Con will conduct a **Foreman & Supervisor Seminar** in Woodbridge, Virginia on Dec. 19, bringing foremen and supervisors together for instruction in safety, supervision and leadership skills. We believe training our field workers is essential for proper management and supervision, including integration of safe work practices in all aspects of our construction activities.

### Fru-Con Teams Achieve Two Great Milestones

On Oct. 30, crew members at the **Water Pollution Control Plant-7A** project in Arlington, Virginia, gathered for a noon-time cookout celebrating 100,000 effort hours without a Lost Time injury. Employees were presented with a gift to remind them of the exposure that exists on construction projects and the importance of this achievement. Congratulations to the entire crew! Leadership for this achievement was shared by Project Director **Greg Frick**, Onsite Safety Manager **Tom Sowards**, General Superintendent **Rich White** and Superintendents **Bill White**, **Mike Smith**, **Dale Louk** and **Steve Kilmer**.

Congratulations to all workers at the **New Design** project in Tuscarora, Maryland, for achieving an outstanding safety milestone! In November, this team



achieved 100,000 effort hours with zero recordable and lost-time injuries. This is truly a tribute to the workers, supervisors and managers at this project. Leadership for this milestone was provided by Project Director **Joe Duffy**, Project Manager **Brad Smith**, Onsite Safety Manager **Doug Hill**, Superintendents **Dave Geesaman**, **Nelson Romero** and **Fred Garst**.

## Secret to Our 2008 Success: Outstanding Team, Exceptional Clients

By Clem Mitchell, President & Chief Executive Officer

As 2008 draws to a close, I am deeply grateful for the double blessing of working with an outstanding team of people and serving exceptional clients. Despite discouraging global economic news, we have had our best year in decades and are positioned to sustain success in the challenging economy ahead.



Clem Mitchell

"Luck is what happens when preparation meets opportunity," is an expression attributed to Seneca, the first century Roman philosopher. Thomas Jefferson, our country's third president, added: "I'm a great believer in luck, and I find the harder I work, the more I have of it."

We've had our share of luck and have sustained our outstanding work ethic in 2008. We've also made changes to streamline and strengthen our core operations, focusing attention on what matters most to our clients and investing in team development. Our four Fru-Con hallmarks, **Quality • Performance • Service • Integrity**, have guided us through our decision-making.

I feel very privileged to lead such a fine and effective team. Throughout 2008, we reached new heights in safety performance, client recognitions, operational excellence and project team achievements. Our efforts and results reflect the high value we place on the people of Fru-Con and Centennial, and the high esteem in which we hold our clients.

One year ago, we reshaped **Fru-Con Holding** to

focus solely on **Fru-Con Construction's** environmental operations, and **Centennial Contractors Enterprises'** national Job Order Contracting (JOC) and Custom Solutions for clients. Fru-Con Engineering and Fru-Con Special Projects joined our parent company's Industrial Services Group (BIS) to deliver technical and maintenance solutions to the process industry.

In September, we consolidated the office of Fru-Con Holding with Fru-Con Construction's office in Woodbridge, Virginia — placing all Fru-Con companies in close proximity, with Centennial based in nearby Vienna, Virginia. We also centralized financial leadership by appointing **Ralf Fuchs** to the dual role of executive vice president and chief financial officer of Fru-Con Holding as well as vice president and controller of Fru-Con Construction. **Burkhard Eling** joined our Centennial team as vice president and chief financial officer.

This consolidation will help us capture an increasing share of our niche markets as we continue to provide outstanding service to our clients. And it sets the stage for collaboration with our sister companies, enhanced by the great professional relationships we've developed across the full global network of Bilfinger Berger.

As we look ahead to the inauguration of our country's new president, our thoughts and prayers are with him as he undertakes the demanding job of leading our country forward in these turbulent times.

I wish each of you great peace and goodwill during these special holidays, and all the best for a happy and prosperous new year!

## Employee Spotlight

### Welcome to New Fru-Con Team Members

Fru-Con has been pleased to welcome many new staff members from August through November 2008. Congratulations to our new colleagues in Fru-Con offices and in the field.

**Teresa Case,**  
Accounts Payable Clerk  
**Frederick Garst,**  
Superintendent  
**David Geesaman,**  
Superintendent  
**Kenneth Johns,**  
Estimator  
**Stephen LeFever,**  
Foreman

**Thomas Sowards,**  
Project Safety Manager  
**Dawn White,**  
Receptionist

**Carpenters**  
**Oscar Bonilla**  
**Benavidez**  
**Juan Castillo Retana**

**Jose Castro**  
**Rene Castro**  
**Wilmar Garcia Jaco**  
**Eluid Gomez Moreno**  
**Alexandro Guerra**  
**Jose Guerra**  
**Greg Lopez Gallardo**  
**Jose Medrano**  
**Felipe Menjivar**

**Carlos Sanchez Martinez**  
**Cement Finishers**  
**Jose Marin Claros**  
**Francisco Martinez**  
**Moises Nunez Menjivar**

**Laborers**  
**Richard Barbee**  
**Christopher Clarke**  
**Steven Clarke**  
**Jeremias Escobar**  
**Henriquez**  
**Santos Escobar**  
**Henriquez**

**Zachary Funke**  
**Salvador Guevara**  
**Pacheco**  
**Enemecio Salmeron**

**Operators**  
**Michael Smith**  
**William Hormes**

**Pipefitters**  
**Lidio Contreras**  
**Robert Davis**  
**Marcos Lopez**  
**Baleriano Morales**

## Journey to the Future — from page 1

Airport opened in December 2003, marking the first century of flight. With its companion facility, the Smithsonian National Air and Space Museum on the National Mall, it showcases the world's largest collection of aviation and space artifacts. The museum holds in trust about 50,000 objects, including aircraft, spacecraft, engines, rockets, uniforms, spacesuits, balloons and artwork.



Valerie Neal, Space Shuttle curator, shares stories about the Space Shuttle Enterprise.

Mitchell welcomed everyone with his thanks for their contributions to an outstanding year.

"We've heard a lot about change in the recent presidential election," he noted. "We started the year

with selling two business units to our sister company, giving Bilfinger Industrial Services an outstanding launch pad for its expansion into the U.S. services market. We also relocated our holding company operations from St. Louis, Missouri to Washington, D.C. to streamline our corporate overhead and bring all operations into close proximity."

"Your dedication and these changes have generated tremendous success, and we are on the verge of producing Fru-Con's best performance in decades," he added. "Each and every one of you — including our clients —



Centennial President and CEO Mark Bailey (right) visits with Centennial VP-Operations/Mid-Atlantic Alan Weiss. Weiss recently celebrated 20 years with Centennial.

has contributed to that success. A key to our success is our employees' continued commitment to Fru-Con's core values of **Quality, Performance, Service and Integrity**. Thank you so much for your outstanding performance!"

Mitchell also credited Fru-Con's success to its strong partnership and cooperation with Bilfinger Berger. He thanked

Prof. Schetter for his active role and strong interest in the company's development and continued success.

Prof. Schetter shared his personal recollection of the race to the moon and Neil Armstrong's first lunar steps in 1968. A similar competitive spirit has spurred Bilfinger

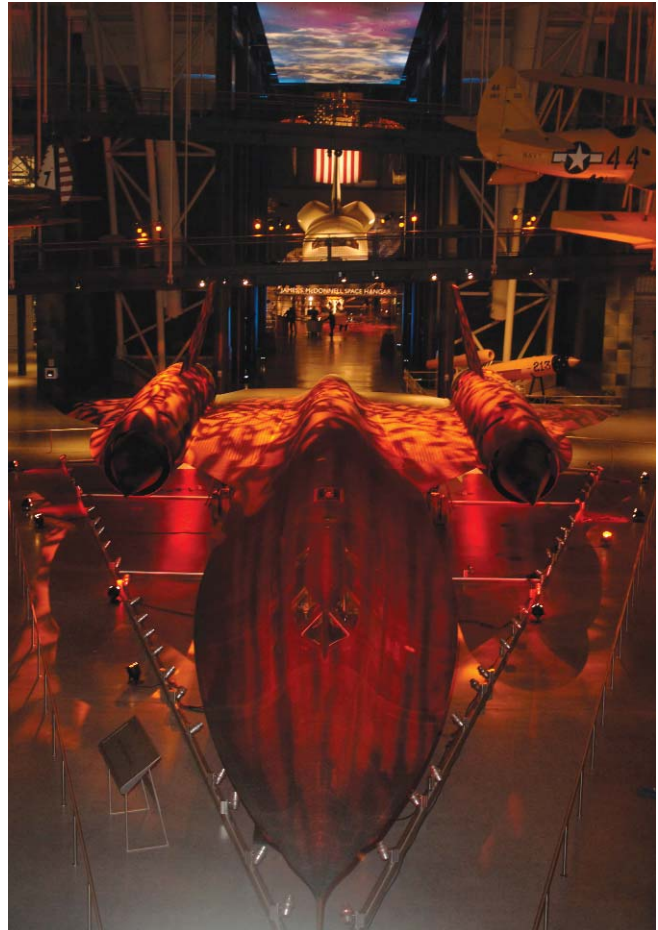


Fru-Con President & CEO Clem Mitchell congratulates team members for Fru-Con's record year and welcomes Professor Hans Helmut Schetter.

Berger's development of its Multi-Service Group business model. From its roots in construction and engineering expertise, Bilfinger Berger has expanded to encompass the services sector, concentrating on providing unique global services in the industrial, facility, power and building markets.

"We are expanding rapidly, carrying out successful acquisitions, focusing on value growth and increasing profitability," he said. "Fru-Con and Centennial are an important part of this profitability, and I want to thank all of you for your long track records in building a successful business."

Prof. Schetter reported worldwide employment by Bilfinger Berger of more than 65,000 people, with one-third in construction and two-thirds in facility services. In addition to employing double



Speed, mobility and boldness were evident at Fru-Con's Journey to the Future as attendees experienced close encounters with the Lockheed SR-71 Blackbird (foreground), the world's fastest jet-propelled aircraft and pinnacle of aviation technology during the Cold War, and (immediately behind it) the Space Shuttle Enterprise.



*Bilfinger Berger Executive Board Member Professor Hans Helmut Schetter (right) visits with Senior Surety Consultant Gene Dessureau in the James S. McDonnell Space Hangar.*

the people, he said the services sector generates greater profits to fuel future expansion. Worldwide, Bilfinger Berger serves clients in North America, Africa, Australia, Central Europe and Scandinavia.

Fru-Con and Centennial team members enjoyed a virtual global tour of Bilfinger Berger work, ranging from Fru-Con's Arlington County Water Pollution Control Plant and Centennial's large JOC project at Fort Lewis, to a 57-kilometer (35.4 miles) long and 800-meter (about one-half mile) deep Gotthard Base Tunnel through the Swiss Alps and the Ormen Lange Natural Gas Processing Plant in Nyhamna, Norway, where weather conditions range



*Fru-Con Vice President-Operations Mike Fischer (left) talks with Fru-Con Project Director Greg Frick.*

from -40 to +40 degrees Celsius (equal to -40 to +104 degrees Fahrenheit).

Acknowledging uncertainties in the world economy, Prof. Schetter added, "We have many options for both organic growth and future acquisitions. We are entrepreneurs and we will adjust our capacity. We always think about our strategic options."

He noted the rigors of prequalification and reference-checking practiced in the U.S. and felt it would be helpful to Fru-Con and Centennial, as competitors from other construction sectors, with less experience, seek entry into their fields of expertise. He also emphasized the importance of attitude in weathering the economic storm. "Half of the results relate to mood," he said. "If a team, a company or a nation is in a good mood, they perform better. I think your new President Obama will mobilize the United States and renew optimism."

Prof. Schetter also shared his admiration for the American custom of quickly building unity after an election. "In the U.S., the loser can say, 'I'm working for you, and I wish you well,'" he said. "It is a good idea that Europe and your marvelous country should work shoulder-to-shoulder as we move forward. It is a way to say thank you to the U.S. for more than 60 years of democratic freedom that we have enjoyed."

Following the presentation, team members enjoyed the rare opportunity to dine at the nose of the space shuttle Enterprise, the centerpiece of the James S. McDonnell Space Hangar at the museum. Docents were available to lead tours of the rare and historic aircraft and spacecraft in the museum.

enterprise, the centerpiece of the James S. McDonnell Space Hangar at the museum. Docents were available to lead tours of the rare and historic aircraft and spacecraft in the museum.



*Loudoun Water Deputy Director Rick Thoesen (left), provides an update on Broad Run operations to Clem Mitchell (right) and Ellen Cizek, executive assistant.*



*(From left) Fru-Con VP-Risk Management John Schembri catches up with Senior Surety Consultant Gene Dessureau and Centennial Operations Executive Scott McGrew.*

## Mission Achieved on 100% Safe Jobsite for \$16 Million Kenneth B. Rollins Water Filtration Plant Expansion

A clean and safe water supply is essential to a thriving community. So when the town of Leesburg, Virginia sought to expand its central water filtration plant without disrupting current production, they entrusted their community's safety to the best-of-the-best, Fru-Con Construction. In August 2008, Fru-Con and Leesburg city officials celebrated the completion of the **Kenneth B. Rollins Water Filtration Plant** with a safety record free of incidents on the job site and in the community.

Fru-Con won the \$16.5 million contract early in 2006 and spent 22 months upgrading the plant and increasing the freshwater plant's processing capacity from 8 million gallons per day to 12.5 million gallons per day — all while existing K.B. Rollins facilities continued producing clean water for Leesburg residents.

"The quality and attention to detail displayed by Fru-Con's work force and subcontractors really show," says **Nagi Elsewaissi, P.E.**, director of the Leesburg Department of Capital Projects Management. "And the plant looks great. Visitors and Leesburg residents can't help but walk about with a feeling of confidence that the water being produced is of the highest quality. My congratulations on a win-win project for all parties."

At the height of production, 35 craft workers labored on site with Fru-Con Project Director **Osama Madkour** and Superintendents **Ron Jenkins** and **Larry Blacksher**. The crews achieved the highest safety standards,



*Fru-Con Construction seamlessly integrated new buildings and equipment into the existing facilities at the completed Kenneth B. Rollins Water Filtration Plant in Leesburg, Virginia.*



*The western side of the campus features a series of circular chemical storage tanks housing the sodium hydroxide, sodium hypochlorite, ferric chloride and zinc orthophosphate used in water purification. The domed structure (left) houses the sludge gravity thickener, where raw water is separated from sludge early in the cleansing process.*

recording no lost time injuries or recorded incidents during 36,252 effort hours while completing the project on schedule.

"One of our biggest challenges was keeping the plant clean during construction to prevent contamination of the town's drinking water supply," Madkour describes. "We covered all of the floors and machinery with plastic sheets to contain dust, dirt and concrete debris. We also installed a special ventilation system to guard against contaminants in the air."

The expansion required extensive planning and collaboration between Fru-Con



*Fru-Con crews upgraded the plant's horizontal split case centrifugal pumps with two new 400-horsepower units that increase the plant's processing capability. The two pumps alternate in low demand and simultaneously meet peak demand requirements.*



*As water from the Potomac River enters the plant, this series of new chemical feed pumps initiates preliminary treatment with sodium hydroxide and zinc orthophosphate to jumpstart the purification process.*

management and Leesburg city officials. Each time crews completed part of the new system and prepared to incorporate it into the existing facilities, the city braced for an eight- to 12-hour production shutdown. During each carefully orchestrated outage window, crews installed new materials, sanitized the facility and restarted production.

Outages were scheduled often during overnight hours when additional hardware and assistance were unavailable. Madkour says his crews engaged in extensive preparation, reviewing installation procedures and counting parts, even down to the nanodetail of nuts and washers, before shutting down the plant.

“Prior to an outage, the city filled all of the town’s

reservoir tanks to capacity to create a window for us to complete the work,” Madkour notes. “Time limits were critical, especially for hospitals. An alarm sounds in the plant if the hospital’s supply gets low. There was no room for error.”

The scope of Fru-Con’s work included retrofitting a vertical turbine pumping system and modifying the treatment process with a whole new chemical system. Madkour reports Fru-Con also upgraded the plant’s piping systems and added more valves to minimize future maintenance work and maximize operational ease.

### Communication Kudos

The importance of effective listening and open-ended conversations aimed at “getting things done” is a key performance driver at Fru-Con. The owner’s representative for the town of Leesburg, Virginia, recently expressed the high value he places on this approach:

“Communication was the catalyst to keeping the project moving and resolving issues. Good news or bad did not restrict the open and honest dialogue that was so important to keeping the team informed and on track. This method followed through to the contract changes that were resolved in a timely manner and equitably to all parties. With a final overall change order rate of below three percent, all parties have the ability to brag about their contribution to this accomplishment.”

**Nagi M. Elsewaissi, P.E.**, director of Leesburg’s Department of Capital Projects Management

## Thinking Small Grows Big

As publicly funded agencies seek to be good stewards of their funds, many seek to generate community development through their buying power.

Since 1989, **Centennial Contractors Enterprises** has worked hard to develop an active and growing network of subcontractors. Today, Centennial draws upon its database of 7,000-plus pre-qualified subcontractors, a number it intends to double by 2013. Centennial effectively acts as a small business incubator, often for minority-(MBE) and women-owned business enterprises (WBE) in the local community.

Most public entities seek to encourage the growth of local Small Business Enterprises (SBEs). Many find these goals a challenge to meet. Oftentimes, the same three or four businesses obtain the available contracts.

Centennial works with the local business community to develop a broad range of potential resource partners. Centennial conducts local and regional subcontractor and safety fairs to build awareness of opportunities. After

identifying resources, Centennial staff members mentor and work with SBE/MBE/WBE firms to meet jurisdictional requirements and address any roadblocks to participating in federal, state and local public sector work. Its professional Job Order Contracting (JOC) program tracks firm development and contracts, enabling Centennial to contract with the ‘right’ subcontractor to provide the best service, quality and safety to complete work on time. Public agencies realize their goals for safe, on-time facilities construction and renovation while also helping to develop a sustainable local economy.

“We see our long-term value in the strategic relationships we build with clients and the communities we serve. These include our employees, our clients and our subcontracting partners,” says Centennial President **Mark Bailey**. “We accomplish so much through these key businesses. Building an active, local pool of small businesses sets us apart from our competition. Our processes, people, systems and regional structure allow us to work with and help develop these businesses. And that brings great value to our clients.”

## Fuchs Promoted to Executive Vice President and CFO

**Ralf-Rainer Fuchs** has been promoted to executive vice president and chief financial officer of **Fru-Con Holding** and vice president and controller of **Fru-Con Construction**. He joined the Fru-Con team in March 2007 as the regional controller of Fru-Con Construction's Eastern Regional Office.

Although a relative newcomer to the 136-year-old Fru-Con, Fuchs has more than 11 years of experience working for **Bilfinger Berger** member companies worldwide, including stints in Hamburg and Mannheim, Germany; the Philippines; Hong Kong; and Vancouver, Washington.

"One reason I joined Bilfinger Berger is because of the company's global perspective," Fuchs says. "Bilfinger Berger has given me the opportunity to experience other cultures while doing work that I love."

Fuchs holds a degree in economics from the University of Essen, located in his hometown of Essen, Germany. As CFO, he oversees all financial aspects of Fru-Con's business, providing leadership and coordination in the administrative, business planning, accounting and budgeting efforts of the company. While his new responsibilities are similar to those of past positions, recent fluctuations in global financial markets have created new economic challenges for Fru-Con and other construction firms.

"Owners have always hoped to not exceed their con-

struction budgets. That hasn't changed," Fuchs notes. "What has made my new position more challenging is the unpredictability of rising prices for commodities. Accurately bidding a new project becomes much more difficult when we don't know how much oil and steel will cost 18 months from now."

Fuchs says Fru-Con has maintained steady business despite recent economic struggles, due in large measure to the company's customer-centered approach to business. In an attempt to steward dwindling resources, many clients of Fru-Con Construction now are requesting additions to existing water filtration or waste water treatment plants rather than building new facilities. While more economically efficient, the existing facilities must remain operational and serve the community during construction. This trend complicates financial and construction planning, but Fru-Con is up to the challenges, he notes.

"In my spare time I like to play golf," he adds. "About 60 percent of the game is mental. It requires keeping your cool when things aren't going so well. It's good preparation for handling the financial challenges of our times."

Fuchs shares his life with his wife, Christine Pablo Fuchs, and their two sons, Gregory and Jeremy.



Ralf-Rainer Fuchs

## Eling Joins Centennial as CFO & Vice President

**Burkhard Eling** has joined **Centennial Contractors Enterprises** as chief financial officer and vice president. He is a six-year veteran of Bilfinger Berger's corporate office in Mannheim, Germany, where he led various corporate departments, most recently the Internal Audit department.

Eling first became acquainted with Centennial as part of the team integrating Centennial into Bilfinger Berger's worldwide affiliates. "I was very impressed by Centennial's business practices from the beginning," Eling says. "When the opportunity came to apply for Centennial's CFO, I jumped at it."

Eling holds master's degrees in business administration and engineering from Braunschweig University in Braunschweig, Germany. Prior to joining Bilfinger Berger, he held positions in project and corporate controlling for German construction giants, Philipp Holzmann AG and Hochtief AG.

Construction is in his blood, he reports. "My father owned an architecture firm, and our family is all about construction," Eling says. "I started working summers

on construction sites when I was 15."

He focuses on performing internal audits and generating reports that exemplify best practices and achieve optimal customer satisfaction. Delivering projects on time and within budget has become even more essential in light of the global economic decline, he notes.

"It's really difficult to predict the future," Eling says. "We have many ongoing opportunities with the federal government. But on non-federal work, we anticipate more companies seeking work similar to ours. I think we will come out on top, largely due to our strong reputation with customers."

Eling relocated to Northern Virginia in July 2008. His wife, Ute, and their two young children, Esther and Julius, joined him in early August. When not working, Eling is an active outdoorsman with a passion for cycling, running and swimming.



Burkhard Eling

Green is More Than A Color

## Performance-Based Construction Proves Well Suited For Sustainability

Sustainability (aka “green”) building design and construction delivers a triple bottom line that blends economic, social and ecological factors. Bold leaders in the public sector are driving this common sense approach.

The trend is ideally suited to **Centennial Contractors Enterprises**, whose performance-based approach encourages team collaboration. Since U.S. Green Building Council adoption of LEED certification standards in 2000, more than 10 percent of Centennial personnel have become LEED-accredited. This firm-wide knowledge equips Centennial to build green thinking into every project.

“We see the value to the environment as well as the budgets and spirit of the communities we serve,” says Centennial President **Mark Bailey**. “It’s how we want to do business — safely, creatively and sustainably.”

According to **David Carrithers**, VP-marketing at Centennial, building costs for sustainable features average \$3.50 a square foot more, while operating cost savings average \$77 a square foot. “We are seeing the bottom line moving beyond environmental gains to include economic and social benefits too,” he notes.

### Green Schools

On Oct. 24, Centennial co-sponsored a conference at Virginia Tech on Greening of Virginia Universities and Colleges. “Sustainable practices have moved from a fringe belief to the mainstream,” says Carrithers. “It’s clearly a smart business move.”

Centennial recently converted a gym at Clear View Educational Center in Texas into administrative offices for the 50-person Special Education Department. Under a fast-track Job Order Contract, Centennial’s team led several partnering sessions with school personnel to devise ways to reuse existing materials, such as lights, doors and millwork, and two existing HVAC units.

“That made the conversion of the Clear View gymnasium considerably less expensive than new construction or an addition,” says **Russell Wallace**, director of facilities and planning for the center.

Centennial also retrofitted and replaced more than 10,000 lights at Shadow Mountain High School in Phoenix, Arizona, minimizing disruptions by working 4 p.m. to 2 a.m. The school is saving about \$44,000 in annual energy costs.

### Military Sustainability

The Army’s green movement can be seen at the new Fort Bragg Courthouse in Fort Bragg, North Carolina. The design/build collaboration of Centennial, the U.S. Army Corps of Engineers, A/E firms PSA Dewberry and Hankins & Anderson, and Fort Bragg earned LEED registration and SPiRiT Gold status using the Corps’ Sustainable Project Rating Tool (SPiRiT). Collaboration on the 12,000-square-foot facility achieved

better energy efficiency, sediment and erosion control, waste management, procurement of regionally manufactured and “green” materials, indoor air quality, comfort controls and more.

Centennial’s multimillion dollar design/build renovation and addition to the Weapons School Adversary Support Building at Nevada’s Nellis Air Force Base achieved

compliance with the LEED Bronze level requirements. Sustainability features included reduced water usage, enhanced waste management, use of recycled materials and improved energy performance.

### Local Governments Get Green

When Fairfax County, Virginia adopted a green building policy early in 2008, officials quickly tapped Centennial for the Difficult Run stream restoration project. Sustainable aspects spanned sediment and erosion control, minimizing plant and soil disturbance, and use of materials native to the region. Centennial created a pedestrian crossing over the stream, planted trees and shrubs, installed a guardrail, cleared and grubbed the site, and added bank rip-raps, live stake work and new trails.

In Chandler, Arizona, Centennial designed and installed an irrigation system to provide water to the 70-acre Snedigar Sportsplex. Centennial captured the wastewater, treated it and reused it to irrigate the two major league-sized baseball fields, two little league fields, four lighted softball fields and 22 soccer fields.

At the World Bank in Washington, D.C., Centennial has recycled more than 13 million square feet, equaling 9.6 million pounds, of acoustical ceiling panels. In keeping with its global development mission, the World Bank set high standards for environmental impact. Working closely with onsite facility managers, Centennial assembled tiles in each of the bank’s four buildings until Armstrong Ceiling Systems could recycle them.



In Fairfax County, Virginia, Centennial restored the Difficult Run stream and added nature appreciation features.

## Long Live Lungs

Every year, 170,000 new cases of lung cancer are diagnosed. In 15 out of 100 cases, a routine chest X-ray reveals a cancerous lung tumor, most often generated by outside factors known as carcinogens. Computed tomography (CT) scans also are used for detection. Sometimes, a doctor will order other tests ranging from sputum samples to bone scans to diagnose correctly.

If you have any of the symptoms, **NOW** is a good time to schedule a doctor's appointment:

- Coughing or coughing up blood.
- Wheezing, shortness of breath or discomfort breathing.
- Chest pain.
- Pneumonia symptoms.
- Trouble swallowing and hoarseness.
- Weight loss and poor appetite.

Lung cancer must be treated or it will grow and spread, destroying neighboring lung tissue and potentially spreading to other parts of the body. Treatment usually begins with surgery. Options for surgery and follow-up

**Fact:** One of the most dangerous carcinogens that cause lung cancer is an invisible gas (radon) that seeps of the ground.

**Fiction:** It's a myth that you must smoke to be killed by cigarettes. Cigarette smoking kills about 3,000 nonsmokers each year.

**Prevent lung cancer:** Avoid cigarettes, radon gas and asbestos.

treatment vary by age. Early detection is important. Currently, only 14 percent of patients with lung cancer survive more than five years.

With such sobering prospects, **prevention is key.** What increases lung cancer risk?

- **Cigarette smoking** boosts your odds for lung cancer by 13 times.
- **Passive cigarette smoking** — or secondhand smoke — also increases risk.

- **Exposure to radon gas.** This colorless, odorless gas forms in the ground and seeps into lower floors of buildings. It can contaminate drinking water.

- **Asbestos exposure.** Asbestos is part of a family of fibrous minerals used in buildings, automobile brakes and other products. The danger is compounded for smokers.

There is good news: **you can prevent this deadly disease.**

1. If you smoke, ask your doctor about ways to quit. Do it today.
2. Choose smoke-free areas in restaurants and hotels. Be bold; ask guests to smoke outdoors, especially if you have children.
3. Reduce your exposure to asbestos and other known carcinogens. If your home has asbestos, seal it off or have it removed professionally (with proper disposal).

## Potpourri

### 10 Relaxation Tips for the Holidays

If holiday festivities and expectations are stressful, explore these ideas to help you relax and experience joy. These are drawn from *Living in Balance* by Joel Levey & Michelle Levey.

1. **Create realistic expectations — don't try to make this the perfect holiday.**
2. **Learn to say "no" to extra obligations that might stress you out.** Practice mindfulness. When you mindfully reflect on how you plan to spend your time, you can better prioritize your obligations and make conscious choices about time commitments.
3. **Take short relaxation breaks to let go of tension.** Use your breath as your guide. Stop and pause for a moment, take a deep breath, and slowly exhale.
4. **Get involved in a volunteer activity where you help others.** When you help others, you are likely to capture a sense of belonging and inner joy for yourself.
5. **Tap into your natural creativity and create a handmade gift.** Making a gift by hand can be a calm and centering experience.
6. **Eat and drink sensibly, and get plenty of exercise and sleep.** Combat holiday stress by paying attention to your body's need for healthy food, exercise and sleep.

7. **Practice being a peacemaker if family squabbles erupt.** Two simple keys: listen more attentively and let others know they have been heard.

8. **Balance your spending of time and money.** If you slow down a little and pay attention to what you really want, you may find yourself making choices that offer deeper satisfaction instead of instant gratification.
9. **Create a new holiday tradition that builds connections among family and friends.** The most life-giving traditions may be the simplest ones that involve spending quality time together.
10. **Reflect on the deeper meaning and spirit of the holidays for you personally, for your family, for humanity and for the world.**



## Learn the Four Stages to Motivating Others

By Danny Frankel of Martin • Frankel Associates

*“Give a man a fish and he will eat for a day. Teach a man to fish and he will eat for a lifetime.”*

This common adage directs us to think longer term about how we help others. The wisdom of puppets in the Broadway show, *Avenue Q*, goes further: “When you help others, you can’t help helping yourself!”

The farther you go in leadership, the more you realize you are no longer getting results; you are getting results through others. Encouraging and motivating others is the role of a leader. There are four stages to motivating

employees: **instruct**, **include**, **involve** and **empower**.

In ads for the upcoming season of “Top Chef,” one of the contestants says emphatically, “I am the boss in my kitchen.” He runs his kitchen in the command and control style that gets things done quickly, as long as he is supervising all the activities directly. With small areas of responsibility and in moments of crisis, directing and instructing is a necessary and powerful

style. When you smell smoke, you do not need to yell “Fire!” You need to direct people quickly and efficiently. It is not the time for committees and collaboration. It is time for direct **instruction** about what to do. Starving people need to be fed before they can be taught to fish.

Once the crisis is under control, it makes sense to teach people to fish for themselves. When employees demonstrate they know what to do and how to do it consistently with the values of the company, they become more effective contributors if they are included. **Inclusion** is a powerful tool for helping employees understand why they do what they do. It also allows them to be more effective and efficient. Feeling valued and part of the process is a powerful motivator. People who feel they are heard, and who can make helpful suggestions, are better employees. When we feel our work is meaningful and adds real value, we are more committed and successful in our jobs. Every leader needs committed and successful employees.

Leaders can leverage the knowledge and skills of their employees even further if they **involve** them. This requires that people understand not only *why* they do what they do, but the *context* in which they do it. You are all working for the same outcome: **company level success**. All employees need to understand their contribution to the greater whole, plus why and how we do what we do. Teaching someone else to fish is not a threat to my survival; it ensures the survival of greater numbers and greater success for us as a whole.

Beyond involving employees is the possibility of

**empowering** them.

In the most effective organizations, employees are empowered.

They are given the responsibility to make decisions. They know what to do, why they do it and the context in which they do so. They also see the broader strategy of the organiza-

tion and see the context and costs, the risks and results of decisions. They make decisions in the interests of the company in novel and difficult situations. They can change tactics as conditions change. Empowered employees make decisions in timely ways that help advance the desired outcomes of the company efficiently and effectively. They know when to fish and when to cut bait.

**The most effective leaders instruct, include, involve and empower their employees.** You help employees develop a sense of making a meaningful contribution, feel valued and included, understand the context of their work, and enable them to make decisions informed by the context and costs, the risks and results. As you do so, you create a solid committed employee team working for the greater good of Fru-Con. So, as they say: *“When you help others, you can’t help helping yourself!”*

### Four Stages to Motivating Others

#### **Instruct**

What we do / how we do it

#### **Include**

Why we do it / contribute to how we do it

#### **Involve**

Contribute to what we do/ understand the context

#### **Empower**

Able to make decisions/ know the context and costs, risks and results



## Bilfinger Berger CEO Bodner to Lead Construction Association

Bilfinger Berger AG Chief Executive **Herbert Bodner** was recently elected president of the **German Construction Industry Association**. He takes office on Jan. 1, succeeding Hans-Peter Keitel, who was elected president of the Federation of German Industries (BDI). Mr. Bodner also will take office as vice president of the BDI on Jan. 1.

Mr. Bodner has been a member of Bilfinger Berger’s Executive Board since 1997, and its chief executive since 1999. As chairman of the German Construction Industry Association’s “Private Financing” work group, he has been a strong supporter of public-private partnerships in social and transport infrastructure. The entire Fru-Con team extends its congratulations on Mr. Bodner’s recognition as a strong construction industry leader.

## Mid-Atlantic Construction Awards Broad Run “Best of 2008” Honor

Fru-Con’s \$100 million Broad Run Water Reclamation Facility was selected for the highest honor in the Environmental category of *Mid-Atlantic Construction* magazine’s Best of 2008 awards. The Award of Merit will be presented on Dec. 12 in Baltimore, Maryland, and published in the magazine’s Winter 2008 edition.

The jury selected projects that best achieved the established goals of the project team; overcame significant challenges; adopted innovative approaches; and exhibited exceptional teamwork.

“This was our most competitive awards program ever,” says **Bruce Buckley**, managing editor of *Mid-Atlantic Construction*. “Those honored in this year’s awards program are truly considered the region’s best by their peers.”

“This is great recognition of an outstanding Fru-Con team doing its best for a valued client, the Loudoun County Sanitation Authority,” notes **Clem Mitchell**, president and CEO. “In addition to performing exceptionally well by all client measures, we worked in partnership with the owner

and engineer to develop ingenious ways to achieve milestone dates within challenging performance parameters.”

Project team leaders included **Mike Fischer**, vice president-operations; **Joe Duffy**, project director; **Dave Weber** and **Catriona Lynch**, project engineers; **Enrique Prangner**, start-up manager; **Khalil Elshazly**, electrical and instrument engineer; and **Deron Jones**, project accountant.

The Broad Run Water Reclamation Facility, completed in April 2008, is the most advanced wastewater treatment facility in the nation, if not the world. Its multi-step filtration process combines membrane bioreactors, carbon treatment and ultraviolet disinfection to remove pathogens from the discharge. The water produced prevents algae growth that could threaten the delicate ecological balance in the Chesapeake Bay. Design was by **CH2M Hill** of Englewood, Colorado.

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