



Fru-Con

August 2010

News

Focus on Leadership

Leadership Gathering Builds on Team Success

About 30 members of the leadership teams of **Fru-Con Holding**, **Fru-Con Construction** and **Centennial Contractors Enterprises** assembled on June 14 at the historic Morrison House in Alexandria, Virginia, to review progress toward goals and map plans for the future.

Much of the discussion led by Bilfinger Berger AG Executive Board Member **Professor Hans Helmut Schetter** centered on the power of teamwork. He described areas targeted for growth and expansion, and congratulated the entire Fru-Con team on each group's contribution to the firm's global performance despite difficult economic challenges.

Fru-Con President and CEO **Clem Mitchell** recognized team members for their achievements, underscoring the pyramids of success upon which each team member is encouraged to build



Bilfinger Berger AG Executive Board Member Professor Hans Helmut Schetter emphasizes the value of teamwork in remarks to Fru-Con and Centennial leaders in June.

daily. He drew on the wisdom of the late John Wooden, the first American basketball coach enshrined in the Basketball Hall of Fame as both a player and a coach.

Quoting Wooden on leadership — “A leader’s most powerful ally is his or her own example” — Mitchell applauded team members’ efforts to lead by example. He highlighted the extent to which they influence the daily success of those they manage, borrowing from Wooden’s advice to always be quick to commend and slow to criticize.

Achieving goals takes consistent discipline and tenacity, Mitchell added. Accomplishing a vision with others requires distinguishing between activity and achievement. “Wooden said, ‘Don’t measure yourself by what you’ve accomplished, but by what you should have accomplished.’ I believe we attain our greatest success when we are clear about our vision, believe we can achieve and share common values.”

The gathering coincided with the 50th birthday of Centennial Contractors Enterprises President **Mark Bailey** and marked the completion of a two-year North American assignment for Centennial Vice President and Chief Financial Officer **Burkhard Eling**. In recognition, Professor Schetter presented Bailey and Eling with a historic print of construction under way by craftsmen with Fruin-Colnon Construction, the predecessor organization of Fru-Con, on the Civil Courts Building in downtown St. Louis, Missouri, completed in 1930.

Professor Schetter encouraged continued mutual effort on the part of Fru-Con Holding, Fru-Con Construction and Centennial toward team success and outstanding service to clients in the year ahead.



Fru-Con President & CEO Clem Mitchell speaks on the pyramids of success at the June 14 gathering.



Fru-Con Construction crews mobilized in November 2009 to begin work on the world's largest fixed-film denitrification system, part of Fru-Con's \$116 million expansion of Patapsco Wastewater Treatment Plant in Baltimore, Maryland. See story on page 4.

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Fru-Con Safety Results Prove Value of Team Commitment

Fru-Con's safety results continue to show the wisdom and influence of total team commitment to excelling in safety. In all categories of safety performance, the Fru-Con team exemplifies the value of focusing daily on individual safety for total team results.

These achievements reflect the dedicated attention of many, starting with project safety directors and underscored by project managers, superintendents and other supervisors who lead by example. Outstanding results also come through the daily attention of craft workers in the field who anticipate, identify and correct hazards that may threaten safety.

Fru-Con's rigorous training efforts expand the skills and knowledge of project leaders as they plan work and organize construction efforts in the field. The highest standards for training in construction are the **OSHA 30 Training for Project Managers** and **OSHA 10 Training for Superintendents**. Congratulations to the following Fru-Con team members for their recent completion of this comprehensive training:

OSHA 30 Training

John Dale
Joe Duffy
Khalil Elshazly
Nathan Evers
Danny O'Neal
Brad Smith

OSHA 10 Training

Catriona Lynch

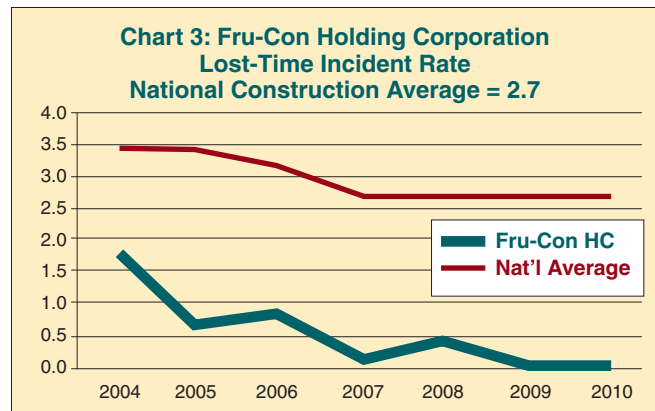
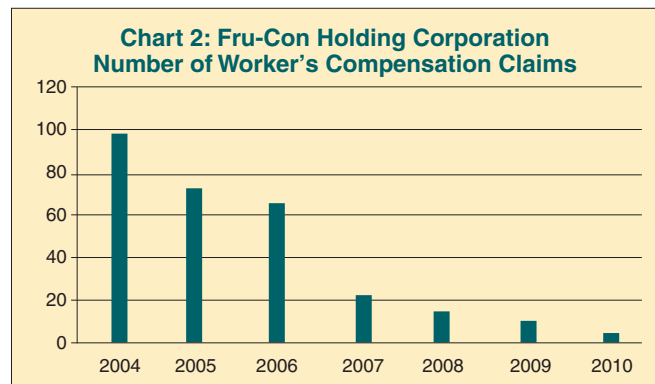
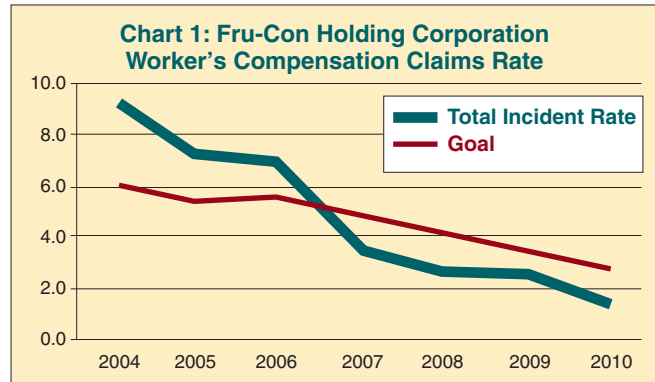
Fru-Con has strengthened its safety efforts by recently expanding its Safety Committee to include Centennial's safety director and focusing attention on the safety issues faced by each particular project. More frequent meetings keep awareness high and sharpen the team's focus on practices that enhance safety on every jobsite.

Every accident avoided creates another safety success for each person working at Fru-Con and Centennial. When success is high, extra vigilance is needed to keep all eyes sharply focused on the company's goal of returning every team member safely to his or her family at the end of each day. This is the greatest measure of safety success. Safety achievements also advance Fru-Con's goal of reducing overall injury rates and costs, which enhance competitiveness for winning new work.

Safety Trends for 2010

Safety trends for Fru-Con Holding Corporation remain better than goal. The 2010 year-to-date (YTD) injury rate is currently 1.3, compared with Fru-Con's total injury rate of 2.4 in 2009, and 2.6 in 2008. When it comes to safety, declining numbers are cause for celebration.

A key measure of safety performance is the Worker's Compensation claims rate (see Chart 1), which compares the number of injuries requiring medical attention and



work restrictions for each 100 employees with the total hours worked. Chart 2 shows the actual number of Worker's Compensation claims without regard to the number of effort hours worked.

Since January 1, 2010, Fru-Con Holding Corporation has experienced three medical-only injuries, zero recordable injuries and zero lost-time injuries. Such an achievement reflects tremendous dedication and attention by everyone on the Fru-Con team.

Fru-Con has sustained its 2009 lost-time incident rate of 0.0 for 2010 YTD. (See Chart 3.) Fru-Con Holding has not experienced a lost-time incident since September 2008 — a tribute to the entire team.

Change with Courage & Character

By Clem Mitchell, President & Chief Executive Officer

I want to express my sincere appreciation to all our outstanding team members for your efforts contributing to our continued success. I also want to thank our clients who have made our success possible by placing trust and confidence in Fru-Con.



Clem Mitchell

The competition in our sector continues to change with the increasingly competitive landscape and the fragile economic outlook. Through our ability to be adaptable, we are positioned at mid-year to exceed our banner performance of the last two years.

Our team has become highly adept at change — both as a company and as individuals. The people of Fru-Con have proven time and again just how effective we are at creatively and courageously approaching change as an adventure rather than a dread to be feared and resisted. Prepared for the constant of change, we are equipped to continue building upon our foundation for success. Our commitment to good character has much to do with our outstanding results.

Part of my personal “bedrock” matches our four Fru-Con hallmarks, **Quality • Performance • Service • Integrity**. These hallmarks help me stay on course by providing a solid framework for decision-making in every aspect of life and certainly in our daily work and our strategic planning. Fru-Con Vice President **Mike Fischer** highlights **Quality** in his *Focus on Leadership* column in this issue (page 7). I hope you’ll allow his words to inspire your thoughts and actions around quality as we serve our clients and one another.

Performance comes in many forms, and it is inspired by the power of good examples around us. I hope you’ll ask yourself, “How can my actions help others perform to their highest potential?” and “How

can I achieve better performance myself?” So much of our self-worth is rooted in how well we live up to our performance potential.

Likewise, **Service** takes many dimensions. We serve one another internally with information, ideas and follow-through, and we seek to serve our clients in ways that deliver the highest value. This is our very reason for existence as a company — to serve and meet the needs of those who entrust their projects to us. It is truly a privilege to serve one another, and we all know the honor it is to receive great service.

Integrity is the most essential element for building respectful and trustworthy relationships. It is conveyed in small but mighty ways — the daily “keeping of our word.” It also is expressed in monumental ways — such as complying with our Code of Conduct, practicing forthright transparency with each other, and making decisions and taking action as if all we are and all we do will be known. Small compromises in integrity lead to big falls, and so we need to encourage and stand up to one another to live this value fully.

I think we all recognize how blessed we are to continue to win opportunities to serve our clients, creating meaningful work for our team members. Following our Fru-Con Hallmarks ensures we remain the kind of company that adapts well to change with four virtues we will not and cannot compromise: **Quality • Performance • Service • Integrity**. While we cannot control the increased competition in our sector caused by migration of commercial contractors into our market, we must contribute to affirming and strengthening our resolve to be our best in every respect. Thank you for your continued dedication to our high standards.

We are positioned at mid-year to exceed our banner performance of the last two years... Our team has become highly adept at change.

MMCA Honors Centennial with Diversity Award

The Maryland Minority Contractors Association (MMCA) honored **Centennial Contractors Enterprises** with its **2010 Diversity Solutions Award** in July. The award was presented with letters of commendation from both U.S. Senators from Maryland, **Benjamin Cardin** and **Barbara Mikulski**, at the MMCA’s 2010 Awards Banquet and Summer Soiree. Maryland Governor **Martin O’Malley**, Congressman **Elijah Cummings** and Senator **Joan Carter Conway** were also recognized.

“The collaborative partnership established with the MMCA and its members ensures that both sides achieve a potential for growth that neither could have realized individually,” said Centennial Regional Operations Manager **Terry Dubbs**.

The award recognizes exceptional outreach to the minority contracting community, consistent inclusion of minority subcontractors, and mentoring and training to assist minority subcontractors in their professional growth.

City of Baltimore, Maryland Selects Fru-Con to Orchestrate \$116 Million Expansion of Patapsco Wastewater Treatment Plant

Baltimore, Maryland, The “City of Firsts,” can now add **Fru-Con Construction** to the lengthy list of precedents it has set following the award of a \$116 million contract to expand its **Patapsco Wastewater Treatment Plant**. It is the first time Baltimore has done business with Fru-Con.



Pile driving operations are under way at Baltimore’s Patapsco Wastewater Treatment Plant.

“Certainly our plan is to perform in such a way at Patapsco that this contract won’t be our last with them,” said Fru-Con Project Manager **Brad Smith**. “We believe this assignment gives us the opportunity to lay the groundwork for a mutually rewarding, long-term relationship.”

As the contract value implies, the project is notable. The multifaceted renovation and expansion will vastly improve a facility commissioned in the 1920s. With a current capacity of 87.5 million gallons per day, it processes about 25 percent of the wastewater created in the region. The project includes installation of the largest fixed-film denitrification system in the world, according to **Severn Trent Services** of Fort Washington, Pennsylvania. Severn manufactures the TETRA® Denite® wastewater discharge solution selected for deployment at Patapsco

by project team member, Baltimore-based consulting engineer **Rummel, Klepper & Kahl, LLP**.

When completed in late 2012, the tertiary treatment system promises to reduce the total nitrogen discharge of the plant by more than 80 percent and its total phosphorous discharge by 90 percent. The plant rests on the banks of the **Patapsco River**, which flows into the **Chesapeake Bay**, the largest estuary in the United States and a body of water on which federal and state environmental protection agencies are focusing extensive restoration efforts and resources.

“Fixed-film biological denitrification integrates particularly well with other plant treatment processes,” noted Fru-Con Vice President **Michael R. Fischer**. “It has proven to be highly effective in helping wastewater plants meet stricter federal and state standards for total nitrogen and phosphorous discharges.”

To achieve environmental targets, Fru-Con is now ramping up field operations at the project, where it will:

- build 34 denitrification filters and the foundation for biological aerated filters;
- build a methanol feed facility;
- install a labyrinth of underground utilities, including a 42-inch storm drain, and electrical duct banks;
- install truck weigh scales;
- relocate an existing odor control facility;
- relocate an existing generator and install a variety of medium- and low-voltage equipment;
- install multiple HVAC and plumbing systems;
- install video surveillance and fire alarm systems;
- integrate all automation systems; and
- safely dispose of environmentally compromised soil.

Even as Fru-Con contends with such issues as the unknown location of dormant underground utilities, it will be tasked with keeping the existing plant operational. “To keep the plant functioning without impeding construction or construction traffic, we will be rerouting potable water, sanitary, storm drain, electrical and plant water lines to the perimeter of the property in a bypass configuration,” Smith explained. “The bypass systems will remain in service for 12 to 18 months until our newly installed permanent lines take over.”

Fru-Con, which is responsible for all site access and safety controls, is also taking every precaution found in its 1,700-page Health and Safety Plan to ensure jobsite safety and properly shield craft workers from any potential environmental hazard. “Every truck leaving the site will first pass through a re-circulating truck wash just as craft workers who have been in areas of questionable soils will be required to pass through decon prior to site departure,” said Smith. “The site is also laced with dormant and live chlorine lines, so we will be extremely

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Fru-Con Announces Executive Changes

After completing a two-year assignment in North America, **Burkhard Eling** has departed his post as vice president and chief financial officer (CFO) of Centennial Contractors Enterprises to fill another role in the Bilfinger Berger Group.

Coinciding with Eling's return to Germany, Fru-Con Holding has restructured its financial reporting functions, and centralized leadership in Fru-Con Executive Vice President and CFO **Ralf-Rainer Fuchs**. He assumes additional responsibilities as Centennial Executive Vice President and CFO, effective August 1, 2010.

Centralizing these functions further streamlines processes and improves cost efficiencies for the entire

organization. "Ralf's effectiveness as a leader makes this change possible," said Fru-Con President & CEO **Clem Mitchell**. "He is a superb business partner who consistently refines our financial operations to add value to our service equation and enhance team communication."

Fuchs leads a well-developed financial team with **David Harris**, Centennial controller, and **Corey Benner**, Fru-Con controller, serving as accounting team leaders for day-to-day operations.



Ralf-Rainer Fuchs

Citizenship

Fru-Con Joins ITDP in Celebrating 25th Anniversary

The Institute for Transportation and Development Policy (ITDP) was founded in 1985 to promote environmentally sustainable and socially equitable transportation worldwide. In concert with Fru-Con's efforts in the public sector and the global focus of Bilfinger Berger AG, Fru-Con President & CEO **Clem Mitchell** recently attended the organization's 25th anniversary celebration and the opening of the **Our Cities Ourselves!** exhibit at the Center for Architecture in New York City on June 30.

Proceeds from the event and exhibit help fund ITDP's worldwide efforts while bringing attention to the critical role of transportation in climate change and urbanization. ITDP works with city governments and local advocacy groups to implement projects that reduce poverty, pollution and oil dependence. ITDP programs in Asia, Africa and Latin America focus on making urban transportation systems more environmentally sustainable and socially equitable.

More details about ITDP can be found at www.itdp.org.



ITDP recently celebrated its 25th anniversary in New York City, which coincided with the opening of its new exhibit, Our Cities Ourselves!

Patapsco Water Treatment Plant — from page 4

diligent and persistent in reminding crew members of their existence and location."

The sequence of work will further minimize safety hazards. "Our strategy will be to complete as much of our work as possible above ground, prior to excavation," he added. "Crews will be instructed to pre-tie rebar cages, preassemble piping — basically do all tasks they can above ground rather than below ground."

Key Fru-Con project team members at Patapsco include Construction Project Supervisor for the City of Baltimore **Joseph Papluskas**, Project Manager **Brad**

Smith, General Superintendent **Dave Geesaman**, Civil Superintendent **Nelson Romero**, Underground and Site Superintendent **Ed Evans**, Warehouse Manager **Tim O'Dell**, Engineering Manager **Jeff Tedder**, Civil Project Engineer **Sian Campbell**, Mechanical Engineer **Dag Dejene**, Civil Field Engineers **Nathan Evers** and **Brian Bodle**, Project/Cost Engineer **James Werts**, Commercial Manager **Beth Thomas**, Office Administrator **Donnita Pyles**, Assistant Commercial Manager **April Richards**, Safety Manager **Dan O'Neal**, Electrical and Instrumentation Engineer **Pranav Patel** and Surveyor **David Reid**.

U.S. Army Adopts State-of-the-Art Sustainable Solution

Centennial Builds World's First Recycled Plastic Railroad Bridges

Centennial Contractors Enterprises recently completed the world's first recycled plastic railroad bridges — spanning 40 and 80 feet — at **Fort Eustis, Virginia**. The new bridges shaved costs and weeks from the schedule, compared with traditional precast piles and steel girders construction. Among the savings: replacement of a 200-ton crane with a 120-ton crane. Construction of the \$1.3 million project was completed in eight months, half the time required for conventional construction.

Bart DeForest, senior project manager for Centennial, said the material and methods used kept 334,000 pounds of material from disposal in landfills, saved more than 50,000 gallons of gasoline and prevented the production of nearly 500 metric tons of greenhouse gas.

All pilings, I-beams, pile caps, main girders, cross-ties and curbs were manufactured from recycled plastic containers. The sustainable solution proposed by Cen-



The U.S. Army's new recycled plastic railroad bridges require no substantial long-term maintenance.

ennial replaced two old wooden bridges on the Army base's railroad training network. The recycled structural composite (RSC) material was comprised entirely of post-consumer recycled plastic, including milk jugs, detergent bottles and industrial plastics, such as car bumpers and computer casings. The bridges support a 130-ton locomotive and are made to E60 weight and speed limit standards, far greater than the original bridge structures.

Through Job Order Contracting, Centennial identified experts and brought them in early, working closely together throughout the process. The project was covered in the May 24, 2010 edition of *Engineering News-Record*.

In addition to DeForest, other key Centennial team members on the project included Regional Vice President **Mike O'Neill**, Regional Operations Manager **Mike Halvorson**, Project General Manager **John Sammond** and Superintendent **George Senter**.

Project Update

Fru-Con Ramps Up for \$10.2 Million Expansion At UOSA's Winters Branch Pump Station

For **Fru-Con Construction** and the **Upper Occoquan Sewage Authority** (UOSA), one good project is leading to another. On the heels of completing the \$40.3 million expansion of the **Flat Branch Pump Station** for UOSA, Fru-Con is gearing up to expand a sister facility, the **Winters Branch Pump Station** in Manassas, Virginia.

A factor helping Fru-Con win the project is that many of the professionals who managed the construction of Flat Branch will reprise their roles for the pending \$10.2 million assignment at Winters Branch. "Our ability to deploy a seasoned project team, experienced in working with UOSA, enabled us to be very competitive and present excellent value to the owner," said Fru-Con Senior Project Manager **Osama Madkour**.

Another plus was the positive working relationship established with UOSA. "We delivered Flat Branch on schedule, and representatives of UOSA expressed satisfaction with the quality of the construction, the construction process and our performance," he added.

Fru-Con will more than double capacity at the circa mid-1970s Winters Branch facility from 7.2 million gallons per day (MGD) to 17.5 MGD as UOSA aggressively responds to rapid population growth in the 11-billion-gallon **Occoquan Reservoir** watershed in northern Virginia.

In addition to refurbishing the existing pump station, Fru-Con will build a new submersible pump station; a new gravity sewer; a new emergency generator and surge tank building; a new flow meter and valve vault; and new odor control facilities. It also will run 10,000 feet of new 24-inch force main.

At present, Fru-Con is focusing on project scheduling, procurement and planning/preliminary coordination with the multiple entities which will be impacted by the route of the force main.

At project peak, Madkour estimates that about 50 Fru-Con workers will be engaged at the project. Key Fru-Con team members at Winters Branch are Senior Project Manager **Osama Madkour**, Senior Project Engineer **Steve Kobusch**, Project Engineer **Enrique Prangner**, Project Engineer **Miguel Rivas**, Project Commercial Managers **Laxman Mahar** and **Peggy Dunn**, Administrative Assistant **Gale Jeffrey**, Civil Superintendent **William White**, Mechanical Superintendent **Ron Jenkins**, Site Superintendent **Dale Louk** and Project Safety Manager **Tom Sowards**.

What Memory Will You Create?

How to Bring a Culture of Quality to All We Do

By Michael R. Fischer, Fru-Con Vice President

We preach extensively on the merits of on-time performance and beating our budgets while working in a safe environment. We measure our performance against these goals each day. But rarely do we stop and ask: **How can we at Fru-Con distinguish ourselves above and beyond our competitors for the clients and fellow citizens we serve?**



Michael R. Fischer

The lasting impression we make on our clients creates our reputation. When we finish each day, week or month or complete a project, how are we remembered? This memory is our reputation, and it is a resounding factor in whether we win opportunities for larger, more complex projects and for valuable repeat business.

The **Quality** we deliver creates the perception that lasts with each client and the responsible engineer. If we ever fall short of the quality that we promised and the client expected, what is the likelihood that we'll pre-qualify for the next opportunity? If we meet or exceed it, how much more likely is it that we'll be invited to be on the next team? Can we be counted on to deliver what each client pays for — or more — because that's the only way we do business?

The Quality Road Map. We know that drawings and specifications provide the road map for the quality standards we must deliver. Whether specs call for 4000 psi concrete or stainless versus carbon steel handrails, the documents dictate the minimum requirements for each project which we're expected to deliver for the price quoted, without compromise, in order to meet each customer's expectations.

Whether or not a project has assigned Quality Control (QC) personnel, the key to performing quality work is rooted in our ability as a team to get it right the first time. We need competent supervision and skilled craft workers to perform the work. The inspection process adds a final layer to quality control achievement. This structure is in place on our projects. So where does the buck begin and end? Who is ultimately responsible, and how do we guard and improve the quality of work on every one of our projects?

Quality in Action. Recently, an experienced Fru-Con superintendent pointed out a problem to management involving a painting subcontractor that had gone unnoticed for months. As it turned out, the painter applied a flat latex finish in lieu of a required high gloss epoxy in chemically sensitive areas.

It would have been possible to look the other way as the client's inspectors had not picked up the anomaly. However, to leave the paint in that condition would have

Six Steps to Quality. Most of us are engaged in the process of estimating, planning, procuring, submitting, interpreting, accounting for and supervising the work for our trades personnel and subcontractors in the field. The greatest evidence we can give clients of our deep commitment to excellence is how we live this mindset of excellence through job planning and our deeds in the field. Core attitudes help bring quality to life. When practiced daily, these form a discipline that yields quality.

1. Know and understand the requirements for the portions of the contract which you are assigned. To accomplish this, you must commit to the detail. In other words, know the specs and drawings, inside and out.
2. Communicate requirements of the work to all participants and check for understanding of the standards. Facing the superintendent, foreman or manager, and reviewing the detail as a team, earns respect and commitment. Do not assume they know the work and the product as well as you do.
3. Satisfy yourself that the proper documentation, material and direction are understood well by those performing the work. The only way to effectively do this is to engage on multiple levels.
4. Stay engaged in the field work by taking ownership of its success. Drill in and follow up daily — or hourly, if necessary. Satisfy yourself that the work meets the expectation of the contract. If not, be heard.
5. Ask questions continually, especially if you're not sure of what you're observing. If you are unqualified to review the work, get educated by enlisting help from others. This is how we grow as individuals and ultimately improve team performance.
6. If errors occur, own them and be part of expediting the resolution by placing intense energy on problem-solving. The sooner we face a problem, the less it will cost to fix and the more credibility we will earn with the client.

exposed the structure to chemical attack and possibly led to a shortened life span or expensive future repairs.

The team faced the issue head on and notified the owner of the error while also posing potential resolutions to the problem. Though the cost to repair the paint impacted Fru-Con and its subcontractor in both time and money, our high standards for quality and integrity were protected. As a result, Fru-Con's culture of quality remained intact.

At Fru-Con, our culture is to work safely and deliver our work on time with a level of quality that we and our clients can be proud we built together. We do it in an intensely competitive environment, but with the self-assurance that we will not allow quality to be compromised.

Bilfinger Services Expands Market Leadership

A recent industry survey by the market research institute, Lünendonk, ranked Bilfinger Berger's leadership in both industrial maintenance and facility management. In industrial maintenance, the annual output volume of Bilfinger Berger Industrial Services totaled €2.9 billion. That was nearly three times the volume of the second-ranked company on the Lünendonk list. Bilfinger Berger also topped the Lünendonk facility management list. The output volume in Germany for Bilfinger Berger Facility Services was nearly €1 billion in 2009. Including international activities, the company's output volume exceeded €1.4 billion.

Other highlights of the company's progress this year include:

- Bilfinger Berger added another milestone to its global privately-financed concession projects. The services and construction group is expanding a correctional facility in the city of Ararat in the Australian state of Victoria. Led by Bilfinger Berger Project Investments, a consortium will design, finance and build the new facility with capacity for 358 prisoners, then operate the complex for 25 years. In early 2010, a company

led by Bilfinger Berger Project Investments was awarded the contract for the financing, design, construction and operation of the Peninsula Link highway. Two other projects, a hospital and another correctional facility, are already in operation. The company is investing equity totaling more than €70 million in Australia. The concessions portfolio now comprises 28 projects with an equity investment totaling €381 million.

- Bilfinger Berger's interim report for the first quarter of 2010, issued in mid-May, shows a solid start to the new fiscal year. Output volume and orders received matched levels from a year ago while order backlog increased. Due to the increasing importance of its services activities, the Group has introduced a new business segment structure organized as follows:
 - Industrial Services
 - Building and Facility Services
 - Government Services
 - Power Services
 - Construction
 - Concessions

Employee Spotlight

New Employee and Promotion Highlights

Fru-Con is pleased to welcome new staff members to our team and to announce a number of promotions. We also extend our thanks and good wishes to **Joe Duffy** upon his retirement. Congratulations to our colleagues on your professional achievements and growth.

Patapsco

Brad Smith,
project manager
Sian Campbell,
project engineer
Jeff Tedder, engineering manager

April Richards,
assistant commercial manager
Pranav Patel,
project engineer
James Werts,
project engineer
Nathan Evers,
field engineer

Interns

Nico Neumann
successfully completed his internship through the Congress-Bundestag Youth Exchange Program.

Woodbridge Office

Matthew Burt,
estimating intern

Carpenters

Brian Carbaugh

Laborers

Ryan Wallace
Thomas Sullivan
Jordan Onderdonk
Tyler Goodman

Operators

A.B. Green
William Cook



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Fru-Con Construction
4310 Prince William Parkway, Suite 200
Woodbridge VA 22192-5199
703.586.6100 • Fax 703.586.6131
www.frucon.com

Editorial Contact: Ellen Cizek, Executive Assistant,
ellen.cizek@frucon.com

Editor: Marie A. Casey, Casey Communications,
marie.casey@caseycomm.com

Invitation to Readers: Please email your suggestions, comments, photos and story subjects you would like to see in future issues to ellen.cizek@frucon.com. Thank you.