A Profile of William J. Dillon

Wethersfield native Bill Dillon is a Senior Project Manager in Manafort's four person Groton office. He joined the company in 1998. Currently one large project keeps Bill working 12 hour days, six days a week, but he paused just long enough to talk to us.

Previous Work Experience:

Soneco/Northeastern, Inc., Groton, CT, project manager.

Earthworks Construction Company, Old Lyme, CT, principal/partner.

The Landin Corporation, Norwich, CT, project manager /operations manager.

H.W. Watson Restorations, Killingworth, CT, associate.

Interesting Facts About Bill:

In 1986 Bill earned licensing as a financial consultant for Merrill Lynch. Two years ago his skill on the golf course earned Bill a handicap of nine.

Educational/Professional Development:

Middlesex Community College, Middletown, CT.

University of Hartford - Office of Professional Education.

Programs and the Construction Institute - Project Management in Construction and Construction Estimating.

Critical Path Scheduling and Timberline

Licensed State of Connecticut Real Estate Broker.

How Bill Got To Know MBI:

Soneco/Northeastern hired Bill to replace a project manager who had joined Manafort. That project manager later recruited Bill.

Expertise:

Project management of site work, excavation, paving and concrete. concretemanagement.

Latest Job:

Currently working on design/build and construction of three dorms at Eastern Connecticut State University, a $50 million job. One dorm is complete; the other two will be finished this summer.

A Challange:

If you're not done on time with a college dorm, students have no where to go. You've got to hit the completion deadline, even if it means working 24 hours a day to turn the building over on time.

Keys To Success:

Project management requires getting good subcontractors, managing them well, being organized, setting priorities, not letting small details slip through the cracks, and finding answers to problems quickly when they arise.

Bill's Philosophy:

Serve the customer. Build client relationships. You learn more by listening than by talking.

People Who've Been Helpful:

Even though we're in a satellite office, the staff here in Groton has the support of everyone at Manafort. People like Mick Tarsi are always there for us. Everyone at Manafort, including the dispatchers and the garage crew, are great. You call and tell them what you want and you get it the next day.

Why Manafort:

It's a family run business. You can talk to any of the owners at any time. They treat you like family.

Personal:

Married, no children, lives in Old Lyme, loves to golf.

Project Updates

Yale Engineering Research Building

This New Haven project is a concrete foundation and superstructure for a 60,000 square foot, six story building. The Manafort team under Project Manager Mick Tarsi began the project in March of last year and completed the job in February of 2005. Some 4700 yards of concrete were poured. Members of the management team were:

Project Manager.....Mick Tarsi
Superintendent.....Paul Fachini
Onsite Project Engineer.....Steve Haynes

Manafort won this job after a very competitive private bidding process. "We narrowly edged out two highly qualified contractors," Mick says. It was an extremely difficult site to work on because of the location. The site sits next to an old drainage canal on one side and between two existing buildings in a crowded city block, leaving practically no room for laying down materials. Despite the tight quarters, the Manafort team finished on time and on budget.

Caternary Roadway and Bridges

Mark Church is leading the Manafort crews working on the roadways and bridges near three MetroNorth sites: the South Norwalk, Rowayton, and Darien railroad stations. Church's crews will widen and deepen the roadways and strengthen the nearly 100-year-old bridges during this four year project for the Connecticut Department of Transportation (DOT). Manafort began the project last September with a crew of five doing sewer and storm drainage work in Norwalk. The number of workers will increase as Manafort gets into the concrete and iron work. Mark says phase one will be completed in mid-April and the bridge work is about to begin. One complicating factor is the work must proceed without affecting traffic flow. Manafort must consider aesthetics because the bridges must be repaired with concrete made to look exactly like the block stone the bridges were originally built with.

Front Street

Last August, Project Manager John Soboleski and his crews began the Front Street project across from the new Connecticut Convention Center in Hartford. Manafort's portion of the work is all the underground utilities and two new streets, Front Street and Constitution Way. The utilities include storm, sewer, and electrical. John's crews are on target to complete the work this August. The toughest challenge to date was bringing utilities in across Columbus Boulevard and Arch Street. The crews dug 18 feet below grade and had to use extreme care to avoid the many imprecisely marked existing utility lines. John gives a lot of credit for the success of the Front Street project to his fellow management team members, Tim Doyle and John Dusik.

Foxwoods Expansion

From April of 2003 through November of 2004, Project Manager Rob Lewandowski led a team of 35 workers in the construction of a 2,100 space parking garage and a 100,000 square foot addition to the Foxwoods Resort Casino. Extensive roadwork, demolition of an existing exterior wall, and infrastructure modifications including water, sewer, electrical, telecommunications and gas lines were all involved. The excavation required removing some 200,000 yards of earth. Rob says the project was on an extremely tight schedule and it involved very tough logistics. Manafort had to maintain existing casino traffic and work in the middle of a busy thriving business. The management team consisted of:

Rob Lewandowski .... Project Manager
Dan Brisson ..... Project Engineer
John Vinelli ..... Sitework Superintendent
Tim Ledoyt ..... Superintendent
Frank Kotlick ..... Demolition Foreman

Other key site foremen included Chris Young, Bob Keegan, and Tony Simoes. "The management team and the trades people were very dedicated and committed to completion of the project It wasn't just a matter of going fast; it was a matter of going fast and being careful" Rob says.

Town Square Civic Center

The demolition, site, and concrete project began in April of last year and is scheduled for completion in July of 2006. Under Project Manager Mark Gionfriddo a Manafort crew of about 30 completed an interior strip out of three levels of the old Hartford Civic Center Mall. In one corner, MBI did a complete structural demolition to the ground level and installed a new foundation for a 37 story residential building. MBI is doing all the concrete for the 37 story tower, a steel structure with slabs on metal decks. Mark says the biggest challenge was completing the demolition. To meet an aggressive schedule, MBI had to begin the foundation work while the demolition of the mall was active overhead. Among the major players on this project were Brian Smoloski, Dave Wysocki, Fred Pappacino, Marcel Aube, Ken Paradis, Larry Cote and Jeremy Libby.

Brian McMahon High School Demolition

In February, a Manafort crew of 18 began a three phase total strip out project at this 175,000 square foot high school on Norwalk's Highland Avenue. Selected demolition and exterior demolition is also included. At its peak, the workforce will reach a minimum of 30 before the June 2006 completion date. Manafort's great record in demolition is due to the workers, explains Project Manager Tim Cifone. "We have a lot of people in the field and that's who deserves all the credit. They love their jobs and take a pride in what they do," Tim says. The management team includes:

Justin Manafort ..... Vice President & Principal, Demolition
Tim Cifone ..... Project Manager
John Murphy ..... Estimator
Jessie Garuti ..... Environmental Project Engineer
Tony Tresoline ..... Senior Project Manager, Environmental
Marty Tubbs ..... General Superintendent
John Hannagan ..... Project Superintendent
Freddy Pappacino ..... Foreman
Angel Mahadocon ..... Office Manager

On Site

Bill Manafort, Editor

E-mail: bill @ manafort.com

Manafort Brothers, Inc.
860.229.4853 Fax: 860.747.5299
414 New Britain Ave. P.O. Box 99
Plainville, CT 06062

Designed and produced by Rvan Group, Inc.

MANAFORT

May 2005

On Site

Vol. 1 No.3

In This Issue

Succeeding in the Nuclear Age

Decommissioning Two Nuclear Plants

Which U.S. company is the first to completely decommission a large nuclear power plant? That's right, we are. To accomplish the job, Manafort set many firsts, including becoming the first company to deconstruct a nuclear power plant with explosives.

"This was truly an innovative project," says Project Manager Shaun Leclair about the decommissioning of the Maine Yankee Nuclear Power Plant. "It's industry-leading and it worked well. We celebrated two million safe hours on February 8th."

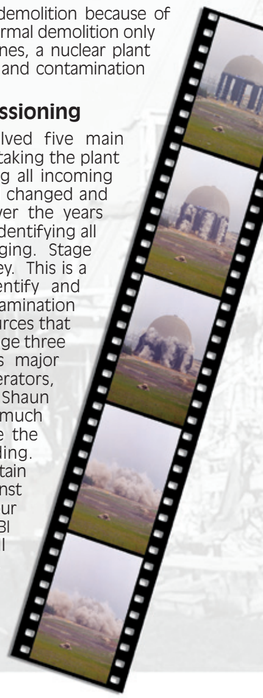
From planning to site preparation to clean up, Manafort directed the demolition of all 20 buildings on Maine Yankee Nuclear Power Plant site in Wiscasset, Maine. MBI used explosives to bring down the turbine pedestal, the turbine building, and the containment building. In the containment dome workers cut arches out of the four and half foot thick 75 foot tall concrete walls to weaken it before the explosion.

A mandate from the state of Maine complicated the project. Unlike most states, Maine would not allow Manafort to bury any concrete on-site. All rubble , about 400 million pounds of it — had to be shipped to special sites in Utah and South Carolina. More than half, 250 million pounds, of the rubble was low level radioactive waste.

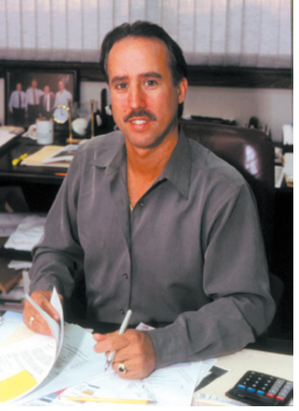
"Only a handful of companies in the nation could handle this job," Shaun says. MBI began the decommissioning in December 1998. Decommissioning a nuclear plant is very different from a conventional demolition because of the nuclear guidelines. While normal demolition only involved following OSHA guidelines, a nuclear plant project adds layers of radiation and contamination requirements.

Five Stages of Decommissioning

Completing the project involved five main stages of work. Stage one was taking the plant "cold and dark," meaning killing all incoming power. Because the utility had changed and rerouted electrical circuitry over the years and not updated its drawings, identifying all the power sources was challenging. Stage two was a pre-demolition survey. This is a health physics survey to identify and measure all radiation and contamination and remove any radioactive sources that would endanger workers. In stage three Manafort removed the plant's major components like steam generators, pressurizers, and turbines. Shaun explains that MBI completed as much internal work as possible while the structures were still standing. Doing so made it easier to maintain the atmosphere and guard against releasing contaminants. Stage four was commodity removal. MBI workers removed small components like piping, values, wiring & everything down to the bare walls. Stage five included the structure demolition, processing, and shipping.



Continued on Page 7



President's Message

Manafort employees performed admirably during the difficult 2004 economy. For the entire Manafort family, I'd like to express appreciation to every one of you.

Certainly 2004 wasn't a record-setting year for us, but that makes the hard work and the dedication you demonstrated all the more important. People who produce well under less than ideal conditions will truly excel when conditions improve.

Manafort did have a relatively busy year in 2004, but a variety of factors, including low margins, made the market in our industry one of the toughest in recent history. Our managers, people in the field and office staff pulled together and did the best we could with the cards we were dealt.

We had another outstanding year in terms of safety. Safety is critical in so many ways. First and foremost, we want people to be healthy and well. Secondly, a good safety record keeps expenses like insurance down so we can stay more competitive and garner more work. The money we saved last year through a good safety record was shared with you through the Safety Incentive Program and through some cash "thank you's" at year end. Don Hulk points out elsewhere in this newsletter that our good safety record is one key factor in our ability to attract new business from clients, like the Department of Defense, that critically evaluate every contractor's safety performance.

But we must resist any temptation to be content with our past safety record. Safety today and tomorrow is more important than safety yesterday. Let's all continue to put safety first.

This year we've got a good backlog of work that will keep us busy. We're about to add several exciting new projects to the many current projects on our schedule. The future looks bright.

Jim Manafort, Jr.
President

2004: Another Safe Year for Manafort Employees

73% OSHA Recordable Reduction Over 5 Years

For the fifth year in a row Manafort made positive strides in safety in 2004. Since 2000, the company has targeted a 25 percent annual reduction in OSHA recordable incidents and made that goal more often than not. Although Manafort fell slightly short of that goal in 2004, the company still reduced the number of injuries.

Comparing the 49 OSHA recordables from 2000 with the 14 OSHA recordables in 2004, Manafort has reduced injuries 73 percent over the last five years. One positive factor in keeping this trend going is the Safety Incentive Program first introduced in January of 2003. Employees earn credits for safe hours and can use those credits to order merchandise like watches and jackets from the company catalog. The 2004 catalog featured 16 items valued from $20 to $150. In 2003, 425 employees were rewarded through this program. Last year close to 500 earned rewards.

"We have some of the best trained workers in the state," Don Hulk says. "And better trained workers work safer while producing higher quality work." Every day of the week some type of training takes place at Manafort. Both employees and the company are reaping the benefits of this strong emphasis on safety. Employees are staying well and earning more by working more. The company now attracts business that it could never have attracted before it built such strong safety numbers.

"Because we're safer, we look better to clients, so we have the opportunity to work for more clients now," Don says. "We're working for the Nuclear Regulatory Commission, the Department of Defense, the Department of Energy & all agencies that would never have considered hiring Manafort ten years ago. We didn't have the manpower or the safety to work for them back then & now we have both."

In 2005 Don hopes to reduce the 14 OSHA recordables by another 25 percent. "That's a mighty goal, but goals should be mighty," he says. Help us reach that goal by always keeping safety first.

Vendor Spotlight

About two years ago Manafort needed temporary large diameter water piping for a magnet school project in Waterbury, Eppco Pipe Company supplied the necessary but expensive pipe. When the job was done and the 60 inch pipe came back out of the site, Manafort wanted to recoup some of the expense by reselling the pipe. Eppco agreed to store the pipe and try to find a buyer. Nothing happened for two years. Then Eppco Sales Representative Skip Wilson began working on a job at Fort Shantok in Montville that required the same type of piping. The contractor had not planned for this expense and was concerned about the cost when Skip offered the used piping from Manafort. Manafort recouped some expense, Eppco satisfied two clients, and the Fort Shantok contractor substantially reduced its costs. This is just one example of how Eppco and Manafort have worked well together over the years.

Ferguson Waterworks, a national company based in Newport News, Virginia bought Eppco Pipe Company in 2002. But Eppco first opened its doors in 1975 and began serving Manafort two years later. Today Manafort is one of Eppco's biggest clients and Skip has worked on hundreds of MBI projects since arriving at Eppco in 1985. Pick a day and it's likely that Eppco is actively working with Manafort on three or four jobs. For example, Eppco recently supplied pipe for MBI's Adrian's Landing project and the Connecticut Post Mall in Milford.

Eppco is the largest underground pipe distributor in Connecticut with about a 30 percent market share. In New England the company now has 12 locations with about 75 employees. The Newington office that serves Manafort houses 25 employees. The company supplies piping for water, sewer, drainage, electrical conduits, and more.

Skip says the company prides itself on competitive prices and the best service in the industry. For us, the best service means on time delivery, the correct material when you need it, and sales and support staff that will bend over backwards for you, he explains. Take a look in Skip's car and youíll quickly get a sense of Eppco's service: his car is a virtual warehouse of pipe fittings and other parts to deal with most emergency needs immediately.

Every year Skip works with about 70 Manafort estimators, supervisors, and project managers. Manafort has a great mix of veterans and novices. They seem to pull in a lot of youngsters from places like Central Connecticut State College. They work with them, they nurture them, and the youngsters seem to stay. There's isn't a lot of turnover. They become veterans with a lot of expertise.

"I think everyone at Manafort is the best in their field at what they do," Skip says. "Over the years I've developed great respect for the people at Manafort. They are the leaders in their industry."

Super Work on a Superstructur

Connecticut Convention Center To Open

Schedule Depended On Manafort

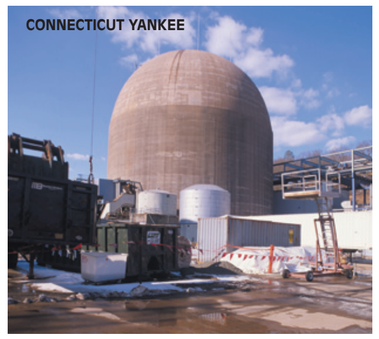
Performing under difficult conditions on a huge and complex project, Manafort employees are a big reason why the new Connecticut Convention Center in downtown Hartford is opening this April. Our crew's skills and dedication have helped assure that this beautiful superstructure was completed on time.

Mick Tarsi describes the convention center as one of the company's most challenging projects. First, there's the size and amount of work. MBI poured more than 55,000 cubic yards of concrete on the job. Some 160 employees dedicated more than 500,000 manhours to the convention center. Manafort faced added pressure because much of the contract work could not begin until we completed the foundation. If we couldn't honor the schedule, the entire project would have been set back.

Because the convention center is a concrete frame structure, most contractors relied on Manafort to complete the first two floors (which will house a parking garage) and the third floor which is the actual convention center ground floor. These floors had to be cast in place before the structural steel contractor could begin work. Manafort also poured multiple floors above that were slab on decking. In total, the floor space is about 1.2 million square feet.

The tough winter weather (2002 to 2003) added to the project's difficulty. After being poured, concrete needs to set or cure at an optimum temperature of 50 degrees for three to seven days. Creating and maintaining a 50 degree temperature in the middle of one of Connecticut's colder and snowier winters was a challenge. Manafort supplied propane heaters, blankets, and ground heaters to get the job done. A ground heater is like a home furnace that heats liquid through hundreds of feet of rubber hose. The hose is spread across the concrete and the ground with blankets thrown over the hoses.

"We were able to finish on time because we had great field personnel on site," Mick says. "We committed a lot of resources and we worked a lot of hours." Mick gives much of the credit for the projects success to Marty Tubbs and Frank Wadsworth, the two superintendents on the job. The full time project engineers, John Soboleski and Steve Haynes also deserve recognition along with Manafort's subcontractors on the convention center. Jeannie Erectors of East Hartford installed the rebar, New Britain's Tilcon delivered 5,500 truckloads of concrete and Barker Steel of Milford, Massachusetts fabricated and supplied some 6,600 tons of rebar.



A Potential Growth Area for Manafort

Manafort had a high reach 750 John Deere specially made for the project (cover photo). The company' s existing boom could only reach 63 feet. To take down the dome of the power plant's containment building required a total working height of 110 feet.

Decommissioning nuclear power plants is a potential area of growth for Manafort. There were about 105 nuclear power plants in the country and about a dozen have been decommissioned. More plants face the same fate as they reach the end of their life cycle. MBI has already bid on several large and small projects. And then there's the current work decommissioning the Connecticut Yankee.

A Second Nuclear Project

Success at the Maine Yankee led to Manafort being awarded several contracts for the Connecticut Yankee Nuclear Power Plant demolition in Haddam. This time Manafort earned more extensive work including the soil excavation and remediation, the engineering and the non-nuclear waste disposal.

Project Manager Chuck Mercier and the Manafort crew began the Haddam project in February of 2004. Completed work to date includes the removal of all radiological piping out of the containment building, the removal of septic sand filters, and the removal of several major buildings:

- Diesel generator building
- Administration building
- Primary auxiliary building
- Waste disposal building
- HP (health physics) facility

Currently more than 100 Manafort employees and subcontractors are demolishing the turbine building, the above ground diesel storage tanks, completing the radiological contaminated soil excavation project, and preparing containment for interior concrete removal. This long list is just 20 percent of the entire job. When the project is completed on December 15, 2006, Manafort will have removed 39 buildings on the 20 acre site.

Every Small Step Regulated

Every small step on the site is governed by the Nuclear Regulatory Commission (NRC) explains Chuck. "Violating an NRC regulation is essentially breaking the law. There's criminal charges with jail time, not just fines, if you're found to be negligent." Planning is so critical that in February a large staff of managers and engineers was scheduling the work that is still a year away. The Connecticut Yankee is more complex than Maine decommissioning. In Maine the nuclear fuel had been removed to a storage island. In Connecticut Manafort has to deal with a spent fuel pool. This means treating the plant as an active nuclear plant with all the security and safety requirements.

"When youíre dealing with radiological waste you can't touch it or move it without the approval of the health physics people. I'm talking about moving things just ten feet," Chuck says. "They take smears or wipes to measure the radioactivity to make sure you're not moving it to an area of lesser contamination. Everything is done by procedure and there is verbatim compliance & no interpretation. It's very complex."

At least three factors enable Manafort to handle such large and complex tasks as decommissioning the Connecticut Yankee:

1) State-of-the-art equipment (shears, long reach excavators, remote control equipment, and more)
2) The Maine Yankee experience
3) The financial size and resources of Manafort

Employees must go through extensive training including 40 hours before they can even go on the Connecticut Yankee site. Every employee has at least an hour of training every week.

"Employees are briefed before they go to work every day," Chuck explains. "They're told what they're going to do that day, how they will do it, the tools they will use, and their specific tasks. They're only allowed to do exactly what they're told and how they have been told to do it. If anything varies, work stops, the engineers are contacted, and a change is made to the written plan before the work begins again."

This plant will be taken down mechanically, not with explosives. The contamination in Connecticut contains large amounts of alpha, an airborne contaminate, that affects people from the inside rather than externally. An explosion would likely spread the alpha. Even with all the complexity and risk, the plant's safety record is outstanding. Connecticut Yankee site is approaching five million man hours without a lost time accident.

Nuclear Age Decommissioning

Continued from Front Page

Scott Grajewski
1971-2004

Friendly and hard-working, Scott Grajewski always had a smile on his face. A member of Laborers Union Local 230, he enjoyed working on the paving crew as a laborer and had been with Manafort since 2000. He was proud of his nine years in a U.S. Army mortar unit, including four months in Kuwait during Operation Southern Watch. Scott leaves his wife of ten years, Tracy, who works in Manafort's payroll department, and two children, Sedra, age 8 and Dade, age 7.

Among Scott's favorite pastimes were fishing and NASCAR racing. Scott had the ability to give away his smile and make everyone around him happy.

Modesto D. Rey
1949-2004

A CPA; a graduate of both the Hartt School of Music and the Barney Business School; and a beloved father of two sons, Modesto Rey worked as a project manager for Manafort. A native of Cuba, he lived in Glastonbury and was very active in the Spanish community in the Greater Hartford area.

Modesto will be remembered at Manafort for his work on the Stowe Village project and many others during his seven years here. Modesto also leaves behind memories of his sense of humor and fun-loving spirit. He dressed up as Santa one year and handed out the company's year-end bonus checks. He rode a camel in Hartford's Puerto Rican Day parade. Modesto was 55-years-old.

Anthony W. Tagariello
1954-2005

Chuck Mercier describes Tony as a "fantastic superintendent." "Tony was very conscientious, 100 percent committed to the successful outcome of a project; and he was very knowledgeable and experienced." A construction superintendent, Tony lived in Bristol with his wife, Sharon. Besides Sharon, Tony leaves behind two daughters, Jamie and Dawn. A member of Operating Engineers Union Local 487, he began his long career at Manafort by working on the paving crew. Through the years he earned greater and greater responsibilities. Tony enjoyed ocean fishing and had a second home in a gated community in Florida. Hard-nosed and serious, he cared deeply about other Manafort employees and always strove for fairness.

Attracting School Foundation Projects

Breakthrough Magnet School, Hartford

West Hartford Middle School

A string of recent jobs has shown that Manafort can attract and excel at school foundation projects of virtually any size. Recently MBI earned four public school concrete foundation and slab projects:

- ***Linden Street School, Plainville***
- ***Breakthrough Magnet School, Hartford***
- ***West Hartford Middle School***
- ***Darien High School***

In the coming months, Manafort will also be doing the flatwork work for an addition to Hartford Public High School. MBI stayed on schedule while creating work efficiencies by using one main crew on three of the school foundations. Those three school projects were so close together geographically and had schedules staggered just enough to allow the crew to move from one site to the next on time. The concrete superintendent, Frank Wadsworth, worked the Plainville, Hartford, and West Hartford jobs with multiple foremen. "As on any of our jobs, our General Superintendent Marty Tubbs did a great job of coordinating the manpower," Mick Tarsi, Vice President of Engineering said. "The mason, carpenter, and labor foremen also did outstanding work."

Renovations & Additions More Challenging

The West Hartford Middle School and the Breakthrough Magnet School posed fewer problems because they were new buildings. New buildings tend to be easier for concrete foundation work because the sites have more room for equipment. Renovations and additions, like the Linden project, require working around an existing building and can raise other issues.

Mick says Manafort is more likely to win contracts on school foundations with higher walls because they're more difficult than the standard three foot high foundations. The difficulties cause some of MBI's smaller competitors to shy away from bidding. Smaller contractors may have to bid higher on a more complex foundation project because they may have to rent extra equipment or take more risk than they normally do.

Unfortunately, the awarding of school foundation contracts is not always done based on a company's expertise and capabilities. Most school projects are decided through a public bidding process where the lowest bid usually wins. Creating a realistic, but low bid is one key to Manafort's winning the work

We Can Compete With The Smaller Contractors

"We're one of the biggest concrete contractors in the state," Mick explains. "Along with that comes a lot of overhead. We can only compete with the smaller guys on the complex jobs. Our personnel can handle these tough jobs without a problem. There's no fear in our handling high foundation walls because we do it all the time."

Any school foundation tends to be among the easier type of concrete work Manafort tackles, but that doesn't mean the company won't seek more business in this niche.

"We've actually proved a company our size can successful compete for smaller school projects given the right personnel and a lot of hard work and commitment from our employees," Mick says.

Remember When?

Two Years of Work in 14 Months

Normally, a $20 million project like Manafort's Milford Post Mall project would require about two years of work. Crews under Project Manager Rick Whitney will complete the job in just over a year. With a late September 2004 start date, Rick says the project will be completed by November of this year.

The Milford Post Mall project consists of site work, building demolition, and concrete work. About 75 percent of the mall is being renovated. The demolition includes an area that formerly housed a Caldor's, a detached cinema, a small restaurant, and a bank. Manafort also won the contract to do the concrete work on a three level 600,000 square foot addition and a 100,000 square foot parking lot. Another portion of the project, modifying Route 1 in the mall vicinity, will begin in April.

The management team consists of Rick Whitney, Mick Tarsi, Concrete Superintendent Frank Wadsworth and Field Project Engineer Steve Haynes. As of February about 40 Manafort employees were working the site.

"It's an active mall and we started the work right at the end of September, so we had to deal with the heavy holiday traffic," says Rick. "We've crammed a lot of work into a little box. Even though it is a big mall you can only work in certain areas at certain times. We can't go in and attack the whole project at once."

One way Rick's team is honoring the aggressive schedule is by shifting the traffic pattern in the mall and building a temporary road around the work area. Another key was getting the large Caldor down and off site quickly so excavation work could begin. By having crews working 10 hour days, six days a week during the holiday season, the workers completed that demolition in five weeks. Normally that work would require 6-8 weeks.

The Milford Post Mall workers also demonstrated great efficiency by excavation and removing 100,000 yards of earth within 44 calendar days in January and February.

Jim Manafort Sr. Looks Back on 40+Years

Ask current company President Jim Manafort, Jr. about his dad, Jim Sr. and you get a smile. He's quick to tell you that his father had a unique way of estimating the cost of demolition jobs. "My dad could drive to a job, take a quick look around, and have an accurate estimate in his head within about 10 minutes," Jim Jr. says. But Jim Sr. claims that's not quite accurate.

"If it was a small enough job, I didn't even have to slow down the car," Jim Sr. says. "If I had to stop and get out of the car, the job was worth at least a million dollars."

Now into his seventh year of retirement in Florida, Jim Sr. has fond memories of his years helping to build the business, but he seems most proud of the continuing progress and growth of the company under today's leadership.

Jim began working full time in the business in 1957. While his official job was operating a crane, in the small third generation family business that Manafort was then, everyone did everything. "Back then we worked for eight hours, went back to the garage and worked on the equipment for another seven or eight hours, so it would run again the next day," he says.

The Company's PR Man

Jim Sr. became best known for his ability to build customer relationships. He served as Manafort's public relations front man, dealing with owners, developers, and contractors. He negotiated most of the company's work for decades. In Jim's early days, most work did not go out to bid. Manafort earned contracts based on business relationships, the company reputation, and past performance. "My job was being with these people, entertaining them and nourishing a good personal relationship, rather than being completely focused on business." He attended every convention and served on many Boards of Directors. Asked what made him such a good builder of business relationships, Jim Sr. hesitates then says with the hint of a smile, "because I like to party."

Work came to Manafort because people knew the company would do the job correctly, on time, and within budget. "People knew Manafort stood by our word," Jim explains. "If we lost money on a job, the job still got finished and it was done correctly and we never cut corners."

Under the leadership of Jim, his brother Jon and his cousin, Frankie, the company grew from about a $300,000 business to an $80 million company. But Jim Sr. gives credit for the company's success to the entire Manafort workforce. He talks about giving out some 20 gold watches to workers who've served the company for 25 years. "Those guys were there when we didn't have anything. They were a big part of the Manafort growth. They made it happen."

Florida Living

Today Jim Sr. enjoys living on one of the country's finest golf courses, Florida's Black Diamond Ranch. He has a home in Lecanto. "Some days I play golf. Other days I go to the river house and take a boat out for a ride, or just sit around and relax. I do that very well."

Jim returns to his home in Farmington from May to September to visit with family and friends and play golf. He also keeps a cottage in Old Lyme where many other Manafort family members spend the summer.

"My dad left happy" says Jim Jr. "There was no pushing him. He turned 60, he shut the lights out, and said, "See you later, thanks a lot, send me checks."

Now Jim Sr. describes a perfect day as any day when he wakes up in the morning. "I enjoy every day that God gives me," he says.

. . . in the news

MANAFORT BROTHERS INC.