

The Lehigh Way



Celebrating 30 Years of The Lehigh Way
A Look Back at Three Decades
of Change and Tradition

SEE PAGE 4



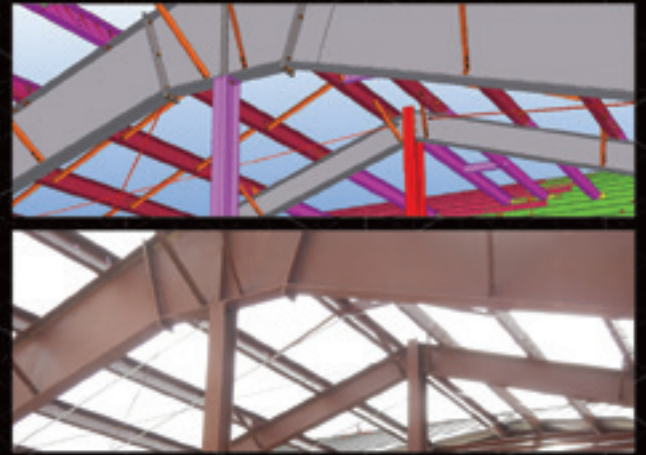
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Welcome to The Lehigh Way



This is a special year for Lehigh, as we are in the midst of celebrating our 30th anniversary. It's really difficult for me to grasp that we are entering our fourth decade of delivering construction services to the Western New York marketplace, however, there is virtually nowhere you can drive and not pass one of our completed projects or PRO trucks.

While much has changed over the years, our core values and commitment to relationship-based business remains the same. This is predominately due to the dedication of our Lehigh people, as the ranks of 10-, 15-, 20- and even 25-year employees continue to grow!

Looking back, we also must thank our subcontractors and business partners, many of whom have been with us for the entire ride and continue to be the "go-to" option when the pressure is on.

It has been a busy year, although we did take a day in July for a 30th-anniversary picnic. It was a great party on a beautiful summer day, and I would like to thank all those who planned and attended for making it so memorable.

You might also want to check out **The Lehigh 30** on our website at www.lehighconstructiongroup.com/lehigh30. This is a series of 30 videos of our history, expressed through stories about The Lehigh Way: memorable people, relationships, projects and performance. We add a new one each week.

If you've visited our office, a popular item to see is the Lehigh timeline. We are working on a new 30th-anniversary update, so look for it in the lobby later this year.

A company can't exist without customers, and the final anniversary thank-you goes out to the many businesses and institutions that retain us for their projects, or call on Lehigh PRO for their facility maintenance and emergency services. We take pride in any contribution our team makes to your prosperity and growth.

The past 30 years have been grand — here's to 30 more!

A handwritten signature in dark ink, appearing to read 'D. Knauss'.

David E. Knauss
President

Contents

Celebrating 30 Years of The Lehigh Way	4
Modern Amenities Meet Historical Elegance.....	10
Small Projects, PRO Work.....	12
Ask the Expert.....	14



Celebrating 30 Years of The Lehigh Way

A Look Back at Three Decades of Change and Tradition

by Michael Adkins

1984 was a particularly memorable year. Apple's first Macintosh computer debuted in a dramatic commercial aired during the Super Bowl. Audiences flocked to see now-classic films such as *Ghostbusters*, *The Karate Kid*, *Indiana Jones and the Temple of Doom*, *The Terminator*, and more. Mark Zuckerberg, co-founder and CEO of Facebook, was born in White Plains, New York.

And across the state, construction professionals Dave Knauss and Tom Glomb founded Lehigh Construction Group. From its humble beginnings as a two-person shop to its modern status as a force in the Western New York construction market, everyone at Lehigh has been focused on getting things done The Lehigh Way.

The Birth of the Company

Knauss grew up in the construction business. He learned from his father, whose own construction firm was founded the year Knauss was born. "I guess I was following in my father's footsteps," he said.

While working for his father during summers away from school, Knauss met Glomb, who worked for the company as a superintendent. Glomb was relatively close to Knauss' age, and the two struck up a friendship. "Dave was a good worker," Glomb recalled. "He didn't act like an owner's son. He worked hard."

Later on, after finishing school and working out of state for another construction company, Knauss started thinking about coming back to Western New York. "I had thoughts about either starting a firm or working for my dad again," Knauss said. "My dad suggested Tom might be a good partner in a venture."

The two partners formed Lehigh Construction Group in January 1984, with Knauss as president and Glomb as vice president. With Knauss handling the office responsibilities

and Glomb performing field work, the partners took on their first job in April of that year: the Buffalo-area Liberty National Bank. Glomb and one helper worked on the bank's vault and its interiors and finishes.

In addition to successfully completing the project for the client — which was eventually acquired by Bank of America and now operates under that name — and building a relationship that continues to this day, Glomb said that project gave the fledgling construction firm "a bit of a résumé." "As a new company, you get a lot of doors slammed in your face when you don't have any work to show," he explained. "This project really put us on the map."

The More Things Change...

Today, Lehigh takes a wide variety of small, medium and large projects, including jobs for clients in the commercial sector, nonprofits, historical restorations, institutions, the industrial sector and more. The company prides itself on its service-oriented focus, with the Lehigh PRO team taking on projects "as small as fixing a doorknob," as Glomb noted.

A lot has changed about Lehigh since 1984. Josie Stockweather, human resources and administrative manager, has been with Lehigh for 27 of the company's 30 years. She pointed to the changes in technology as some of the biggest differences in the company between now and then. "When I started, we had a typewriter that we used to feed postcards through for bid invitations," she said. "Now, just about everyone uses email."



A young Jack Bouquin hard at work in 2001

Some members of the Lehigh team were slower than others to modernize their technology, as Stockweather noted. “We used to type everything — bids, qualification forms, you name it,” she said. “It used to be difficult because there were almost always last-minute changes. Even when we got a computer,

Dave still wanted to use the typewriter because he said the printer’s quality wasn’t good enough. Eventually, he got talked into using the computer by an architect, and now it’s a totally different story!”

Bid day in particular has seen some dramatic changes thanks to modern technology, according to Dave Hofer, Lehigh project manager. “Originally, since most of our jobs were competitive bids, we had a specific date and time that everything had to be received,” he explained. “Most quotes were taken by telephone then. It was a crazy, crazy, crazy day. You had to make sure you got a good night of sleep the day before, because you knew that day was going to be crazy. All the math you had to do was by paper and pencil, and there was one person in accounting who was in charge of just checking your math!

“That doesn’t happen now,” Hofer continued. “It’s a much more relaxed day now. We don’t do many competitive

bids these days, but even those we do are nowhere near as stressful because of the technological advantage. All our estimates are computer-generated, and almost all of our bids are emailed — there’s no crazy driving around, trying to find a phone to call in a bid and so on. Technology has really changed the face of our industry.”

In addition to the technological changes, the company’s staff has changed dramatically during the past 30 years — both in the field and in the office. The company has grown to more than 60 employees, with about 20 in the office and the remainder working in the field. “We have a lot more horsepower now,” as Knauss put it.

“Back when I started, it was Dave; Tom, who was out running the field operations; a few field guys; the office manager at the time; and me,” Stockweather said. “As the company grew, we added to the accounting staff — accounts payable, accounts receivable and so on. Now there’s a CFO [chief financial officer], and he has an accounting supervisor and three accounting assistants under him. Plus, we’ve got 10 project managers and PRO service managers combined, an administrative project assistant, an administrative assistant, a warehouse manager, an IT director, a marketing director — we’ve really grown as far as people here to take care of what we need done on a day-to-day basis.”

As for Stockweather herself, her role has changed as well. “The case can be made that Josie runs the company and Tom and I just answer to her,” Knauss laughed. “That’s the way any company grows — you find people who can do those jobs better than you can do them. That’s

A Look Throughout The Years

- 1984** First client/project – Liberty National Bank in Getzville, New York
- 1985** First wedding – Dave and Jacki Knauss
First employee hired – Mark Glomb
First company cell phone
- 1986** First Lehigh baby – Joe Glomb
- 1987** First computer
First Christmas party
- 1988** First fax machine
First company picnic
- 1993** First Safety Hard Hat Award (GBC/ABC)
- 1994** ABC National Excellence in Construction
Award first place – Westminster Presbyterian Church Sanctuary Renovation
- 1996** Lehigh office and warehouse built
First company meeting
First GBC Build New York Award – Restoration of Roycroft Inn
First Lehigh grandchild – Lauren (Dave and Mary Hofer)

- 1997** First safety director – Richard Potts
- 2000** First out-of-state project – AT&T in Pennsylvania
Lehigh IT division formed
- 2001** First Lehigh PRO van
- 2002** The Lehigh Communication Center (LCC) was launched
- 2003** Alliance with OSHA was formed
First 1,000,000 man-hours without lost-time injury
- 2004** First Lehigh employee wedding – Jody and Rich Potter
- 2008** First issue of *The Lehigh Way* published
- 2009** First year of over 1,000 Lehigh PRO work orders

been the evolution of our company — finding a lot of good people.”

...the More They Stay the Same

Though some things have changed throughout the years, much of what defines Lehigh as a company is the same as it was three decades ago. “When it comes to our values and what Tom and I brought into the business — our own work ethic — that’s survived today, and we’ve been able to build on it.”

“I always tried to find people with the same work ethics and goals I have myself,” Glomb added. “Respect the people you work for, do good-quality work, a day’s work for a day’s pay, that sort of thing. That’s how you build relationships in this business.”

The top consideration at Lehigh, however, has always been — and continues to be — safety. “Work safely and get home safely at the end of the day,” as Glomb explained. “I told a client once that safety isn’t a priority at Lehigh. The client looked at me a little strange, and then I explained: ‘Priorities change. Core values don’t. At Lehigh, safety’s a core value.’”

This deep-seated focus on safety has led to Lehigh’s participation in the OSHA Alliance Program, developed by the Occupational Safety and Health Administration. As part of this program, Lehigh and an OSHA compliance officer speak to area high schoolers about OSHA safety rules and how construction companies incorporate them into their work. These two- to three-hour seminars later led to the program’s incorporation in OSHA’s 10- and 30-hour training programs.

“It’s probably over 10,000 students we’ve appeared in front of over the past few years,” Glomb said. “It’s a good feeling, because you know you’ve potentially helped keep people from getting hurt or killed.”

Ready for 30 More

Throughout the changes, the growth, the new technology and everything else, Lehigh has worked to make its relationships



OSHA Alliance renewal signing in 2013 (left to right: Tom Glomb, Art Dube and Dave Knauss)

with its customers the most important things it builds. “It’s the way we’ve been doing business for 30 years,” Knauss confirmed. “Over the course of those 30 years, the industry has changed, and relationship-based business has kind of come into vogue. But it’s the way we’ve done business from day one. We’ve always been a company that’s developed relationships as a way to advance business, as opposed to a company that bids a bunch of contracts and chases business all over. We develop relationships with our clients and work with them over and over.

“You can’t get complacent about it, though,” he continued. “You’re always compared to what you did last time. It’s not about what you did for the client yesterday; it’s about what you’re going to do tomorrow.”

With 30 years of experience at serving clients’ needs, Lehigh’s unparalleled focus on customer service gives the company an edge moving forward. “Tom and I used to talk at the beginning about working hard and treating people right,” Knauss said. “That’s what we’re all about as a company, and our values and those of the 60-plus other people here are what we live every day.”



1998 Business Roundtable Construction Industry Safety Excellence Award

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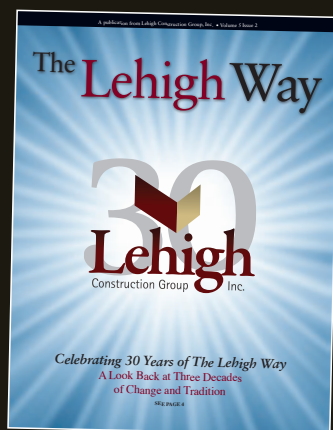
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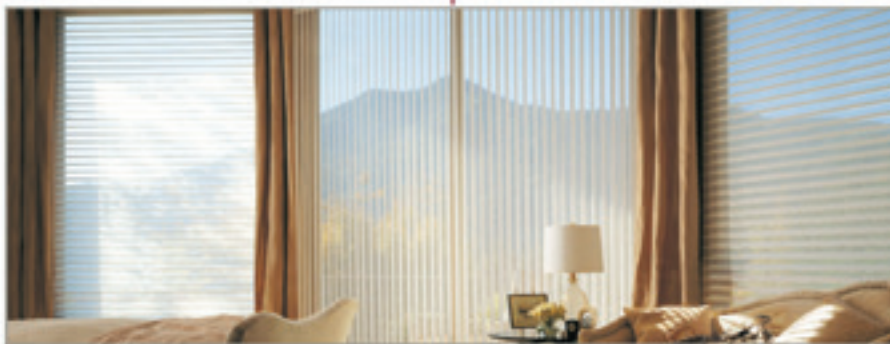
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MODERN AMENITIES MEET HISTORICAL ELEGANCE

The Buffalo Club Renovates Its Facility for Growing Membership

by Erin Pinkerton

The Buffalo Club in Buffalo, New York, has been a private members-only club since 1867 — the same year William “Buffalo Bill” Cody began hunting buffalo to feed the construction workers on the Kansas Pacific Railroad. Founded by U.S. President Millard Fillmore, among others, as a men-only club, The Buffalo Club now offers many new amenities to its female and younger members, who account for a growing number of The Buffalo Club’s more than 900 members. To keep pace with the changing times and its growing membership, The Buffalo Club has expanded and renovated its facility, with help from Lehigh Construction Group.

Robust Renovations

In February 2013, The Buffalo Club began its \$8 million renovation and expansion. The project included, among other

scope items, an expansion of the fitness areas and support spaces. The existing singles squash courts were renovated, and a new doubles squash court was added to the club, as well as an observation mezzanine at the singles squash courts. “The squash court facilities now offer a connection between floor levels and greater camaraderie among members, including the ability to host nationally recognized tournaments,” said Kenneth Riter, partner at HHL Architects, the architect for the project. Newly renovated and expanded men’s locker rooms and newly added women’s locker rooms include additional showers, enlarged steam and sauna rooms, new lounge space, and more than 700 lockers combined.

Other additions to The Buffalo Club help members conduct business and expand their professional network. Three new state-of-the-art video teleconference meeting rooms were added to the club for member use. “The meeting rooms have always been in heavy demand by members, so the addition of the new spaces was important,” Riter stated. Four new overnight guest rooms, one of which is a suite, were included in the third-floor addition. These rooms are available for members of The Buffalo Club, but members of reciprocal clubs can use these rooms as well. Now members of The Buffalo Club can stay at those reciprocal clubs when traveling. Other additions to the club include a walk-in cigar humidor and a Pilates and yoga studio.

While this robust renovation was no small task in itself, the project was complicated further because it was a working facility from the project’s beginning to its completion in December 2013. “You’re working side by side with the people,” said Rich Potter, who was Lehigh’s superintendent





for this project. “It was a lot of coordination with The Buffalo Club and with our subs to try to meet dates and try to get certain areas opened up so we didn’t put them out of business.”

Water Works

In a *Buffalo Law Journal* article from December 9, 2013, just before the project was completed, The Buffalo Club General Manager Dan Franklin said, “As part of this capital improvement project, we touched almost every space within the club, but the pool is going to be incredible.” The new pool did turn out to be incredible but not because it looked new. Riter described the pool as being “restored to its original grandeur.” It’s hard to see just how much work was done to the club’s pool, Potter said, because much of the space maintained its historical feel. Despite looking largely the same, the pool area underwent substantial renovations, including a skylight restoration, new flooring, new paint and new furnishings.

“The existing circa 1898 pool had not seen natural light for many decades,” Riter said. “Daylighting was the primary initiative, particularly with the restoration of the interior pool environment, to allow natural daylight back into the space.” This daylight was provided through the skylight restoration. The pool’s natural lighting and other lighting, as well as a high-efficiency boiler, were some of the green initiatives of The Buffalo Club project, which maximized incentives from the New York State Energy Research and Development Authority, according to Riter.

Another of the club’s major water features was the new Spa 388, named after The Buffalo Club’s street address — 388 Delaware Avenue. This ground-floor addition includes a water feature, a salon, a barber shop and relaxation and spa treatment rooms. Riter called the spa “the highlight of the project” and insists it “can compete with any in the region.” Potter agreed, saying, “The spa and water feature turned out great. There’s a lot of detail work from HHL, the architect. ... I think we all had the same vision on what we were trying to achieve there.”

Extraordinary Effort

The success of this large-scale project can be attributed in part to the Lehigh’s construction expertise. “I think it was a great fit for us because we’re always used to these difficult tasks,” Potter said. In fact, Lehigh has done many other projects for The Buffalo Club in the past, including building a new fitness center and the addition of the men’s locker room, the

construction of a new fire stairwell and the renovation of the Fireside Dining Room.

Of course, the project’s success can also be attributed to Lehigh’s ability to work alongside and share a common vision with the architect, other consultants and, perhaps most importantly, the client. “From my end of things, it was a pleasure to work with everybody: Dan Franklin from the club, all the members that were on the construction team, the architect and the interior designer,” Potter said. “I think if we didn’t have a great team there, it would have been a real struggle.”

This was not the first time HHL and Lehigh had partnered on a project, Riter mentioned, noting that the two had worked together on The Buffalo Club’s fitness center creation in 2002 and 2003. “We understood the expectations and anticipated each other’s needs well. The schedule for this project required a great deal of trust and understanding between Lehigh and HHL to deliver a successful project to The Buffalo Club.” Lehigh and HHL Architects also worked with consultants IBC Engineering for mechanical engineering, electrical engineering and fire protection, and Syracuse Engineers for structural engineering.

This project was not only completed for the The Buffalo Club but with The Buffalo Club, its membership and leaders providing help through construction, according to Riter. “The club’s general manager, Daniel Franklin, along with the club’s project committee chairman, Benjamin Oblatz, did an exceptional job steering the project and presenting to the governing boards and membership for consensus and approvals,” he said. “It was a team that was created there,” Potter added. “Everybody had great input. We had a lot of professional contractors on the board, and the project actually went very well,” he said.

Long gone are the days of Buffalo Bill riding the countryside in search of buffalo. Railroads are no longer rapidly expanding westward. And the United States has had 28 presidents since President Millard Fillmore founded The Buffalo Club. But this enduring organization continues to thrive nearly 150 years after its creation. “From what I have heard from friends [who are members], The Buffalo Club, with its rich and storied history, has enhanced its image with this project and remains one of the most notable city clubs in the country,” Riter said. “The membership, to this day, continues to grow — no doubt a result of this project.”





SMALL PROJECTS, PRO WORK

Lehigh PRO Meets Clients' Demands

by Deanna Strange



"Even though the building is only seven years old, Lehigh is helping to keep it fresh and current."

— Ken Swain, Fox Run
director of facilities

Presentation kitchen in The Bistro at Fox Run Orchard Park

Some construction firms focus their efforts on the high-earning, accolade-garnering construction projects — the projects that are featured in the newspaper, have ribbon-cutting ceremonies, and require years of preparation and work to complete. While those types of projects may look great in a portfolio or behind a frame, they are few and far between. However, Lehigh Construction Group realized that many of its regular clients needed construction on a much smaller scale on a regular basis.

Nick Sabal, a Lehigh PRO service manager, explained, "Basically, it is all the small work — projects that take two weeks or less and are under \$25,000. Ninety-five percent of it is self-performed work, so very little is done by subcontractors." He continued, "The work orders can range from repairing door hardware to replacing concrete sidewalks. It's a work-order system, so there's not as much paperwork to it." Lehigh PRO also offers clients a 24-hour emergency-response team, which has proven to be a savior for many after storms or damaging winds.

Mike Glomb, PRO service manager, pointed out that the idea for the successful service was in response to customer needs. "There was a demand, and we became the supply," he said. "In the beginning, Lehigh mainly did large jobs, but we started getting requests from customers, and we wanted to meet their needs."

Sabal said that those large projects acted as a catalyst for the PRO department. "We did a couple of bigger projects, and any time you do these, a lot of smaller work comes out of it. Other companies don't really go after the smaller stuff, so it was worth it to go for it," he stated.

Services Lehigh PRO provides for clients are wide-ranging and anything but cookie-cutter. Glomb explained that projects have included replacing ceiling tiles, painting, wall repair, roof leaks, concrete sidewalk replacements, minor furniture repairs, upgrading ATM vestibules, replacing guardrails, carpet tiles and PVC repair. Essentially, if clients need it done, Lehigh PRO can probably do it.

However, even niche work comes with its challenges. "The biggest challenge that we have is everything we do is around the client and their regular production. It's usually loud work, so we have to do it after hours so we don't displace people," Sabal said. "We also do a lot of work in industrial plants, so you have to work closely with them to learn their processes. We want to make sure that we get it done quickly and that we're

not compromising their products or business as much as possible."

Glomb added that weather and time are a frequent challenge for the PRO team. "If we have a heavy downpour overnight, I may get several calls from customers, so it can get crazy. With high winds, we have customers asking to have us on-call," he said. "It's a challenge when everything comes in at once; it's a challenge that we embrace because we know we're helping our customers. Time and weather are our biggest challenge, but if it weren't for that, it wouldn't be as exciting."

While Lehigh PRO attracts many first-time customers, it thrives on repeat customers and has helped build many ongoing business relationships. One of those relationships is Fox Run Orchard Park, a continuing-care retirement community, offering independent residences, assisted-living facilities and skilled-nursing care. Sabal pointed out that the PRO team provides services to Fox Run most days of the week.

Ken Swain, director of facilities at Fox Run, stated, "Lehigh is doing a multitude of things for us." He explained that jobs have ranged from small repairs to renovations for residents, such as replacing countertops or remodeling. He also discussed the renovations being done to the bistro to add a chef's display kitchen where residents can sit at the counter and watch the chef cook. "We've been working with Lehigh for three years, and we've only been open seven. We're starting to change some things, and they do minor maintenance for us that our team can't do like siding repairs, leaks and such," Swain said. "The only time I have to bid out any work is if the price goes over a certain amount. Otherwise, they get them all. Even though the building is only seven years old, Lehigh is helping to keep it fresh and current."

Clients like Fox Run and Bank of America, which Glomb explained is his number-one customer for both PRO jobs and larger projects, are the reason Lehigh PRO is a necessity. Clients can rely on Lehigh to not only help them with a large scope of work but also with the day-to-day small jobs that demand a professional.



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Ask the Expert:

Clarke Thrasher, Director of Corporate Services at Hunt Commercial Real Estate

Many business owners do not take advantage of the services available to them when they are investigating space or a building for a possible relocation of their business. It is common to have a preconceived notion that business owners must be leasing or purchasing a very large office space or building in order to need the expertise of a commercial broker; however, being aligned with an experienced broker is in fact actually very advantageous and cost-effective in obtaining the best value for the least dollar.

We had the opportunity to sit down with Clarke Thrasher from Hunt Commercial Real Estate to find out more about the benefits of working with an experienced commercial real estate professional. Thrasher has been a commercial broker representation specialist for over 30 years, with experience in Manhattan and other large U.S. cities. He has been focused in Upstate New York for the past 20 years, specializing in tenant representation. In the Q&A below, we discussed this experience and the current market conditions in Western New York.

Q: What does being a tenant representation specialist mean?

A: I'm fortunate to represent tenants ranging from Fortune 100 companies to small local corporations in leasing or subleasing space, or acquiring or disposing of buildings on their behalf. My highest priority and underlying objective in representing any of my clients is in obtaining the best brick-and-mortar value for the best dollar value achievable in the marketplace.

Q: How do you find the best deal for your clients?

A: Simply stated ... the key is knowing and clearly understanding your client's needs, wants and objectives before setting out on any client assignment. Add market knowledge and experience — over 30-plus years representing over 8 million square feet of deals — and those two ingredients will provide a pretty solid basis in delivering in a timely fashion the best deals possible for my clients.

Q: What would be the reason that someone wouldn't hire a tenant representation specialist?

A: I don't know ... ego? You wouldn't hire a dentist to work on your car engine or an automotive mechanic to work on your teeth. When you look at the aggregate of a company's total occupancy cost over a lease term or building hold, it's typically a substantial amount of money. Why you wouldn't hire a representative with a proven track record of saving companies substantial money in lease negotiations or on a building acquisition is beyond me. The ironic part is that, in most conventional lending agreements that developers and/or

landlords are party to, there is almost always a line item for commissions that the developer or landlord has to process in any deal, whether there is a broker involved or not. So that money either goes to the broker, who can save the tenant substantial money, or right into the developer's or landlord's pocket (who most likely probably just took advantage of you on rent without a broker).

Q: On average, how long does it take to close a deal?

A: That's a fairly open-ended question, and every commercial broker has his own horror story on a particular lengthy deal closing in his career. As you can imagine, every deal is different, and all have different nuances in culmination and closing. In some cases, a few of my larger deals, the ones with more moving parts, took up to two years to finalize and close.

Q: What do you think about the current market conditions in Western New York?

A: It's fantastic to see the endangered bird (cranes) back in downtown Buffalo. I'm hoping that the business depth is here to support the aggressive building we have seen lately and, in particular, the hotel industry. I hope we didn't get out in front of ourselves too much in that area.

Q: In terms of the marketplace, do you see an increase in out-of-town players coming in?

A: Here and there, perhaps, but generally speaking, not really. We continue to be a market of "rob Peter to pay Paul." We move tenants from one building to another, with very little new tenancy (absorption) coming in from out of state, or even the suburbs to downtown, for that matter. The economic incentives for out-of-state companies to migrate to New York (Buffalo) are still not viable and probably will never be, in my opinion. It would take some drastic legislation in this state to make it competitive in that arena, and you will never see that here, given the political climate and demographics currently.



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This year, Lehigh is celebrating its 30th anniversary. To commemorate this milestone, Lehigh brings you **The Lehigh 30** — a series of 30 videos of the company's history, expressed through stories about The Lehigh Way: memorable people, relationships, projects and performance.



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