

The Lehigh Way

Inspiration & Innovation

Rich Products Corporation's
Innovation Center and Atrium @ Rich's

SEE PAGE 4



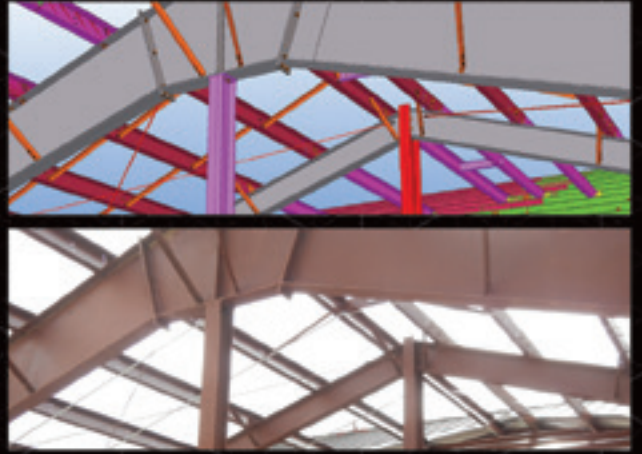
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The Lehigh Way

A publication from



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Welcome to The Lehigh Way



Lehigh recently wrapped up a year of celebrating our 30th anniversary, which is still really hard for me to grasp. It seems like yesterday Tom was still swinging a hammer and I was preparing the weekly payroll!

My favorite part of this special anniversary year is **The Lehigh 30** videos, which you can find on our website at www.lehighconstructiongroup.com/lehigh30. It was difficult to condense 30 years of projects, people and history into our stories, but it was fun trying! Thanks to everyone who contributed and watched.

The most bittersweet moment of the anniversary year was the retirement of a Lehigh and Western New York construction legend, Dave Hofer. Hofer was a mentor to me and to anyone else who was willing to learn. We have no expectation of replacing him. We can only hope to pass on his nurturing spirit and work ethic to the future generations at Lehigh.

We've also updated the popular Lehigh timeline in our office lobby to reflect all of our 30 years. So check it out for more familiar faces and projects.

The year also featured the completion of two amazing projects for Rich Products and Hospice Buffalo that you can read about in this issue.

It will be exciting to see what becomes of all the new construction and development currently being put in place around Western New York. In addition to new project opportunities for Lehigh, all these new building owners will provide more customers for our PRO service division!

We look forward to working with you again soon.

David E. Knauss
President

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INSPIRATION &

INNOVATION

Rich Products Corporation's
Innovation Center and
Atrium @ Rich's

by Michael Adkins



Being an industry leader is the name of the game for Rich Products Corporation. The company's origins lie in innovation, with founder Robert Rich Sr. having pioneered the world's first nondairy whipped topping back in 1945.

Today, Rich's business model still depends on innovation. The company is a leading provider of solutions to the foodservice, in-store bakery, consumer and industrial industries, helping create new products for kitchens, production plants and bakeries all over the world.

"To take Rich's corporate headquarters in Buffalo to the next level as a solutions provider for our customers, we needed an updated look with modern amenities and cutting-edge technologies," said Howard Rich, vice president of corporate relations at Rich's. "We wanted our Innovation Center to reflect our family culture with world-class professionalism."

For this important task, Rich's turned to a trusted partner: Lehigh Construction Group. The end result is a sophisticated, technology-enhanced, customer-focused facility that exemplifies Rich's dedication to innovation and excellence.

A History of Excellence

At one time, Rich's Atrium was "unique and ahead of its time," as described by Rich. The space featured a functioning replica of nearby Niagara Falls, a gazebo, trees and the feeling of a town center.

But after nearly a quarter-century, it was time for an update to bring the Atrium in line with Rich's status as a modern industry powerhouse. Rich's announced the renovation of the Innovation Center and Atrium @ Rich's in a press conference in the Atrium alongside Lt. Governor Duffy on November 26, 2012.

As Rich's knows, finding success in the business world depends on having the right kind of help. Finding success in a construction project is no different. Rich's has had a relationship with Lehigh for more than a decade, working



together to maintain the company's 300,000-square-foot headquarters campus. When Rich assumed the responsibilities for the renovation project, his first phone call was to Dave Knauss, Lehigh's president, to ask him for advice on how to handle a project of this magnitude. "Dave provided me with some great, logical, real-world advice," Rich said. "Because I was new in my position, I also talked with a number of other contractors that were anxious to get their foot in the door of Rich's. After hours of meetings, I was convinced Lehigh had the leadership experience and relationships to bring our project to life."

Innovation on Display

With Lehigh on board as the construction manager, the rest of the team was assembled: Barbara Gisel Design, based in Haverford, Pennsylvania, as the project's interior designer; Scheid Architectural, PLLC, based in Buffalo, as the architect; and Xplore, based in Old Lyme, Connecticut, for the project's technological components. The team was also supported by Rich's subject matter experts: John Rupp and Chris Reichert (Lehigh Construction Group); Barbara Gisel and Kurt Fisher (Barbara Gisel Design); Jim Gannon and Steve Parrish (Scheid Architectural); Jim Fleming (Worldwide Zest); and Howard Rich, Ron Luparello, Matt Edie and Patrick Krajewski (Rich Products). Work on this 84,000-square-foot project got underway in February 2013 and concluded in May 2014.

Clients who enter the new space are no longer confused about Rich's products and focus but are instead welcomed and



Rich's Global Reach

Rich's provides solutions to companies in many different sectors of the foodservice industry. Here are just a few of Rich's wide variety of product categories:

- Nondairy toppings and icings
- Pizza
- Cakes and desserts
- Bakery products
- Breads and rolls
- Shrimp and seafood
- Appetizers and snacks
- Barbecue
- Meatballs and pasta
- Cooking creams
- Syrups and soaked cakes
- Gluten-free products



shown to the new Customer Hospitality Suite, where they can store their belongings in personal lockers, enjoy a cup of coffee, and meet with members of the Rich family or other senior executives before their meetings with Rich's associates.

From there, clients can venture onward to the Innovation Kitchen, where Rich's culinarian experts work side by side with customers to develop and present new products tailor-made to meet their needs. Each of the Innovation Kitchen's six stations features live streaming, recording and document-display technology, enabling customers to share what they learn with colleagues back at their home offices.

"Technology is utilized as a tool in this project," said Andrew DeNeen, senior project manager at Xplore. "It only exists to enable the associates to perform more efficiently and communicate more effectively."

And nowhere is that concept of effective communication better displayed than the Customer Solution Studio — what John Rupp, project manager at Lehigh, described as "basically a kitchen inside a television studio." This kitchen facility includes a state-of-the-art preparation area for the latest Rich's products, as well as the versatility to accommodate up to 80 people in different seating configurations to watch the presentation.

But that's just the beginning. The studio also includes TV-quality studio lighting and four multiposition cameras, all operated simultaneously by one person in the on-site control room. This equipment is the same as that in use at ESPN, NFL Network, the floor of the New York Stock Exchange and MSNBC. "If we have customers here for four hours and we present 20 different products and show marketing insights, let's say they like five," Rich stated. "We've been recording the presentation the whole time, and we can edit all that video to showcase the five products they really like, cutting four hours of video down to a focused 15-minute segment that they can show everyone when they go home. This resource allows us to dramatically improve our speed-to-market for new products."

Connecting and Communicating

Technology may be the name of the game in the kitchen areas, but when it comes to the redesigned Atrium @ Rich's, the focus was on interactivity. "At Rich's, we focus on the concept of 'Creating a Connected Culture,' where everyone works together, but we were running out of meeting rooms," Rich explained. "The new Atrium allows two to three people to get out of the office environment and cluster up in their own meetings in collaboration on projects."

The Atrium's design encourages these ad hoc meetings, Rich said. A dining area called Dolly's Cafe serves all 750 associates on-site, and each one walks through the Atrium and the seating area to get there. "It creates familiarity with each other and a closer working environment," Rich said. The Atrium also features a three-story fireplace, built with 20,000 reclaimed bricks from a 19th-century Chicago warehouse. "It's a great focal point for the space," Rupp said. "It helps break the Atrium up, and the fire in there is nice, especially in the winter. It really gives a warm feeling to the Atrium. It makes customers feel like they are in Rich's living room while associates feel like they are on a college campus."

As noted by Kurt Fisher, AIA, LEED AP, architect at Barbara Gisel Design, the Atrium's warm, inviting atmosphere is a thoughtfully added component to the space. "It really is the living room of the campus," he explained. "It's all about connections and connectivity for the associates."

"People take their computers down there to work now," said Barbara Gisel, owner of Barbara Gisel Design. "It's a very flexible space. All the furniture is mobile, so it can all be rearranged or moved to create spaces for large parties."

Modern Space for the Modern Marketplace

Throughout this incredible undertaking, a single goal remained paramount: to properly showcase everything Rich's



A Recipe for Success

Assemble the following ingredients:

- *Owner:* Rich Products Corporation
- *Construction Manager:* Lehigh Construction Group
- *Architect:* Scheid Architectural, PLLC
- *Audiovisual/Lighting/Technology:* Xplore
- *Interior Design:* Barbara Gisel Design

Mix together in an 84,000-square-foot container for 16 months. Yields one Innovation Center and one Atrium @ Rich's. Serves 750 on-site associates, 34 manufacturing facilities on six continents, 112 different countries and more than 9,200 Rich's associates worldwide.

Interesting Features of the Innovation Center and the Atrium @ Rich's

- All rooms for hosting customers face the Niagara River to showcase spectacular river views, as well as views of Lake Erie, the Peace Bridge and Canada
- Test kitchens replicate actual operating conditions back at visiting customers' home facilities and demonstrate how Rich's products can be integrated into their processes and environments
- The on-site 5:01 Club hosts small-scale customer receptions and associate celebrations
- Members of the community can rent the Atrium @ Rich's for wedding receptions and other celebrations, with banquet seating for 500 people and a total capacity of 952 people
- Associates can make use of the large Wellness Center on the lower Riverview level of the facility
- The Customer Solution Studio and the Innovation Kitchen are separated from the Atrium by a glass wall, allowing natural light into the space and showcasing the solutions Rich's provides to its customers, as well as the associates who make it happen
- The building integrates several sustainable elements, including LED lighting, reduced water and energy consumption, solar flush valves in restrooms and an energy-efficient air conditioning system, among others

stands for. And according to the project team, that goal was achieved and exceeded. "My favorite aspect of the project is the way all of the new spaces have a defined purpose and innovative function within Rich Products, as well as how these spaces communicate to visitors that they are in a world-class culinary facility," said Jim Gannon, principal of Scheid Architectural, PLLC.

"I love walking in there, seeing how everything came together and seeing everything getting used," Rupp added. "It's very rewarding to see what [Rich's] had dreamed and hoped of happening in the space is actually happening there."

"We're thrilled with how the project turned out," Rich said. "It's really helping us take Rich's to the next level and brings our Global Rich Experience to life."

In fact, Rich's was so impressed with Lehigh's performance that the company brought Lehigh back to work on the second phase of its campus renovation project: a total overhaul of Rich's research and development laboratories, which is set for completion in 2016. "Dave Knauss, John Rupp and [Superintendent] Chris Reichert — the guys from Lehigh I see regularly — I couldn't be happier with their performance," Rich said. "It really feels like they're part of our team — part of the Rich's team."

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Recreating Home

Lehigh Helps Hospice Buffalo Transform Its Facility

by Deanna Strange

Hospice is a compassionate approach to care whose goal is to help people with serious illnesses live life fully, maintain their dignity and keep control over their lives. Hospice Buffalo strives to give patients the comfort of home and a stress-free environment for those closest to them.

Originally built in 1992, Hospice Mitchell Campus was one of the first hospice programs in the country. Patrick Flynn, president of the Hospice Foundation of Western New York, explained the Hospice organization has grown substantially since it was founded in 1978 to be one of the largest nonprofit hospice programs in the country. “We serve in excess of 8,000 patients a year,” he said. The decision to renovate gave Hospice Buffalo the opportunity to upgrade 22 patient rooms, the kitchen and bistro café; to add a sunroom; and to improve the look and feel of the facility.

The first and most essential part of the renovation was adding comfort and privacy to the patient rooms, starting by making each room a single occupancy. “We wanted to introduce more natural light to the patient rooms, so we added bay windows to each,” Flynn said. The HVAC system also received an upgrade to allow individual climate control for the patients. “We added smart TVs to each room, so if the mother is a patient and the son is in California, they can see each other.”

Lehigh Construction Group’s approach to the renovation required working closely with Hospice Buffalo and HHL Architects to achieve the best outcome. Tom Terhart, superintendent at Lehigh, said some of the significant changes included adding a sleeper sofa to each patient room and remodeling individual bathrooms. He also said, “They put down vinyl flooring with a hardwood look and installed bay windows, so it feels more like a residence than an institution. There are cameras outside in the wooded areas, so the patients can scroll through those images and see the wildlife like deer and turkey. There were some good thoughts that went into this beyond being functional.”





Another thought was in the design detail. Matthew Meier, owner and partner with HHL Architects, explained that lighting and windows were important to transform the look and feel of patient rooms. “We kept in mind that most of these patients are laying in bed looking up. We changed the ceiling to a gabled shape with exposed beams to pick up on a hand-crafted styling in the room,” he said.

Rather than approaching the design of the updated facility like a hospital, Meier wanted the design to feel like a home, getting away from the typical long corridors and repetitive patterns on the floor and ceiling. “This is quite different from a nursing home; it’s an end-of-life facility,” he said. “We looked at this as an opportunity to improve on the humanity of the space. It previously felt very oppressive, and Hospice wanted to make it feel more like home, not just for residents but for the families.”

At such a difficult time, the patients need to feel comfortable and happy, but it’s also important for Hospice to take care of the family and friends. “They really wanted to make it convenient for the families,” Terhart added. “The atmosphere is a very natural, wooded and secluded area. It doesn’t feel like you’re pulling into a mall parking lot; it’s more like going to Grandma’s. They got rid of the institutional feeling inside with softer tones, carpeted floors, even a greeter as you come in. If you have difficulty getting to your loved one, there is someone there to help you.”

Joe Migliore, project manager at Lehigh, noted some other ways the support groups were considered. Renovations were made to a full kitchen where families can cook meals together, and there were also new additions to a family area, including televisions, an impressive 200-gallon saltwater fish tank with cameras that feed into the patient rooms and a gaming console for the kids.

With high ambitions for this renovation, the biggest challenge was maintaining a working facility while construction was ongoing. “People here are going through one of the most difficult experiences of their lives, so we’re very conscious of the setting, making it quiet and peaceful in this difficult time,” Flynn pointed out. In order to do that, the number of patients had to be reduced from 22 to 10 and moved to a separate wing. Lehigh was careful to hold off on several aspects of construction, such as siding and roofing, until patients were completely clear of the area. “Noise was certainly a factor,” Terhart added. “When we were doing the roofing system, we had to put in soundproof walls and make sure no one was disturbed by debris or dust.”

Terhart also praised the convenience of having the Hospice staff on-site during construction. “Being on-site, they had the ability to come through and see it. It was less of a hurdle and gave us more immediate feedback,” he said. “The president and personnel were very easy to work with and personable.”

Collaboration between Lehigh, Hospice and HHL Architects was crucial to the success of the renovation. Flynn noted, “It was a really wonderful experience working with the folks from Lehigh. They were very aware of the disruption level created by construction and took that into consideration. Joe [Migliore] and Tom [Terhart] really became part of our Hospice family here.”

Finding a great team is about more than just selecting the lowest bid. Meier highlighted the value of a continued relationship with Lehigh and how the Hospice project benefited. “Picking the best option cannot be quantified when firms like Lehigh can work with an owner throughout the process and solve the problem in a creative way. When you can collaborate and work together, it’s a better result.”



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A PRO for All Seasons

by Erin Pinkerton



The weather doesn't stop Lehigh PRO.

Lehigh PRO completes many of the same jobs year-round — from repairing concrete and flooring to fixing roof leaks and water damage to painting and hanging drywall — yet every day is different. And every season brings its own challenges. “All year long, we’re doing pretty much the same kind of fix-it repair work,” said Jon Wilcox, PRO service manager. “And it’s a little cyclical.”



Spring

In the spring, Lehigh PRO helps clients repair damage from winter weather. “Winters are rough in Buffalo,” Wilcox said. Common springtime PRO jobs include trip-hazard repairs from the freezing and thawing of concrete sidewalks, curb repairs from plow damage, and exterior damage from the snow and ice, he explained.

“This spring, we were just absolutely overloaded with water leaks and winter-damage repairs because of how bad the winter was,” said Chris David, PRO service manager.



Summer

Lehigh PRO completes a lot of masonry and concrete repairs in the summer because there is less rain, and freezing and thawing are not concerns. “Basically, anything and everything we can do exteriorwise, we try to get done in summer or early fall,” David said.

The PRO team installs more guardrails in the summer and barriers to protect buildings from vehicle accidents. Pressure washing is something facility managers should consider for their buildings as part of their routine maintenance during the summer months.



Fall

Both Wilcox and David said fall is their favorite season for Lehigh PRO because of its comfortable temperatures and constant workflow. “We can still do a lot of the jobs outside that we would do in the summertime, but it’s a little bit cooler as far as the weather,” David said.

Fall is also a time for Lehigh PRO to complete clients' projects before year's end and to help them prepare for winter. "It seems like we're awfully busy trying to keep all the facilities happy at that time of year. ... They just bury us with work," Wilcox stated. "I would say August to December is our real busy season. ... You know the snow's coming. You're trying to get as much done as you can before then," he said. Fall is also the time when facility managers determine how many repair dollars remain in their budgets, and most need to spend them by year-end.

Facility maintenance that can be completed to prepare for winter includes sealing up buildings, such as checking roofs and caulk on joints, and checking insulation to make sure there is good airflow. It is also a good idea to take pictures of the facility, so that if anything happens, there are photos of what it looked like before the damage.

Winter

In the winter, exterior work slows, and interior work picks up. "We do more outside work when the weather's decent as opposed to the interior work that we do in the winter — a lot more office remodels when it's cold and rainy outside and you can't work outside," Wilcox explained.

That's not to say Lehigh PRO doesn't brave the elements when the job requires. "If we do get snow, we shovel off roofs

"I would say August to December is our real busy season. ... You know the snow's coming. You're trying to get as much done as you can before then."

— Jon Wilcox, PRO service manager

to take the snow load off roofs for clients," David mentioned. Other wintertime PRO projects include trip-hazard and salt-damage repairs.

Year-Round Maintenance

Lehigh PRO is on-call in every season to solve almost any problem, so don't wait to fix a small hole or repair weather-related damages. Regular maintenance helps prevent more extensive, costly repairs down the road, and emergencies can happen at any time. The most common emergencies Lehigh PRO deals with are weather-related or accidents due to human error, such as a truck hitting a drive-thru canopy. David shared the key for facility managers to keep operations running smoothly and to prevent major repairs, no matter the season: "It's just being diligent about the little things."



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Ask the Expert:

Julie Ciura, Wellness & Health Management Team Leader at Lawley Benefits Group

Wellness programs in the workplace have been increasing in popularity over the last several years. There are many reasons an employer may want to consider offering a wellness program to its employees. Lehigh Construction Group offers a wellness and health management program that is designed to promote health and prevent disease.

Julie Ciura from Lawley Benefits Group is an advocate for promoting wellness in the workplace and kindly offered to do a Q&A session with us on the benefits of wellness programs.

Q: What is an employee wellness program, and how does a company go about starting one?

A: Employee wellness programs and health management programs are designed to improve the health and well-being of associates for an employer. These programs are adopted by employers to help associates identify personal health risks in a confidential manner, to provide associates with tools to reduce risk and help prevent the onset of disease, and to help mitigate rising health care costs for both associates and employers. Wellness and health management programs, in combination, create an organizational culture that fosters health through educational, organizational and environmental activities.

Employers who are looking to start a program for their associates should first identify what their overall goal will be for their program. Once the overall program goal is identified, employers should research available resources from their broker, health plan provider, employee assistance program provider, community resources and wellness vendors.

Q: Is a wellness program required to have certain things, or can it be tailored to fit the needs of each company?

A: Programs are most effective when they are personalized to an employer and are based on a balance of needs and interests of the population. Employers that have access to claims data or offer health screenings or risk assessments can use that data to identify organizational needs. Using an employee interest survey, employers can assess program topics of interest. Some employers will also complete an environmental assessment to evaluate access to health activities (e.g., fitness center, cafeteria) and policies to promote health (e.g., smoke-free campus, healthy meeting food policy).

Q: Can an employer make it mandatory for employees to participate in a wellness program?

A: Federal laws and regulations provide specific guidelines and limitations regarding mandatory wellness programs,

incentives, and what kind of personal information employers can ask for and how it can be used. Additionally, some states have laws that protect employees who engage in unhealthy legal activities outside of work. Employers should seek legal guidance and counsel before they move forward with wellness and health management programs.

Q: What are the benefits to an employer from having employees participate in a wellness program?

A: Benefits for employers who implement programs include a wide range of things from improved morale and employee relations to increased productivity and reduced absenteeism. Organizational health risks are reduced when a wellness program is active in the workplace. A wellness and health management program can result in reduced workers' compensation and disability costs. These programs can also be helpful when recruiting new employees.

Q: What are the benefits to an employee for participating in a wellness program?

A: There are many benefits for program participants, including improved quality of life, improved health status and improved goal achievement. These programs can also help with work-life balance and stress management.

Q: What kinds of activities do you most often see companies participating in that are wellness-related?

A: Walking challenges, weight-loss contests, and lunch and learn seminars are the most popular wellness activities that are offered within an organization. Health screenings and risk assessments are the most fundamental health management activities offered as part of a strategic program. As programs mature, we see employers expanding their programs to include hydration challenges, nutrition programs, stress management campaigns, sponsorship in healthy community events (e.g., 5K race/walk) and disease-specific programs (e.g., blood pressure program, cholesterol reduction program and diabetes management program).

Q: Can you offer any advice to employees who may feel overwhelmed about participating in a wellness program?

A: Start small — you may feel overwhelmed if you want to make numerous lifestyle changes. Pick one thing to focus on at a time instead of trying to do everything all at once. Participating in a wellness and health management program and receiving your annual health screening can be a great first step in getting your health on track. You may even be able to prevent a potential health risk by being proactive and taking steps to improve your overall well-being.

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