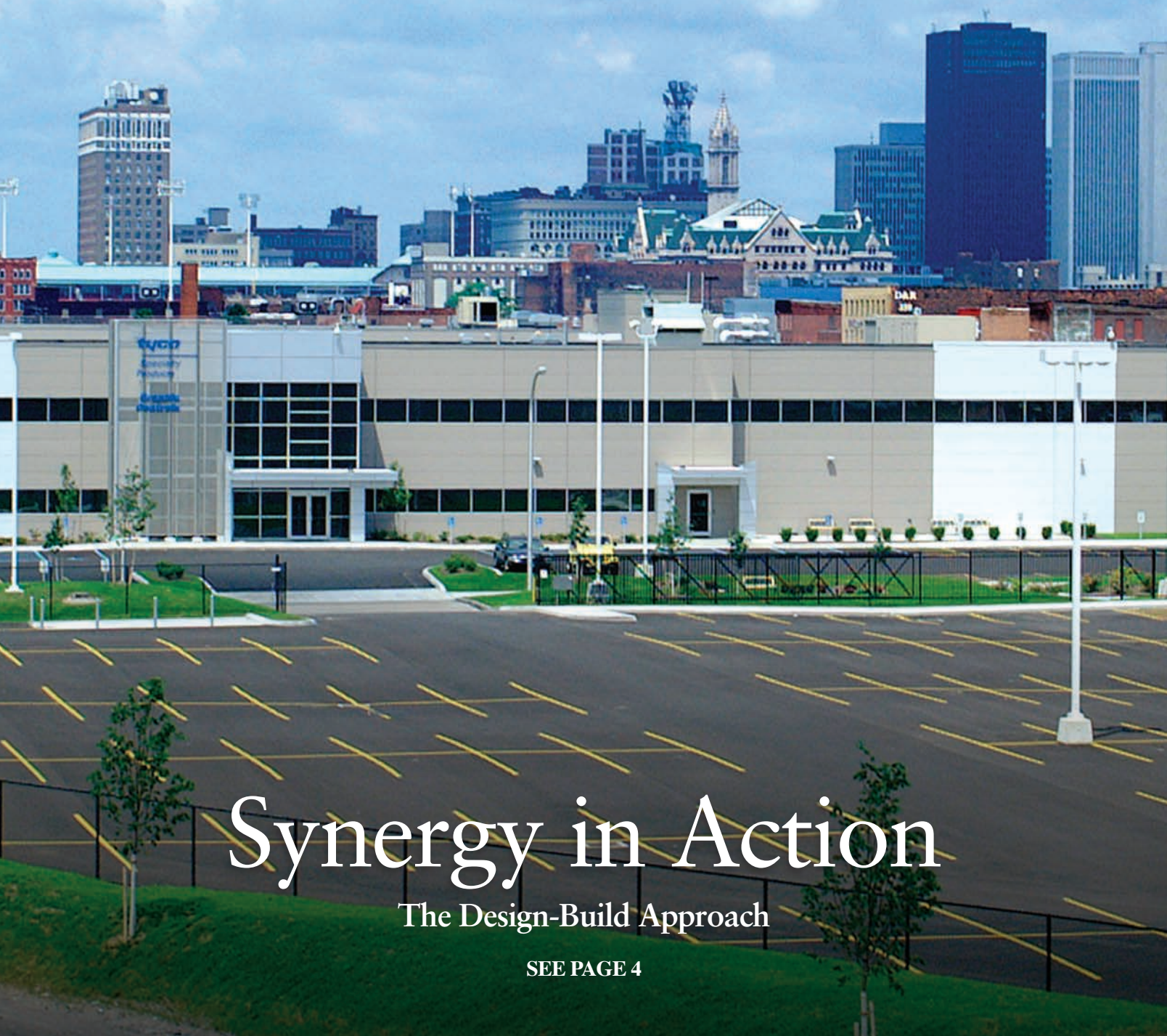


The Lehigh Way



Synergy in Action

The Design-Build Approach

SEE PAGE 4

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Welcome to The Lehigh Way



As we are well into another busy year, many of our projects will again be completed utilizing the design-build delivery method. Lehigh has decades of experience as a design-builder, and we believe design-build typically provides the best value and experience for our clients. This issue features a look into the various stages in the process and a few of our current design-build projects.

If you are wondering what projects Lehigh has been working on lately, be sure to check out “Projects in Progress & Recently Completed” for a quick glance at where our project managers and superintendents have been. This issue also contains “Frequently Asked Questions About Lehigh PRO,” which we hope can provide some clarity on this unique Lehigh service offering.

Generational gaps in the workplace are becoming more common as individuals are waiting longer to retire. In this issue’s “Ask the Expert” section, we feature Andrew Terranova from Dale Carnegie Training of WNY, and he addresses many questions regarding today’s multigenerational workforce.

If you have any feedback regarding this publication or any story ideas for future issues, do not hesitate to contact me. We look forward to a successful 2017 with all of our clients, partners and vendors.

Best regards,

A handwritten signature in black ink, appearing to read 'DKnauss'.

David E. Knauss
President

Contents

Synergy in Action: the Design-Build Approach.....	4
Projects in Progress & Recently Completed	8
Frequently Asked Questions About Lehigh PRO	12
Ask the Expert	15

ON THE COVER: Graphic Controls design-build project by Lehigh-Scheid



Synergy in Action: the Design-Build Approach

by Amanda Rupp

The design-build approach is known for reducing costs, saving time, simplifying construction, and generating innovation and collaboration. This integrated project delivery method requires constant coordination between contractors, architects and owners. This is why the core of a successful design-build team is synergy.

It is synergy that sets apart the team of Lehigh Construction Group and Scheid Architectural. Thirty years ago, Dave Knauss, president at Lehigh Construction Group, met Doug Scheid, principal at Scheid Architectural, and from then until now, they have continuously partnered on countless design-build projects.

“You can’t just put an architect and a contractor together and say, ‘Let’s go do design-build.’ Some architects aren’t geared for it. Some contractors aren’t geared for it,” Knauss said. “We are. What we’ve got with Scheid is tried and tested. We’re not just a couple of firms that decided to work together a couple of years ago. We’ve been doing this for many years and many, many projects.”

With this amount of united experience, Lehigh-Scheid can focus on the owner and the project.

“We gravitate towards the design-build approach because of the collaborative nature of it,” Knauss said. “The design-build process involves the contractor and architect together from the onset ... It’s naturally successful because it’s more teamwork.”

This transparency results in a finished product that neatly aligns with the owner’s goals. There are fewer surprises that could upset the partnership.

“Collaboration between our two companies just comes completely naturally now,” Knauss said. “I think that comes through when we’re partnered up with a client. They can really see that we can streamline because we can finish each other’s sentences when it comes to how we work together.”

Design-Build Pros

- Aligns budget, schedule and quality with the client's expectations through the entire design and construction process
- Streamlines project delivery, which can reduce costs and help maintain schedule
- Creates an environment of collaboration, which can lead to more innovation and creativity
- Requires only one contract, between client and design-builder, which creates a single point of responsibility

Recently, two clients contacted Lehigh about expansion projects for their companies. One client needed an addition to its existing facility, and the other needed renovations to a building soon to be used as headquarters. Lehigh and Scheid partnered for these two projects, aiming to surpass their clients' expectations with design-build.

NutraBlend Foods

Founded in Canada in 1999, NutraBlend Foods is a rapidly growing company that manufactures sports nutrition and nutraceutical products. NutraBlend operates a processing plant in Lancaster, New York, and Lehigh-Scheid is using design-build to construct a 42,000-square-foot addition for the facility.

"This project will allow us to truly redesign our blending processes within the plant and the addition," said John Hazelton, plant manager at NutraBlend Foods. "It'll give us the room that we need to be able to best handle our continued growth and allow us to set ourselves up for future success."

The construction itself is a significant challenge because of the weather. Installing large roofing and siding panels is more difficult during a Western New York winter.

"We struggled at times with snow and wind erecting the building shell," Knauss said. "It was a bit more challenging for the crews out there on a day-to-day basis."

During the planning, NutraBlend wanted to take advantage of the height and space of the facility. The company anticipates taller racking and larger pieces of equipment, increasing productivity.

"However, there are environmental state regulations and zoning and building code requirements we had to comply with," said Travis Gruszka, architect at Scheid. "For instance, we needed to allow room for fire truck access in the back of the building, in addition to a stormwater retention pond. After we allowed room for that, we could set the footprint of the building to its maximum size."

Thanks to the early planning that accompanies a design-build approach, Lehigh-Scheid assisted the owner in securing approvals from the town to make the project feasible. "The height of the building was limited to 30 feet in that particular zoning district, but we applied for a height variance, which we were granted to build up to 45 feet tall," Gruszka said. "The initial plan for this project started as a rectangle sketched onto an aerial photograph, which was used for high-level budgeting and scheduling. After the project was awarded, we did an in-depth building code and zoning code review and had to push and pull the footprint to what it is now."

To make this design-build successful, Lehigh-Scheid holds regular meetings with NutraBlend. The project manager visits the facility often to ensure clear communication. "It's constant, ongoing, good communication between us and the Lehigh-Scheid team," Hazelton said. "I've worked with several different divisions within Lehigh in the past. I've always been pleased with the quality of workmanship. I love the company's approach to safety — they're extremely safety-conscious, as is my company here. Overall, I've always been pleased with their people and the finished product."



A few members of the Lehigh-Scheid team celebrate the completion of Saratoga Eagle Sales & Service with the Budweiser Clydesdales, 2009



NutraBlend Foods

The addition enables NutraBlend to generate more economy in the local community. “This is a great project for NutraBlend because not only does it increase its production capability, but the new layout also makes it more efficient to operate,” Gruszka said.

Partnering with clients to improve their business provides a great sense of satisfaction for the Lehigh-Scheid team.

Plumbers & Steamfitters Local 22 Union

The United Association of Plumbers & Steamfitters Local 22 recently bought a building in West Seneca, which will double the size of its current facility. Due to limited space,

the union had been renting nearby property for overflow and classroom needs. Soon, the union’s 1,500 members will use a renovated former medical building for a headquarters and training center.

Lehigh-Scheid is currently in the early design stages of renovating the building. Scheid developed a concept plan, the scope of which exceeded the owner’s budget. The team then worked closely with the client to make revisions to lower the cost. This early involvement is one of the benefits of design-build. A traditional design-bid-build scenario would have found the increased budget only after completing the drawings and bidding the project. This would require the architect to make new designs and estimates.

“The owner’s upset, everybody’s upset, and the project falls behind because you can’t move forward with a construction estimate that doesn’t work,” Knauss said. “So, you get into revising drawings and re-bidding, and we just try to avoid that in the process.”

“All that takes time and money for the architect to design, and then it takes project time, while if it came in within the budget, we could’ve started right away,” said John Rupp, project manager at Lehigh.

By being involved earlier, Lehigh makes adjustments before the work begins. Thanks to design-build, there is flexibility to find problems and develop solutions early, streamlining the construction.

“That’s some of the beauty of the design-build process,” Knauss said. “The architect isn’t going to spend a ton of



time developing drawings that essentially might not work for the budget. We work to get the scope and the budget nailed down prior to doing any substantial design work.”

Resolving the budget during the early design stage lets Lehigh get a head start when the building begins.

“Frankly, the client knows that they may have to make a couple compromises too. Their expertise is in plumbing, heating and cooling, and there were some systems that they really wanted that were a little bit more expensive,” Rupp said. “Now, they know that they may not be able to have those systems in place in order for the project to come in within the budget.”

This transparency opens doors to new designs before construction starts — for budget concerns, earlier is better. “It’s a more difficult conversation to have if you’re that much further down the road,” Rupp said.

“What the owner wants and what they’re willing to pay for don’t always align,” Knauss said. “But the beauty of the process is that you don’t get too far down the line without making sure that those things are in alignment and stay in alignment.”

**“There is more
transparency in design-
build over conventional
projects because the
architect and contractor
work together in the
beginning design stage.”**

Synergy for the Future

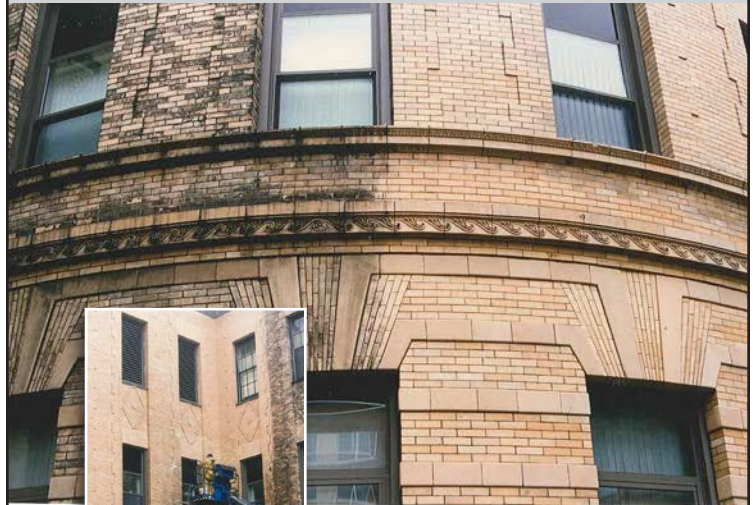
It’s not difficult to see why design-build is a Lehigh-Scheid favorite.

“The design-build approach literally puts the architect and contractors all on the same team, and we all work towards a common goal,” Gruszka said. “There is more transparency in design-build over conventional projects because the architect and contractor work together in the beginning design stage. With the contractor involved from the start, there is more communication, which minimizes the potential for errors. It also allows us to fast-track a project instead of designing the building first and then bidding it out. We can get the site work started and foundations in the ground while the mechanical, electrical, plumbing and fire protection systems are being designed.”

Better teamwork means better buildings and happier clients. The Lehigh-Scheid team anticipates achieving synergy through design-build to serve more clients.

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PROJECTS IN PROGRESS & RECENTLY COMPLETED

In addition to the following projects, Lehigh also currently has projects in progress for United Association of Plumbers & Steamfitters Local 22 and NutraBlend Foods, which are detailed in the “Synergy in Action: The Design-Build Approach” article in this issue.



Canterbury Woods Williamsville, New York

Joe Migliore, Project Manager
Bill Baker, Site Supervisor

Lehigh recently completed a wellness center addition at this senior living community, which included a fitness center and a renovation of the indoor pool.



Buffalo Seminary Buffalo, New York

Martin Knauss, Project Manager
Dean Kenny, Site Supervisor

This project created a courtyard to connect the historic school building to five adjacent student residence houses. Consisting of walkways, sitting areas and landscaping, the outcome created a safe passage for students in a park-like atmosphere. A unique challenge to this project was the late addition of a large dedication rock that was rigged and positioned after all of the work was completed.



The Martin Group

Buffalo, New York

Harold Knittel, Project Manager

Russ Bauer, Site Supervisor

Lehigh completed a total gut/renovation of the 620 Main St. building for the new home of The Martin Group, a fast-growing advertising and public relations firm. Consisting of three stories, plus a lower level, this 20,000-square-foot building now has sleek concrete, glass and wood details, LED lighting, artistic furniture and furnishings, and abundant technology.



Rich Products

Buffalo, New York

Joe Migliore, Project Manager

Chris Reichert, Site Supervisor

This latest project Lehigh completed for Rich's was a complete renovation of the third floor of the One Robert Rich Way corporate headquarters building. The primary focus of the project was a complete renovation and expansion of the research and development department, including laboratories, test kitchens, sensory labs, conference rooms, coolers and freezers. The project also included a complete renovation of the executive office suite and general office renovations.



KPMG LLP

Buffalo, New York

Joe Migliore, Project Manager

Russ Bauer, Site Supervisor

This project was an office space build-out at 500 Seneca St. in Buffalo's Hydraulics District. Lehigh completed this fast-track 4,000-square-foot renovation for this worldwide accounting firm in eight weeks. The location of the space provides a spectacular view of the city of Buffalo.



St. Leo the Great Roman Catholic Church

Amherst, New York

Mike Quigley, Project Manager
Tom Terhart, Site Supervisor

This project involved the construction of two new buildings — a 10,000-square-foot parish center and an 8,000-square-foot activities building. The parish center is a large banquet hall adjoining the church with a shared entryway. The activities center contains a half-gym for the parish youth and will also be used by the Boy Scouts and other community organizations. It will also house the parish's St. Vincent de Paul food pantry.



Gordon Food Service

Buffalo, New York

John Rupp, Project Manager
Bill Baker, Site Supervisor

New to the area, Gordon Food Service hired Lehigh to build its first new concept Restaurant Market store in Buffalo. The project scope created a 40,000-square-foot wholesale grocery store by renovating and building a 10,000-square-foot addition onto a former 30,000-square-foot big-box store. The front entrance features a large canopy, which allows for covered parking in the Western New York elements.



Brothers of Mercy

Clarence, New York

Michael Glomb, Project Manager
Russ Bauer, Site Supervisor

The groundbreaking took place in May for a 4,000-square-foot occupational and physical therapy building addition at the Brothers of Mercy's Clarence campus.

J.W. Danforth
Amherst, New York

Martin Knauss, Project Manager
Joe Krol, Site Supervisor

Lehigh is currently building a small addition at J.W. Danforth headquarters at 300 Colvin Woods Pkwy. The addition expands the company's shop to accommodate new, state-of-the-art fabrication equipment for its carbon steel operations. The north part of the site is also being expanded for better access, including a material laydown area and a new 75-foot span, 100-foot-long outdoor crane to "feed" the new equipment inside. Partners on the project include Milherst Construction, Ferguson Electric, Murray Roofing, Fabcon, Brawdy Construction, Alp Steel, Stockwell Erectors, Davis Ulmer Sprinkler and Scheid Architectural.

Rosina Foods
Cheektowaga, New York

John Rupp, Project Manager
Mark Monaco, Site Supervisor

The Customer Focus Center project for Rosina is the renovation of a 9,000-square-foot building adjacent to Rosina's Cheektowaga headquarters and pasta plant. The building will feature a test kitchen, a customer hospitality area and the company call center.

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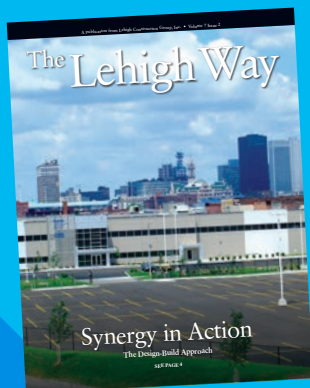


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Frequently Asked Questions About



Lehigh PRO is the service division of Lehigh Construction Group. PRO completes small jobs, facility maintenance and emergency repairs for hundreds of clients each year. Because the Lehigh PRO offering is very unique, we frequently field questions about this division. We are sharing a sampling of them below to offer a better understanding of Lehigh PRO.

Q: Is there any job that is too small for Lehigh PRO?

A: No. Lehigh PRO completes repairs and work orders for hundreds of dollars, and smaller projects from \$1,000 to \$25,000. Anything larger than \$25,000 is handled by Lehigh's project division.

Q: Does Lehigh PRO complete residential work?

A: No. Lehigh PRO does not complete residential work with the exception of residential work at the request of our business clients.

Q: Can Lehigh PRO schedule work around my business hours?

A: Yes! Lehigh PRO frequently works around retail and office schedules to make sure the work is done in the absence of customers and/or employees. We also complete work for plants during shutdown time and can have a Lehigh PRO team completing work around the clock to get maintenance and repairs finished during down time.

Q: What is the cost for someone from Lehigh PRO to come look at needed repairs at my facility?

A: There is no cost to have someone from the Lehigh PRO team come look at work at your facility and prepare an estimate. Our PRO service managers also have a building assessment checklist they can fill out at your facility to identify problem areas for your future budget planning.

Q: How many of those Lehigh PRO vans do you have?

A: No one really knows, but we hear from people that they see the vans everywhere!

Q: Does Lehigh PRO complete work for subcontractors?

A: Yes. Lehigh PRO frequently completes work for subcontractors that need something done outside of their capabilities on a project. We frequently perform cutting and patching jobs and pour concrete pads for electricians or HVAC contractors.

Q: Can you start tomorrow?

A: Depending on what your job or repair is, the PRO team can usually start the next day if you need us to. If supplies need to

be ordered or the job is weather-dependent, that could delay the start of the work.

Q: How far will you travel? Can you service my other facilities?

A: Lehigh PRO generally travels within a 90-mile radius of our headquarters in Orchard Park, New York. We have completed work in 17 states over the last three decades and consider work outside of area on a project-by-project basis. Lehigh PRO services clients with multiple locations throughout Western New York.

Q: If I hire Lehigh PRO, does the work have to be completed time and material (T&M)?

A: No. A Lehigh PRO service manager can come to your facility and prepare an estimate for any size job or repair. The work can be completed on a lump sum or time and material basis — it's the customer's choice.

Q: If I have my own maintenance team at my facility, can Lehigh PRO still help when there is additional work needed or for emergencies?

A: Some of our clients just need Lehigh PRO to help fill in the gaps when they get too busy or when the work gets more technical. The PRO team can also help with emergencies, such as forklift damage in a plant, water damage in an office building or weather-related building damage.

Q: Do you do that?

A: We get clients who call with all kinds of issues and repair questions. They describe the problem and then ask if we can help with it. Our goal is for clients to call us with any issue at their facility because most of the time it is something Lehigh PRO can take care of, and even if it's not, we can point them in the right direction. We want to be a one-stop shop and make life easier for facility managers and maintenance supervisors.

For more information on Lehigh PRO's capabilities, visit our website at www.lehighconstructiongroup.com.

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Ask the Expert: **Andrew Terranova,** President at Dale Carnegie Training of WNY



Dale Carnegie Training operates in more than 90 countries and online. Andrew Terranova started with Dale Carnegie Training of WNY over 30 years ago. His company assists executives, managers and teams to improve their professional effectiveness, resulting in more positive outcomes for their companies. Dale Carnegie Training has been around for over a century — they must be doing it right!

We were fortunate to be able to sit down and speak to Terranova about generational differences in the workforce, which is a big focus in today's workplace. We will share the Q&A session with you below along with some additional information about the types of training Dale Carnegie Training of WNY can provide.

Q: How multigenerational is the workplace today?

A: For the first time in our history, there are five generations in the workplace: veteran/traditional, boomers, Gen X, millennials and the newcomers into the workplace, those who are working high school students and are being named Gen Z.

Q: Are employers doing a good job of dealing with multigenerational workplaces?

A: There is a disconnect in many companies. Many companies think ignoring differences in workers is the right strategy, only to find out that they are continuing to face roadblocks caused by these differences. Those who are addressing the challenge are capitalizing on valuing this diversity.

Q: What do you see as the biggest challenge for those who manage across the generations, and how can managers overcome it?

A: The biggest challenge is to actually value the differences. Many just put up with or, at best, accept the differences, but to value the differences truly taps into this deep reservoir. How can managers overcome it? Address the elephant in the room. Conduct at least one meeting and preferably a few on this topic. During that meeting, ask all participants to work through questions on each generation, such as "What national and world events shaped their thinking?" and "What did they observe (both good and bad) in their parents' work lives?"

Q: What should managers be aware of regarding generational differences?

A: It is not just age. With age comes an entire different set of values, beliefs and attitudes toward work. Managers

would be wise to realize that each generation has legitimate reasons for feeling/believing the way they do. As is often the case, if we learn about each other and respect each other, we will be much more accepting of one another.

Q: How can managers help their employees across generations recognize and appreciate their differences in order to work together better?

A: Create a participative meeting (or a few) for your team. Get the team's input on the topic. Or invite a company like Dale Carnegie to conduct a meeting on this topic for your team.

Q: In addition to this type of training, what are some of Dale Carnegie Training's other offerings?

A: Most relate Dale Carnegie to communication skills, interpersonal skills or sales training. While we offer training in these topics, our Leadership Training for Managers program is a very popular program for our client companies. It combines 50 percent "soft skills" with 50 percent "process skills." A cost-savings (or revenue-generation) plan is part of this program, so it becomes self-funding for the client to have their managers participate in this training.

We would like to thank Andrew Terranova for his input on this subject. For more information on Dale Carnegie Training, visit buffalo.dalecarnegie.com.

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