

The Lehigh Way



Becoming Best in the Business

Lehigh PRO Grows
and Builds Relationships

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A publication from



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The Lehigh Way is published by
Innovative Publishing Ink.
10629 Henning Way, Suite 8
Louisville, KY 40241

Phone 502.423.7272 • Fax 888.780.2241
Innovative Publishing Ink specializes in creating
custom magazines for associations
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Welcome to The Lehigh Way



As this issue reaches your mailbox, it is becoming apparent that we are experiencing a very robust building market in Western New York. Cranes are popping up around the city of Buffalo, and public and privately funded projects are being announced all throughout the region. Could this be the beginning of a more promising future for the construction industry and the area? Let's hope so.

For Lehigh, 2013 is bringing work of all sizes and varieties from existing and new clients. We are always grateful for the long-term relationships we enjoy with our clients and look forward to the opportunity to earn the trust and confidence of new companies. The majority of our new business comes from referrals, so I want to thank everyone who has sent a prospect our way.

In this issue of *The Lehigh Way*, we feature our Lehigh PRO division. PRO continues to be a key differentiator for Lehigh, as it complements our larger project work and allows us to service all of our clients' needs. This 24/7 division completes small jobs and repairs, performs facility maintenance and responds to building emergencies. You will also see an article on project delivery methods that highlights the options owners have when contemplating a construction project.

We always appreciate any feedback or suggestions that we receive on this publication. Also, we thank our advertisers for their continued support and look forward to sharing some really big things from 2013 in the coming issues.

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

David E. Knauss
President

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Becoming **Best** *in the Business*

Lehigh PRO Grows and Builds Relationships by Doing Any Job

by Erin Pinkerton

When a business needs building repairs, the typical handyman may be unable to complete jobs too large or complex or unwilling to complete jobs too dirty or small. But no job is out of reach for Lehigh PRO — a team of construction maintenance professionals who are responsive, reliable and resourceful. Lehigh's website compares PRO team members, with their creativity and ability to improvise, to secret agent MacGyver from the mid-1980s television show by the same name. *MacGyver* went off the air in 1992, but, more than two decades later, Lehigh PRO service technicians still fix complex maintenance issues using supplies on hand, saving time and money for clients.

From Project to PRO and Back Again

Originally, Lehigh Construction Group consisted only of the project division, but the growth of the PRO division in recent years was a natural progression. Lehigh has always done the

PRO-type work without calling it such. PRO Service Manager Mike Cross explained, "We've always done the large-scale additions and new builds, and we kind of stumbled into the PRO just by [doing] maintenance work on buildings we built 20 years ago."

PRO Service Manager Nick Sabal added, "PRO service managers and the techs ... grew up in the field or working on the project stuff, so they really know all the ins and outs of the buildings. If something goes wrong, it's almost second nature for us to handle any issues that come up." Sabal, who has been with Lehigh for seven years, remembered when the PRO division first emerged. The team had two service managers and two to three service vans. Today, Lehigh PRO has four service managers and nearly a dozen service technicians, each with his own van. There are also about 40 field employees who work on project or PRO jobs as needed.

As Cross noted, work done by Lehigh's project division years ago led to more recent maintenance jobs for the PRO team. Today, the relationship between Lehigh's divisions is reciprocal, and PRO jobs are leading to more work for the project division. "We target clients that need the PRO work, and, from that, we get involved in an addition onto their building or a building on a new site," Cross explained.

The PRO team has also generated more work orders for itself over the years, and its number of job quotes continues to grow. "When I started out, I didn't have nearly any quotes. It was kind of hit or miss. I didn't have as many clients built up,"

Cross recalled. “In past years, I’ve added numerous clients. I’m actually at the point right now where myself and one of the other PRO service managers have already hit 100 quotes each since the start of the fiscal year — the fastest that it’s ever been done.” By the end of the fiscal year, these two PRO service managers are projected to reach 400 job quotes each — a number that has only been reached once before in the PRO team’s history.

Converting Quotes to PRO Jobs

Another measure of the PRO team’s success is its turnaround rate, or the rate at which job quotes are converted into work orders. According to Cross, the industry average is between 10 and 15 percent, but Lehigh PRO’s turnaround rate is much higher. Lehigh PRO is awarded so many jobs because the team can do almost any job. As Cross stated, “If you can think of the job, Lehigh PRO can do it. Every day is something new. Every day is something different.” Rather than listing the kinds of jobs done by the PRO team, Sabal said, “I’d be better off telling you what we *can’t* do.” The PRO team completes small jobs and repairs, both emergency situations and construction maintenance, for clients in virtually all market sectors, including manufacturing, food processing, pharmaceutical, educational, financial, senior living, office and retail.

When a client calls for nonemergency work, a PRO service manager gives a quote within two days, even though most quotes are given within 24 hours. When the quote is approved,

Services Offered by Lehigh PRO

- General remodeling
- Demolition and removals
- Shutdowns and relocation work
- Industry-specific equipment installations
- Excavation and site improvements
- Emergency work
- Repairs and maintenance service
- Building accessories
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- Door and window repairs or replacement
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- Flooring
- Finishes
- Concrete
- Masonry
- Structural steel and metal fabrications
- Metal siding and roofing



a work order is created. This happens again and again, and the PRO team completes dozens of jobs each week in the Western New York area. Lehigh PRO occasionally serves clients in Syracuse; Dunkirk; and Erie, Pennsylvania, and the team consistently serves clients in Niagara Falls, North Tonawanda, Rochester and Buffalo.



*“If you can think of the job, Lehigh PRO can do it.
Every day is something new. Every day is something different.”*

— Mike Cross, Lehigh PRO Service Manager

Lehigh PRO by the Numbers

- Most PRO jobs are budgeted between \$100 to \$25,000
- The highest number of work orders received in one day was 86
- The PRO team completes more than 2,500 jobs annually
- Lehigh PRO is available 24 hours a day, 365 days a year

Turning Jobs into Lasting Relationships

John Burmaster, Western New York facilities manager for KeyBank, has called on Lehigh PRO many times. He has worked with the PRO team for the last five years, but, according to Burmaster, the relationship between KeyBank and Lehigh extends back 10 or 20 years. Building these lasting relationships is critical to the PRO team, Sabal stated. “We’re a private-sector company ... so our main thing is client relations,” he said. “It’s a huge part of our business.”

KeyBank has called on Lehigh PRO for small jobs, such as cleaning graffiti off the walls of city branches, and large jobs, such as creating a telecommunications room in the company’s Buffalo headquarters. “First of all, they do tremendous-quality work. Everything always works out as planned. If it doesn’t, they fix the issue immediately,” Burmaster said. He also praised the PRO team’s responsiveness and flexibility. A couple years ago, a truck drove through the side of one of KeyBank’s branches, and Lehigh PRO was on the scene within an hour to patch the building, Burmaster recalled. Two weeks later, Lehigh PRO had rebuilt the wall.

Last summer, Lehigh PRO converted 35 of KeyBank’s competitor’s branches into KeyBank branches in one weekend. The PRO team painted and did carpentry work and various repairs for all 35 branches. Burmaster stated, “...a lot of other companies specialize in one thing over the other, but Lehigh really has the resources to do just about everything. ...”

Competing to Be the Best

With so many jobs to complete, PRO team members often compete to make the work more fun. According to Lehigh’s website, a friendly rivalry exists among the PRO service technicians for who keeps the most-organized service van. PRO service managers also have a competition for who receives the greatest number of quotes or jobs, Sabal noted. This competition keeps Lehigh’s PRO division growing and poised to serve its many longtime clients, and it builds relationships within the team. “We [PRO service managers] all get along real well, along with the service techs in the field,” Sabal said. “It’s really fun to do the stuff that we do and work with the people that I work with.” The PRO team knows how to do difficult and dirty jobs with a spark of creativity and fun.

“...a lot of other companies specialize in one thing over the other, but Lehigh really has the resources to do just about everything...”

— John Burmaster, Western New York facilities manager at KeyBank

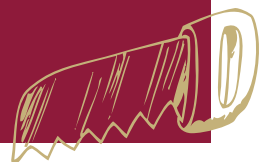
Along with working hard to be the best on the team, PRO team members work hard to be the best in the business and do jobs no one else will do. “A lot of times, we’ll actually get calls where other contractors have looked at the job and have said that it can’t be done or that they don’t really want to do it because it’s a dirty job,” Cross said. “And we end up doing those jobs.”

Lehigh PRO team members have set themselves apart from the competition. The PRO team has earned a reputation for doing any job that will help Lehigh PRO continue to grow and build strong client relationships. “They’ve just been able to meet every challenge we have been able to lay out to them,” Burmaster said. “Because of that, they’re usually the first company I call when I do have a project.”

How Lehigh PRO Operates

- **Initial request for work** – A client experiencing an emergency situation or construction maintenance issue calls Lehigh PRO – available around the clock, every day of the year
- **Initial meeting** – A PRO service manager travels to the worksite and examines the work to be done, usually the same day
- **Estimate** – The PRO service manager provides an estimate for the job within two days of the initial meeting, but more commonly within 24 hours
- **Setup** – PRO service technicians prepare to complete the job in a safe and timely manner
- **Execution** – PRO service technicians complete the job
- **Closeout** – The PRO team ensures the job is done to the client’s satisfaction
- **Follow-up** – The PRO service manager contacts the client to ensure the work is maintaining Lehigh’s high standards of quality

For more information about how Lehigh PRO operates, visit www.lehighconstructiongroup.com/pro/overview.



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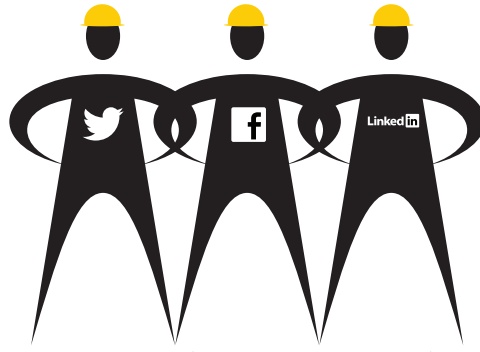
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Strengthening Relationships Through Social Media

Lehigh Expands Its Client Interaction and Visibility

by Deanna Strange

A successful construction business relies on dedicated employees, leaders who are able to resolve issues on-site and the talent to complete a building that meets the client's needs. However, in the dawn of social networking, any successful business should at least be considering these new forms of media and whether or not they can be assets. Business professionals are learning that social networking is about more than letting your friends know what you're having for dinner, showing off pictures from your barbecue or inviting your former classmates to visit your virtual farm.

Facebook, Twitter, LinkedIn and other social-media tools allow businesses to connect with thousands of potential and current clients in a neutral and pressure-free atmosphere. Lehigh Construction Group has embraced these new outlets

with the leadership of Jessica Blackmer, marketing and communications director for Lehigh. When Blackmer came on board in 2011, Lehigh only had an inactive Twitter account, but there was a desire for the company to expand into social networking.

While it may feel at times that everyone, including your 80-year-old grandmother, is using social media, not all businesses have learned how to use them to their advantage. "The construction industry tends to be behind in media," Blackmer admitted. "We have clients that still want us to fax rather than e-mail." Of course, faxing is still one means of connecting with Lehigh, but now clients can stay in touch with Lehigh through Facebook, Twitter and LinkedIn.

Lehigh still values its website as a means to display its portfolio, share

the latest company news and provide a means of contact for clients. However, social networking is a way to build relationships and connect with clients away from the client-customer dynamic. "We have a portfolio section on our website, but this is a quicker way to showcase our work," Blackmer said. She added that a presence in social media has helped to increase Lehigh's search rankings, even placing it ahead of a similarly named construction company.

Blackmer pointed out that social-media tools do not take away from the website but, in fact, help to drive traffic to it, stating that between 7 and 10 percent of Lehigh's website viewers reach it through social media. "We benefit from being there and listening. It is a way to get our voice out there and show people our projects," she stated. "If someone wants to find info about

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- www.linkedin.com/company/lehigh-construction-group-inc
- [@LehighConstruct](http://www.twitter.com/lehighconstruct)

Lehigh, they're going to find it." She uses Facebook to post new images for ongoing projects, which allows those clients to interact with the page and comment on the progress. Praise from existing clients can speak volumes to potential clients, and, with easy access to endorsements, social media offer a vehicle for Lehigh to receive and display recommendations in an informal and unobtrusive manner.

The success of Lehigh's social-media use depends on more than Blackmer's monitoring and updating the pages. She said that not only is David Knauss, the president of Lehigh, active on both LinkedIn and Twitter and a supporter of social media, but most of Lehigh's project managers are also on LinkedIn. "They connect with a lot of people this way, and it is nice if they're bidding on a project," she said. "Even if they haven't met that person, they can now go to LinkedIn and become a bit more familiar and form a greater advantage."

After teaching the project managers the basics, Blackmer asked two project managers a week to come up with an idea for a post — from updates on projects to congratulations to photos. The project managers took ownership, and now Blackmer has individuals who will regularly stop and take some pictures for social media while on the construction site.

To use social media to the best of Lehigh's ability, complete involvement and support have been essential. Blackmer explained, "In order for social media to be successful in a company, the owner needs to stand behind it and believe in using it." Blackmer added that Knauss is a major supporter of social media. "He really believes social media aren't going anywhere and that Lehigh needs to be involved in it, and he helps me encourage the project managers to get involved," she added.

As social media continue to grow and expand, clients can expect Lehigh to continue to grow and develop those relationships while always being just a click away.

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A Guide to Project Delivery Methods

Which One Is Right for You?

by Michael Adkins

Whether your project is a new office building, a heavy-industrial factory complex, a retail shopping center or warehouse renovation, one of the first and most important decisions to be made is to determine the most appropriate project delivery method.

The project delivery method chosen for a particular construction project influences nearly everything else that comes afterward, from design to bidding and estimating to scheduling and construction. The three most common methods are design-bid-build (D-B-B), construction management (CM) and design-build (D-B). A fourth option, integrated project delivery (IPD), has entered the scene in recent years. Each method has its particular strengths and weaknesses, and only by carefully considering each option can an owner determine which one is right for his or her next project.

Design-Bid-Build

D-B-B is considered the “conventional” or “traditional” delivery method, and it is the one that the majority of owners are most familiar with.

In a D-B-B project, the owner first selects an architect to produce the design. Once the construction documents are complete, the owner then bids the project out to several general contractors. This may be accomplished in an open-bid system, in which any qualified contractor may submit a proposal, or a select-bid system, in which only prequalified contractors may participate.

The owner, often with the help of the architect, reviews the bids, sometimes taking into account the contractor's past performance on similar projects. The owner is not obligated to award the project to the lowest bidder, though the lowest bid is often the one selected. Contracts for this project delivery method are generally lump-sum.



Design-Bid-Build: Renovation of existing building into administrative offices for East Hill Foundation in North Tonawanda, New York.

Design-Bid-Build

Advantages:

- Most common delivery method used – most professionals familiar with requirements
- Usually elicits the lowest possible bids for the owner

Disadvantages:

- Relying only on the architect and not including a construction professional during design phase increases likelihood of change-orders, design revisions and need for value-engineering

- Any deviations from original design (see above) increase likelihood of delays in project completion
- Greatest chance of adversarial relationships among project team members
- Lowest bidder is often not the most qualified contractor

Owner Risk:

- Moderate to high financial risk for owner

Construction Management

The CM project delivery method is similar to the D-B-B model in that the owner separately hires both an architect and a construction management firm. The construction manager is generally hired early in the project, sometimes prior to the architect. The construction manager collaborates with the owner and architect during the design phase, providing input on scope and constructability and developing cost estimates and schedules. The construction manager then coordinates bidding for subcontractors, assists the owner in securing approvals and permits for the project and is thereafter responsible for coordinating and supervising the construction phase.

There are two very different CM contract agreements — “at-risk” or agency (not-at-risk). Under an at-risk agreement, the construction manager is financially responsible for the outcome of the project and typically submits a guaranteed maximum price (GMP)

The project delivery method chosen for a particular construction project influences nearly everything else that comes afterward, from design to bidding and estimating to scheduling and construction.

proposal to the owner. The GMP includes all of the estimated project costs, the construction manager’s fee and a contingency. The construction manager is responsible for all costs that exceed the GMP. Under an agency agreement, the construction manager is only a consultant to the owner on the project and is not responsible for any cost overruns.

Construction Management

Advantages:

- Selection of construction manager can be based on qualification and expertise, rather than simply the lowest fee
- Construction manager is able to provide owner and architect with constructability and cost input early on in design process, saving time and money and decreasing change-orders later
- Collaboration early in process usually leads to increased teamwork as compared to D-B-B projects

Disadvantages:

- CM is often presented in different “hybrid” forms with a lack of transparency in cost and fee presentation – this can lead to a confused owner
- Construction management “agency (not-at-risk)” providers are often unqualified with little or no construction experience

Owner Risk:

- Low to moderate financial risk for owner under CM-at-risk contract and highest financial risk under CM agency contract



Construction Management: Conversion of historic church into Righteous Babe Records headquarters, a music venue and contemporary art center, in Buffalo, New York.

Design-Build

Advantages:

- Selection of design-builder primarily based on qualifications and experience, rather than simply the lowest price
- Single point of contact for the owner
- Overlap of design and construction phases generally leads to fastest project completion – especially beneficial for projects on tight schedules
- Design-builder is responsible for all other project team members – least chance of adversarial relationships and/or conflicts

Disadvantages:

- More difficult to make significant changes once construction begins, due to overlap of design and construction and GMP
- Speed of project delivery means owner must have a clear vision of project's scope, goals, etc., before beginning the process
- Not a “one-size-fits-all” project delivery method – successful design-build projects require a high level of trust between owner and design-builder

Owner Risk:

- Low financial risk for owner

all project members — the owner, the architect, the general contractor, key subcontractors, technical consultants and others — function together as one unified team, and all sign the same contract document. An IPD project's budget — which is ideally open-book — is determined through covering incurred costs, providing incentives for achieving or surpassing cost targets and earning rewards for achieving specific goals that provide value to the owner.

The Right Model for the Right Project

As investor and businessman Warren Buffett once said, “Risk comes from not knowing what you're doing.” For owners who have made the decision to get started on their next large-scale construction project, figuring out which project delivery method is the best fit for them and their goals is a key step in minimizing their risk. With a little forethought and planning, choosing the right delivery model can help these owners successfully take their projects from vision to reality.

Note: Lehigh has not yet had a client select Integrated Project Delivery; however, our most successful projects are those in which we are involved early to collaborate with the owner and architect. We, therefore, prefer to be a design-builder or an at-risk construction manager.

Design-Build

D-B delivery differs from D-B-B and CM in that the owner contracts with a single entity to complete the project. Although some companies exclusively practice this form of project delivery, a “design-builder” is typically a construction firm that hires an architect to provide all design and engineering work for the project.

The design-build team is the owner's single point of contact and collaborates to determine project scope, produce construction documents, develop budgets and schedules and conduct subcontractor bidding. During the construction phase, the coordination and supervisory roles of a design-builder, a construction manager at-risk and a general contractor are all very similar.

D-B contract agreements can be lump-sum or actual-cost plus a fee with a GMP; however, unlike D-B-B or CM agreements, all of the project design and construction costs are included within a single contract.

D-B is becoming an increasingly popular project delivery choice for both private- and public-sector owners. According to a 2011 study commissioned by the Design-Build Institute of America and completed by RSMears Reed

Construction Data Market Intelligence, more than 40 percent of nonresidential construction projects make use of the D-B method — a 10 percent increase since 2005.

Integrated Project Delivery

IPD has come into existence only within the last decade; however, its key concepts have been around for many years. IPD is the ultimate in collaboration, as

Integrated Project Delivery

Advantages:

- Shares many teamwork-focused qualities of D-B and CM models
- Encourages true teamwork and the highest levels of collaboration among all team members
- Team members' personal interests are closely aligned with project's success, providing increased motivation

Disadvantages:

- Requires the owner to assemble an extremely compatible team
- Requires the team to be assembled as early as possible

in the project-planning process to ensure everyone is working together toward common goals and eliminate competitive bidding among subcontractor trades

- Project requires highest level of collaboration among team members – differing goals, mistrust, conflicts and even technological considerations may put this collaboration in jeopardy

Owner Risk:

- Financial risk for the owner varies based on the success of the project team



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Ask the Expert: Ron Schlegel, President of R.E. Kelley Inc.

R.E. Kelley Inc. is a specialty contractor known for exterior masonry restoration, waterproofing and historic preservation. The company has been in business for more than 75 years, and, with this level of experience in the industry, it is counted on for its quality workmanship. R.E. Kelley, Inc. services upstate New York and northern regions of Ohio and Pennsylvania.

We recently spoke with R.E. Kelley's president, Ron Schlegel, to get some tips on proper masonry techniques. Mr. Schlegel began his career with R.E. Kelley more than 30 years ago and has been the company's president since 1994. He not only knows a lot about this specialized trade but is consistently researching and pursuing new products and technologies to further advance the services offered by R.E. Kelley.

Q: How does Western New York weather affect the different types of buildings and materials used in this area?

A: The thing that has the most impact is the temperature range and associated freeze/thaw cycles we experience in Western New York. It can vary 40 to 50 degrees from day to day, and that really causes fatigue on a building. Once masonry starts deteriorating, it accelerates relatively quickly. It is important to regularly inspect your building so minor problems can be fixed right away. Other climate factors to consider in this area are ultraviolet exposure on buildings from sunlight and wind erosion.

Q: Why is using proper roof flashing techniques important?

A: The term *flashing* can be used synonymously with *perimeter weatherproofing*. The roof of a building is generally the largest horizontal surface; therefore, it is subject to continuous exposure to rain and snow buildup. It is imperative that the roof be maintained so it is 100 percent waterproof. Roofs also need to be designed and built properly where they adjoin building materials. Roof flashings are used at objects that protrude from a roof, such as pipes or vents, and along adjacent walls or mechanical equipment bases. Flashing systems help impede water entry and often collect and redirect water from entering into a building.

Q: What is the best way to protect masonry's porous surfaces?

A: Masonry building materials are generally porous, and moisture, pollutants and other contaminants easily penetrate the surface if it is left unprotected and unsealed. Once moisture penetrates a masonry façade, the material, whether brick, natural stone or concrete, and the structure itself, are susceptible to more serious damage. The cause of any problem



must be determined correctly before any steps can be taken to correct them. The best way to protect your building so this does not happen is with a proper internal flashing system. Also, ensure open joints or any locations where water can enter the façade are sealed and maintained. We find using a silicone sealant tends to work best for exterior caulking maintenance.

Q: What is vapor drive, and how does it affect masonry?

A: Vapor drive is condensation movement within a wall, both to the inside and to the outside. This is where properly installed flashings and internal air barrier systems come into place and are used to control moisture movement. In order to keep water vapor molecules from penetrating building materials, you need to place a barrier between them. A barrier made of rubber, glass or metal will make the division nearly absolute, while water vapor can easily pass through wood, gypsum and many other building materials, so this is where the division between warm and cold must be considered.

Q: Why is caulk maintenance important? What should people be checking?

A: You should do an annual visual inspection of your building to check if age, weathering and building movement has done any damage. It is an economic benefit to address small repairs before they get big, so it's important not to let them go. Think of it like you think of maintenance for your car. It's easier to replace your brake pads than letting them go too long and having to replace your entire brake system.

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