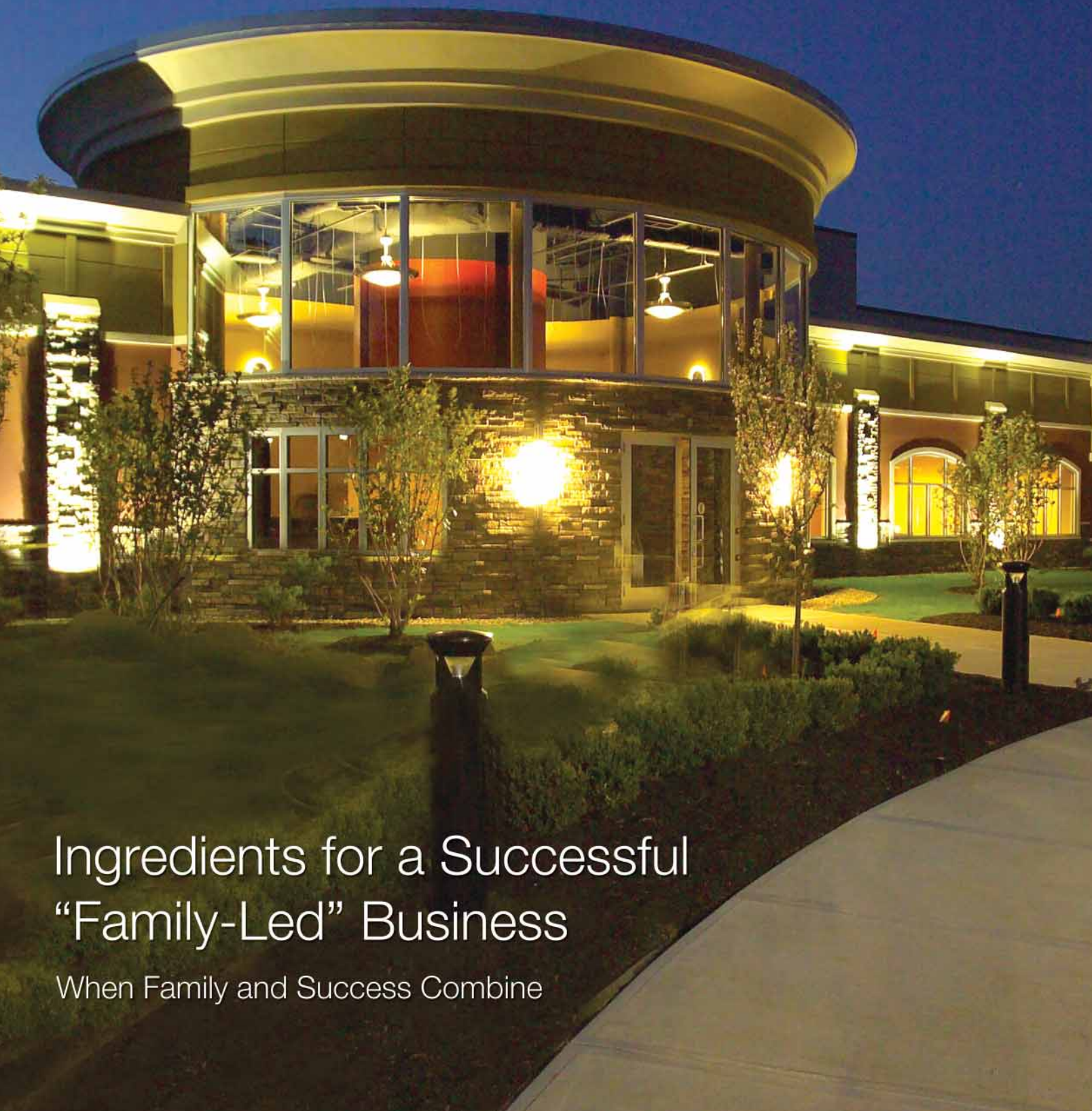


The Lehigh Way

Volume 1 | Issue 2

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In this issue

6 Ingredients for a Successful “Family-Led” Business

Saratoga Eagle Sales and Service leads its employees by actions based on family values of respect and empowerment.

13 Doing the Un-Doable

Leave it to the PROs. No task is too big or too small, too impossible or too easy for LehighPRO.

16 Food, Family, Fun... and a Little Bit Funky!

Rich Products renovated its historic building to encourage innovation, corporate flexibility, knowledge-sharing and time-effectiveness.

22 Lehigh’s Got Your Back

Lehigh values safety, within the company and the community.

26 Ask the Expert

Reducing costs and improving facility efficiency in a difficult economy.

28 Simple Elegance

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Welcome to The Lehigh Way



This is the second edition of *The Lehigh Way* magazine and based on the volume of positive feedback we received on the launch publication, it appears to be a rousing success!

Thanks again to all of our partners in the industry who have generously supported this effort. It has been and will continue to be our mission to generate a publication with a wide circulation that we hope will be a worthwhile investment for our advertisers and a valuable resource to our readers.

This edition features a variety of interesting articles on a range of subjects, including a family-owned and operated business, interior design for corporate America, construction site safety and facility maintenance.

Our goal is to deliver a publication twice a year that informs, educates and entertains. In an effort to maintain focus on relevant and contemporary issues, I encourage you to provide feedback on this edition's content, as well as to submit ideas for articles in one of our future issues.

We work continuously to earn the relationships we have built throughout the industry and look to help all of our friends and associates prosper. *The Lehigh Way* is but one of the many value-added instruments we provide to enhance our relationship with you, our clients and our suppliers—so please enjoy!

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

David E. Knauss
President

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Ingredients for a Successful “Family-Led” Business

When Family and Success Combine

By Karrie Welborn

This Page: Front facade of Saratoga Eagle Sales & Service’s new distribution facility in Saratoga Springs, N.Y.

Next Page: Warm colors and inviting architectural components welcome visitors to the front lobby of SESS, complete with an overhead logo projection spotlight.

When does “family-owned” become “managed with family values”? Is it possible to take the values that build a family and run a business successfully using those same values? Can a business be realistic, productive and successful when run by owners who believe as much in people and community as they do in their bottom line? The answer is YES.

There are numerous family-owned and operated businesses in America. How many, though, are “family-controlled” as opposed to “family-led”? How many are considered best places to work? The fact is, it is far easier for a family to own a business than it is for a business to be run on values inherent in a family or community-oriented structure. In fact, the phrase “family values” has become socio-political jargon rather than a phrase with actual meaning. It is only when the structure of a business is based on acts rather than jargon that a business becomes more than merely “owned.” There

are many family-controlled organizations, but considerably fewer family-led organizations. Saratoga Eagle Sales and Service (SESS) transcends the jargon. SESS leads its employees by actions based on family values that respect and empower all people.

HISTORY

SESS is a subdivision of Try-It Distributing Company, Inc., located in Buffalo, N.Y., founded in 1928 by Stephen L. Vukelic and today run by Stephen’s son, Gene Vukelic, Chairman and Chief Executive Officer. Stephen Vukelic’s grandson, Jeff, is President and Chief Operating Officer of Saratoga Eagle Sales & Service.

SESS is structured on the belief that a positive work culture creates positive growth—that employees who are considered valuable will consider the business valuable. This attitude, and the actions based on that philosophy were inherited from the decades-long



Photo by Jim Bush Photography, Inc. ©2009

success of Try-It Distributing Company, Inc. Vukelic, like his father and grandfather before him, maintains that loyalty is key and relationships are critical when running any business. Expanding this concept, Vukelic said, "Without people who care about what they do, when they do it and how they do it, a business is no more than mechanics and process. Without reason to care, there is no loyalty to engender."

Many people scan nutrition labels to determine the ingredients of what they are planning on eating—or drinking. Jeff Vukelic will tell you that the most important ingredient in his products cannot be found on a label. He believes relationships are the differentiating factor in his business, that how people interact with other people places that extra measure of quality into a product. Not all ingredients can be labeled. How members of the business—from owner, to vendor, to employee, to consumer—interact within and among one another will



Photo by Jim Bush Photography, Inc. ©2009



Photo by Jim Bush Photography, Inc. ©2009

This Page: An inviting view from the executive's office combines nature with contemporary architecture in an ergonomically functional space.

Next Page: Saratoga Eagle's "Community Room" integrates high-tech presentation capabilities and comfort within a multi-use space.

influence the final product. When people care about one another they will also care about their tasks. When they care about their tasks, the product can only get better. For SESS the end product is as much a result of the positive relationships of all involved as it is comprised of the literal ingredients formulating the beverages.

With this concept of positive place, attitude and productivity in mind, Vukelic chose to create a new facility in Saratoga Springs, N.Y. A facility that would not only headquarter the business and offer a state-of-the-art warehouse, but would be as aesthetically pleasing as it is practical and offer its workers a comfortable work area in which to perform their tasks. The newly built facility is a 110,000-square-foot building that includes office space, the warehouse and a recycling center. The facility also contains a community room used for corporate training and company presentations. SESS also makes the room available for nonprofit organization meetings and events. Commitment to

community service is yet another aspect of those family values.

CONSTRUCTION PROCESS

The idea for SESS's corporate headquarters began in the minds and beliefs of the Vukelics—but literally, it began on an uncleared piece of land in Saratoga Springs, N.Y. Fourteen acres of trees were cut. The resulting lumber was used for wood chips or logged. Once the ground was cleared, dynamic compaction (see story on page 11) was used to create a solid foundation for the new facility.

Every project comes with its own set of obstacles and the greatest challenge on this project was the fact that it was five hours away, across the state, said both Chris Reichert, Field Superintendent at Lehigh Construction Group, and John Rupp, Lehigh's Project Manager. In fact, Reichert made a temporary move to Saratoga Springs in order to be on site daily.

SESS's decision to expand their reach to the other side



Photo by Jim Bush Photography, Inc. ©2009

of New York State created unique circumstances. The Vukelic family relied upon a relationship that spanned more than a decade. To ensure success for the project, they specifically requested the services of Lehigh and Scheid Architectural for the project. In order to strengthen the team even further, Lehigh recommended the involvement of Lake Side Contracting Co., Inc. through Lehigh-LakeSide, a formal joint venture.

Because this was literally new territory for the three companies, there were no subcontractors in the area known to them. As a team, Lehigh-LakeSide, a joint venture and Scheid interviewed subcontractors (three companies per trade) and evaluated them in terms of safety records, volume of work, quality and the available manpower of each subcontractor.

When a project is built “from the ground up,” as was the situation with this project, Rupp said it is both easier and yet more difficult. “It’s easier,” he explained, “because you don’t have to worry about demolition or surprises hidden in the building, but it is challenging

because everything is being built from scratch and with that, delays become more probable. In fact, we did have some delays early on with steel.”

Rupp added that Jeff Vukelic was on site regularly and attended weekly budget and planning meetings. Gene also attended site meetings. The willingness of the owners to attend meetings, participate and communicate their ideas helped in obtaining the highest quality and the most effective processes throughout the project.

Reichert said of the Vukelics, “They run a family-oriented company, treating everyone the same, equally important.” He continued, “Jeff Vukelic is not afraid to take a chance, to develop and to grow.”

TECHNOLOGY MEETS DISTRIBUTION

With the move to the new facility, SESS instituted a new software process in its warehouse management protocols. Using a digital system that incorporates

“They run a family-oriented company, treating everyone the same, equally important.”

– Chris Reichert
Superintendent for
Lehigh Construction Group, Inc.



Photo by Jim Bush Photography, Inc. ©2009

This Page: Saratoga Eagle Sales & Service's facility includes a 100,000-square-foot warehouse capable of storing over 230,000 cases of beer.

warehouse management and truck routing software allows SESS greater efficiency in building pallets and loading trucks. The first process uses computer algorithms to determine the pick system, i.e. which cases are picked in what order to build pallets in the most efficient manner. The second maximizes loading and creates more efficient routing and transporting to customers. Accountability is excellent, as the software is able to trace its human helpers on any order.

The process begins with the sales team and their laptops. As they sell, they input the “who, what and where” into software that matches each sale with the appropriate product and its placement in the warehouse. The system takes the 450 SKUs that are most heavily used and identifies them by pallet and warehouse location. The picker, who has voice contact with the computer via a headset, is told by the software where to find the product. The picker verifies to the computer that the product has been selected. The computer then calculates the most efficient build for the pallet. Based on an optimized driving route and using a schematic of the truck, the computer analyzes the data and is able to formulate

the most logical and efficient loading process. The driver is given a printout of the route and knows that at each stop that specific customer's product will be readily accessible for delivery.

FAMILY PHILOSOPHY

The new location leads to more success and prosperity for the Vukelics and their employees. The new building and technological advances enhance the culture of care that is integral to SESS.

As big, bold and beautifully functional as the new building and software are, the bottom line, according to Vukelic, is the loyalty and dedication of the people who work for SESS. The Vukelic family philosophy includes these characteristics.

“It is true,” explained Jeff, “that the warehouse management system is new and terrific, but without the right people working it—it means nothing.”

For SESS, family values such as loyalty, dedication and care for others are paramount. These traits and the interactions between ownership and employees are what make SESS a family-led business. SESS is a community of people working together to produce a high-quality product that benefits everybody. ♦

“The warehouse management system is new and terrific, but without the right people working it—it means nothing.”

— Jeff Vukelic
President and Chief Operating Officer
of Saratoga Eagle Sales & Service

Deep Dynamic Compaction

How to Make the Ground Steady!

By Karrie Welborn

Teamwork is the foundation for a successful endeavor. To create a warehouse facility from the ground up requires an owner's concept, architectural creativity, engineering know-how and construction expertise combined into one plan of action, then completed with style and grace.

To literally build a structure requires a firm foundation—and occasionally the earth itself needs a little “teamwork” in order for it to safely sustain a building. Such was the case for Saratoga Eagle Sales and Service's (SESS) new warehouse.

SESS gathered the best possible team to build their new warehouse structure. The team was comprised of Lehigh-LakeSide, a joint venture; Scheid Architectural, Glynn Geotechnical Engineers (GGE), and Densification, Inc., which utilized a procedure known as Deep Dynamic Compaction (DDC) to stabilize the ground upon which the building was to be constructed.

In the most basic sense DDC has been around since medieval times. Anyone who stomps soil with their heel is performing dynamic compaction. Jesse Grossman, Engineering Manager at GGE explained that a site is a candidate for DDC when a geotechnical investigation determines that there are deep deposits of loose soil with high sand concentration.

According to Grossman, DDC is performed when a crane drops a 10-ton steel weight from a height of approximately 30 feet and repeats the process up to five times at one location; this results in the required soil compaction. The crane then moves methodically across the site in a grid pattern with locations approximately 10 feet apart. After completing this primary ground compaction, the crane drops a 6-foot by 6-foot flat steel plate in an “ironing pass” from a height of approximately 15 feet. This ensures that the entire site footprint is compacted and thoroughly densified. The result is a series of depressions approximately four feet deep. After a bulldozer grades and levels the site, test holes are bored

and penetration tests are performed to verify that the desired soil compaction has been achieved. In this case, DDC took five weeks and more than 10,000 weight drops to complete. Once the go-ahead was given, the construction process began.

Grossman sums it up, “As is the case with many geotechnical projects, the engineering behind DDC is as much art as it is science. Specialty procedures such as DDC require a degree of reliance on the contractor and his experience to fine-tune the procedure for a particular site and desired results. The post-DDC sampling and testing provides an important verification link from pre- to post-DDC that is well established up front.”

With Densification, Inc.'s work completed, the project was on firm ground—literally. Equally important, the team orientation of the project was also solid. Lehigh-LakeSide, a joint venture and its fellow team members not only built a physical structure, they used the

strengths of like-minded companies with team-oriented work cultures to do so.

As Mark Glynn, President of Glynn Geotechnical Engineers said, “It is probably too cliché to say but I will say it anyway—working with this team was a pleasure. Lehigh-LakeSide maintained a high level of communication between the field and office which made the project a more enjoyable working experience. It was also very evident that the primary focus was to provide the client with the best product for the money—they listened and carefully considered different design and construction options throughout the project duration.”

When businesses such as Lehigh-LakeSide, SESS, GGE, Scheid and Densification, Inc. use a team structure to drive the success of a project, the results are as solid as the newly compacted earth under the warehouse structure. If teamwork is the foundation of partnership and communication is the process, then success is the inevitable result. ♦



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Doing the Un-Doable

Who Do You Call? LehighPRO!

By Carrie Bui

“Neither snow nor rain nor heat nor gloom of night stays these couriers from the swift completion of their appointed rounds.” This well-known verse could easily be the official creed of Lehigh’s PRO division, if not simply the unofficial creed of a more widely known group of service individuals.

LehighPRO service crews respond on a moment’s notice when duty calls—and the call can come at any day or any hour. Take, for instance, the time that a severe windstorm tore off a section of a client’s roof in the early morning hours of October 12, 2008. In an emergency situation like this, who did they call? LehighPRO!

LehighPRO Estimator Nick Sabal was on-site immediately, making phone calls for materials and people. “Within a half-hour, materials and people were showing up and we were working on sealing up the roof,” he said.

No task is too big or too small, too impossible or too easy for LehighPRO. This highly-skilled group of technicians specializes in construction maintenance and building repair for commercial clients, often completing simple jobs such as concrete sidewalk replacement or flooring repairs, but more importantly,

they have the ability to deliver solutions for unique or tricky jobs. The PRO Team prides itself on the unique aspects of its service—its same-day response, around-the-clock service and a personable staff with the knowledge to deliver solutions.

“We’re doing the undoable,” said PRO Technician and 20-year Lehigh employee, John Kasper. “There’s always a time constraint and the problems usually involve unique circumstances. There’s no ‘user’s manual’ with step-by-step instructions, so we never know what we’re going to find when we walk into a service call—but we always manage to get the job done.” Lehigh’s PRO technicians are among the most experienced and most qualified tradesmen in the company and teamed with their Project Management counterparts, think on their feet, adapt to the specific situation at hand and always deliver a high-quality solution. “It’s what we call our value-added service,” Sabal explained. “We’re good at what we do and we take the worry away from our customers. They trust us to get the job done right and to get it done on time.”

Because the PRO technicians must interact with all aspects of their clients’ businesses, including the owners, the workers and the client’s

“There’s no ‘user’s manual’ with step-by-step instructions, so we never know what we’re going to find when we walk into a service call—but we always manage to get the job done.”

— John Kasper
PRO Technician for
Lehigh Construction Group, Inc.



This Page: The fast response and quality work provided by Lehigh's PRO service is a testament to the dedication of the individuals comprising the Team including, from left to right, Jon Wilcox (PRO Estimator), Jim Drzewiecki (PRO Field Technician), Mel Blessing (PRO Field Technician) and Nick Sabal (PRO Estimator).

"We're good at what we do and we take the worry away from our customers. They trust us to get the job done right and to get it done on time."

– Nick Sabal
Estimator for
Lehigh Construction Group, Inc.

customers, Lehigh demands that every individual possess a high level of knowledge and people skills. "We deal with clients and our clients' customers on a daily basis and many times our work puts us in the line of customer traffic," said Jon Wilcox, Lehigh Estimator. "People are always impressed with how the PRO team is able to coordinate the work and make everything go smoothly." Lehigh relies on its PRO technicians to maintain a high level of expertise and a willingness to do whatever it takes to get the job done. They are key to the success of the program.

Making everything go smoothly is not always an easy task for the PRO guys. They often deal with time restrictions, long shifts or working "off hours," all while minimizing disruptions and staying mindful of public safety. The simple fact of the matter is that LehighPRO technicians have no problem meeting those challenges. Kasper said, "It comes down to our people and their commitment to the company. We'll do whatever it takes to succeed."

Technicians also need to be conscientious about not disturbing clients' production processes. Said Kasper, "Some of the food processing plants are trickier because we have to be sensitive to their products and their plant requirements. We can't disrupt their production schedule. We have to let them do what they need to do and still be able to fix their problem."

LehighPRO clients can always count on quality

work combined with quality customer service. The most frequent compliments received from clients refer to the service's quick response time, its knowledgeable field crew and how easy it is to work with LehighPRO.

LehighPRO operates with a fleet of fully-equipped service vehicles for their technicians. "The service vans are stocked with tools ranging from electric jack hammers to trim and miter saws. No matter what projects the PRO Team encounters, they are prepared to come up with a solution on the spot. I don't think there are many companies out there that offer this type of high-priority service," Wilcox said.

PRO Technician John Ciciera, a 20-year employee of Lehigh Construction Group, said a well-stocked service vehicle is vital to completing a job quickly and properly. "A challenge can be having the right equipment on your truck to get the job done, but we're pretty well-stocked. Without the vans, we couldn't complete a job as well. The service vans are probably what make us so unique."

A commitment to quality service, along with their attention to client needs, ensures the success of the PRO service and brings continual satisfaction to LehighPRO clients. "When we do a job, we do it right the first time and the best way it can possibly be done. The work we do lasts a long time," Kasper said.

LehighPRO rises to the occasion and "does the un-doable," 24 hours a day, seven days a week. ♦



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Photo by Jim Bush Photography, Inc. ©2009

Food, Family, Fun . . . and a Little Bit Funky!

Interior Design for Rich Products Corporation

By Karrie Welborn

This Page: Common areas throughout Rich Products' offices embrace original architectural components of the building's structure while introducing dynamic colors and designs like the "polyglass wall" sitting area.

Next Page: Employees enjoy this "funky" cafeteria space, centrally located to encourage casual interaction.

"Our color plan is bright, fun, warm and welcoming, like a family space."

— Brian Townson
Vice President of Corporate Relations
for Rich Products

THE PROJECT

Renovating, refurbishing and in essence, reviving a historic building in order to freshen the work environment of a business that is almost as old as the building itself, is not only a challenge—it is a joy. This is especially true if the building is the old E. R. Thomas Motorcar factory, built in 1902 and later the Curtiss Aeroplane Company, and the modern business is Rich Products Corporation of Buffalo, N.Y. The then derelict building, purchased by Rich Products Corporation in 1988, is now known as the Rich Renaissance Niagara. In addition to housing Rich's corporate staff, R&D Labs, day care center, and being a historical building in the area, the structure also has a 3/4-acre atrium, laid out as a reproduction of the Niagara Frontier, complete with the tumbling waters of the Niagara Falls. This portion of the building is often rented out for weddings and other celebratory functions.

The purpose of this most recent upgrade was to expand the amount of office space as well as to reconfigure departmental relationships for greater efficiency as corporate headquarters continued to grow. The goal was to incorporate flexibility, knowledge-sharing, innovation and time-effectiveness into the work space.

The challenge was to preserve, support and enhance the company's culture of innovation, which was already in place, while bringing to it a bright and beautiful ambiance based on the structure itself.

The mission, culture and history of Rich Products Corporation allow the renovation to be, in itself, a statement of Rich's company philosophy. With a "promise-based" mission that reads, "We will treat our customers, our associates and our communities the same way. Like family." The choice to renovate became a means for furthering that mission promise.

Rich's philosophy began with its founder, Robert E. Rich. In 1945 Rich invented the first non-dairy whipped topping, Rich's® Whip Topping®, which became the foundation of an entire new industry—frozen foods. From the beginning, Rich was an entrepreneur and a businessman with family values. This work culture has continued across the company's history and growth.

"We named the project C3-Creating a Connected Culture," said Brian Townson, Vice President Corporate Relations. Townson was project lead for the "design and implementation of the new office environment." C3's intent is to open both space and attitude in order to expand collaboration and innovation while allowing the

associates to “come alive” in the work space. What they wanted, however, did not fit the space around them. Changing the space would drive a change in attitude and work processes.

Townson continued, “The best of the historical aspects were retained, superb old brick walls were cleaned and left exposed, ducting and piping at the ceiling level was opened and incorporated into ceiling design and freshly painted. Nine concrete columns with holes and nicks were left intact but painted with the thematic colors of the overall design.” Thus, the personality of the building was retained even as it was given new “clothes.”

In addition to the C3 Project, Rich’s thinks in terms of “Cradle to Cradle” (C2C) a philosophy that adds one more dimension to the C3 thought processes—renewable energy and sustainability in production. Based on a book by William McDonough and Michael Braungart, this concept works beautifully with creating connected cultures in the workplace. Instead of sending the old furniture and doors, ceiling tiles, carpets and cabinetry to landfills, Rich Products Corporation called on Buffalo ReUse so the materials could be recycled.

THE DESIGN

The design for the renovation was done by Barbara Gisel of Barbara Gisel Design. Gisel was initially consulted about space issues. In the process of interviewing Rich’s employees, Barbara found that many felt there were too many meetings and work was not getting done. Rich Products Corporation is a team-oriented organization, but there was no place for the teams to actually work. Gisel’s solution was to knock down the closed door offices, create open working spaces, small conference rooms, kitchens and common areas. Because of Rich’s very family-oriented culture, Gisel helped them create a “family vibe” in the work area.

“Giving space functionality to meet the needs of the occupants is what we wanted to do. We wanted there to be opportunities of different spaces for more people,” said Gisel. She also wanted to match the “food, fun and a little funky” flavor of the organization by using bright, primary colors. She was even able to incorporate Rich’s brand color, a specific Pantone red, into her design. By changing the space orientation, the way the work was to be accomplished was also changed.

“Bright colors are playful,” she added. “We put bright primary colors everywhere without changing the skeleton of the building. Instead we opened it up to conference and group work spaces. The interior stopped being dreary and intimidating, and became warm, colorful and conducive to creation and communication.”





This Page: The bright colors of Rich Products' plan are carried into conference rooms to incorporate various pieces of modern art.

Townson concurred, saying, "Our color plan is bright, fun, warm and welcoming, like a family space. The graphics and colors allow us to manifest that culture and coincidentally, incorporate our extensive collection of modern art."

The walls ultimately became demountable—able to be taken down and moved when reorganization required a new or different work space, which accentuated the ability to be flexible and open. "The walls can now come down overnight and space rearranged without any cost or inconvenience," Gisela explained. "This allows for the flexibility and openness that Rich's required."

THE WORK

This was a design-build project, meaning Lehigh was part of the team from the beginning of the project. Lehigh's role included front end communication to determine from their expertise which design elements

were as realistic and cost effective as they were visionary.

Both Townson of Rich Products Corporation and John Rupp, Lehigh Project Manager, said the biggest challenge of the project was the presence of Lehigh workers on an active business campus. The construction site was located in the middle of a building full of people who needed to maintain daily work processes without undue interruptions. Lehigh had to be able to complete their work without impinging on the work of Rich's associates. Noise and safety were two of the vital concerns to be addressed.

Said Townson, "The logistics problems were enormous. How do we relocate whole departments and divisions into (non-existent) swing space to allow the work to be completed? We did not want to move associates off site, or into trailers, so we squeezed departments together and commandeered meeting rooms for temporary office space."



Photo by Jim Bush Photography, Inc. ©2009

Lehigh workers were able to minimize their impact in three ways:

- Respect that people still had work to do in nearby offices, so the noise level was kept down, or noisy work was completed after hours or on weekends.
- Great focus on safety in and around the work areas with lots of communication on safety matters.
- Lehigh was very responsive to Rich's associate needs while still maintaining safety standards.

THE FEEDBACK

Feedback on this project has been immediate, immense and wonderful. It has been a morale boost for the associates who have been able to have their workspace "colored and opened." Those associates of Rich's who have not yet had their space "freshened" clamor to be the next designated change. Initially the project was such a huge change in philosophy that the issues of privacy

The Scale of Design

Interior Residential Design

By Carrie Bui

It may seem odd to think of residential and corporate design as being alike, but Barbara Gisel of Barbara Gisel Design said the main difference between the two types of design is simply the scale of the project. Businesses require larger modifications such as changing or moving walls. Residential design deals more often with trim and décor. What remains the same is client interactions.

"With both types of design you have to deal with the personality and the psychology of the inhabitants," said Gisel. "Whether it is a home or a corporate structure, the emotions of the people determine how the design will evolve."

In corporate design the designer must bridge the requirements of management yet meet the needs of personnel placement, work processes and equipment.

With residential design, the designer may have to resolve conflicting styles between a husband and wife, bridging differences to create a space that is in harmony. Residential projects are created for and from a more personal scale. The people involved live in the home and have to be there long after the construction crew has gone home. Residential work also requires a far more "minute" kind of detail yet in the end the process of resolution is the same—compromise.

When it comes to design, corporate or residential, the goal remains the same—to plan a space that meets the needs of its users. ♦



Photos by Jim Bush Photography, Inc. ©2009



Photo by Jim Bush Photography, Inc. ©2009

This Page: Work spaces for Rich Products' C3 design replaced static offices with moveable partitions and accented the structural pillars of the building with vibrant colors.

and learning how to work without a closed-door office, as well as with new ambient noise, were an issue. According to Gisel the problem was resolved by bringing in white noise machines and using small conference rooms when/if privacy was needed.

According to Townson, the improvement in connectivity, the cost effectiveness of the initial build and the ongoing ability to have demountable, unitized systems was a direct reflection of Rich's culture. Townson said if he could convey to any other organizations the process and the impact of the C3 program, it would be to "get the best people on your team, spend as much time on the people aspects as you do on permits, codes, construction, design, color, etc., and know that it's impossible to over-communicate your plans, progress and appreciation." He added, "Never forget to say thank you!" To that point Rich's held

a party at the conclusion of the project, for all the contractors who were involved.

Rupp said that Lehigh, like Gisel Design and Rich Products Corporation, has received feedback on the project indicating "everyone loves it." He noted that the renovation seems to be a constant topic of conversation and those people who work on floors not yet "C3'd" are eager to be the next group targeted for the change.

C3 is ongoing. The family promise has been kept. With bright and beautiful work areas, those who work with and for Rich's find themselves not only more engaged in their work, but an example for other organizations. As Rich's continues to upgrade and renovate the building that once created early automobiles and biplanes, the creation of a connected culture is no longer a dream, but a working reality for all involved. ♦



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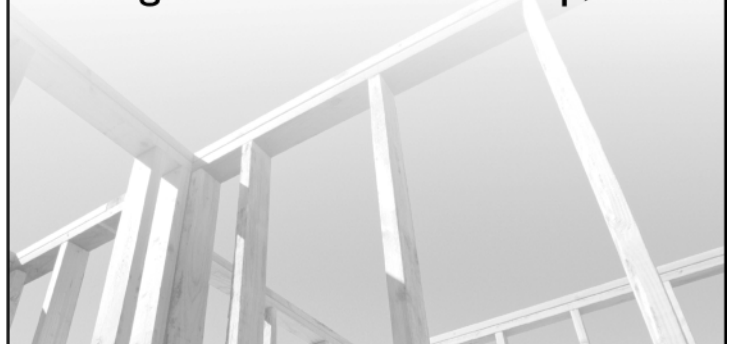
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Lehigh's Got Your Back

Safety Comes First

By Carrie Bui

Everybody gets a little choked up sometimes. A sad story, a touching moment and your throat tightens up, your eyes well up a little, you let out a little snuffle. Even construction guys experience this kind of moment.

Take the time Lehigh's Vice President Tom Glomb presented a video to Lehigh's employees of a paraplegic who was injured on a job site and now shares his experience through videos and speaking engagements. "I introduced what was going to happen," said Glomb, "and very quietly, you hear a lot of coughing and sniffling from these big, tough construction guys and during an intermission, I let them know Dave Knauss and I genuinely care about them. We gave them each a shirt imprinted with 'I've got your back – Safety 24/7,' to remind them that we have their back and they need to have each other's back everyday."

Lehigh Construction Group believes in safety for their employees and for the future of the construction industry. The belief in and commitment to safety is one of the company's core values, emphasized from ownership to employees.

"When Dave Knauss and I started this company, I realized we were going to be affecting people's lives," said Glomb. "What if something happened to one of our employees? How could I live with myself? We wanted to make sure that never happened so we really educated ourselves, making sure we had a very safe company. Ultimately, we are committed to making certain that everyone gets home safely every night and everyone believes in that same commitment. That was the foundation of our safety program."

It didn't stop there. In order to ensure that safety remains at the forefront of all construction projects, Glomb created a safety program and safety binder for Lehigh superintendents. Lehigh was one of the first companies to hire a full-time safety director, and eventually empowered every employee to know if a job site was safe. To accomplish this, all Lehigh employees are required to train for their 30-hour construction safety card from the Occupational Safety and Health Administration (OSHA), well exceeding the required industry minimum of 10 hours. "The reason we require all field workers to obtain 30-hour cards is to ensure our culture of safety," Glomb said. "Everyone is equally capable and equally educated so they can take care of each other."

In addition to formal training, Lehigh reinforces the value of safety with creative awareness messages such as the video and more recently, a picture board titled 'Why We Work—Safely.' Prominently displayed at the main employee entrance, this picture board displays family pictures of employees and their families. Glomb asked the Lehigh employees to consider why they work, and after some consideration, the realization was that everybody works for their families and loved ones. With this realization, Lehigh employees brought in family pictures to post on the board and today, it hangs as a reminder for every employee to be safe for their family and their co-workers' families. "Every morning when the guys walk past the picture board, he remembers his own family and his co-workers' family," Glomb described. "Like the shirt says, 'I've got your back.'"

In co-founding Lehigh, Knauss and Glomb built a

Lehigh Construction Group believes in safety for their employees and for the future of the construction industry. The belief in and commitment to safety is one of the company's core values, emphasized from ownership to employees.

company based on their own personal family values. For Knauss, who has three children, construction is a family business—one that included following his father's footsteps into construction. Glomb, with his wife and six children, established a strong belief in family values and then applied those values to Lehigh. Said Glomb, "Dave and I truly consider everyone at Lehigh to be part of our extended family—we really do care about them. Our primary goal is to send everyone home safely—everyday."

With this dedication to family values and safety, Glomb embraced the OSHA safety philosophy at a time and in an industry that often views OSHA as a bad guy. OSHA recognized Lehigh for their long record and reputation of safety on the job site by entering into an unprecedented safety alliance with them. "They are the leaders in their field for safety and health programs, and they really believe in safety on the job site. Some people talk it, they walk it," said Art Dube, Area Director of the Buffalo OSHA office.

The Lehigh Construction Group-OSHA alliance was one of the very first business alliances for the OSHA Buffalo office. Signed initially in 2003 and recently renewed for the third time, this alliance educates high school and college students in construction safety awareness through seminars and training clinics. The alliance

partners with high schools, vocational and technical schools and local colleges. Said Dube, "A lot of kids will be heading into the construction industry and we want to make them aware of the hazards and give them at least some minimal training so they can be aware of what to expect and what to look for on a job site to stay safe."

"It's a passion that allows us to give something back," Glomb said. "It's evolved into something that makes us feel pretty good. What we're teaching these kids is likely to save someone's life."

The seminars and training clinics highlight the four most common hazards in construction: falls, struck by, caught in and electrical hazards. Ninety percent of construction injuries and fatalities are related to these four hazards. The training clinics are also an opportunity for students to earn a 10-hour construction safety awareness card. Gordon DeLeys, Compliance Assistance Specialist with the OSHA Buffalo office, and Glomb present workshops together, offering students both the OSHA perspective and an owner/employer perspective. DeLeys estimates that the Lehigh-OSHA Alliance has also trained over 8,000 students.

Glomb said, "A lot of the kids will say thank you but we hope we hit them all. I've even had kids come up to me in gas stations or grocery stores and say they remember me and they're proud of the fact that they've

"It's a passion that allows us to give something back. It's evolved into something that makes us feel pretty good. What we're teaching these kids is likely to save someone's life."

— Tom Glomb
Vice President of
Lehigh Construction Group

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“Ultimately, we are committed to making certain that everyone gets home safely every night. That was the foundation of our safety program.”

– Tom Glomb
Vice President of
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got their 10-hour card.”

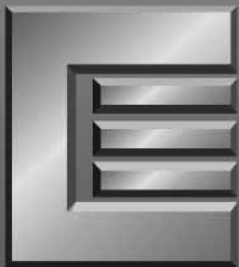
Perpetuating their passion, Glomb and Deleys established as an offshoot of the Lehigh-OSHA Alliance a new Native American safety training program. Glomb explained that he was contacted by Alfred State College and the Seneca Nation of Indians requesting help from the Lehigh-OSHA Alliance. Many Native Americans demonstrated an interest in performing work on their reservations, but lacked the experience. The Lehigh-OSHA Alliance was able to present safety information to students and contractors to the Seneca Nation of Indians on reservations in New York, thus expanding the reach and mission of their Alliance. The first Seneca Nation course helped 45 students working on a casino construction project.

When Lehigh Construction Group began 25 years ago, attention to safety was drastically different. “Today, we have to continuously be on our toes, understand the changes and adapt to them,” Glomb said. “It has become an integral part of Lehigh’s culture, a way of life.” Today, companies face not only the emotional ramifications of an employee becoming seriously injured or dying on the job, but also have to keep abreast of environmental and scientific discoveries which can and have impacted safety regulations. As an example, Glomb points out the changing knowledge base regarding

asbestos and lead. “I’m sure standards are going to get tougher and tougher. It’s becoming ever more important to police yourself and have that commitment from ownership and employees together.”

The importance of safety will continue to be at the forefront of the building industry as the country focuses its attention on fixing a deteriorating infrastructure. DeLeys said, “Construction safety is going to be more and more important in the years ahead. I would like to see contractors, in their project estimating and design efforts, take a more comprehensive look at all the safety and health hazards they are likely to encounter on a project when submitting bids for projects. Likewise, those people evaluating bids must consider employee safety and health as an important element in awarding contracts.”

Construction is an inherently dangerous field, but maintaining a culture of family and safety yields positive results for a company. Dube commends Lehigh for the “tremendous amount” of training their employees undergo, ensuring that safety on the job site is routine. Glomb said, “We believe that safety is not just a book or a set of written procedures handed to an employee when they come to work the first day. We empower every employee to be responsible for their own safety and the safety of others.” When it comes to safety, Lehigh’s got your back. ♦



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Ask the Expert

Jennifer Kuhn, Vice President of Operations
Hamburg Overhead Door

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Q: What makes the overhead door business exciting?

A: Most people think that the overhead door industry is all about garage doors, but there's really a lot more to it than that. We do work for a variety of clients including manufacturing, industrial, food plants, beverage distribution warehouses and even correctional facilities. We also do a lot of firehouses and schools, and we've done work at stadiums for the Buffalo Bills, Buffalo Sabres and Buffalo Bisons.

In addition to overhead doors, we have also done counter shutters and security doors. At the stadiums, we installed refreshment counter shutters, security gates and fire doors.

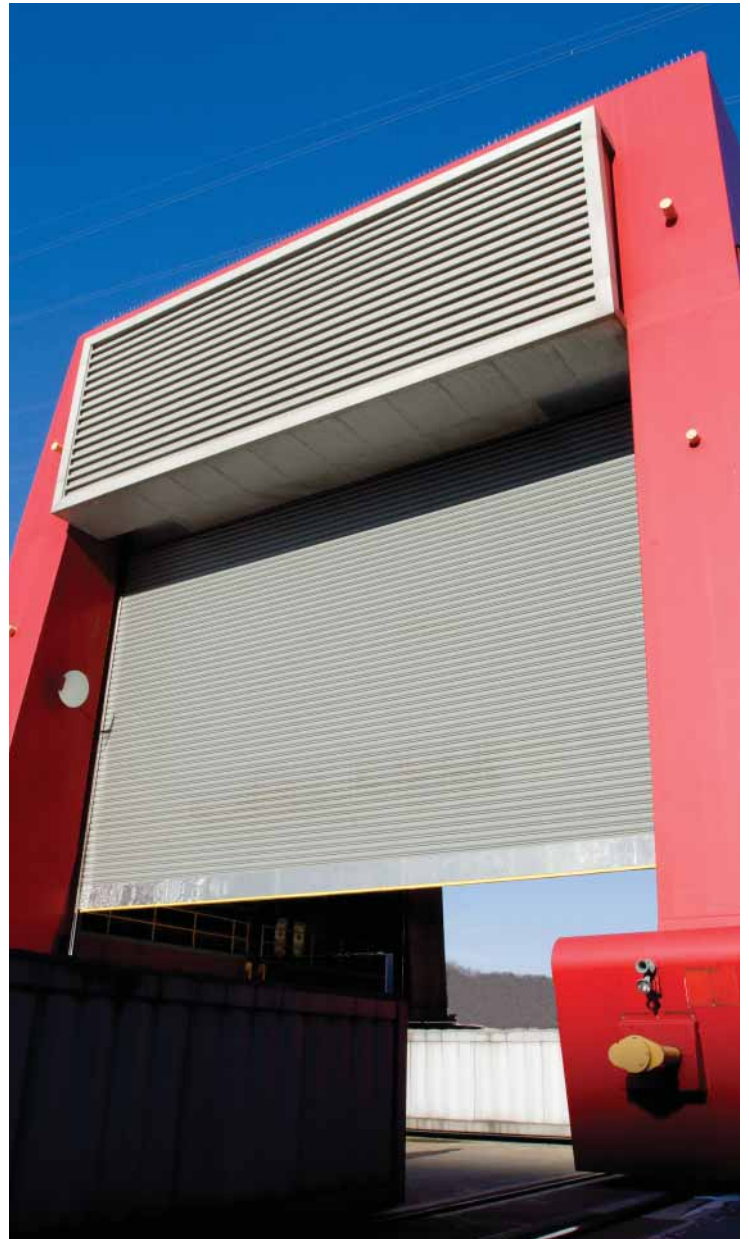
Q: Aren't all overhead doors basically the same?

A: Actually, the overhead door industry is involved with a wide variety of unique and interesting applications. Beyond our work at professional sports stadiums, we are also called upon to provide doors for historic buildings with specific architectural elements. In order to maintain the original "feel" of any structure, it's important to match the architectural style and the "look" of that historical period. We have experience with these specialized applications and have been successful in delivering contemporary doors that blend well with original structures.

Q: There's a lot of talk in today's building industry about "green building," saving energy and "sustainability." How is Hamburg Overhead Door embracing the green building trend?

A: It may not be a well-known fact, but large warehouse doors and garage doors are the largest source of heat loss in a building. This heat loss is due to two primary reasons. First, many overhead doors are poorly insulated or not insulated at all and secondly, these doorways are typically the largest exterior openings on a building. By definition, their function is to allow an open passageway from the inside to the outside—which obviously allows large amounts of heated and/or cooled air to escape.

In order to minimize losses, many overhead doors now utilize state-of-the-art insulating materials to defend against static heat loss



through the physical door panels themselves. To battle losses when the doors are operated, there are many systems designed to provide high-speed open and closure. Logically, the more quickly the door can operate through this cycle, the less energy is lost from the building.

One example of this is a project we designed and installed for the Niagara Frontier Transportation Authority. The NFTA had a research company determine that they were losing an excessive amount of heat as buses left the stations. When they came to us with this project, we suggested the installation of high-speed doors that would allow all the doors to close within five seconds after the buses passed through, preventing a significant amount of heat loss. We installed more than 60 high-speed doors at the NFTA bus garages which will save them thousands of dollars in estimated energy costs per year.

Q: Is there anything business owners can do to increase the life span of their doors and reduce costs?

A: Like any mechanical device with moving parts, doors and gates wear down with repeated use, or sometimes when they are not used often enough. Similar to a car, regular inspection and proper maintenance is important. Identifying problems and resolving issues before they result in critical failures is key to avoiding costly emergency repairs and unplanned disruptions to your facility's operations.

Whether a company implements their own inspection program or

utilizes our Preventive Maintenance Program, it truly is one of the key components to reducing failures and related costs. As an example, a facility in Akron, N.Y. made the decision to contract for our Preventive Maintenance service. We send a technician to their production plant and warehouse twice a year to inspect their door systems and perform minor repairs. By taking a proactive approach, the client has almost eliminated critical failures and has reduced the overall cost of door repair and replacement by almost 50 percent.

Q: Hamburg Overhead Door has been in the industry for more than 40 years with a wide variety of customers. What are some of the more unique projects you've worked on?

A: Two unique projects come to mind. The first is when the New York Power Authority in Niagara Falls, N.Y. came to us to provide rolling steel doors for their gantry cranes. These are the cranes that open and close the large flow gates for the Power Vista's hydro-generators. This job called for two doors, each 50 feet wide by 50 feet high, easily the largest set of rolling steel doors we've ever delivered!


The other project that stands out is the one we did for the New York State Army National Guard Facility in Rochester, N.Y. They contracted with us to provide an overhead door for their helicopter hangar. This design involved a 60 feet wide by 60 feet high hangar door, with each door barrel weighing more than 50,000 pounds! Both of these were quite unique and pretty impressive to see. ♦

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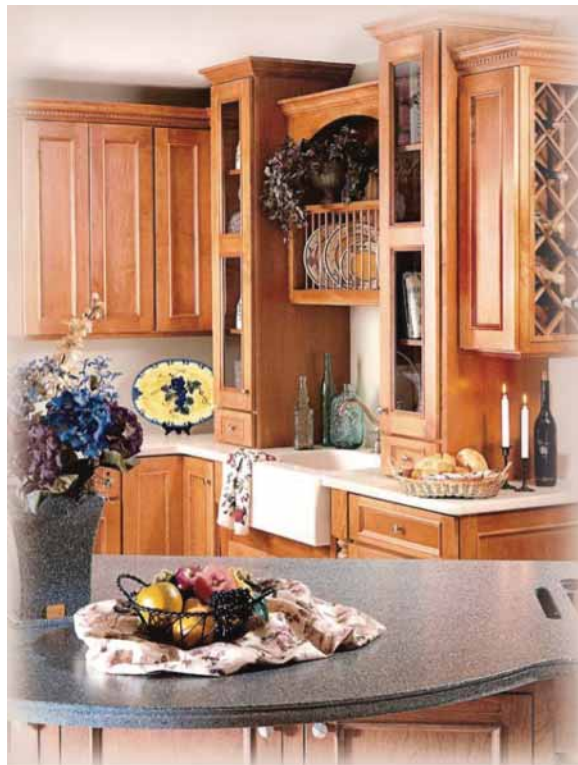
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Carmody Roofing & Sheet Metal Co., Inc. . . .	28	Palmetto Tile Distributors, Inc.	29
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Ceco Building Systems	24	Quigley Construction PO Box 235 Clarence, NY 14031-0235 (716) 867-6370	
Colvin Draperies	31	Rucker Lumber Inc. 9184 Boston State Road Boston, NY 14025-9655 (716) 941-5223	
Conley Caseworks	25	S & K Counter Tops, Inc.	29
CS Behler, Incorporated	23	Seabrook Island Real Estate	4
D & M Plywood	27	Stockwell Construction Co. 9835 County Road PO Box 377 Clarence Center, NY 14032-9241 (716) 741-8125 www.stockwellcc.com	
Davis Steel Corp 9423 E. Holland Road Holland, NY 14080-9797 (716) 537-2870		Sunnyside Farms, Inc. 3407 River Road Johns Island, SC 29455-8854 (843) 559-0338	
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Ferguson Electric	15	Upstate Steel	21
First Niagara Risk Management	21	Veraview LLC	30
Forest Materials, Inc.	15	Viking Shutters	29
Frey Electric Construction Co.	24	Whisper Electric PO Box 61378N Charleston, SC 29419-1378 (843) 764-0149 www.whisperelectric.com	
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