

The Lehigh Way

Volume 3 | Issue 2

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Building a Partnership

Strategic Design-Build Team Achieves Success

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A publication from



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Welcome to The Lehigh Way



As we wrap up another year, I am so proud of all that Lehigh has accomplished. At a time when many in this industry in other parts of the country are struggling, Western New York appears to be a bright spot—as this year was the busiest year ever for Lehigh.

I believe a great deal of our success continues to be due to long-term relationships with our clients, subcontractors, partners and, most importantly, within our own company. Lehigh personnel make responsible decisions in the best interest of our clients and they honor the commitments they make. I feel that this level of dedication is what sets Lehigh apart from the competition. In this issue, you will learn about the origin of Lehigh and design-build and the unique aspects that make choosing this type of project delivery system so beneficial to our clients. You will also get a glimpse of current Lehigh projects in progress.

Recently, Lehigh launched a new company website (www.lehighconstructiongroup.com) that features both our Project and PRO divisions and the important role that each plays in making Lehigh a “one stop shop” for our clients. I encourage you to take a look at the new site, including the updated project portfolio section.

We always appreciate any comments on this publication or anything you would like to see featured in a future edition.

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

David E. Knauss
President

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The Lehigh Way is published by Oser-Bentley Custom Publishers, LLC, a division of Oser Communications Group, Inc., 1877 N. Kolb Road, Tucson, AZ 85715. Phone (520) 721-1300, fax (520) 721-6300, www.oser.com. Oser-Bentley Custom Publishers, LLC specializes in creating and publishing custom magazines. Editorial comments: Karrie Welborn, karrie_w@oser.com. Please call or fax for a new subscription, change of address, or single copy. This publication may not be reproduced in part or in whole without the express written permission of Oser-Bentley Custom Publishers, LLC. To advertise in an upcoming issue of this publication, please contact us at (520) 721-1300 or visit us on the Web at www.oser-bentley.com. November 2011



Graphic Controls



Buffalo Seminary

Building a Partnership

Strategic Design-Build Team Achieves Success

Partnerships aren't born, they're made. They aren't inevitable. They don't "just happen." Partnerships must first be created and then nurtured in order to be successful. Little did Dave Knauss of Lehigh Construction Group, Inc., (Lehigh) know when he made a cold call 27 years ago, that it would lead to a dynamic client relationship and a strategic partnership, both of which are going strong today.

During Lehigh's first month of business in 1984, Dave cold-called the McGard company, which manufactures security products. (See story, Page 8.) The call led to an 8,000-square-foot plant and office addition and Lehigh's first "design-build" project. Dave accepted the project from McGard with the understanding that Lehigh would be responsible for providing both the design and the construction, as McGard's previous contractor had done. Now, he needed to find an architect. A call to an experienced salesman in the industry yielded a recommendation of a firm that had just hired a couple of associates of similar age (24) as Dave at the time. It was through this contact that Dave met Doug Scheid.

As Doug recalled their first meeting, he was fresh out of school, one of the "new guys" in the architectural organization Dave was interviewing. Doug was directed to handle the call from Dave. The two

spoke for a while and there was an immediate "click" between them. Lehigh hired Doug's employer for the job, with Doug as the project architect. The project was a success and Lehigh began a relationship with McGard that eventually led, in 1989, to the relocation of the company from Buffalo to Orchard Park, N.Y., into a brand-new 185,000-square-foot office and manufacturing facility. Doug eventually founded his own firm, Scheid Architectural, which made the collaboration more direct. Lehigh and Scheid have worked with McGard over the years on three separate additions to expand the facility to 252,000 square feet, including one that is in progress today. (See Projects in Progress, Page 10.)

McGard is but one of the many clients for which the Lehigh/Scheid team has provided design-build project delivery. Projects completed number nearly 200 in a variety of market sectors including manufacturing, food and chemical processing, pharmaceutical, warehousing and distribution, financial, retail, private education and healthcare.

THE BENEFITS OF DESIGN-BUILD

Dave recognized on that very first project the difference between "design-build" and the traditional approach, where the architect is hired long



Jones Lang LaSalle



Saratoga Eagle Sales & Service

before the contractor is selected. “I got to hear, at the beginning, the owner’s expectations for the project and had a larger role in ensuring that those expectations were met.” When an architect and a contractor team up with an owner, all parties are aware of the expectations for the project in the very early stages. There is a greater likelihood for a successful project when all of the key team members are collaborating and expectations are understood at the beginning.

Both Dave and Doug agreed that well-executed design-build creates efficiencies that generally result in:

- A faster speed to market for a project: Average savings of 30 percent of the total time the design-bid-build project delivery requires, by integrating the design and construction process;
- Reduced project cost, as the architect is less concerned about creating a set of lengthy documents to “cover himself” and more focused on working in partnership with the contractor and the owner to develop what is necessary to deliver a project. The contractor also has a greater understanding of the project cost from the preparation of early budget estimates and collaborating with the architect throughout the design phase;
- Virtual elimination of the possibility of project cost overruns normally

associated with the design-bid-build project delivery method, as both the contractor and architect are focused on delivering the project at an established cost, schedule, and quality level.

WHY THE SCHEID AND LEHIGH STRATEGIC PARTNERSHIP HAS WORKED SO WELL OVER THE YEARS

Both men offered opinions as to why their firms’ working relationship has been so successful for so many years. Dave offered, “When we team with Scheid on a project, the first thing that happens is they get to know the client’s business, even if it is a complex and technical process. Doug and his personnel have a great aptitude for learning and seek to understand the challenges that a client is facing before proposing solutions. This allows them to devise practical design options that are ‘inside-out.’ They are much more concerned with creating working solutions than pretty pictures.”

Doug added, “First you must listen, for it is only through comprehensive understanding that you can begin to design the creative solution that a client seeks. Successful design solutions begin with careful listening, and become exceptional when the synergies of both the design and construction entities work collaboratively.”

Dave went on to say that as architects, they also have a very good handle on construction cost, perhaps through working so closely with Lehigh estimators over the years, which allows the team to get to solutions that work for the clients' budget much faster, rather than pricing out options that may look fantastic, but don't work economically. Scheid architects also understand how Lehigh superintendents manage and how field crews and subcontractors work.

Doug agreed. "Understanding how the subcontractors work, and what their cost drivers are, is essential to creating cost-effective solutions. Often during the design phase, we are on the phone with various subcontractors to determine what systems or processes will be the appropriate ones for a given project. Product representatives and suppliers are driven strictly by sales, and feel whatever they are selling is 'best' for every project. We find that by talking with the subcontractors, the real field technicians, we are better able to determine if a particular component is suitable for the specific project."

When Scheid and Lehigh team together, both firms are continually involved in all phases of the project. "Scheid doesn't go away once the construction commences. They are as involved and active in the construction process as Lehigh people are during the design phase. Despite our best attempts to 'get it right' on paper, sometimes the best solutions develop out in the field. Scheid jumps right in with Lehigh's personnel when a better idea is proposed," said Dave.

THE "SECRETS"

Neither man felt there was anything magical or secret about their partnership's longevity. Dave likened it to his equally long-term and successful relationship with Lehigh co-owner Tom Glomb. "Partners in any successful business relationship must complement each other, and neither can ever feel like they can do the other's job better."

In the Lehigh/Scheid design-build partnership, the owners and companies philosophies, capabilities and values, are all complementary.

Doug added, "There can be no egos. It has to be—and is always—about meeting or exceeding the expectations of the client."

Both men expect a fair profit from the client for the services delivered. They agreed that their success is not measured by the maximization of the profit on every project, but is instead measured by the growth, over time, of the client relationship and through solid performance that leads to repeat engagements.

Looking back, Doug said being the new guy and catching the assignment was a great career break for him, just as finding Doug proved to be a pivotal moment for Dave. As the years passed, they became close friends as well as business associates. Without necessarily planning it, and long before "design-build" became an accepted form of project delivery, Lehigh and Scheid were living such a process.

Today, the two men meet weekly to discuss projects they share and those they would like to share. Still completely separate organizations; they bring to the table a history of quality and collaborative success that few, if any, in Western New York can claim.

Both Dave and Doug have the ability to be open to change. Their companies are well-respected in Western New York and beyond. After 27 years, they are mentors themselves, guiding those who work for them, while continuing to learn and grow themselves.

That "click" they felt the first time they met was the recognition in each other of integrity, creativity and leadership. With those qualities as a foundation, it is no wonder that nearly three decades later, they are still collaborating on projects and still building prosperity for themselves and their employees.



Doug Scheid and Dave Knauss

27 YEARS OF COLLABORATION

For more than 27 years, Lehigh Construction Group, Inc. and Doug Scheid have collaborated to deliver design-build solutions. A few highlighted projects are:

Graphic Controls, completed in 2001, was the largest industrial building constructed within the city of Buffalo in the past 75 years. Lehigh and Scheid designed and built this 236,000-square-foot facility in just over nine months.

The international property manager **Jones Lang LaSalle** engaged Lehigh and Scheid to design and build a new branch for Bank of America on a very tight site along Buffalo's Elmwood strip. This project needed to be completed in just 16 weeks, as a nearby location lost its lease and the bank needed to maintain a presence in the neighborhood and incur no disruption in service.

Lehigh and Scheid have enjoyed a 13-year-long design-build relationship with the **Buffalo Seminary**, Buffalo's first school for girls, founded in 1845. The collaboration has included five successive summers of renovations during a capital campaign, including a new athletic center and squash facility, a distance learning center and the transformation of the school into a residential campus through the renovation of neighborhood homes for domestic and international boarding students.

Buffalo's Vukelic family, owners of Try-It Distributing Co., Inc. engaged Lehigh and Scheid to design and build a new 110,000-square-foot beverage distribution facility after acquiring a distributor in Saratoga Springs, N.Y. This marked the farthest distance and largest project the team completed outside of Western New York. Less than a year after completion of the **Saratoga Eagle Sales & Service** facility the team added a 30,000-square-foot addition.

View photos of the projects on pages 4 & 5.



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Cold Call Success

Lehigh meets McGard

By Karrie Welborn

In 1984, when Derry McCauley, current CEO of McGard Innovative Security Products, was in his late twenties, another young man came knocking on the door of his business. According to McCauley, they chatted for some time that day, maybe as long as a few hours—McCauley didn't remember. "It was a long time ago!" he said, laughing. The man making the cold call was Dave Knauss, the President of Lehigh Construction Group, Inc. What McCauley does remember from that initial meeting was the will to achieve that emanated from Knauss that afternoon.

"It was obvious to me that Dave was a straight shooter," said McCauley, as he recalled that day. "I was impressed with his determination and drive, but we didn't have anything to offer him at that moment."

The connection, however, had been made. Knauss and his company were now known to McCauley and his company. About six weeks later, when McGard decided to add an 8,000-square-foot addition to its Buffalo, N.Y. manufacturing plant, McCauley remembered Knauss and offered him the project.

"He clearly wanted to get a foothold in Buffalo proper," reminisced McCauley. "He had business in the outlying areas, but wanted to show he was in contention for jobs inside Buffalo. It was also clear," McCauley added, "that once he had the opportunity, he intended to make it a showcase—an example of the quality of his company's work. And that's exactly what happened."

Lehigh brought the project in on time and on budget, said McCauley. "I was more than pleased with the results." Knauss had created his showcase as well as solidified the beginning of what was to become a very long-term, mutually positive relationship.

When McGard needed a much larger facility (185,000 square feet) at

a completely new location, coincidentally near Lehigh's offices in Orchard Park, N.Y., McCauley called Knauss. "The impact McGard and the McCauley family has had on the growth of Lehigh is immeasurable," said Knauss. "The trust and faith they placed in me and Lehigh to perform on that very first job and the relocation to Orchard Park was certainly not based on anything comparable we had in our portfolio. They took a risk on me, twice, and for that I will be forever grateful."

After the first few times McCauley called on Lehigh, there were no further solicitations of other contractors, according to McCauley. What Lehigh had that made them the contractor of choice, in McCauley's mind, was the best customer service he had ever experienced. Lehigh, he emphasized, was always there to back up its product and do whatever was necessary for the project. As the years rolled on, it was Lehigh that was awarded projects when McGard expanded again in 2001 and 2007. Why? "Because Knauss does what he says he is going to do, on time and on budget," said McCauley.

"Lehigh has an excellent reputation. Second to none," said McCauley. "I expect they will do our next expansion, which isn't all that far away!" In fact, Lehigh has since begun a 25,000-square-foot manufacturing addition for McGard. (See Projects in Progress, Page 10.)

Cold calls may be challenging, but they are often the only option available when a business is starting up or moving to a new level in the industry. Even so, it isn't the cold call that generates the business; it is the follow-up that counts. Impressing a potential client during a cold call is one thing. Living up to that impression is what brings in the projects. Knauss and Lehigh have been living up to the impression he made on McCauley for 27 years. The two men and their respective companies have established a long-term, successful relationship—and it all began with a cold call.



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Projects in Progress

Photos by Jim Bush Photography Inc.



TRY-IT DISTRIBUTING COMPANY, INC.

Lancaster, N.Y.

John Rupp, Project Manager

Chris Reichert, Site Superintendent

Lehigh has a relationship with Try-It Distributing dating back seven years. This newest project includes two additions to the current location. The first addition is a 7,500-square-foot add-on to the maintenance building. The second expansion, of 96,000-square-feet, is to the warehouse. This new space will add conditioned (refrigerated) space to the existing structure. The drive-thru will be relocated. There will be new docks for inbound and outbound trucks and additional access roads to allow for more efficient traffic patterns for their fleet of vehicles. There will also be a new draught cooler and some new office space. The project was started in May 2011 and is expected to be a 12-month build.

The most unique thing about this project is the commitment to build with as little environmental impact as possible on the surrounding area and to far exceed the required energy mandates for efficiency. All this, without any intent or need to have the LEED certificate hanging on the wall. The important thing to Try-It Distributing is that they are green in philosophy, and thus are building green. Being a certified green building is unnecessary. Being green *is* necessary.

DERRICK CORPORATION

Buffalo, N.Y.

Martin Knauss, Project Manager

Bill Baker, Site Superintendent

In March of 2011, Lehigh began a fast-paced, 128,000-square-foot addition to Derrick Corporation's manufacturing plant. Lehigh has long-term relationships with both Derrick Corporation and the architect on the project, Scheid Architectural. Lehigh's role is Construction Manager.

The building is constructed of structural steel with load-bearing, precast concrete perimeter walls. The plant expansion was substantially complete by mid-September in order for the owner's equipment to begin assembly by that date. The building construction is to be 100 percent complete and the equipment fully functional, by the end of October 2011. [This project was on-track at the time of publication.]

To allow natural light into the manufacturing space, the design team decided on skylights, a feature unique in manufacturing buildings. There are approximately 70 skylights measuring 5 foot by 9 foot. As a green element, the skylights will not only help reduce energy costs, they may also increase productivity. The lighting control systems for the building are integrated with daylighting sensors to maintain light levels during all hours of the day.



ST. JOHN'S EVANGELICAL CHURCH

West Seneca, N.Y.

Martin Knauss, Project Manager

Joe Krol, Site Superintendent

Due to structural problems in the existing sanctuary structure, the congregation decided to demolish rather than to renovate St. John's Evangelical Lutheran Church in West Seneca, N.Y. Demolition and new construction was a safer and more cost-effective solution than renovating the structurally unsound building. In late fall 2010, Lehigh Construction demolished the original building, salvaging art glass windows, altars, and pews to be used in the new building, which will have a footprint of approximately 5,000 square feet. Blending the salvaged windows, altars, pews and art glass with a new design will be a reminder of the original sanctuary while creating a more modern, and safe, worship space. The new structure is scheduled to be complete by February 2012. The architect for the project is Bammel Architects. This is the first time Lehigh and Bammel have worked together on an ecclesiastic construction.



APP PHARMACEUTICALS

Grand Island, N.Y.

Pat Carroll, Project Manager

Rich Potter, Site Superintendent

Another long-term relationship that Lehigh has established, is with APP Pharmaceuticals. In June 2011 Lehigh began construction on a 13,000-square-foot expansion at APP's Grand Island manufacturing facility. The expansion includes second-story additions, which will be used for mechanicals such as HVAC equipment. The first floor expansion will extend the owner's clean room production capacity, allowing for six more Lyophilizer units with additional filling/packaging suites.

The most unique aspect of this renovation is the need to build a 160-foot-long vault for site utilities such as storm, sewer, fire protection, communications wiring etc., to support plans for future expansion and connection to other buildings. This concrete, underground vault will provide the facility with maintenance access to these utilities, thus allowing further expansion of the building through the current underground utility corridor.

CANTERBURY WOODS

Williamsville, N.Y.

Joe Migliore, Project Manager,

Dave Duffett, Site Superintendent

The Canterbury Woods project is a 3,000 square-foot expansion to the existing structure of a retirement facility's dining room. In a multi-phase transformation, the dining room will be extended to the patio and then the interior redesigned as a cafe.

Because independent living space will look out over the roof of the new dining room, it was decided that the roof below them will be a "green roof" — comprised of plants that grow in crushed stone with some organics.

Within the existing dining room, Lehigh will renovate the light fixtures, ceiling and carpet. One of the more unique aspects of this project is the curved wall of the new dining room.



MCGARD

Orchard Park, N.Y.

Pat Carroll, Project Manager,

Mark Glomb, Site Superintendent

McGard, Lehigh and Scheid Architectural have enjoyed an on-going 27-year relationship. (See stories, Pages 4 and 8) The most recent project that involves all three organizations is the 25,000-square-foot expansion of the McGard headquarters and manufacturing plant in Orchard Park. The project, which expands the Orchard Park facility by approximately 10 percent, will add 15,000 additional square feet of manufacturing space for McGard's plating operation. Construction of an additional parking lot is also part of the scope of work. This expansion uses structural precast-concrete panels, which will allow for both faster construction of the addition, as well as blending the addition into the existing building façade.



PRO Mechanics come prepared to create a temporary work station with pop-up sawhorses and portable power tools.

What's In That Van?

An in-depth look at Lehigh's PRO Mechanics

By Karrie Welborn

Lehigh's Professional Response Organization, or PRO Team, is just one of the unique services that Lehigh offers to businesses in Western New York. With a client list of more than 200 and approximately 1,500 jobs (and growing) annually, it is a thriving Lehigh division.

Thirteen employees comprise the PRO team. Five of those 13 are in office, PRO Service Managers who coordinate and assign the many requests called in and manage client relations.

There are eight specialty vans for the in-field employees, filled with the tools necessary to do just about any maintenance or repair job. Six of the vans are essentially the same, while the remaining two are dedicated specifically for jobs that require heavy loads. One is a masonry truck and the other is specially equipped for steel fabrication.

All of the PRO mechanics have years of experience in the field. They are versatile in their abilities and comfortable in a variety of settings. It takes experience and ingenuity to respond to the diversity of jobs, many of which are of an urgent nature.

"We do what no one else wants to do," said PRO mechanic John Ciciera, one of the eight PRO mechanics who is responsible for a van. "We do a lot of door hardware-type jobs at places like Walmart," said

Ciciera. "After that, it is probably roofing and third in line is flooring, restrooms and small remodels in bathrooms. We can change a light bulb as well as build a whole new building."

All PRO Mechanics have had responsibility in the field and have, according to PRO Service Manager Nick Sabal, "been in the trenches, doing it all." The eight employees who are responsible for the vans have proven leadership skills as well; but PRO mechanics are well-versed in all construction tasks. "Everyone," Sabal added, "works to the same point of highest quality. They are as quick as possible, but quality is the top goal. The quality has to be there."

PRO Mechanics are always prepared; their vans contain the tools to fix a multitude of problems. Yet when it comes right down to it, the hallmark of the PRO division is more than the fact that no job is "too small" or "too unique" for them to tackle. It is more than the organized readiness they each have toward any job and the fact that they have the necessary tools at hand. It is even more than the "can do" and "will do" attitude each PRO mechanic has toward every project. The real key to the success of the PRO team is that they have all of it: skills, experience, tools, creativity, versatility and positive attitude, for every job, all the time.



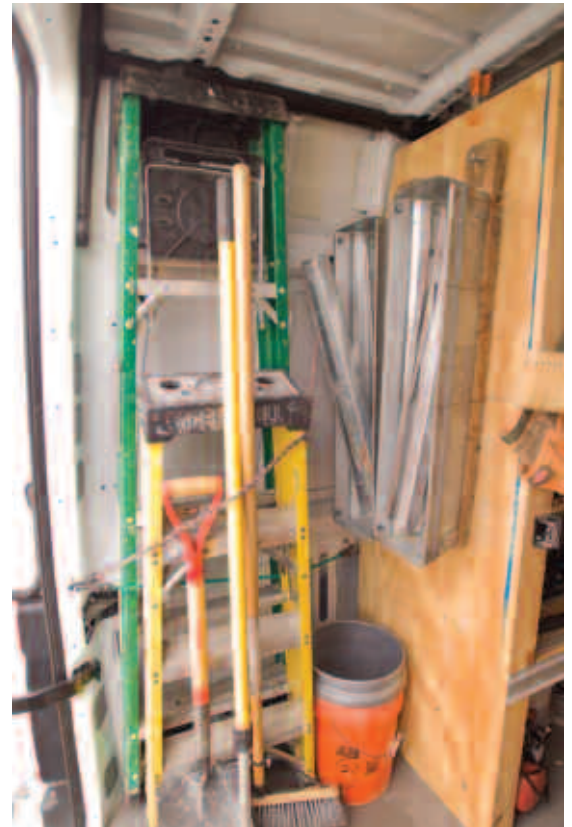
In addition to coming prepared with any tools and supplies to complete your project, PRO Mechanics also come prepared with safety equipment and clean up supplies.



Custom-built shelving in a Lehigh PRO van allows the PRO Mechanics to come equipped with hundreds of items.



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Items like sawhorses, shovels, ladders and brooms make PRO technicians prepared to complete jobs quickly.

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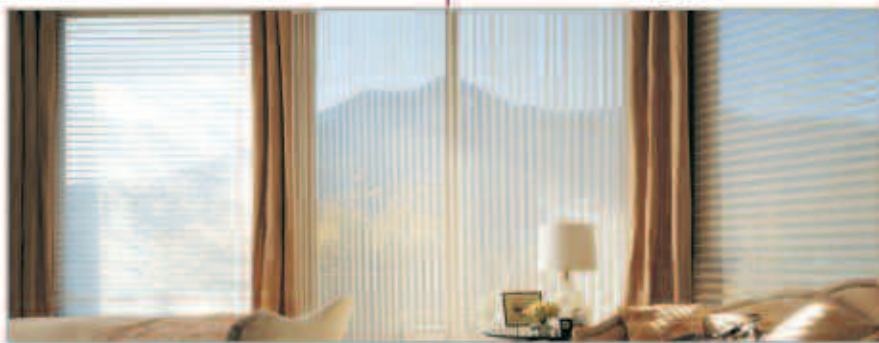
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