

The Lehigh Way

*Take Me Out to the
Ballgame – Quick!*

pg. 4

Lehigh on the Road pg. 8



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General Business
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Field Operations Team
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General Superintendent

Jim Drzewiecki,
PRO Operations Manager

Nick Sabal,
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Welcome to *The Lehigh Way*.

This issue of *The Lehigh Way* highlights our *responsiveness to customers*, especially for time-sensitive projects requiring flexibility to meet customer deadlines where failure is not an option.

Entertainment and sporting events were among the hardest-hit activities during the pandemic. Our story detailing improvements to Buffalo's Sahlen Field to create a summer home for the Toronto Blue Jays is the first example of responsiveness with attention to detail and schedule on a very demanding project. I am very proud of our Lehigh personnel and subcontractor team that helped bring Major League Baseball and fans back to Buffalo.

I hope you will enjoy an article on the work we've done outside of western New York. Relationships with valued customers have led projects in several states, in addition to many locations throughout New York State. When our customers ask, we respond to make each remote job successful.

The third article highlights the importance of response and communication during a plant shutdown project. Careful advanced planning ensures that customer goals are met and completed on a tight schedule to get production back up and running.

This is our 20th edition of *The Lehigh Way*. While I have contributed to many articles, I've yet to author an entire one — until now. My journey into servant leadership is detailed.

Our "Ask the Expert" segment features the president of BaAM Productions, Annemarie Roe. BaAM is a creative experiences company responsible for many high-profile productions in the sports and entertainment world. Our shared value of responsiveness to customer needs and deadlines made Lehigh a great partner for BaAM on the Blue Jays Sahlen Field project.

As we head into fall and winter, keep in mind that the Lehigh PRO crew is already scheduling building maintenance and facility repairs to prepare for the inevitable cold and snow. Please don't hesitate to give us a call.

As always, I appreciate your feedback and suggestions on how we can improve this magazine.

David E. Knauss

President

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TAKE ME OUT TO THE BALLGAME – QUICK!

Lehigh Construction and Subs Deliver Blue Jays' Temporary Home on 70-Day Timeline

by Samantha Brown

In the swarm of myriad changes brought forth by effects of the coronavirus pandemic, the sports, arts and entertainment industries — anything that might draw in a crowd — were among those hit the hardest.

As the development of COVID-19 vaccines consequently eased restrictions across the States on public events, Major League Baseball and other transcontinental pro leagues, in their plans for the 2021 season, needed a creative solution. Travel restrictions at the U.S.-Canada border continued, creating a unique opportunity for Lehigh Construction — and for the Toronto Blue Jays. The franchise chose their Triple-A affiliate in Buffalo, the Bisons' Sahlen Field, to serve as an alternate home stadium, so that the Toronto, Canada-based team could play in the U.S., citing Buffalo's close proximity and the mutual support for both organizations' long-term goals.

Originally known as Pilot Field, the site both opened and hosted the first-ever

Triple-A All-Star Game in 1988, and it serves as one of the most significant ballparks in baseball history, its construction triggering a stadium boom at both minor and major league levels, according to mlb.com. Sahlen Field remains one of the largest ballparks in the minor league, and according to the Lehigh Construction team, was built with the intention to be expanded and/or adapted for the majors. It has an attractive résumé, and one Lehigh Construction was eager to be a part of. Aside from improvements to the field itself, the facility hadn't been substantially structurally updated since it was first built.

BaAM Productions, a creative production company that works closely with clients in the entertainment, cultural, heritage,

tourism and sports sectors, tagged Lehigh to lead an "A-Team" of subcontractors on the renovation and expansion project, meeting perhaps one of the tightest project completion timelines Lehigh has ever seen. Construction took place from March 8 to May 27, 2021 — totaling about 70 working days, in time for the Blue Jays' Buffalo home opener. "We have very strong relationships with ethical, hard-working subs in the western New York area, and they knew how important this project was," said Martin Knauss, Lehigh Construction

"The communication was exceptional and constant expectations were clear."

*—Michael Young, Vice President,
Empire Building Diagnostics, Inc.*

project group leader. “They never let us down.”

In collaboration with the BaAM team, Lehigh’s Knauss, PRO Service Manager Marc Irace and Project Manager Mike Quigley, did much of the early planning and estimating on the job prior to selection. When the project was set, Irace, who typically serves as an office-based project manager, took on a larger role in the field, working with project superintendent Nick Lewandowski, and overseeing the project and communicating design changes to their subs throughout this unique design-build renovation. *[Editor’s note: Lehigh Construction can’t thank its contributing subcontractors enough. For a full list of subcontractors, see page 6 of this issue of The Lehigh Way.]*

The main areas of focus were “the clubhouse improvements; a new batting cage building, which is separate from the whole stadium; a two-level bullpen in the outfield; redoing portions of the outfield wall; and improving the dugouts, lighting and field,” which transformed Sahlen Field into a modern facility, Irace explained. With nearly 20 subcontractors involved, and as many as 65 field workers on site at a time, keeping the lines of communication open was crucial to achieving an effective and safe work environment on the strict schedule.

To keep the project moving, the Lehigh team doubled down on the day-to-day communication efforts and project management roles, keeping the team informed

and prepared to meet the deadline. Irace worked on site daily and directly with Ray Salverda, and Nathalie Burri, project directors for BaAM, while Lehigh Project Manager Harold Knittel took on the internal project manager role in the office — tackling internal project oversight duties and working directly with the BaAM contacts based in Toronto, as well as architects and subcontractors. “We relied on BaAM to be our portal to the Blue Jays to get things approved — what ceiling tile we were using, what flooring, what paint finishes,” explained Knittel.

These efforts weren’t unnoticed. “From the first bid meetings we had with them I liked the way they did business and did not pull punches on the reality of timelines,” said Salverda. “Once we began the project, we were presented with a project schedule that never changed, and the Lehigh team worked hard with suppliers and architects to ensure we hit each and every mark. The attention to detail on site and the problem-solving abilities of both Marc and Nick ensured for a very smooth build and hand over to the client,” Salverda said.

When the original timelines came out, no finalized project drawings were available, and Buffalo-based Scheid Architectural was instrumental in crafting detailed and clear drawings to convey the plans and obtain proper permits. “Using our in-house infrared scanning capabilities, our team at Scheid was able to quickly prepare a unique set of clear and concise permit and construction drawings,” explained Jim Gannon, AIA, NCARB. “This allowed the overall schedule for construction to commence seamlessly in order to minimize mobilization delays typically encountered with more traditional permit review and bidding timelines.”

It was an exciting build with updates Buffalo-area residents were looking forward to, and because so many roles differed from their daily routines, the enlivened energy led to a collaborative work environment on all fronts. “The combination of working through a pandemic and doing a lot of ... remote Zoom meetings and a lot of transmission of information in non-traditional ways, plus you’re dealing with Major League Baseball, one of 30 teams. It’s a pretty powerful enterprise business that you’re dealing with that you have to keep satisfied,” explained Knauss.

TRANSFORMING A TRIPLE-A BASEBALL FACILITY INTO THE JAYS’ HOME AWAY FROM HOME

BaAM Productions led the renovation, maintenance and construction of temporary facilities at Buffalo’s Sahlen Field, including:

- A full rebranding and repainting of the ballpark, recreating the feeling of a home stadium
- Upgrades to the field, dugouts, stadium lighting, weight rooms, batting cages and training facilities, team clubhouses, A/V system facilitywide, and more
- Construction of temporary infrastructure for visiting team facilities
- Implementation of Major League Baseball’s COVID-19 health and safety protocol

Source: www.baamproductions.com

Lehigh also worked with Populous, a Kansas City-based architect, for parts of the job and the property itself is city-owned, reinforcing all the moving pieces to the project. “The city of Buffalo was instrumental in helping to make everything happen as far as permits, inspections and documentation needed from them on systems ... but everybody was moving in the right direction,” Knauss said.

When the first pitch was thrown from the mound at Sahlen Field June 1, the Blue Jays took to the diamond clad in a mix of home whites and their visiting royal blue jerseys, signifying the team’s temporary home away from home. While nothing can quite replace the atmosphere around a team’s home field advantage, Sahlen Field was well equipped, well received by fans and visitors in the Buffalo area, and ultimately served as a welcoming home for its Canadian neighbors. Lehigh wishes the Blue Jays and the Bisons success in their new and improved Buffalo home.





WELCOME BLUE JAYS

to your new home away from home.

Major League Baseball is back in Buffalo.

After a nearly 60-year hiatus, Major League Baseball is back in Buffalo. The new Toronto Blue Jays stadium, located in Buffalo, New York, is a state-of-the-art facility that will provide fans with an unforgettable experience. The stadium is a testament to the city's rich baseball history and its commitment to the sport.

The new stadium is a testament to the city's rich baseball history and its commitment to the sport. The stadium is a testament to the city's rich baseball history and its commitment to the sport. The stadium is a testament to the city's rich baseball history and its commitment to the sport.

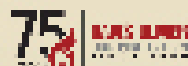
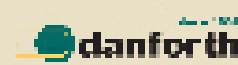
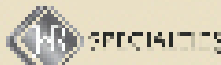
The stadium is a testament to the city's rich baseball history and its commitment to the sport. The stadium is a testament to the city's rich baseball history and its commitment to the sport. The stadium is a testament to the city's rich baseball history and its commitment to the sport.

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Lehigh on the Road

by Jessica Sears

Customer relationships have always been at the forefront for Lehigh. Despite the company's roots just outside of Buffalo, New York, the team has traveled as far as Texas, the Carolinas and Colorado to step up and complete jobs.

Projects with companies, such as Derrick Corporation, StructureTone and a dairy products manufacturer in Friendship, New York, have given Lehigh the opportunity to forge one-of-a-kind relationships that have led to additional project work outside of the company's traditional geographic area — normally within 90 miles of Buffalo.

The company began with founders Dave Knauss and Tom Glomb, and a simple philosophy: Do everything possible to make each customer happy. It's a philosophy that has carried the company for almost four decades. It's remained constant despite changes in technology and even during the recent COVID-19 pandemic. With this philosophy, the company has maintained strong relationships, which are at the heart of everything they do. Customers know that when they work with Lehigh, their needs will be exceeded, which has led to many new out-of-town construction projects.

"Ultimately, all of our out-of-town projects started with relationships in the Buffalo area," said John Rupp, project manager at Lehigh. "And then, as the end user or the customers have needs outside of our area, our relationship is strong enough, that they would ask us if we're willing to travel and go out of town."

Lehigh does everything they can to successfully complete a job for their customers. There is a lot of research and investigation that happens prior to physically getting each out-of-town job done, explained Chris Reichert, project operations manager at Lehigh. The

superintendent, project manager and those in the field work diligently to step up for customers by finding the best vendors and suppliers possible to ensure they're exceeding their customers' needs. Lehigh understands the importance of tackling the smaller maintenance jobs, which, in turn, leads to larger construction projects, setting them apart when it comes to stepping up for their customers.

"Lehigh is big enough to get everything done, and we have a 38-year history ... everything is pretty much custom to the customer, and I think that's why they keep coming back to us for new work at remote locations," said Doug Eberhardt, marketing director at Lehigh.

Derrick Corporation

Derrick has been a long-time client of Lehigh and has turned to Lehigh to complete several construction projects. Lehigh employees stepped up based on a customer request and traveled to

Odessa, Texas, to complete renovations on an existing building and convert it into a warehouse. The renovations included modifying office spaces, replacing the overhead door, putting in a loading dock and painting the exterior to match the color branding of the parent company. In the front part of the warehouse, where the office space was, the team performed a complete remodel — they put up new partitions, glass and carpet.

"Out-of-town work is more challenging because you don't have your tried-and-true subcontractors to work with," said Joe Migliore, project manager at Lehigh. "Your support system is operating from a long distance away. ... But even with all of those disadvantages, I think our customers realize that we'll still give them a high-quality product at the end."

Migliore noted that out-of-town work, like the warehouse project with Derrick



Founded in 1971, StructureTone is a construction company whose core values include integrity and transparency, collaboration, client first, innovation, excellence, and culture of safety. These core values have enabled the company to complete 1,500 projects annually and accrue more than \$8 billion in annual construction volume.

Their client first mentality, known as the company's "secret sauce" has been at the heart of StructureTone since its founding and has been a great match with Lehigh. They stay committed to their customers regardless of the project size or scope.

Source: www.structuretone.com

Corporation, gives Lehigh employees the chance to “step up” and grow. Each job is unique, with employees encountering new situations that require problem solving, getting their hands dirty and creating a mentorship with their superintendents.

Glenwood Keuka

This project was a result of an existing customer relationship and involved construction from the ground-up for a social clubhouse. Originally a wood structure building, Lehigh completed the demolition and erected a new building to replace the original aging structure.

All of Lehigh’s projects, including Glenwood, give the construction employees ample opportunities to “step up” and enhance their construction skills and knowledge by learning from experienced superintendents and long-time construction professionals. Working on out-of-town projects means leaving their families to travel for jobs and establishing new subcontractor relationships, while seeing new geographical locations.

StructureTone

The team has worked closely with StructureTone, a global company, to complete several projects throughout the past 15 years. Most recently, both teams joined forces to renovate offices and conference rooms for a global insurance provider in the Utica and Troy areas of New York.

The partnership with StructureTone began simply, when the company was looking for a partner on an upstate New York banking and financial services corporation project. Although StructureTone has offices across the country, the company partners with other construction companies in areas where they don’t have direct coverage, rather than sending their team members out on the road to do work. After performing well and successfully completing the job, StructureTone trusted Lehigh to perform additional work outside of New York City, and the relationship and collaboration have grown ever since.

As of 2021, Lehigh has completed more than \$30 million of work for

StructureTone, and the partnership is still going strong. Recently they worked on interior renovations for a large multinational insurance and global benefits supplier offices in Troy and Utica, New York, that included glass walls and putting in new A/C systems, flooring, new doors and hardware.

The Island in the Lake

Another StructureTone project originally involved work on an island for a corporate retreat center with a concrete and precast bridge in the St. Lawrence Seaway area of northern New York years ago. Once again, a successful delivery of the job led to additional business based on this relationship. Recently, for a weeklong project, Lehigh went back on the road to complete work for this repeat customer. This was an opportunity for some of the younger workers, in particular, to step up and take on leadership roles, get experience traveling out of town for a job and communicate with management.

“That was a great job. ... That was a great one for our younger guys to be with me to get mentored and understand what’s involved when they’re out there,” said Chris Reichert.

Dairy Products and Cheese Manufacturer

Lehigh’s relationship with a local dairy products and cheese manufacturer in the southern tier of western New York that began more than 25 years ago has also led to additional business downstate. An employee who had moved on to new opportunities at other locations within the corporate family had formed such a lasting relationship with the team at Lehigh that the plant engineer recommended Lehigh to a sister company located near the capital region of New York state.

Since that time, Lehigh has continued to complete projects for this manufacturer in New York, some of which include a compressed natural gas plant, a wastewater treatment plant and an ammonia cooling tower. This latest remote work with the client has lasted more than a year and a half.

The unique relationships that Lehigh has been able to form has not only



“There’s always a chance to step up.”

—Chris Reichert, Project Operations Manager

“We have customers who trust we will perform at a high level, even with the more challenging out-of-town work.”

—Joe Migliore, Project Manager

“Being on the road is a good opportunity for the younger guys to grow and learn new construction skills, and it’s good to see them ‘chip in’ when needed.”

—Ken Krzykowski, Superintendent

“Being on the road gives you the chance to see different places and meet new people.”

—Joe Krol, Superintendent

“The fact that Lehigh trusts me enough to get the job done is a real motivator. Lehigh has kept me working for 32 years, and I feel a responsibility to pay them back when needed, but the incentive of the extra money is always in the back of your mind.”

—Glenn Hollowood, Superintendent

“Our field crews, superintendents and project managers are the key to our successful out-of-town client relationships.”

—Doug Eberhardt, Marketing Director

kept them a reputable company with repeat work with top clients for nearly 40 years, but it’s also helped them forge new partnerships. Customers who work with Lehigh know that the company will do everything they can to meet everyone’s needs.

“You build relationships and those continue on,” said Reichert. “That’s how some of these out-of-town jobs occur — from those relationships we build with other contractors, clients, owners and architects.”



Extensive Planning Makes Shutdowns Easier with Lehigh's PRO Team

Lehigh's PRO Team can plan and execute every detail of your shutdown

by Kelsey Castaneda



Keeping the production line or customer service area of your business up and running as much as possible is critical to your bottom line.

When you are finally able to form necessary or emergency maintenance, it is important to work with a partner who has performed hundreds of difficult shutdowns and has worked in your industry.

The Lehigh PRO Division stands apart from other service providers by performing shutdowns on third shifts, overnights, weekends or even holidays, making the PRO shutdown crew especially attractive to food and beverage manufacturers, banks and financial institutions.

Lehigh PRO has developed a planning model and system that is tailored to each company's specific requirements. A Lehigh PRO Service Manager will work with you and your team to establish a timeline with measurable milestones to assess progress throughout the project, and communicate continuously to uncover and respond to any unforeseen situations that inevitably arise during each shutdown.

Planning for a Shutdown

While the idea of completing maintenance and construction projects when companies are closed might sound simple, the planning and execution of shutdowns is far from easy. There is an immense amount of planning needed for any shutdown in order to properly perform essential maintenance, complete the work, including the inevitable unforeseen

challenges that arise, and then get the customer back up and running on time to meet their production schedule.

Let's say, for example, that a factory in need of maintenance wants to plan for repairs during a 48-hour holiday shutdown. The Lehigh PRO team begins planning this process as far in advance as possible, coordinating everything from the labor, suppliers, necessary equipment, and anything in between. "When a client only has maybe two or three shutdowns per year, with each being just a few days long, they will, of course, want to do a year's worth of maintenance in each of those little shutdown windows because the goal is always to have everything back to normal for employees as soon as they return. Ideally, we'll know months in advance that a project like this is coming, and the goal is to have all the material and manpower prepared, including any rental equipment we might need. This type of work is really about being able to do good quality work in a short amount of time," said Jon Wilcox, Lehigh PRO group leader and service manager.

Planning and strategizing scope of work for shutdowns involves anticipating all the minor details, right down to what tools the team will require. "We will want to make sure that our team has all the tools and materials they could possibly need, which

sometimes requires ordering far in advance. For example, it's not like you can just run to the store and go pick something up on Christmas Eve because nothing's usually open, and many places also have limited weekend hours. We want to really prepare the materials, equipment and small tools so that the team has everything they could possibly run into because, just like with any construction project, there will be unforeseen items they need."

For shutdown projects, it is all hands on deck for Lehigh. Since the Lehigh team always has safety top-of-mind, the crew will often work in rotating shifts, switching off after so many hours so that no one works longer than is safe, and so that everyone is well-rested and producing high quality work.

Anticipating Issues

On any job site, anticipating issues is of huge importance for many reasons — safety, cost and timeliness, to name a few. During shutdowns, anticipating issues is absolutely vital in order to ensure the work gets done according to schedule.

"For example, we do shutdown projects for a food plant quite often. They're continuously expanding because it's a very lucrative facility and they need to expand production and their footprint. To do that, they need more power. So, whenever they

are doing a shutdown project putting new transformers in and running higher power, they shut off all the power to the plant. So, in other words, we're expected to do our construction projects — such as replacing broken pipes, saw cutting through the concrete floor, removing the dairy brick, removing the concrete, excavating to expose the pipes, and so on — not only in a 48-hour timeframe, but we're also then doing the projects without the lights, so we'll have to bring in generators and light stands to set up so that we can see what we're working on. It's just one more added challenge that can happen during shutdowns, because outages can happen and there's absolutely no power, which we must plan for. When we meet with the client ahead of the projects to discuss the scope of work, it is my job to try to think outside the box to anticipate anything that could become an issue so that we're prepared for it — otherwise we will not be able to complete the full scope of work in the limited timeframe," Wilcox explained.

Whether it's planning for backup generators, preordering needed materials, or ensuring the right tools make it to the jobsite, the Lehigh PRO team is ready to anticipate any issues that may arise.

Responsiveness and Communication

Perhaps the most important part of planning for a shutdown is communication — before, during and after the project, communication is key.

Prior to starting work, the Lehigh PRO team will meet with the customer to review the timeline, scope of work to be completed and any other items of importance to ensure that everyone is on the same page.

Checking for Permits

As part of the preplanning process, the Lehigh PRO team sorts out any permits that may be required. "Quite often the inspectors are not going to be working on Saturday night or a holiday, so we coordinate with them. They'll give us some requirements for the pictures they need taken so that they can have them for the records. Then, we coordinate with them to make sure that we have everything that they will need so that these projects can go smoothly with the different municipalities and the permitting

process. While we are working, we make sure to communicate with our team to gather any photos or items needed for the inspector," Wilcox said.

Hourly Goals

The Lehigh team sets hourly goals that the team should meet to complete the scope of work within the short timeframe. "Setting hourly goals works out great because right off the bat we know if something is taking longer than anticipated, or if we're getting behind on the plan. We'll know early on if we are not hitting our deadlines and our goals, and then we know that we either have to add more manpower or change the scope of work. This keeps everything running as smoothly as possible because we can adjust as needed," Wilcox said.

Creating a Punch List and Finalizing Details

Creating a simple checklist is one way that Lehigh saves time and ensures that nothing is left out during the hustle and bustle of shutdowns. "Let's say we are replacing pipes underneath a piece of equipment. First, the pieces of equipment will have to be removed, and then we'll remove the concrete. There are so many steps, down to making sure the power to the equipment is reinstalled and that everything is working properly the next day. All these steps need to be done, and we have to have it all mapped out so that then we can go through and check off each of those tasks as they're completed and they can then start running the product at the designated time when their employees come back. If the plan and steps are followed, everything can go smoothly, but without planning it's easy to forget steps, which we never want to happen," Wilcox said.

Shutdowns Benefit Every Industry

Shutdowns happen in more industries than might be expected, but are especially common in the banking, food and beverage, industrial manufacturing and retail industries. The Lehigh PRO team has extensive experience with and is prepared to assist clients from any industry in need of shutdown work.

"I think it's interesting how often shutdowns can come up in such a wide variety of industries — chemical plants, food plants, the banking industry, and it

"We never want to hinder the customer's experience or make regular business hours difficult for our clients."

—Jon Wilcox, Lehigh PRO group leader and service manager.

can even be as simple as working during the night when a single retail store or branch is closed. When the store is closed and you know that they're opening the following morning, you are using rapid setting products so that the customer doesn't even realize that all this work was done the night before, and they think it's all been business as usual. We do a lot of work at grocery stores, and we set up shutdowns at night. When they close the grocery store, let's say, at midnight, we have until 6 a.m. to have everything completed, cleaned up and moved off the property so that when they open back up in the morning, nobody knows work was done overnight. We never want to hinder the customer's experience or make regular business hours difficult for our clients. Nighttime shutdowns are preferred in many industries, and we really feel like we're kind of behind the scenes, solving and taking care of problems so that the outcome is better for everyone," Wilcox explained.

With enough planning and preparation, the Lehigh PRO team can work around any type of shutdown so that customers can get production and customer service back up and running to their fullest potential.

"The main goal is to do high quality work safely, but also to ensure that the customers continue to operate and make money the way they normally do without having to close their doors or alter their operating hours because we are able to solve these kinds of issues and problems behind the scenes for them," Wilcox said.

If your company has a shutdown coming up, or is interested in learning more about shutdown work, call (716) 662-2151, email info@lehighconstructiongroup.com, or check out the Lehigh website at www.lehighconstructiongroup.com/plant-shutdowns-turnarounds.

BUILDING TRUST

What Kind of Leader Am I?

by David E. Knauss



Tom Glomb and I started Lehigh in 1984 and worked side by side as partners for 34 years. We led through joint decision-making, with each of us “staying in our lane.” Tom was responsible for the field employees, and I oversaw the office. We have very different personalities, but I always felt our success was attributed to mutual respect and the fact that neither of us wanted the other’s job — nor felt we could do it better.

So, Tom was heading into retirement and I was now ultimately responsible for the field and the office. How would I now lead both of these groups? I had read a number of books on leadership over the years, picking up some pointers here and there, but I had never challenged myself to pick or to define my leadership style.

Lehigh has always been guided by strong values that speak about honesty, pride, safety, ingenuity, responsible decision-making and honoring commitments. If you can’t recite the values, they are all encapsulated in our mantra: “*Work Hard and Treat People Right.*”

We have always been a relationship-driven company. Ultimately, relationships develop and grow within an environment of trust, so living our Lehigh values is ultimately about building trust with clients, partners and co-workers.

So, it became pretty evident to me that my leadership style was closely aligned

with our values, and “talking the talk” and “walking the walk” were all about building trust.

I was a bit overwhelmed when I did a Google search on “leadership styles” and found lists identifying as few as three and more than 10 different styles. However, the website for the Servant Leadership Institute caught my eye.

I learned the concept of “servant leadership” has been around throughout history, but Robert K. Greenleaf coined the phrase in his 1970 essay “The Servant as a Leader.” As a servant leader, you’re a “servant first” — you focus on the needs of others, especially team members, before you consider your own.

Art Barter founded the Servant Leadership Institute after successfully acquiring and transforming Datron World Communications into a servant-led company. He is quoted as saying: “We didn’t start the Servant Leadership Institute to become a consultant company or a leadership training company. We started it to share our knowledge of what we learned on implementing servant leadership.”

I attended the Servant Leadership Institute’s annual conference in San Diego in the spring of 2018. It was an experience that was part validation and part inspiration of the leader I am and the one that I aspire to be. I am a servant leader.

On the SLI website you’ll find:

What is Servant Leadership?
Servant Leadership is a set of

behaviors and practices that turn the traditional “power leadership” model upside down; instead of people working to serve the leader, the leader exists to serve the people. When leaders serve first, they unlock purpose and ingenuity in those around them, creating higher performing and happier employees. As servant leaders our purpose is to inspire and equip those who we influence.

As is the case about many aspects of life, I’ve come to realize that servant leadership is not a destination but rather a long journey. The SLI developed the nine behaviors of a servant leader, which I’ve summarized below. I can’t always give myself an “A” or even a passing grade on all of these behaviors, which is why I keep them handy and refer to them often:

1. **Serve First** – Examine your attitude as you approach each encounter.
2. **Build Trust** – You build trust by simply doing what you say you are going to do. Make commitments and keep them. If you can’t, you attempt to renegotiate.
3. **Live Your Values** – Make decisions with your values in mind. Decision-making is easier with a clearly defined set of values to guide your process.
4. **Listen to Understand** – Evaluate and work on your listening skills. Don’t interrupt. Don’t think about how you are going to respond or what you will say next while the other person is still speaking. (This

one is hard for me and requires my constant attention.)

5. **Think About Your Thinking** – A servant leader becomes very conscious of his/her thinking in all interpersonal relationships. Think before speaking. Do I consider my responsibility in each situation? How am I presenting the mission and purpose of the company?
6. **Add Value to Others** – Understand your strengths so you can use them to bring value to situations and add value to those around you. Encourage others to explore their strengths.
7. **Demonstrate Courage** – Address difficult situations for the benefit of your team. Servant leadership isn't "soft." Also have the courage to recognize and face your own shortcomings.
8. **Increase Your Influence** – Leadership is influence and can be exerted either positively or negatively. Spread your influence to add value and be of help to others. You are a

success when the people around you are successful.

9. **Live Your Transformation** – Servant leadership can be applied in business and personal situations. Living your transformation means your mindset has changed. Interact with the world by asking yourself, how can I add value?

Lehigh has great people. There is an old adage about building a great organization by hiring people who can do their jobs better than the leader. At one point, I did the jobs of every person currently working in our office, but each one of them now is better than I ever was. I believe it is impossible to be a servant leader without humility. Having an overinflated opinion of your own importance will never permit you to serve first the people that you lead.

Stephen Covey said: "Always treat your employees exactly as you want them to treat your best customers."

THE BEHAVIORS OF A SERVANT LEADER

1. Serve First
2. Build Trust
3. Live Your Values
4. Listen to Understand
5. Think About Your Thinking
6. Add Value to Others
7. Demonstrate Courage
8. Increase Your Influence
9. Live Your Transformation

Source: www.servantleadershipinstitute.com

So, serving clients to develop relationships with a foundation built on trust is the key to Lehigh's continued success, and building trust through serving others is the leadership path that I am on.

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Ask the Expert: **Annemarie Roe** President at BaAM



As the 2021 baseball season approached, it became clear that the Toronto Blue Jays unfortunately wouldn't be able to start their season at home at Toronto's Rogers Centre. As a result, the Toronto Blue Jays and Buffalo Bisons jointly pursued a renovation project to prepare Buffalo's Sahlen Field for Major League games in 2021 and make long-term improvements to the facility for the future of the Triple-A club. BaAM Productions was brought on to project manage the renovations, which in turn selected Lehigh Construction Group, Inc. as general contractor. To learn more about this project and the incredible work that BaAM does around the world, we chatted with Annemarie Roe, president at BaAM.

Q: How did this recent project with the Toronto Blue Jays develop?

A: BaAM managed the initial conversion of the ballpark in August 2020 to support the Blue Jays' temporary move to Buffalo. It was a super fast-tracked project. That success gave the team the confidence to turn to us for design-build solutions on a much bigger scale. We started designing, scoping, and looking for a build partner, all in a matter of weeks.

Q: What were some of the key challenges?

A: Timing was the challenge. The entire renovation — demolition, new batting cages and bullpens, upgraded player spaces, extensive flooring and finishing — was completed in about 70 working days, while the planning and design phase spanned approximately 30 days.

The schedule had zero slack. Lehigh and their team hit every date as planned. Even with some underground discoveries, they held the schedule. We counted on Marc, Nick and Harold to ensure Major League quality across the board, despite the time crunch. And they delivered. Project failure is never an option for BaAM. National broadcasts, players, teams and fans rely on us to deliver a project on time and to exacting standards every time. It was clear from the beginning that Lehigh operates the same way.

Q: Tell us about BaAM and your company's creative philosophy.

A: BaAM has a team of exceptional talent with designers and production and construction experts who understand the absolute dependency both creative and production have on each other. We operate as a team with a "refuse to fail" attitude that binds us. We've worked hard to earn the respect of our clients, host

organizations and our supplier teams by blending our vision and understanding of the big picture with a rigorous application of project management best practices. Informed creativity is our balance, and teamwork is the driver.

Q: What was a project that first put you on the map?

A: It was in 1991 that founding members of our team developed the first-ever MLB All-Star FanFest. The goal of the event was to extend the All-Star experience to more baseball fans so that even those who couldn't afford a ticket to the All-Star Game would still be able to participate. The event has grown and evolved since then. In recent years we collaborated with MLB to reimagine the experience as PLAY BALL PARK. But that first FanFest influenced the development of other fan events and attractions across the sports industry.

Q: BaAM clearly enjoys high-level relationships with major sports leagues, but you also do many other things. What are some BaAM projects that extend beyond the sports realm?

A: In the same way that fandom spans more than just sports, our work engages all types of fan communities, tapping into that passion regardless of the subject matter. A great example is our collaboration with Twitch to produce TwitchCon in North America and Europe. The interactive elements may be different, but our experience producing fan events allows us to apply a proven collaborative process across multiple stakeholder groups to create a fun, seamless experience for all.

Q: How did the pandemic affect BaAM?

A: Agility has been the name of the game for us. The pandemic hit us very

quickly. In a matter of days, cancellations cleared out our project calendar at one of the busiest times of the year for us. Although we had some long-term projects in spin for clients like the NFL, we set up internal projects to focus on team efficiencies and procedures so that we could be ready for future work. It kept our team active and current. So when we got a call in mid-summer 2020 to assist the Blue Jays with their quick turnaround move to Sahlen Field, our teams were ready to get back into action and put that work into practice.

Q: What was the return to on-site work like for your team?

A: Our initial project with the Blue Jays was a great way for BaAM to get back in the ring, supporting sport and entertaining fans. It was a launch pad for our staff who learned how to navigate and ensure safe work sites in a pandemic. We were able to bring that knowledge and experience to our work with other teams and leagues. When the Raptors had a short turnaround to build their practice facility in Tampa, there was no hesitation that our team was prepared and equipped to get the job done.

Q: What future trends do you see playing out in the entertainment and large event space?

A: Despite all the challenges and negative impacts from COVID-19, we're finding that some lasting changes are underway — for the better. The ubiquity of touchless technology and less reliance on paper is an encouraging sign that more sustainable choices are becoming the norm. And recommitting to the work we each do with an appreciation for the things we used to take for granted, I think will make being together all that more special.

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