

The Lehigh Way



Service to Lehigh

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Service to the Community pg. 10

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Welcome to *The Lehigh Way*.

This is the “Service Issue” of *The Lehigh Way*, and it highlights many of the ways service is interwoven into relationships among our employees, our customers and the community.

In the cover story, we recognize the tenure of a very special individual who I’ve often called the “heart and soul” of the Lehigh family. Every employee has a story of how Josie has helped them or one of their family members at some point in their journey with Lehigh. She has been an invaluable member of our team and her contributions to our success over the years are immeasurable.

The second article highlights our service to a new Lehigh client and how a conversation during a family dinner led to new work at a local warehouse and distribution center. The successful completion of that first job led to more engagements, and it’s a great example of how Lehigh PRO response and performance builds trust and fosters relationships. The client also noted that the facility upgrades have also contributed to improved morale among her office employees.

As the Buffalo waterfront revitalization continues, I hope you will enjoy an article on Lehigh projects at the Buffalo and Erie County Naval & Military Park. We were honored to donate our services to improve the overall experience of visitors to the park and more importantly to honor the commitment and sacrifice of those who have served.

Our “Ask the Expert” segment features the vice president of Empire Building Diagnostics (EBD), Mike Young, who details EBD’s commitment to the environment and highlights the many things they do to help make Buffalo a more sustainable and livable city. As Mike states, “EBD ... are preservationists first,” and he goes on to detail their reuse and recycling philosophy, which helps minimize the waste stream and carbon footprint of jobs they complete.

As we head into summer, please keep in mind the Lehigh PRO crew is only a phone call away for building repairs and improvements and our project and industrial divisions are gearing up for a busy construction season.

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

David E. Knauss

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

President

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After nearly 40 years in business, Lehigh has firmly established values and a culture that invokes family comparisons. No one has exemplified those values better or been more the de facto leader of the Lehigh family than Josie Stockweather.

Over the past 35 years, Josie's roles have included office manager, facilitator, administrator, trainer, cheerleader, travel agent, conscience, counselor, initiative driver and chief caring officer (CCO) for all of the employees and their families.

As human resources and administrative manager, Josie impacts every person who joins the company, from their hiring through the end of their career with Lehigh. She is a tireless advocate for all employees and is genuinely concerned with their personal well-being in addition to their Lehigh work life. Josie has weathered the ups and downs as Lehigh has grown throughout these 35 years and has always been there with a smile and support for every person to ensure they have the tools needed to be successful.

How It All Started ...

It was a pivotal moment for Lehigh in early 1987 when a friend asked if Josie would cover for her at Lehigh during an upcoming vacation. Josie worked on general office tasks in Lehigh's two-room office. Shortly thereafter, Josie was back helping out while Sue needed to devote her time to setting up Lehigh's first office computer. That short trial run with Lehigh led to a full-time job offer, a career in the construction industry and the opportunity to influence countless lives.

Lehigh outgrew their initial North Buffalo Road office in Orchard Park and moved into a larger facility on California Road where they eventually took over the entire building. Josie was an important part of supporting the company during those early years, integrating employees and systems while interacting with the field crews, subcontractors and customers — always with a cheerful and caring attitude.

As Lehigh continued to grow, Josie grew as well, taking on additional

Lehigh employees would like to sincerely acknowledge and thank Josie for her thirty-five years of service to the company and wish her the best in her retirement. She has left her mark on every employee and aspect of Lehigh.

roles and duties, with most of them being self-taught. Her construction dictionary enabled her to speak the language of subcontractors, architects and clients. Her flexibility and can-do attitude made her the ideal partner for Dave and Tom, offering a combination of resilient determination and drive to support owners who were also wearing many different hats.

In addition to her administrative and HR responsibilities, Josie has performed and been instrumental in virtually every other Lehigh job function, including safety, health and wellness, contract review, subcontractor and supplier relationships, building and landscape maintenance and providing support to project managers, PRO service managers, superintendents and the field personnel. As with many dedicated employees, Josie is on the clock 24/7, even while on vacation. It is not uncommon for her to be answering email and texts after dinner or long before the sun is up. She has been known to transact numerous phone and email communications while on trips to visit with children and grandchildren.

Biggest Challenge

While there have been many different issues over the years, the one that was most challenging for Josie was navigating the COVID-19 pandemic. She coordinated daily employee health surveys and made sure Lehigh was in full compliance with ever changing and often conflicting federal, state, county and customer-mandated regulations and directives. Coordinating widely varying individual customer requirements and governmental regulations during a time when employees were

uncertain about their own health was an enormous task. Although thoroughly stressful, she weathered the pandemic with her typical grace, understanding, care and concern for everyone's well-being.

While reminiscing about favorite times of her career, Josie always comes back to the people — the Lehigh family. One event that stands out to her was traveling to the Sagamore Hotel on Lake George to attend the annual meeting of the General Building Contractors of New York State (GBC, now the Associated General Contractors of New York State) in 2003, the year that Dave Knauss became president of the GBC. Other fond memories include attending Lehigh company picnics and Christmas parties, watching the employees and their families grow, and the relationships with customers and subcontractors, and key suppliers.

Another favorite story Josie related was when her daughter Danielle wanted to see where her mother worked, and to meet her boss Dave, when she first started at Lehigh. After the visit, 9-year-old Danielle commented, "How can he be your boss? He's too young!"

While Josie has a warm spot in her heart for so many of Lehigh's subcontractors, clients and partners, she has a special affinity for St. Luke's Mission of Mercy co-founder Amy Betros. St. Luke's mission centers around meeting the basic needs of the abandoned and underprivileged on Buffalo's east side, through several different ministries. Lehigh has supported St. Luke's and their numerous buildings and homes for more than 25 years and Josie has been Amy's "go-to" person whenever

there is a need or good news to share. As their relationship has deepened over the years, Josie and Amy have become close personal friends. They routinely share phone calls that end with “love you” or other terms of endearment. It has been extremely fulfilling for Josie to aid Amy in the St. Luke’s mission, and it will undoubtedly continue for many years to come.

One of the titles fondly given to her by some employees and embraced by Josie herself is that of “Nag Queen,” referring to her tenacious follow-ups to those who don’t respond to her outreach in a timely fashion. Whether it is an employee survey, new health and wellness initiative or participation in a company picnic or event, she likes pursuing anyone who hasn’t responded to her satisfaction. The clock starts ticking once someone doesn’t answer her request on time.

“My Dave”

While Josie has been an indispensable “partner” for Dave Knauss, her life partner and husband of 34 years

is Dave Brown, who is kind enough to share her with the rest of us every day. When Josie refers to “Dave,” she sometimes needs to clarify as “My Dave” or “Brown,” as it can be hard to distinguish which one she is referring to. Full disclosure, “Brown” is an usual proofreader of *The Lehigh Way* magazine articles, so we’re grateful for his efforts and it’s also apparent that he can’t say “no” to Josie either!

Dave and Tom offer high praise of Josie and her contributions to Lehigh’s success. Dave is grateful for their relationship and shared “I know Josie has helped me accomplish much more than I ever could’ve on my own. I’ve got a wife and two daughters, and I always have said Josie is one of the four most important women in my life. On particularly difficult work days I would’ve hated to have to rank them in order of importance!” He also said “I may hold the title of president, but it’s been pretty apparent to the Lehigh family over the years who really runs the show.” Tom also had heart-felt words of admiration. “Dedicated,

thoughtful, caring, loyal, my friend.” He was quick to point out how Josie bends over backwards to take care of the field crew and said she is the glue that keeps everything together. Tom related that in the early years, Josie did everything for him and Dave. “She’s everything to everybody.” Her fellow Lehigh employees are also effusive in their praise. (See page 7 for additional employee comments).

Josie has recently announced her retirement and is actively assisting in planning for continuity and success at Lehigh after she departs later this summer. She will certainly remain on speed-dial to consult on things for which “only Josie knows.” Josie’s wish is for Lehigh’s continued growth and dedication to employee safety. She is looking forward to spending more time with “her Dave” and traveling.

Lehigh employees sincerely acknowledge and thank Josie for her thirty-five years of service to the company and wish her the best in her retirement. She has left her mark on every employee and aspect of Lehigh.



Praise for Josie from Lehigh Employees

"32 years ago I came into Lehigh for the only job interview of my life and was more than a little nervous, and this very nice woman came over to talk to me and introduced herself as my neighbor from up the road. She was friendly and happy. I knew then I'd be okay here."
—Jack Bouquin, Superintendent

"She has been like more of a sister."
—Ed Mansell, Warehouse

"Josie is the go-to person for everything, and her smile and laughter make the office better, no matter how stressful things get!"
—Debbie Wilder, Accounts Payable

"Her voice is on the company on-hold notification and should remain there forever."
—Jon Karwick, PRO Service Manager

"Working with Josie for 9 years, I've enjoyed all of the company Christmas parties, summer meetings and other events. She is great to work with."
—Marcela Carlson, Administrative Assistant

"She is like the company den mother, always looking out for everyone and being helpful to everybody."
—Nick Sabal, Industrial Services Manager

"When I first started for Lehigh, Josie was one of the people that welcomed you with sincerity and comfort. Josie supported my family for many years by supplying information for health care, benefits and family support, from special occasions to losing a loved one. ... She always seemed to make things easy for the field."
—Chris Reichert, Project Operations Superintendent

"She's always on top of details. Whether it's new employee orientation, training or operations, Josie keeps safety top of mind."
—Jim Drzewiecki, PRO Operations Manager

"Josie does go above and beyond for all of Lehigh. I do not know of a better person for this position. Josie is loved by all."
—Ralph DiPalma, Warehouse

"She really is everything to the guys in the field."
—Ken Krzykowski, Superintendent

"She has been my mentor. I couldn't be successful without her."
—Stacey Springer, Project Coordinator

"I like it that she keeps the office at her standards."
—Jon Wilcox, PRO Division Group Leader

"I am always amazed at the sheer number of things she knows and can answer expertly."
—Joe Migliore, Project Manager

"Josie is not only a co-worker but a very dear friend."
—Harold Knittel, Project Manager

"Josie is the glue that has held Lehigh together."
—Mike Quigley, Project Manager

"From my first day at Lehigh onward, I have always known Josie to work diligently to get any situation resolved!"
—Tom Terhart, Superintendent

"Josie takes care of everyone in the field. She's great."
—Bill Starkweather, PRO Mechanic

"She is the glue that holds everything together."
—John Kasper, PRO Lead Man

"Josie has been one of the most outstanding women in business and the most respected matriarch for Lehigh Construction."
—Russ Bauer, Superintendent



SERVICE TO THE CUSTOMER

A Sunday Dinner that Turned into a New PRO Customer

When a wholesaler and distributor of building products near Buffalo needed external building repairs and maintenance on their 28-year-old facility, a conversation around the Sunday family dinner table led to upgrades that improved the appearance of the structure, made it safer and has helped lead to improvements in employee morale.

Tom Terhart is one of Lehigh's most experienced and proven superintendents, who continually delivers quality projects to customers. While Tom focuses mostly on construction of new large buildings and additions, he is more than willing to promote our PRO division capabilities to prospective clients when given the opportunity.

During a family get-together, Tom was speaking with his step-mother Amy Gruttoloni, operations manager of BlueLinx, a national building products distributor. Amy mentioned that

she was familiar with Lehigh as a general building contractor, but asked Tom, "Did we know anyone reputable that could be trusted to perform commercial building repairs?"

Tom talked to her about some of the jobs and customers that the Lehigh PRO division services on a daily basis, and he assured Amy that we could handle her repairs quickly and professionally — and more importantly that we would stand behind the work to make sure it was completed to her satisfaction.

As Lehigh PRO group manager, Jon Wilcox was wrapping up a large project he was overseeing one morning when Tom called and requested Jon reach out to Amy directly to assess her requirements and provide a competitive formal quote for her work. Tom stressed the importance of taking care of Amy as a close family member and how much it would mean to him that we perform our best work. Fortunately, Jon treats every customer as a family member, and he rushed over to meet Amy at her office within 40 minutes of Tom's call.

Amy inquired about two projects that first morning. The first was the replacement of her warehouse gutters and downspouts which had eroded over time. They were spilling water out all over the parking lots, creating hazards that quickly iced up and created a general mess after large rainstorms and snowmelts. The second project involved replacing portions of siding that had been damaged by fork trucks over time, creating a visually unattractive exterior of the building [see pg. 8 photo]. Because there was a longer lead time for the gutters and downspouts, Jon ordered the items immediately. Then as soon as the siding arrived, the job was quickly completed by Lehigh PRO mechanics. Amy was appreciative of the result. When the gutters and downspouts came in, they were also successfully installed, and again Amy was pleased with the work. Tom was off the hook at Sunday dinner, as Amy mentioned how happy she was with the responsiveness of the PRO team.

While PRO jobs can be one off projects, Jon was surprised when Amy called back shortly thereafter for

a quote on another project. Some of the older siding was held to the building frame using clips that had begun degrading to the point that the siding was coming loose, and water damage had caused the base of several sections to be rusted away, requiring replacement [see photo below]. The new maintenance and upkeep of the building exterior was dramatically improving the appearance of the entire facility.

Once Jon became her trusted building repair provider, subsequent jobs ensued. Those first projects led to bollard installations, column repairs, sprinkler renovations and more than 10 additional projects. The facility is now safer and more aesthetically appealing, and several of the employees have commented on how nice it looks. While unanticipated, the boost in morale was an added benefit of the improvements.

One of the items Amy repeatedly referenced was the attention to detail and the creativity of the PRO team. When she was looking to reinvent the appearance of her offices, Amy was interested in a neutral color that added a clean look. Project leadman Tom Cherico noted the BlueLinux name and suggested changing the previous yellow color to include a lighter blue. Tom brought back several shades until Amy chose the color she wanted. The blue theme was extended into the custom blue, two-part epoxy flooring and the new, stand-alone office created in the original open footprint. For his part, Tom was quick to deflect personal credit for the project success to his co-workers, project managers and especially the warehouse team who always provided the materials and tools available to perform the job safely and properly.

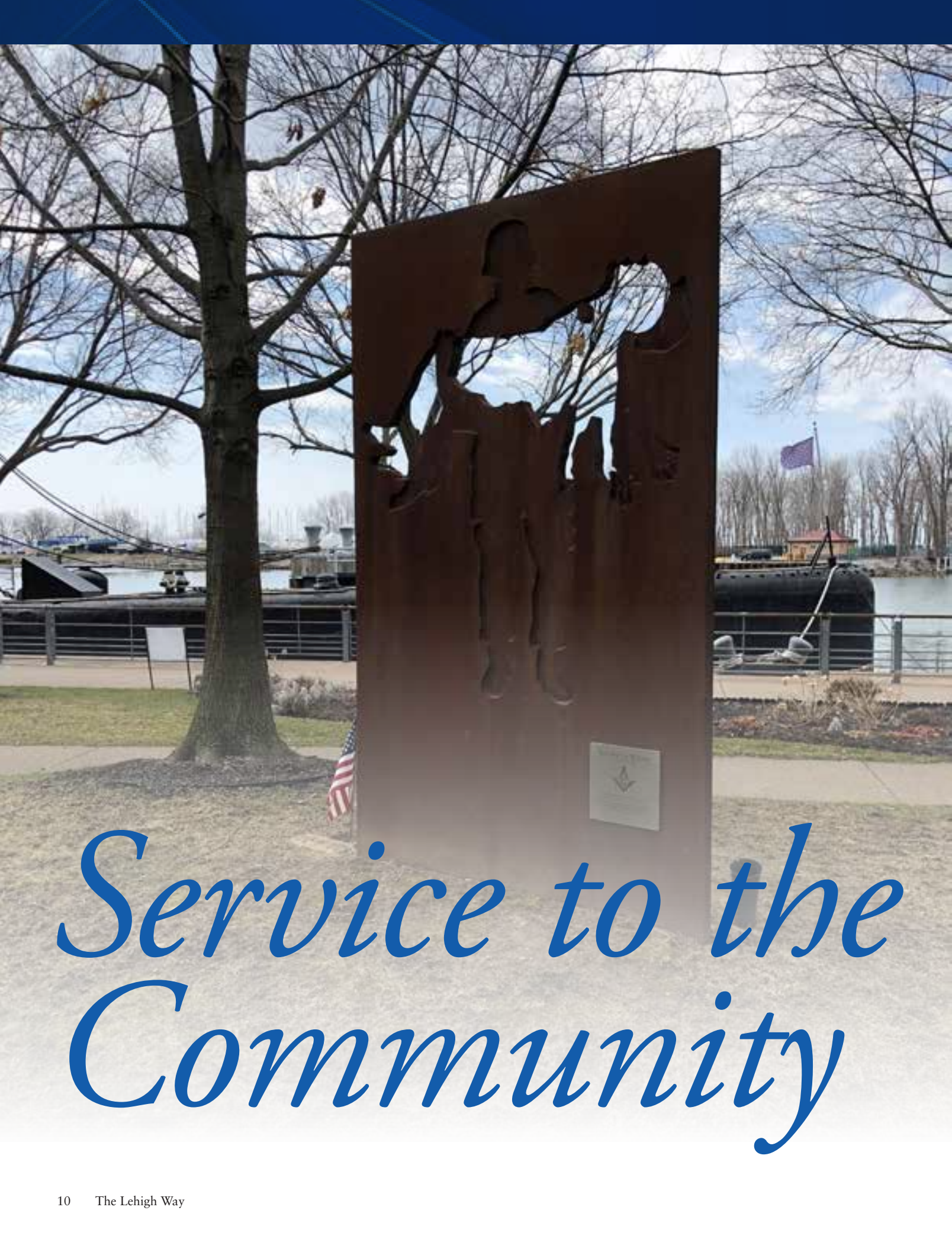
Amy and Jon now collaborate on a regular basis and continue to upgrade the facility as needed. Lehigh PRO mechanics recently added a new outdoor concrete pad for an employee picnic table, and Amy is looking ahead to potentially adding a new shelter over the pad. More importantly, Tom Terhart can still attend those Sunday dinners with the assurance of knowing that each job is well done.

The self-performed work of the Lehigh PRO team is one of the valuable services the division offers western New York businesses. Customers and prospects often comment about seeing Lehigh PRO vans on jobs all around Buffalo and suburbs. One recent business owner saw our van at the Buffalo Zoo over a year ago and called within the past few weeks to perform maintenance at one of her facilities. Most Lehigh PRO vans will be out on three to five jobs every day.

Whether it is the renovation of an office space, a repair from a vehicle strike, upgrades to bathroom facilities or new concrete pads, no job is too small for Lehigh PRO.

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Service to the Community

Next time you are on the Buffalo waterfront or visiting the Buffalo and Erie County Naval & Military Park, you will see several visible projects that Lehigh has supported to help honor those who have served in the military.

While Lehigh has built and maintained buildings for Buffalo and Western New York businesses over the past 38 years, one of the most rewarding aspects of the industry has been supporting projects that serve and benefit the public and local community in a visible and meaningful way.

Many of these elements along our easily accessible waterfront enhance the beauty and experience for residents and visitors alike and help promote a common sense of culture. These projects are visually appealing and strengthen the experience and quality of life in general and are meant as lasting tributes for generations to enjoy.

As a former army veteran who volunteered for service in Vietnam, retired Lehigh co-founder Tom Glomb feels strongly about recognizing the sacrifices and giving back to those who served, and he was quick to become involved with these legacy projects. Tom summed up his sense of honor by stating that “we should never let the men and women who served be forgotten.”

The Battle Within Monument – Erie County Naval & Military Park Monuments Garden

The Battle Within is a national foundation that has a local chapter based in Kenmore and raises awareness of the struggle many veterans in crisis face when they return home, as well as honoring service members who have died.

On Memorial Day, May 27, 2019, The Battle Within unveiled a simple monument on a peaceful, tree-covered hill along Naval Park Heroes Walk in the Monuments Garden, a monument intended to capture the public’s attention and underscore the veteran community’s commitment to easing the suffering and honor our heroes for their service regardless of where they died.

Lehigh is honored to support and contribute to some of the most visible projects along the waterfront as recognizable examples of service to the Buffalo community.



The memorial is a life-size silhouette of a soldier carrying two figures, and the inscription reads “A tribute to those we will always carry, and to those we can no longer hold.” Lehigh employees performed the excavation, foundation and set and grouted the monument.

Rotary Flagpole – The Buffalo and Erie County Naval & Military Park

One of the most highly visible items next to the impressive ships and aircraft throughout the Buffalo and Erie County Naval & Military Park is the 100-foot-high

flagpole that was erected to commemorate the 100-year anniversary of service to Buffalo for the Rotary Club on Flag Day, June 14, 2011.

The massive pole was installed to fly the 60-by-30-foot flag to celebrate Flag Day and special occasions each year, and it's located at the corner of Marine Drive and Erie Street in Buffalo. The flagpole is a frequent stop for visitors taking pictures on their visits to the city.

Lehigh worked with other local providers to create the base of the flagpole as it was installed.



USS Little Rock Anchor

A third example of Lehigh service to the community involved creation of a concrete pad for the installation of the restored anchor from the USS Little Rock, the ship having been transitioned into a permanent exhibit.

Workers rehabilitated and repainted the anchor, which sits proudly near the entrance to the park, near the WNY Vietnam Memorial monument. The dedication ceremony took place on a beautiful Sunday, October 17, 2015. Lehigh employees poured the foundation for the monument and installed the multicolored glass that simulates water under the anchor.



Congressman Brian Higgins was on hand to attend the ceremony as officials unveiled the restored 7-ton anchor to its new spot of honor, just feet away from where the ship has been docked since 1976.

President and CEO of the Buffalo and Erie County Naval & Military Park shared his appreciation of Lehigh's involvement in these projects. "The Buffalo Naval & Military Park is extremely grateful to Dave Knauss and his team at Lehigh Construction Group Inc. for the amazing partnership they have formed with us. They have been an integral part of three significant and iconic projects here at the Park: the Battle Within Monument, the Rotary Flag Pole and the USS Little Rock Anchor Monument. Each of those projects brought the community together at a special time and a special place. Caps and helmets off to your group for your willingness and commitment to help further our mission to **Honor** veterans and active military, **Educate** about the value of service and sacrifice including the families of military, **Inspire** a sense of patriotism and a desire to serve one's country, and **Preserve** the military artifacts entrusted to our care. Bravo Zulu, Team Lehigh."

While known primarily for construction projects throughout western New York and the thousands of PRO jobs completed for local businesses, Lehigh is honored to support and contribute to some of the most visible projects along the waterfront as recognizable examples of service to the Buffalo community.

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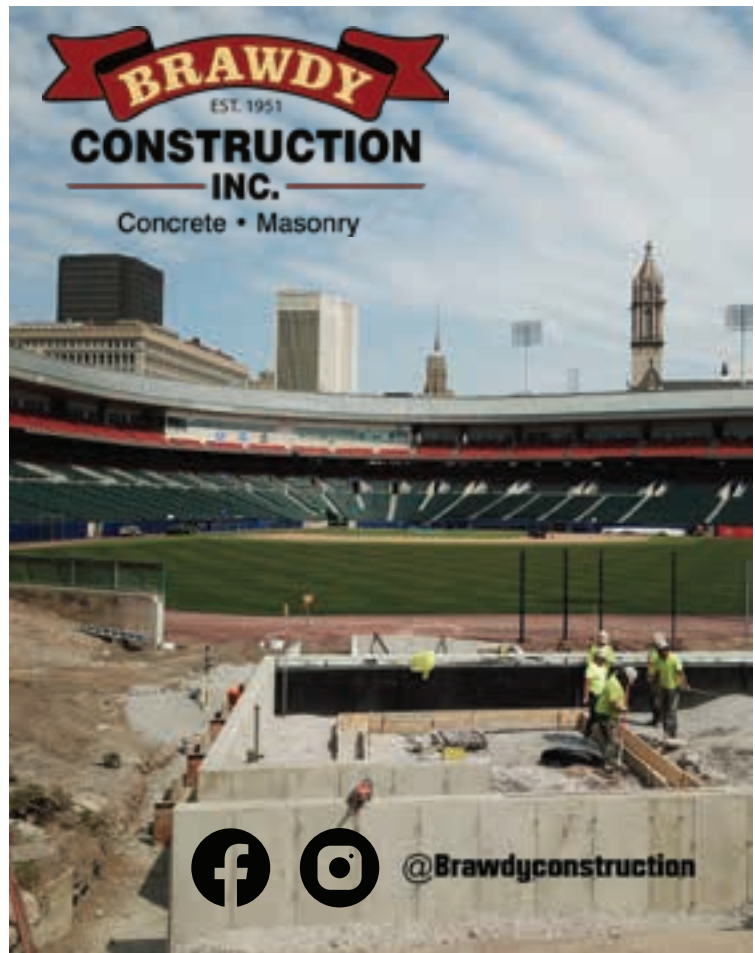


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Ask the Expert:

Mike Young

Vice President at Empire Building Diagnostics



Service to the Environment

A city that was founded in 1801, Buffalo, New York, has seen its share of buildings come and go. While there was once a time when there were few rules governing the requirements and sprawl involved with building, we are now highly conscious of our impact on the environment.

Empire Building Diagnostics specializes in asbestos abatement and demolition but brings a strong sense of protection for the environment into every project they perform. Here are some views from Vice President Mike Young, who shares his ideas on the importance of service to the environment.

Q: Empire Building Diagnostics has been around since 1988. How did EBD get started, and what are the core values that drive your business?

A: In 1988, Millard Young assembled a team of environmental, abatement and demolition professionals and created Empire Building Diagnostics Inc. (EBD). For more than 3 decades our family has owned and operated EBD, providing pre-renovation services to our clients, and [we] have developed a reputation that EBD can be trusted on the toughest jobs.

Q: Your personal background involves the U.S. Army, so you understand service — thank you. Does your service carry over into your work with customers and projects?

A: Yes, EBD has a lot of pride in the thousands of projects we have completed over the years. EBD's client retention is one of the best in the industry. Respect and loyalty to our clients and our employees has always been forefront for me.

Q: Buffalo is over 220 years old and has plenty of buildings that need to be remediated. Some of those jobs involve removing asbestos. How did EBD get involved with asbestos abatement, and what are the biggest challenges with asbestos removal?

A: EBD's approach with our clients involves our primary services. We review what areas need abatement and process as needed. These first items are the biggest challenges to make sure the abatement work is completed properly and effectively to reduce abatement costs; we then look at what areas need selective demolition or total demolition and then approach the

site remediation needs based on level of anticipated reuse.

Q: Is the asbestos abatement process seen as improving the environment?

A: Yes, the abatement and removal processes for a variety of regulated materials in old structures can significantly improve the value of the property and greatly improve the utilization or reutilization of the building.

Q: What is the number one thing regarding abatement that you would convey to owners with asbestos who are contemplating construction projects?

A: Review the third-party abatement survey. Then confirm what needs to be abated and the most cost-effective methods and procedures to complete the work.

Q: What is hydro-excavation? How is this helpful for the environment, as well as for customer infrastructure?

A: Hydro-excavation is the removal of soil materials using high-pressure water and vacuum. Hydro-excavation targets a small, specific area, reducing the carbon footprint by using one self-contained, specialized vehicle for excavating and hauling the material. We routinely expose unknown or poorly marked underground infrastructure. It is the only safe method and the future of excavating in the United States.

Q: How do shoring or rigging aid in protecting existing structures or customer equipment?

A: Shoring and rigging [are] constructed in place to protect and allow reconstruction

of building areas being redeveloped or [for structurally securing] areas for continued operations after a building structure failure, natural disaster or fire damage. EBD is ranked the No. 1 expert in western New York, with our extensive experience and specialized equipment to work on our clients' projects.

Q: Although you are a demolition company, you have been known to suggest other alternatives that are safer or better for the environment. Can you share some examples?

A: At EBD we are preservationists first, as most of our demo projects involve saving Buffalo's most popular historic buildings. We are very active with our clients to look at the goal our clients want to achieve. We suggest what will be the most cost-effective approach. EBD looks at reuse/recycling of materials, beneficial disposal methods, waste stream impact and minimizing the carbon footprint impact of the agreed upon project approach.

Q: Your employees must also have the sense of service for the environment. Do you have a team that embraces your philosophy of service?

A: EBD is very proud of our 34 years of service. This legacy has benefited our company to attract and retain some of the best environment and technically skilled workforce members. Our team is always growing, and we are proud of the number of long-term retirements from our company, further underpinning our skilled and resolute staff's interest in the work we do and clients we serve.

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