

The Lehigh Way

Canterbury Woods Adds a Performing Arts Center

pg. 4



Morton Salt
Design-Build Warehouse

pg. 8



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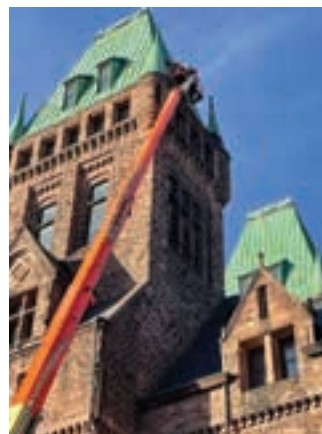
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Welcome to the 24th edition of *The Lehigh Way* magazine. This publication has become a company tradition, and we strive to keep the content topical and interesting. I always appreciate your feedback.

Our cover story features the new Canterbury Woods Performing Arts Center. This amazing design concept was developed by Architectural Resources and Tredo Engineers and looks more like a piece of sculpture than a building! The shell is constructed entirely of Insulated Concrete Forms (ICF) – Lego-like styrofoam blocks filled with reinforcing steel and concrete. It's the first of its kind in WNY and presented some unique challenges for the design and construction teams.

Canterbury Woods is a longtime client, and we thank them for the opportunity to deliver this wonderful project for their residents and for the arts community.

Two projects of our Lehigh Industrial Services division are featured in the other articles:

Morton Salt has been a Lehigh client since 1988 and we have a regular presence at their plant in Silver Springs, New York. We recently completed a new 30,000-square-foot salt storage warehouse under a design-build contract. The corrosive salt environment required the use of special materials throughout the building process.

Scale foundations are a niche specialty offering of the Industrial Services division. We have completed many truck, rail, pallet and pit scales over the years, largely in partnership with Root Neal & Company.

Our "Ask the Expert" is an interview with our IT Director, Bob Metzger. Lehigh was the victim of a cybersecurity attack in 2023. This was a nightmarish event that, unfortunately, was experienced by hundreds of thousands of companies across the US last year. Bob shares advice and some of the upgrades we've implemented to make our systems more secure. Please don't hesitate to reach out to him if you have questions. We'd be happy to save your company from a similar fate.

I hope you enjoy this issue.

Sincerely,

David E. Knauss

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

President

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CANTERBURY WOODS ADDS A PERFORMING ARTS CENTER

by Doug Eberhardt

Canterbury Woods is a premier senior living community and was also western New York's first continuing care retirement community.



Performing Arts Center Exterior.

Since its inception, the organization's stated mission has been to "provide older adults with their best possible living experience."

Canterbury Woods has continually added amenities and improvements for the benefit of their residents, and Lehigh has been an important partner in upgrading their facilities for many years.

In keeping with a vision to enhance lifestyle options, Canterbury



Insulated Concrete Forms (ICFs).



Assembled ICFs.

challenged the design team of Architectural Resources and Tredo Engineers to create a signature design for a new performing arts center, with a secondary goal of providing the general public and surrounding towns with a vibrant, sought-after home for the thriving western New York arts community.

Planning

A unique and aesthetically pleasing elliptical design was chosen to ensure the new showpiece facility exterior was as stunning and impactful as the beautiful interior of the new theater, which has affectionately been nicknamed the “Tulip” by the Canterbury residents for its distinctive and beautiful shape.

In order to accommodate the five exterior, intersecting radius load-bearing walls, the designers had to be innovative in their selection of a structural system. When they came to the realization that structural steel or concrete block wouldn’t achieve the desired aesthetic, they investigated utilizing Insulated Concrete Forms (ICFs). ICFs are Lego-like styrofoam blocks that are assembled and then filled with reinforcing steel and concrete. In addition to ICFs being able to provide the look the designers wanted, they also helped to optimize the acoustical performance, temperature control and HVAC operations. This project would become the largest ICF structure ever built with primarily radius walls in New York State according to the National Ready Mixed Concrete Association.

Implementation & Construction

Canterbury Woods had originally planned to begin construction in 2020 but had to

temporarily halt plans in order to focus on the health and well-being of their residents. In early 2022, the Canterbury Board of Directors approved the project, and work began in the spring.

In order to maintain the owner’s project timeline, Lehigh assembled a joint project manager team with John Rupp overseeing the exterior shell and general project and Liz Cardarelli coordinating the interiors. Communication with all stakeholders was critical, and Lehigh conducted weekly on-site meetings and offered Zoom options to facilitate optimal participation.

Although the manufacturer stated that the ICFs would be factory-produced to the prescribed curves, it became apparent when the wall construction commenced that almost every “block” would need to be modified in the field to conform to the exact radii required. Additional cuts were made to the interior side of the interlocking forms, while still preserving their ability to connect with one another. In modifying the ICFs, there was a risk that the walls might not be plumb. As a result, the walls needed to be continuously surveyed and internally braced to make sure that the steel roof structure (which was already in fabrication) would fit properly.

The project managers implemented innovative software solutions to create a common data environment. In addition to progress meetings, Lehigh ownership met regularly with Canterbury’s CEO and Executive Director Rob Wallace to update him on project progress and make him aware of any foreseeable challenges. The use of schedule-centric meetings also helped coordinate the

sequencing of specialty trades to keep the project on track.

The construction was progressing in the fall of 2022, when the Buffalo region experienced an early November winter storm that dropped more than 5 feet of snow on the region, making it the second snowiest November on record. The area was immobilized for days, and the heavy snowfall and travel bans impacted employees, suppliers and materials that required the Lehigh crews to continuously scramble to adhere to the owner’s timetable. Once the snow was removed, the roof was completed. Soon after successfully enclosing the building, the region was hit with a second “once in a generation” snowstorm in late December deemed the “blizzard of the century,” and once again paralyzed the city and surrounding towns. In true Buffalo fashion, Lehigh overcame these challenges and kept the project moving.

Significant efforts were made to reduce and control external noise and enhance acoustics. An audio loop was installed within the seating area slab to enhance the experience of patrons with hearing aids. While the ICF walls supplied excellent thermal values, they also helped eliminate noise from outside of the stage and seating areas. All air-handling units were relocated from their normal location on the roof and set on exterior ground pads to avoid motor noise and vibrations. Radiant heating was also integrated in the seating area slab to reduce the need for and sound of forced-air heat during performances, and ducts were lined with insulation for those times when cooling is needed. Plumbing pipes were pushed outside the seating area to prevent the sound of rushing water, and custom-made fabric panels were made to fit on the back radius wall to soak up any remaining unwanted sounds.

“Because concrete is a cast material, it takes the shape of its mold, and is very malleable and sculptural. Because this project is also sculptural in nature with these curved and sloping walls, the ICF construction just made sense.”

— Raf Godlewski, AIA,
Architectural Resources

Once the exterior shell was enclosed, the interior and specialized theater requirements became the primary focus. The staining and finishing of the beautiful cherry millwork panels brought the theater to life, and Lehigh finish carpenters partnered with specialized subcontractors to achieve the high level of intricacy, detail and quality of the design.

Teamwork

Adding a performing arts theater to a continuing care campus requires completely new employee skillsets. Not only do associates need to book performances and sell tickets, but they needed to learn how to operate a world-class theater. Aside from the talent itself, the heart of any production lives in the control booth. This is where operation of the **lights** and **cameras** occurs before any **action** takes place. In the case of Canterbury Woods, most operations will be managed in-house by their current staff.

Learning your way around equipment racks, lighting controls and sound boards is a daunting task, and our team provided the new operators with an abundance of training.

Specialists from each discipline spent days educating the production team in the nuances of theater production. To make sure that there were not any hiccups, Lehigh went a step further and arranged to have outside technicians on-site during early performances. Having experts looking over their shoulders gave the staff the support, expertise and confidence needed for successfully running future events.

Safety

Residents of Canterbury Woods are very active and engaged. With miles of walking paths, scenic overlooks and stand-alone patio homes, keeping pedestrians safe while constructing an addition to an active retirement community is no small task.

The work area was isolated by installing a perimeter fence with a locking gate; however, the residents showed continuous interest as the project progressed. Lehigh initially provided updates, photos and video footage as a way to quench the residents' curiosity and to keep them

informed, but they wanted more. At the owner's request, Russ Bauer, the Lehigh superintendent, conducted guided tours. If you want to see your safety director squirm, tell him you're planning to introduce walkers, wheelchairs and scooters to your construction site! A clean and organized work site and very understanding workers made it possible for these tours to take place.

As the owner's deadline approached, a renewed flurry of last-minute activity outside the theater, including all the warm-weather tasks, had to be condensed in order to complete them in time for the owner's grand opening event that featured the Amherst Symphony Orchestra, which was a smashing success.

Sold Out!

The dynamic new venue has been exceptionally well-received by residents, management, employees and the WNY arts community, and is already booked well into 2024 with a full slate of performances including concerts, sermons, local theater, traveling productions, dance, lecture series, movies and campus events.

Rob Wallace said, "Lehigh Construction Group and Architectural Resources made our vision of creating a state-of-the-art performing arts center a reality."

For more information, please visit Lehigh's Canterbury Woods project page at www.lehighconstructiongroup.com/projects/canterbury-woods-theater-amherst.



Control Booth.



Rob Wallace on Opening Night.



Radius Wall Hallway.

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Precast Concrete Panels Aided in Maintaining the Construction Schedule.

MORTON SALT DESIGN-BUILD WAREHOUSE

by Doug Eberhardt

A longtime food products manufacturing client of Lehigh's was interested in adding a 30,000-square-foot warehouse and distribution facility to their production and distribution campus to help increase storage space and shipping dock capabilities for their packaged-salt products.

The new Morton Salt facility was custom designed to offer a flexible, clear span area to increase their storage space and help improve material handling efficiencies while also accommodating their need to protect against the corrosive nature of the salt on building materials.

As one of Wyoming County's oldest businesses, this manufacturer needed to

increase the storage capacity of their Silver Springs production plant and turned to Lehigh Industrial Services Group Leader Nick Sabal after his successful performance on previous projects. Sabal got the project initiated and then turned it over to Project Manager Mike Quigley, who worked closely with the client and the team at Scheid Architectural to design a unique warehouse.

The design-build project consisted of a pre-engineered metal shell, with a precast concrete construction that could stand up to the brine and salt at the plant over the long term. The 200-foot-by-300-foot facility was constructed with no columns to make it easier for fork trucks to deliver their cargo. The design also included two covered ramps connecting the manufacturing areas to the warehouse while allowing



Initial Sitework and Preparation.



Structural Steel Shell.

the finished products and fork trucks to remain protected from the outdoor elements. The ramps help material handling equipment negotiate an 11-foot elevation incline from the plant into the warehouse. Each ramp is 132 to 200 feet in length. The building was finished with a rubber roof that will withstand the weather as well as the salt.

Challenges

Once the building design was finalized, one of the first items required was the need to prepare the site and make sure it was level. Lehigh worked with the existing soil conditions and replaced the soil with some of the original fill combined with new soil and stone for added stability. Lehigh also needed to demo an existing building to make way for the new building.

The design also incorporated underground water retention in lieu of a pond to optimize space and allow for efficient drainage on the site based on the latest DEC drainage requirements.

While there were two large snowstorms in November and December 2022, most of the 3- to 5-foot snowfalls dropped in nearby Buffalo, New York, closer to Lake Erie, leaving the Silver Springs area relatively untouched. The snow did cause some weather-related issues, including material deliveries from impacted areas and residual supply chain issues. The bottom line was that Lehigh was able to complete the 30,000-square-foot structure roofed and completed in a relatively short period of time to meet customer expectations.

An additional tool Lehigh was able to provide the client, the architect and other partners was the use of drone photography and videography. The visual aids

enabled all parties to see project progress from a common point of view. The “video tours” helped show the entire site and project in context and made good reference points for all involved.

The Morton project was overseen by an outstanding superintendent, Damon Hope, who provided support to the client and crews throughout construction. Hope coordinated with the project team and subcontractors for the duration of the project and was able to finish safely and successfully within a nine-month period.

Communication was key between the client, Quigley, Hope and the Scheid team, with weekly meetings keeping tabs on progress and any issues or concerns.

In addition to the successful delivery of the new warehouse, another aspect of the relationship with Morton Salt included the Lehigh Industrial Services contributions to other maintenance and facility improvements to support the Morton

team, including renovations to a product conveyor tunnel and additional work on-site. Both Sabal and Industrial Services Manager Andy Zamrok continue to maintain an active presence at the facility.

Morton Salt is a world-class industry leader, and the Silver Springs facility continues to be an important contributor to the corporation’s success. Lehigh is proud to have successfully delivered this project and looks to be involved with the Morton staff and plant for future work.

“Marshall Morehouse was very helpful with digging into unforeseen problems and giving quick and efficient response to keep the project moving forward.”

— Mike Quigley, Project Manager,
Lehigh Construction Group Inc.



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Lehigh Industrial Services Delivers for Clients on a Large Scale

by Doug Eberhardt

Weighing systems and scales are an important consideration for many manufacturing companies. Scales often provide the simplest form of checks and balances used to make sure drivers are operating within the law and safely on the road.

Lehigh Industrial Services installs many scale foundations each year, including truck, rail and pallet scales that help clients maximize operations and ensure accuracy and profitability. Lehigh has installed foundations throughout Buffalo and western New York for a long list of satisfied and repeat customers.

The Lehigh Industrial Services crew works closely with Root, Neal & Company to install foundations that meet client expectations for years of heavy-duty performance and reliable operations. Lehigh Industrial Services Group Leader Nick Sabal has worked with the Root, Neal team for years and has become a trusted partner for scale foundation installations.

One of the most important things that manufacturers looking to buy a scale want, according to Root, Neal

& Company Field Superintendent Tim Barnett, is the requirement for a turnkey project. The installations are capital-intensive programs and statements of their business according to Barnett; they are often more than 25-year commitments, so it is “important to get it right.”

The scales are viewed by clients as their “cash register,” so they are truly an integral part of the client’s business. Barnett said that the trust he has established with Lehigh over many successful installations is critical to customer satisfaction. “We have utilized other foundation contractors in the past, but since we have aligned with Lehigh, our partnership has allowed us to focus on the parts of the scale construction/install processes we are set up for. We don’t have to micromanage Lehigh. They know what they need to do in the

timeframe we’ve agreed to, and they make it happen.”

Focusing on All Types of Scale Foundations

Truck scales are important for shipping and logistics, and they help manufacturers avoid penalties for overloading containers. Heavy-duty truck scales offer a

“Precision is very important for these foundations. Not only does the scale have to fit, but if the foundation and ramps are not done right, it won’t be certified ‘legal for trade.’”

— Nick Sabal, Lehigh Industrial Services Group Leader



variety of weighing options, and Lehigh Industrial Services understands the intricacies involved with each installation. Options require individual planning and customized coordination with every Lehigh client.

Rail scales are designed to guarantee proper railcar weights safely with speed and affordability to eliminate the uncertainty associated with traditional methods. Installations with pit-type scales can also provide long-lasting weighing capabilities and performance with accuracy in difficult operational environments.

Permanently installed scales require a well-designed and installed foundation to stand up to the punishing daily usage and need to stand up to the toughest physical requirements of the western New York climate while providing dependability for many years. Each site has its own challenges, and it is important to comply with all regulations and laws, including the New York State Weights and Measures Association.



Lehigh Industrial Services also installs other types of scale foundations including pallet scales for smaller load weighing, where scales are installed into a pit level with the existing floor to increase operator safety, reduce trip hazards and speed operations, or are installed especially where floor space is in short supply.

Benefits and Concerns of a Successful Foundation and Scale Installation

Clients have specific needs for installing a weighing system, but most have common requirements. Lehigh has provided foundations and flexible installations for manufacturers of food and beverages, concrete, chemicals, agri-business and precious metals. Additionally, typical clients include distribution and shipping centers, scrap and recycling yards, refineries, hazardous waste processors and grain milling suppliers. Customer requirements for scales and weighing systems installed in precise foundations often include the following:

- Accurate weights are critical to correctly invoice clients.
- Container loading is optimized with proper product and shipping container weights.



- Correct weights can help determine leakage of hazardous cargo.
- Receiving raw materials counter check weights reduce over-charging from the shippers.
- Calculation of correct freight charges depend on accuracy.
- Balanced and weighed loads reduce overloading of railcars and trucks, improving safety.
- Precise weights aid in production control, especially for batch manufacturing operations.
- Proper weights and loads reduce the chance of train derailments or truckload shifting.
- Both railcars and trucks also need to be weighed to determine precise product weights.

Sabal customizes the installations based on client needs and expectations and remains flexible throughout construction, but he often follows a step-by-step foundation installation process:

- Survey and lay out foundation and ramps.
- Excavate for footings.
- Form, reinforce, and place footings and foundations.
- Backfill and compact around footings and build up approaches and ramps.
- Form, reinforce and place approaches, ramps, and washout slab if required.

Successful Projects

Lehigh Industrial Services has set up foundations for many clients, and some specific examples include:

- The only North American cane sugar refinery recently installed a rail scale to monitor production and final product distribution from raw materials to warehousing and freight, which integrates their supply chain and lower costs for their customers.
- A scrap metal and used auto parts facility relies on their scales for accurate readings of incoming materials and outgoing parts to maximize efficiency and optimize billing. They source copper and aluminum, plumbing materials, electrical wire, batteries, contracting materials, old machines and industrial metals and then recycle them into construction and manufacturing materials, which is much more environmentally friendly than the original mining and purifying.

- An international industrial gases company uses their scales throughout their procurement operations as well as in their research and development activities to streamline costs and improve operations.
- A precious metals materials provider purchases and processes scrap materials to produce the highest-quality finished products for their customers. They rely on their weighing systems to ensure accurate costing and billing of raw materials and finished parts.
- A Buffalo cheese manufacturer uses their scales to consistently and cost-effectively produce and ship their specialty Italian cheeses to customers.
- A concrete manufacturer uses their scales to track product shipments and ensure consistent loading of outgoing containers and vehicles. The client streamlines logistics and manufacturing operations with accurate weights from their scales.

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“Lehigh has been hugely responsive. For example, the ability for Lehigh to add additional personnel and equipment in a time-sensitive project is one of their hallmarks, coupled with the attention to their personnel always being up to date with safety compliance, puts us and our customers at ease.”

— Tim Barnett, Field Superintendent,
Root, Neal & Company

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Ask the Expert: Robert Metzger

Director, Lehigh Construction Group Inc. IT



Lehigh's network was attacked by hackers in mid-May, and we were able to get back up and running within a few business days. Although our backup systems ended up helping quickly restore business operations, there were lessons learned and new processes and safety protocols put into place to protect against future incursions.

We spoke with Lehigh IT's director, Robert Metzger, about actionable steps that other business owners should be aware of to protect their systems against potential threats.



Q: It has been said that it is a matter of “when,” not “if,” companies will be targeted. Do you agree, and did you feel like we were well-protected against a cyberattack?

A: I felt we were well-protected, but we were still successfully attacked. There were extra precautions that we could have put in place, but in the end they would not have completely stopped the threat actor. It was poor employee judgment that allowed them to breach our network in the first place.

Q: Once you realized that the Lehigh network had been breached, what was the first thing the team did, and how did it make a difference?

A: We had never been through an experience like this, so we did not know what steps to take. The first step we took was to file a cyber claim with our insurance company. Once the claim was approved, a remediation firm was chosen and they pretty much handled everything moving forward. It was a very positive experience during a terrible time.

Q: What is the single biggest factor in Lehigh being able to get back up to speed so quickly?

A: Personally, I am very particular when it comes to our backups and procedures. The multiple backups located in different locations was the biggest factor we had going for us getting back up and running so quickly.

Q: What is the “weak link” in most businesses that leads to getting compromised?

A: The weak link for us was an employee being tricked by a threat actor through an email to exploit the employee's access. I suspect our issue is in the majority of attacks.

Q: What internal steps have you implemented to reduce the threat by employees?

A: The biggest step by far we have implemented is ongoing employee cybersecurity education. Poor employee judgment is well-documented by about every security consulting firm and cyber insurance company to be the No. 1 factor behind breaches. Employees need to be trained well enough to identify tactics used by threat actors. These threat actors are very good at what they do, and their tactics are constantly changing. Constant reeducation is required. It only takes one mistake by one employee.

Q: Is cyber insurance important? Would you recommend cyber insurance? Why?

A: Honestly, as far as our situation played out, we could not have put the incident behind us as well and as quickly as we did without cyber insurance.

Q: What advice would you give to your peers at other companies before they get hacked?

A: Keep the mindset that it is only a matter of “when” and not “if” you will be attacked. Get cyber insurance. Implement ongoing employee cyber security education. Hire an outside consulting firm to review your network security. Stay diligent.

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