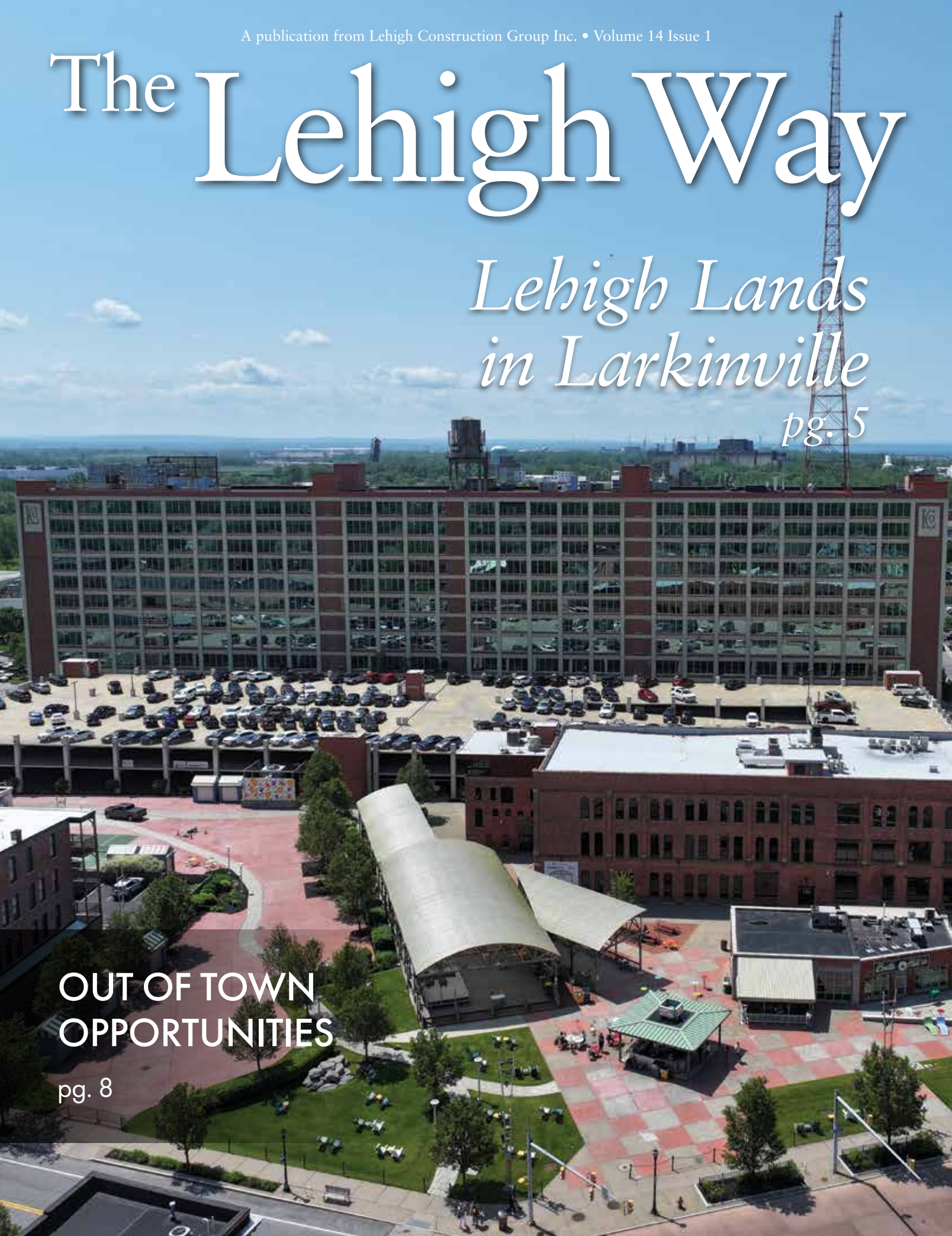


# The Lehigh Way

*Lehigh Lands  
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OUT OF TOWN  
OPPORTUNITIES

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Doug Eberhardt,  
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As we enter the 18th year of publishing *The Lehigh Way*, we spotlight two client relationships in very different market sectors and locales, offer some high points of the Lehigh PRO building maintenance division and celebrate another Lehigh 40th anniversary.

The first article details Lehigh's growing relationship with the Larkin Development Group and the destination neighborhood they've created in Buffalo.

The second features our work in Saputo dairy plants in the Southern Tier, Eastern New York state and Connecticut. Read about some of the opportunities and challenges associated with traveling to complete out-of-town projects.

Lehigh PRO is known for its ubiquitous service vans on area roadways and the self-perform capabilities it offers to service our clients with building repairs, facility maintenance and 24/7 emergency response. This article gives unique insight into some of the people and legacy that have contributed to the division's growth.

Our longest-tenured superintendent, Mark Glomb, just celebrated his 40th anniversary with Lehigh, making him the first employee to reach the milestone. We spotlight Mark in "Ask the Expert" to share his landmark accomplishment.

I hope you enjoy the issue. Feedback is always welcome.

Sincerely,

David E. Knauss

President



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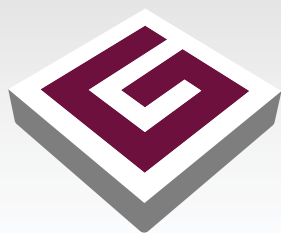
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# LEHIGH LANDS IN LARKINVILLE

## LEHIGH OFFERS FLEXIBLE FIT-OUTS AS CONSTRUCTION PARTNER

by Doug Eberhardt

The Larkin at Exchange (LCo) Building is an iconic Buffalo landmark that provides area businesses with a thriving Class A office space destination in a vibrant and walkable neighborhood.

The vision of the Larkin Development Group's ownership and leadership has completely rejuvenated the Larkinville neighborhood, with the historically significant Larkin at Exchange structure (the LCo building) as a centerpiece of this dynamic and thriving community.

We sat down with the second-generation leadership of the Larkin Development Group (LDG) to discuss recent projects and the Lehigh team's role in supporting their efforts.

Newly named CEO Kayla Zemsky (daughter of original partner and founder Howard Zemsky) and new President Michael Myers shared their passionate commitment to their existing tenants, acquiring new tenants, the LCo Building and the legacy they embrace as custodians of the Larkin history, and the part that Lehigh plays acting as the construction partner for LDG's high-profile tenants.

Both Kayla and Michael are immensely proud of the work they've carried on since the initial risk Kayla's father and his partners at CityView Properties took in repurposing the 600,000-square-foot building (actually three conjoined buildings) in a declining and all but forgotten Buffalo neighborhood.

The purchase of the building by CityView Properties from Graphic Controls in June 2002 was the first step in the rebirth and transformation of the LCo Building. The structure underwent a complete redesign and renovation as the owners replaced all the windows and resurfaced the concrete floors throughout. By 2006, the renovated edifice was occupied and nearly at capacity. Since that time, occupancy rates have continued to exceed expectations and the



building has become a coveted Buffalo business address.

Fast-forward to today: The Larkin Development Group, and particularly The LCo Building, boasts one of the highest occupancy rates in Western New York, while the rest of the Buffalo Class A office market is experiencing excess inventory. Lehigh team members have enjoyed being a part of this success, offering flexible construction options to new and current tenants alike.

### **Building on a Rich History – LCo Building (The Terminal Warehouse)**

The Larkin Development Group has embraced the LCo Building's history by placing historical artifacts and items on display throughout the structure as homage to the Larkin heritage. The Larkin Soap Company began construction of the 10-floor building in 1912. The structure's exterior was composed of 90 percent

windows, and the edifice was designed to permit efficient, sheltered loading of redeemable promotional goods stored on-site onto rail cars that originally ran along the length of the building.

As one of the earliest direct marketing pioneers in the country, the Larkin Company offered housewives redeemable premiums for purchasing Larkin products, and many kitchens were outfitted with plates and table settings redeemed from purchases by local "Larkin Clubs."

By 1912, the Larkin catalog was second only to the Sears catalog in the variety of products offered, and by 1920 a home could be completely furnished with Larkin goods. The company was one of the largest employers in Buffalo at the time, and notable employees included owner John D. Larkin, his brother-in-law and business partner Elbert Hubbard (founder of the Roycroft Movement), and Darwin Martin



— who became lifelong friends with Frank Lloyd Wright.

### **Focused on Each Tenant's Expectations**

The current Larkin Development Group (LDG) is exceptionally focused on their clients, and everything LDG does revolves around improving each tenant's experience. Kayla and Michael mentioned the trust they've come to have in Lehigh after several successful projects have been delivered throughout the building.

Michael went on to stress that “Lehigh is a reflection of us. We have high standards for ourselves, and we expect our partners to have the same standards as we have a mission to service our customers. Lehigh is capable and confidently able to present a budget and confidently present a schedule to enable us to say this is what we can do for you.” He noted that LDG “doesn't just hope, they know that we can achieve these things for our tenants.”

### **“Lehigh's pre-construction approach and focus is on making projects work.”**

**– Michael Myers, President,  
Larkin Development Group**

“We've gotten to the point with Lehigh that we have a great process and a great team to deliver whatever it is that our tenants might require, from a full gut demolition and reconstruction of a space to minor alterations that might make this space look better for our companies.”

### **The Lehigh Influence – ‘Trust and Confidence’**

The Lehigh team enjoys strong relationships with Kayla and Michael and provides construction management resources to both existing and new tenants. Additionally, relationships with high-quality subcontractors allow for a unique design-build experience that has evolved from a traditional model into collaborating with trusted architects, Architectural Resources and consultants during the design phase.

Michael said they are looking at this period in time as “an opportunity to attract new tenancy after the challenges of the past few years, as we are looking forward to making our tenants' dreams come true in their office space for employee recruitment and retention.”



Kayla added that for new tenants, “the whole construction process is our first impression as a landlord, so it's really important for us that it goes well from ideation and design to value engineering, and with Lehigh I feel we now have strong partners with proven experience in this building, including projects for global companies with strong infrastructures.”

Lehigh Project Group Leader Marty Knauss and Project Managers Liz Cardarelli and James Racette all work closely with Michael and Kayla and respond to requests for everything from smaller Lehigh PRO service jobs to larger projects throughout the Larkinville neighborhood. Marty related that “Larkin Development is a tremendous organization. Working with them has been a true pleasure. We are grateful for the opportunity that they have given us. Michael is really a blast to work with. We really appreciate his informal and transparent way of conducting business. Our project management/supervision crew of Liz, James and Steve look to repay that honesty and gratefulness that Michael shows us with hard work and accountability on a daily basis.”

### **“It is our desire to be their one-stop-shop for all construction needs, large or small.”**

**– Marty Knauss,  
Project Group Leader, Lehigh**

Liz is currently overseeing several projects in the building and offers value with “a flexible and goal-oriented approach to LDG” in order to deliver successful projects for each tenant.

### **“Michael and Kayla are great to work with and have a clear understanding of what they want to accomplish.”**

**– Liz Cardarelli,  
Project Manager, Lehigh**

Liz said her role is to listen to all the involved parties, and when the time comes to “land the plane,” to complete each assignment.

When tasked with a challenging bank project, Liz was quick to compliment the tenant's building team, noting their professional approach and understanding of the intricate facets of design and construction. Liz mentioned that this was one of her most fulfilling projects, and she and the tenant were very pleased with the successful project outcome.

### **“Lehigh has allowed us to be efficient and responsible stewards of our business, as well as our customers' businesses.”**

**– Michael Myers, President,  
Larkin Development Group**

Superintendent Steve Kohl has been instrumental to the LDG client relationship and has been a mainstay throughout many of the LDG projects. Steve and the Lehigh team meet with Michael bi-weekly on active projects to ensure Lehigh is responding to tenant needs, and Steve is impressed by the latest technology being installed for clients including Smart LED lighting, water and security systems. He enjoys working with Michael because “he knows what he wants and communicates



it in an easygoing and friendly way.” Other key Lehigh team members include Superintendents John Carmody, Nick Lewandowski, Tom Terhart, and a large crew of field mechanics who have performed work on every floor of the building, as well as some of the other LDG properties throughout Larkinville. Each Super brings a customer-centric approach, and all can pivot to satisfy changing requirements and customer requests.

All Lehigh team members work in a collaborative manner with the LDG team and pride themselves on their quick and flexible response for the needs of the LCo tenants. Michael stated that “we operate on trust and confidence, and because we are a small business there are fewer decision-makers to slow things down.”

Because every tenant has different needs, Lehigh allows LDG to furnish clients with a customizable approach for each space, allowing for the best possible outcomes. Each of the following projects was a collaborative interior fit-out, which enabled tenants to tailor their space to suit their needs.

### Lehigh Projects

Over the past several years, Lehigh has completed or is currently working on 41 large and small (Lehigh PRO) projects and has delivered 65,000 square feet of build-outs just in the LCo Building, from complete gut renovations to minor alterations. Some notable tenant projects include:

**Harris Beach Murtha** – 9,824 square feet  
Scope: Space reconfiguration; full gut and interior fit-out for commercial office

space, new storefront office and glazing, all-new MEPS and finishes.

**Great Lakes Integrated Network (GLIN)** – 8,852 gross square feet  
Scope: Partial gut and rework of existing offices; fit-out for new office layout and open cubicles. New storefront glazing, flooring, minor MEP work.

**Per Scholas** – 2,985 gross square feet  
Scope: Partial gut and rework of existing space for new classroom-style training center, café and support offices.

**Larkin Development Group Management Suite** – 1,651 gross square feet  
Scope: Partial gut and rework of existing offices, conference room and lounge/café, as well as main management greeting area.

Lehigh has done work throughout the Larkin Development Group corporate offices, lobby and public spaces.

**Key Bank** – 16,349 gross square feet  
Scope: Full gut and interior fit-out for commercial office space; new storefront office and glazing, all-new MEPS and finishes.

Lehigh performed a stylish build-out and renovation of the complete office area with panoramic views throughout the floor.

**Kaleida, Third Floor** – 7,598 gross square feet  
Scope: Full interior demolition with some salvage of MEPs; rework of existing space for new, large classroom-style training center; employee clinic area, enclosed shared office pods, new general office break room.

**General Physician, PC (GPPC) Conference/Training Room** – 1,633 square feet  
Scope: Conference room power modifications to accommodate changing layout. Placed under-floor power boxes by trenching existing slab. Removed and reinstalled existing carpet, and painted walls.

**Walsh Duffield** – 16,000 gross square feet  
Scope: Partial gut and rework of existing offices; conference room and lounge/café, new storefront glazing, flooring, minor MEP work.

**HSBC U Building** – 60,000 square feet  
Scope: Lehigh completely renovated this adjacent three-story former factory building constructed in 1893 with beautiful new modern design offices and furniture in an open-floor design. All new workspaces were added to promote more efficient employee collaboration in this new, innovative and dynamic workspace for their Buffalo employees.

### Parlaying Success into New Opportunities

The success of the LCo Building has fostered growth at additional restaurants, mixed-use residential and retail options and businesses throughout the Larkinville area. Kayla and Michael continue to plan for what’s next with a continued growth mindset and forward-thinking emphasis on serving the needs of their LCo Building tenants.

On every engagement, the Lehigh team is proud to support the Larkin Development Group’s efforts and looks forward to future projects throughout the neighborhood.





# OUT OF TOWN OPPORTUNITIES

*by Doug Eberhardt*

What began as a cooler and powder warehouse addition for a food products manufacturer has evolved into a long-term client relationship involving several additional projects in remote locations.

While there are challenges on every construction project, executing and supporting major projects for a plant more than 250 miles away presented unique challenges not normally faced on projects in closer proximity to Lehigh's warehouse.

## **Establishing an Initial Relationship**

In 2008, Friendship Dairies, a Southern-Tier food products processor of cultured and pasteurized products in Friendship, New York, was looking to build an addition to their facility. Lehigh delivered the project safely, on time and on budget, and an enduring relationship was established.

The dairy products client was subsequently purchased by Saputo Foods, a multinational food products conglomerate with other Northeast locations, which provided advancement opportunities for our contact.

Our primary contact was Regional Engineering Manager Craig VanCassele, who oversaw several plants along the East Coast. His initial experience at the Friendship facility with Project Manager Joe Migliore paved the way for additional work managed by Project Manager John Rupp at facilities in Delhi, New York, and Newington, Connecticut.

Examples of subsequent projects included a wastewater treatment plant, boiler house, compressed natural gas (CNG) station, roof replacement with new aluminum stairs, reverse-osmosis system to pre-filter the water for the boiler,



renovations to offices to comply with food safety standards and improve employee morale, and a process equipment addition.

The challenges of managing a project in an isolated location can be multiple, but the following were items that came up during these remote jobs.

## **Communication and Technology**

John said that from the beginning, establishing effective communication with the client's personnel and Lehigh team members was the most important challenge, because the remote location led to special technological communication challenges for team members, especially due to the lack of cellular service and high-speed internet accessibility.

Since the plant maintained a high level of security, their tech team was asked to run a dedicated internet line outside of their secure network to allow Lehigh Superintendents Joe Krol and Curtis Miller to have high-speed computer access for online meetings and basic business functions.



John is an excellent communicator, and he established a weekly meeting schedule with the client, subcontractors and employees to ensure that all parties remained on the same page throughout each project. John noted that “since connectivity was non-existent within the work areas, sometimes Joe or Curt had to run back to the job trailer to access the internet in order to join a Zoom meeting — something they could normally do from their phones on most other job sites.”

### **“High-speed internet availability was a challenge.” – John Rupp**

Another important aspect that aided the communication process was having weekly job site visits by key personnel. Lehigh owners Dave Knauss and Nick Sabal rotated schedules with Safety Director Matt Stoklosa and John Rupp with on-site representation, which ended up being beneficial from a coverage standpoint and also allowed for flexibility and awareness of client needs from multiple Lehigh perspectives.

John, Joe Krol and Curtis kept stakeholders up to date and were in constant communication with the plant manager, facilities team members, lab technicians and HR representatives.

With plenty of challenges along the way, this client relationship has flourished and been an example of what a successful

client-general contractor relationship can look like.

Craig VanCassele was instrumental in working with John Rupp and the Lehigh team. Craig was exceptionally professional in working with Lehigh superintendents, safety personnel and management, and internal personnel as well as keeping all projects on track and on schedule.

### **Finding Qualified Subcontractors**

One of Lehigh’s primary strengths involves the relationships cultivated over four decades with the best subcontractors throughout Western New York. Working hours away in a remote, rural location created challenges for finding capable and willing subcontractors by trade.

While the nearest city was Oneonta, the majority of subcontractors came from the Binghamton vicinity. In rare instances when local subcontractors weren’t available, John would turn to established Buffalo partners who would travel out of town and stay in the area until their portion of the job was completed.

Lehigh was also able to self-perform some of the projects, including on-site fabrication of structural wood trusses, which needed to be built when the existing trusses were found to be failing.

### **Availability of Construction Supplies**

Another issue that was magnified by the distant location was simply running to

a local building store for everyday construction supplies. While jobs are always planned out in advance and lists of items acquired for each, there is often a need to run to Home Depot or a hardware store to purchase supplies for unforeseen problems that can arise. When the closest outlet is more than a half hour away, it makes planning and backup plans that much more important.

### **Lack of Site Plans and Drawings**

Because farmers initially constructed the building, there was a lack of documentation, including of site, utility, foundation, architectural and structural drawings. The uncertainty around where utilities and structural components were located slowed progress and led to significant challenges during construction. John mentioned that “there were no records or construction drawings, or record of where things were buried.”

### **Lehigh PRO Performed Smaller Projects**

One of the things that made working with the client easier was their adaptability. Their needs ranged from large-scale building projects to equally important smaller, maintenance-driven work that was handled by the Lehigh PRO division.

The more we collaborated, the more opportunities presented themselves. While no two projects were the same, the rhythm that developed in those earliest projects continued to grow with every new challenge.

### **The Road Ahead**

What’s next for the partnership? Lehigh is excited to keep building alongside the client as they renovate and expand operations, and we’ll continue to be there for them as needed.

While the large projects have been completed, the Lehigh PRO team continues to perform smaller repair and maintenance jobs. Because the customer is a long-standing and good employer in the region, they will be around for the foreseeable future and Lehigh will continue to provide construction services when called upon.

For Lehigh, this relationship has been the best kind of partnership — one built on trust.





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# LEHIGH PRO DIVISION

## Capabilities and Services

by Doug Eberhardt

The Lehigh PRO division provides clients with valuable quick-response, self-perform services that expand the full array of Lehigh construction resources with 24/7 availability.

As the Lehigh PRO team continues to experience strong growth throughout their third decade of performing building repairs, emergency work and facility maintenance, it is a good time to reflect on the capabilities and features that continue to make the group a trusted resource.

### Division Longevity

Lehigh has always completed small construction jobs, since Lehigh's earliest days at DuPont when performing more than 200 small construction jobs there annually.

When the group was officially branded as the Lehigh Professional Response Organization (PRO) in 2001, the first PRO mechanic was encouraged to treat Western New York as a "larger DuPont."

While there have historically been construction firms and general contractors in Buffalo, Lehigh PRO was formalized at customers' requests to fill the service niche and complement the capacity of client maintenance teams.

Customers' interest in a professional partner who offers written quotes within a day of reviewing their project, and then self-performs the work to each customer's satisfaction, has been the secret to Lehigh PRO's success.

### Breadth of Self-Perform Capabilities

The Lehigh PRO vans are fully stocked with tools and materials that allow crews to respond to unforeseen situations and self-perform most small construction projects other than HVAC or electrical jobs.



*Lehigh PRO van*

While "no job is too small" for Lehigh PRO, some common capabilities and jobs include:

- General remodeling – Especially repairs and renovations, drywall and suspended ceilings.
- Carpentry – All types of new carpentry and repairs, wood framing, new doors and windows, shelving, custom mill-work installations, exterior siding and repairs.
- Flooring – Ceramic and vinyl tile installation, dairy brick, epoxy and urethane flooring.
- Thermal and moisture protection – Insulation, weatherstripping and sealing.
- Masonry – New brick and block, glass block windows and walls, and pressure washing.
- Concrete – Transformer and utility pads, sidewalk and stair repairs, foundation and floor repairs, dumpster pads, pits and trenches, pavement drainage and catch basins.
- Steel and metal – Bollards, metal ladders and grating, handrails and guardrails.
- Specialty items – Loading dock levelers, toilet and bath renovations, caulking, signage, louvers and vents, lockers and mailboxes, and scale installations.

### Continued Annual Growth

The people behind the Lehigh PRO brand are the largest factor in the group's success.

Lehigh PRO Group Leader Jon Wilcox has overseen the team for eight years. He and a dedicated team of PRO service managers visit clients and prospects daily to estimate projects, quote jobs and then coordinate internally to schedule the work to satisfy customer needs.

After starting out as a PRO mechanic in 2004, Jon has parlayed his physical construction experience and knowledge into becoming a servant leader manager. He has helped train and nurture newer Lehigh PRO project service managers (PSMs) in The Lehigh Way, relying on his unique problem-solving approach.

Jon's loyal client base — of bank, food and beverage, and manufacturing clients — often uses him as an extended in-house construction resource, and he is often their first and last call when a challenging project or plant shutdown is planned. Jon's easygoing manner and "get it done" mentality keep clients happy, and as his contacts move on to new companies and opportunities, they bring Lehigh PRO along as well.





*Cut and patch before*



*Cut and patch after*

His strong relationships with subcontractors make providing solutions and quick response possible. Many of the projects he receives are referrals from partners for items like utility pads or cut-and-patch jobs so they can offer their customers turnkey solutions. “We work for them and they work for us,” Jon said.

Lehigh PRO mechanics work an average of three to five jobs daily, working out of the Lehigh PRO vans frequently seen around Western New York.

### Keeping to the Schedule

The scope of daily jobs that come through the PRO pipeline is varied, with different schedules and deadline dates. The task of assigning the right people and resources to each job is crucial to completing customer jobs successfully.

All incoming projects are reviewed twice each week in formal meetings to dedicate resources based on skill sets, geographic availability, training and customer familiarity.

PRO Operations Manager Jimmy juggles the daily assignments like a chess grand master, ensuring that jobs are staffed and done correctly and on time. Jim’s exceptional construction knowledge and skills are matched by his meticulous nature. He is a willing mentor, and occasionally even a worker filling in on projects when needed.

### Experiences from a Van Mechanic

The mechanics who perform the work are the backbone of the division and are who clients rely on every day. Mechanic Mitch Boldt has been with Lehigh for more than three years and has been driving a Lehigh PRO van for 2 1/2 of them. His top skills are masonry and concrete work, although he is proud of his overall abilities as a carpenter and general all-around contributor.



*Renovated hallway*

Mitch said that the van provides him with the flexibility to tackle nearly any small construction job, offering access to the specialty tools and materials he needs. While he brought a lot of knowledge to Lehigh, Mitch has also learned new skills from the seasoned superintendents and PRO crews.

When dealing with clients, Mitch stressed the importance of keeping a clean working environment and ensuring that the jobs are completed on time.

While many smaller jobs are completed the same day, Mitch has been overseeing larger projects requiring more planning with a longer time window. After sharing that he enjoys all of his work, he mentioned the concrete and masonry jobs as some of his favorites. Mitch cited a large concrete pour for an aerospace and industrial motion control products manufacturer as one of his favorites to date.

### The Customer Is Always Right!

We also had another van mechanic who just received a fabulous testimonial from a satisfied client at a local church. The Director of Ministries shared that “We have been dealing with the aftermath of a fire that has been a huge disruption. Lehigh was brought in to do the restoration work and I cannot express how grateful we have been!

Your mechanic has been the on-site supervisor and we have been in the best hands. His communication has been consistent and thorough. I was kept informed of all updates and he referred to me in a timely fashion for all decisions that needed to be made. He took the time to walk through and provide me with the information I needed to make the best choices for us.

Any request I had was positively received by him and he was, without hesitation, happy to accommodate. He has proven to be not only an excellent supervisor, but also a hard worker who is actively involved in the tasks taking place at church. The work he [and his team] have completed has been excellent quality and we are thrilled with the result!”

## How Lehigh PRO Operates

- **Initial request for work** – A client experiencing an emergency situation or construction maintenance issue calls Lehigh PRO — available around the clock, every day of the year.
- **Initial meeting** – A PRO service manager travels to the worksite and examines the work to be done, usually the same day.
- **Estimate** – The PRO service manager provides an estimate for the job within two days of the initial meeting, but more commonly within 24 hours.
- **Setup** – PRO service technicians prepare to complete the job in a safe and timely manner.
- **Execution** – PRO service technicians complete the job.
- **Closeout** – The PRO team ensures the job is done to the client’s satisfaction.
- **Follow-up** – The PRO service manager contacts the client to ensure the work is maintaining Lehigh’s high standards of quality.

For more information about how Lehigh PRO operates, visit [www.lehighconstructiongroup.com/lehigh-pro](http://www.lehighconstructiongroup.com/lehigh-pro).

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## *Ask the Expert:* **Mark Glomb – A Tribute to 40 Years** Superintendent, Lehigh Construction Group Inc.



Lehigh is proud to recognize the accomplishments of Mark Glomb, our longest-serving and first 40-year employee. We sat down for a conversation about his *four* decades with the company.

### **Your start at Lehigh:**

I was actually terminated as the shop person from a local electrical contractor when they brought in a relative for my job. My wife was 8.5 months pregnant and they canceled my insurance. I had to borrow money from my parents to have my first kid.

### **First Lehigh impressions:**

It was a small office with just three rooms and three folks when I started. I didn't know what I didn't know. I found it more gratifying to work in the field versus being in the office.

### **First mentors:**

I've tried to learn from everyone, but my brother taught me a lot. Many of my skills came from him, and indirectly from my father. I didn't know the right side of a screw in the beginning.

### **Your strongest skills:**

I really started as a concrete guy. I enjoyed putting in foundations and learned from every job, especially with the precise tolerances required for projects at American Axle and others that required 1/16 of an inch for specialized equipment to fit into the foundations. I enjoyed the challenges and learned from every project.

### **Personal growth:**

I still learn every day 40 years later. There is always another way to be faster or more efficient. Once you learn the tricks, it is cool to pass them on to the crew. Although you plan for each job, it's important to pivot to conditions. We plan but adapt.

### **Nurturing young workers/mentorship:**

It is important to teach newer field personnel new skills and the tips and tricks for their growth. It is crucial to

treat people right. It is essential to treat problems as learning experiences for newer employees as opposed to just being critical, especially in the beginning of their careers.

### **DuPont – the unique challenges of each job:**

While every job is different, our team does them right. It is always important to keep safety in mind for everything we do.

### **Your DuPont team:**

When I took over from John, I inherited the team. It just flows so nicely working with Jimmy and Carmen — we work well together. Dave sometimes refers to us as the "A Team," and I agree.

### **Working with subs:**

We self-perform most of our work at DuPont, as other subcontractors usually work directly for the company. When we do work with subs, it is important that they do things safely and correctly.

### **Favorite memories or projects:**

There are really no highs or lows — one day moves into the next. I just try to stay consistent. My favorite memories are finishing a job for a customer, and then having the equipment fit in perfectly. Getting the "attaboy" that everything was right is the best reward for me.

### **Most inspirational people at Lehigh:**

I want to say thanks to Dave and the powers that be. It is impressive how we keep so many people working every day, and the continual focus on safety, which many other companies don't have. Over the years, there were no corners cut to get people to do jobs any other way than safely.

It was really neat to bring Nick into DuPont. I could see the shining light



*Early years in the field*



*Jimmy, Mark and Carmen — the DuPont team*



*DK, Tom and Mark*

within him. It makes your life easier when you have good people — and like they say, there is no "I" in "team."

Finishing a Lehigh project is a rewarding mix of satisfying the client's goals by balancing the field personnel requirements and learning skills, tips and tricks for future jobs.

### **Future plans:**

I currently don't have any immediate plans. Things are going well, and I enjoy what I do. I'm just looking forward to the future.

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