



# The Next Hundred Years

By Michelle Spaulding



# **The Next Hundred Years**

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# The Next Hundred Years

Celebrate the Past, Embrace the Future

By Michelle Spaulding

Foreword by Brian Sampson

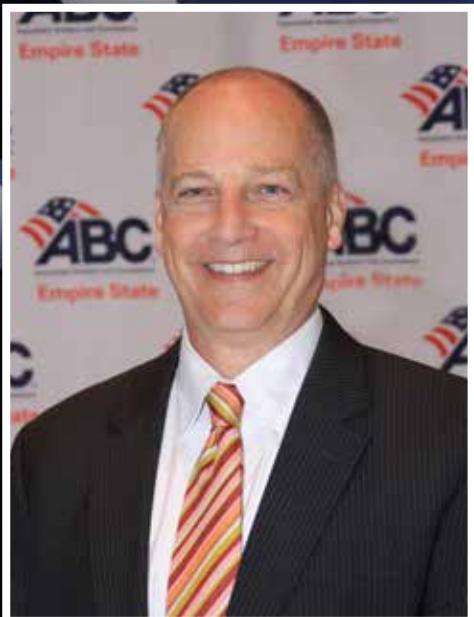


To all the dedicated  
men and women who  
built this company and  
the region's infrastructure  
with their brains,  
their backs, their hands,  
and their hearts.

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## Foreword

When people think about construction, they often focus on the bricks and mortar or the physical aspects they can touch and feel. What they do not think about—but to me is most important—is what happened in advance or in the process for the project to be a success. They do not see what I see: the leadership and talented people who made the project a reality.

This is what separates Power & Construction Group from many in the industry. The owners know it's the people who make the company, and, without them, success is impossible. P&CG leaders have made a strategic decision to continually invest in their people and to give them the tools they need to succeed. It is why P&CG has been building our infrastructure for more than 30 years. It is why they have accomplished something more than 87 percent of all businesses in America will never achieve: They have exceeded \$100 million in annual revenue.

As an advocate for the construction industry for more than two decades, I have had the unique opportunity to meet and interact with many companies, their owners, and their employees. I have crisscrossed the state and country and stood on the front lines, watching the industry build New York's infrastructure and its skyline. It's fair to say I've seen the good, the bad, and the ugly.

No one can predict the future. There are simply too many variables beyond one's control. But one thing I do know, based on my time in the industry and my experience with P&CG: The company, its leaders, and its most valuable asset, its people, will be focused on the next hundred years and continuing to grow. The people, like those who came before them, will leave it better than they found it!

Enjoy this book and the story it tells.

**Brian Sampson**

*President, Empire State Chapter  
Associated Builders and Contractors*

# From the President

As I reflect on where we are today and where we came from, I am truly amazed. What began for me as weekend work alongside my uncle Dick when I was barely a teenager has grown into a lifelong journey—one rooted in the values of hard work, integrity, and deep respect for the people who roll up their sleeves every day and build things that last. Those early years taught me lessons that have never left me: Do things the right way, treat people right, and leave everything you touch better than you found it.

This company—P&CG—is not just where I've spent the bulk of my career; it's where I've found a deeper sense of purpose. And I believe that's what makes our story so worth telling. I've thought of having this book written for years—not for the accolades, but to honor the people who made this company what it is. I wanted to capture their voices, their struggles, their triumphs—while they were still here to tell them. I wanted this book to serve as a bridge between past and future, between those who laid the foundation and those who will carry it forward.

As we celebrate two major milestones—the opening of our new headquarters and reaching \$100 million in annual revenue—I feel an overwhelming sense of gratitude. These are achievements that many companies never get to see. But for us, they are not just numbers or buildings. They are the result of decades of grit, sacrifice, and unwavering commitment from every person who has ever worn the KBH or P&CG logo.

I've always believed that no job is more important than another—from the entry-level runner to the ownership group—that every role is important, and every person contributes. We give 100 percent every day. Not because we have to, but because we believe in what we're doing and in each other, and the communities we support.

And that's the heart of it: **purpose**. Everyone needs to feel like what they do matters—that their work is building something greater than themselves. For some, that purpose is building something with their hands that will outlast their time on Earth. For others, it's making the customer happy, supporting their family, or proving something to themselves. For me, it's about the people. It always has been.

What gives me the most pride is not a finished project or a balance sheet—it's the team we've built. It's knowing that our success comes from individuals pursuing their own sense of meaning, and somehow, all those personal purposes have come together to form this company. That's the real story of P&CG.

Of course, there have been challenges. We've faced hard times—economic downturns, tough bids, sleepless nights trying to keep the doors open. But we have overcome them the same way we build our jobs: piece by piece, together. Our resilience is a testament to the character of this team. We show up. We figure it out. And we never forget what got us here.

My hope is that this book serves not just as a record of our past, but as an inspiration for our future. That those who are just joining us—or will one day—see in these pages a company built on purpose, driven by quality work, done safely and on time at a fair price, and made great by its people.

To all who have helped shape P&CG, thank you. Your work, your stories, and your purpose live on in every page.

With deep gratitude,



**Scott R. Ingalls**  
President





*Valley Sand & Gravel plant in Avon, N.Y.*

# Who We Are

## The people *are* the company

As an archer pulls his arrow back to send it toward the target, so must we take a look at where we come from to launch ourselves into the future. Our past experiences, hardships, and successes greatly define who we are today and where we are headed. This book tells the story of the people who literally and figuratively laid the foundation of P&CG, Inc. and built it into the industry leader it is today. Over 50 of them contributed their stories. Through their voices, you can hear the passion and commitment they have to something larger than themselves.

In building P&CG, we have also built the region's infrastructure. When former and current employees take a drive around town with family and friends, they often point out with a bit of pride, "I built that!" "That" might be the podium from which the mayor of Rochester delivers speeches; a gas distribution or transmission line, which services anything from a small community to the Buffalo Bills' stadium; an electric substation or hydroelectric generating facility; an underground duct bank system; an overhead powerline, streetlight, or signal system; a bridge or culvert; even an entire streetscape—foundations for commercial and residential structures, roads, and landscapes using materials that came from our aggregate facility over the last 100 years. These things were built to last and will be standing long after the builders have passed.

You will see that our growth has taken us in many directions over the years. It wasn't a linear projection but a many-armed expansion. This might best be illustrated by the aggregate plant at Valley Sand & Gravel (see photo on opposite page) with its many spider arms of crushing and screening, and conveyor systems that reach in different directions. This is by design. Our founders and current leaders have given all employees the latitude and authority to explore opportunities as they arise. They have fostered the free flow of ideas central to our growth in multiple business lines.

## A culture of 'yes'

P&CG has an entrepreneurial growth style that has enabled its rapid climb over the last 10 years. Management places a lot of faith in the individuals who do the bidding and those who perform the work. They know how to encourage people to step outside their comfort zones to take on new projects, and they provide guidance along the way. Successful growth means having a solid understanding of the people, the clients, industry partners, resources needed, work to be done, risks involved, and potential for gain, while leaving a cushion for failures. Current president Scott Ingalls likes to say, "If we're not growing, we're dying." Of course, not every endeavor ends in the black, but P&CG empowers its leaders to pursue opportunities to solve business problems as they present themselves—with assurance that there will be no backlash if they fail. If we don't make room for failure, we won't have room for success.

A unique trait of P&CG managers is that they work for the employees, not the other way around. Their job is to remove obstacles and to ensure that the employees have the tools they need to get the job done—quality work, done safely and on time, at a fair price. They recognize that the people are our most valuable asset. Former president Jack Streeter believed that in order to have a great company, you need to have happy employees. You must take care of the people, because the people *are* the company. This sentiment echoes throughout the organization at every level.



*Earl Springborn of Astar/NGA looks on as P&CG employee Michael Miller inspects a section of six-inch plastic gas pipe that he fused during gas operator qualifications testing in the new training center.*

Our company is built on a foundation of mentorship. New employees gain experience through New York State Department of Labor approved apprenticeships and other formal training formats. But the real learning happens through hands-on, daily coaching by seasoned employees. With one of the strongest safety and training programs in the industry, we are continuously refining our approach. We've dedicated over half of the space in the new corporate headquarters to a state-of-the-art training center. These investments provide succession and sustainability for the company, while bringing value and security to employees.

When it comes to investing in our people, we provide much more than the standard investment in tools, equipment, safety gear, and training. While we can't be everything to everyone, sometimes we recognize that a great employee could bring more value in a different role in the organization. We make the adjustment and the investment to get them into the right seat wherever possible, and this allows them to reach their full potential.

And countless times, the leadership group has provided resources for employees to work through a host of personal issues. Our leaders have an open-door policy. A lot of problems, whether personal or business related, were resolved through conversation in Jack's milkhouse at his farm. These investments breed loyalty. Since the beginning, only a handful of managers have left for reasons other than retirement. Thirty current employees have tenures of 20 years or more.

Every employee has direct access to any of the directors, executives, or managers at any time. They are all relatable—no suits and ties, no Cadillacs. They wear jeans and work boots, and drive pickups from the same fleet as everyone else. They know the work and have done the work. Executive Vice President Jason Buchinger is rarely seen in the office. He'd rather be working with one of his crews, running an excavator and putting pipe in the ground—leading by example.

### **Tough times**

Most of today's P&CG employees have no direct knowledge of the challenges of the past, but they are some of the hardest and most important chapters of our history. As Executive Vice President Kyle Lee says, "We got through by perseverance of the people. Some just plain worked their asses off to get us through." Others went as far as to pay for fuel out of their own pocket to keep the equipment running through the end of the day, or they bought supplies with their personal credit cards. The owners and their families made many personal sacrifices. They took out large personal loans to keep operations running, using their homes as collateral. They reached into their own pockets to cover payroll for some of the employees who couldn't get their paychecks cashed and needed the money, while they went without paychecks themselves.

In November 1997, with no succession plan in place, President Dick Mack passed away unexpectedly. Board of directors meeting minutes from 1998 showed a loss of more than \$1 million. In 2003, the company still had no net value, and the owners were in debt. With adept leadership in place, we dug deep and began to see a shift in the right direction. The 2007 financial statement showed positive equity for the first time. High-fives were flying the following year when the

company earned \$14 million in revenue. The slow and steady climb continued. Leadership changes in 2015 brought rapid growth and financial stability.

Growth has not happened based solely on the activities of P&CG personnel. We always have, and always will, rely on our alliances with customers, suppliers, subcontractors, and business partners. Many of these partners have longstanding relationships with us. We know we can count on them to support us with their expertise.

### The next 100 years

P&CG reached two major milestones in 2024: We completed construction of a new corporate headquarters and training center, and we earned \$100 million in revenue for the first time. With this book, P&CG's ownership group marks these two achievements and honors the people who have made it happen. It is a tribute to everyone who laid the foundation, persevered through the hard times, and worked to drive the company to the next \$100 million and next 100 years. We are grateful to all those who sat through the interview process for this book and allowed us into their world. The story of P&CG is theirs.

To those who will join our ranks in the future, may this book serve as a foundation to continue building and telling the story of P&CG.

“ In all that you do, leave the place better than you found it. ”

– Dick Ash

### Growing a one-stop shop

As we've grown over the years, so has our objective: to provide a one-stop shop for the construction and utility industries. By the early 2000s it was obvious our name, KBH, didn't reflect that. To help solidify our brand, we held a naming contest open to employees. Scott Ingalls, then executive vice president, submitted the winner, which managed to fit all the different divisions and their capabilities under one umbrella. The official name changed to Power & Construction Group, Inc. on July 1, 2004. More than 20 years later, many still refer to us as KBH or LL&P.



# The way P&CG grows

is to explore different opportunities simultaneously in that Valley Plant-like manner, so it's difficult to find a single moment in history that we can point to and say, "Aha! This is where it all started." But with roots that go back 100 years through various organizations, we took off more than 30 years ago with multiple acquisitions in rapid succession.

## October 16, 1992

Mack Construction Company is formed. The company acquires the assets of KBH Construction Company, a storage trailer rental firm founded in 1970. Visitors to the yard at the corporate headquarters in Scottsville, N.Y., may recall seeing a few of the original red trailers, which are still on-site today.



## 1997

The Street Lighting Division starts.

## July 1, 2004

KBH and Livingston Lighting & Power (LL&P) merge, and the name is changed to Power & Construction Group, Inc.



## January 6, 1993

Name changes to KBH Construction Company, Inc. The new KBH's focus is on utility construction.



## March 10, 1994

Company buys Valley Sand & Gravel, Inc.



## 2001

Livingston Lighting & Power is incorporated.



## October 10, 2007

The assets of Monroe Contractors Equipment are purchased, forming the foundation of our Logistics Division. It handles a large segment of the market for electrical equipment, appurtenances, and utility poles in the Northeast.



#### February 15, 2008

KBH Environmental, LLC (KBHE) forms. It manages and performs environmental remediation on projects throughout the company.



#### May 2012

The assets of Sinclair Ventures are purchased and absorbed into the Logistics Division.



#### March 19, 2018

Twin Tier Constructors, Inc. is incorporated for bridge and heavy highway construction.

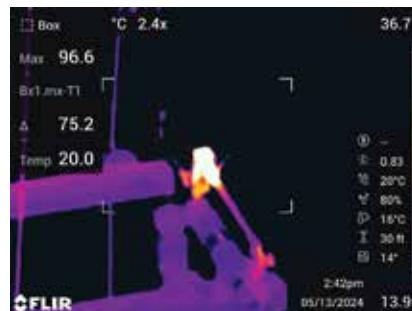


#### November 2024

The Hydro Excavation and Heavy Haul Division begins.

#### 2011

Thermography work begins.



#### 2013

P&CG purchases the assets of a signalization contractor and forms the Signalization Division, which builds intelligent transportation systems.



#### 2020

The material management segment of the Logistics Division begins.



Power & Construction Group, Inc.  
Logistics

# OUR FOUNDERS AND LEADERS



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P&CG's leaders share a common goal: to carry on the culture shaped by founders Dick Mack and Jack Streeter. That means maintaining a supportive team atmosphere for over 300 employees. No position is more important than any other, and they feel a strong obligation to the families that count on us to leave it better than we found it.

Everyone's input matters. The idea is that everyone who works at P&CG feels they have the power to provide insight and input into the operations of the organization, to treat it as if it were their own. They encourage employees to collaborate with our business partners to solve challenges on the spot. This allows us to give our customers what they ask for in an ever-changing environment.



## Honoring hard work

Our leaders have a strong work ethic that was forged from an early age. Many were farmers in their youth. Farming is hard work—and applicants who list farm experience on their resume tend to catch the attention of our hiring managers. By aligning with people who bring the right skills, the right attitude, and the desire to reach their full potential, our company provides growth opportunities for employees and the communities they work in.

P&CG's leaders started their careers at the ground level—like the rest of us. They know the work and the challenges employees face, and they understand that those directly involved in the work are the most knowledgeable about it. While requiring accountability for safety and fiscal responsibility, leaders make it a priority to clear obstacles that hinder production, and they provide support so that people can perform "Quality Work, Done Safely." In successful years, employees share in the profit to which they've all contributed.

## Leading by example

When times were tough, these leaders did what they do best—lead by example. They got in the trenches and worked alongside the crews, demonstrating the right attitude and the right business model for success. None of the leaders received a raise or bonus for 10 years because the company was carrying debt.

When times are good, they still lead by example. One year, bonus calculations were submitted late to the payroll department. Owning the responsibility for this, the directors of the company sent the payroll staff home and remained in the office late into the night, ensuring every check was signed, every envelope was stuffed, and no one was missed.

Each leader brings a different strength to the company, and the dynamic combination is a recipe for success. They are united by similar beliefs and values, and they share these in a way that unites the entire company. They would never ask anyone to do something they are not willing to do themselves, and they are the first to make a sacrifice for the good of the organization.

Leaders influence the division managers to build trust, think outside the box, deliver a quality work product, and succeed together.

P&CG's shareholders, who all work in the organization, have received offers to purchase the company numerous times, with a guarantee that current leadership would be well-compensated. They have refused every offer and stood true to their promise to maintain the company as an independent, American-owned and -operated corporation. The company has a solid business foundation, as there will always be a need for utility infrastructure work of high quality. P&CG will provide a promising career path for many future generations.

“

I'd like to see a continued entrepreneurial and collaborative culture that is positioned to respond to the ever-changing needs of our customers with safe and innovative solutions, while providing growth opportunities for our employees.

—Pete Wierzba

”



## Richard C. "Dick" Mack

Dick learned the meaning of hard work at a young age while tending the family farm. Born in Rush, N.Y., in 1950, he was young when his father died, and he was forced to grow up fast. Hunting was deep in his blood. In the woods he found solace, inspiration, and space to work through life's challenges. Dick found comfort close to the land throughout his life, purchasing a small farm of his own where he kept his beloved horses and built a home.

This one man built the foundation we stand upon today. Dick had a dream of one day starting his own business and becoming the largest merit-based contractor in the Rochester area. He started his construction career as an operating engineer at age 20, gaining an intimate knowledge of what it takes to make a project successful. After several years, Dick advanced to the office as an estimator and learned the administrative side of the construction industry.

Shortly after forming Mack Construction Co. in 1992, Dick bought the assets of KBH, a small street sweeping and office trailer rental company that had been in business for 22 years. KBH was a known brand in the industry, so he changed the name to KBH Construction Co. Inc. a few months later.

Although most construction leaders drove trucks and dressed like the field employees, Dick didn't believe he had that luxury. He had gotten his start in the field, but he was no longer "one of the guys." He wore a tie and sport coat, and he drove a car—clear signs that he was now management.

But that didn't mean he left the work to others. Dick exuded endless energy—He was on the clock from predawn until late evening and regularly showed up on overnight jobsites. With a business just starting out, every penny counted. This sometimes meant being the bad guy: One of his mentors, Dick Ash, coached him through the difficult tasks of layoffs just before the holidays.

Another mentor, Jack Streeter, instilled in him the precision for which he was known. Dick carried a small notebook and pen in his shirt pocket, and he often pulled them out to jot reminders in tiny penmanship and cross things off his to-do list. In those days, before email, he left little sticky notes on office desks and on the trucks of field staff to relay his messages. His standards were high—for himself and for the team—and success meant everything had to be done the right way. When he needed to blow off a little steam, Dick could be found many evenings in Jack's milkhouse along with Chuck Wolcott, cold drinks in hand.

Dick was known to always return missed calls within 15 minutes. On November 19, 1997, Dorothy "Mom" Cauwels grew concerned when he didn't answer or return her calls. She checked in with Chuck, who said he, too, had been unable to reach Dick. Later that day we received the news: Dick had passed away suddenly while hunting. While shock reverberated through the company, there was some comfort knowing he had left this world doing what he truly loved.

What Dick started as a little, cash-strapped local company of a dozen or so employees and a small book of work has grown to a 14-division, hundred-million-dollar corporation that reaches across several states. Today's stewards of the company are honored to walk in his footsteps and shape the next generation of leaders.

To Dick—we are forever grateful.



## Charles A. "Chuck" Wolcott

A penchant for hard work marked Chuck Wolcott's leadership during the company's explosive growth in the 1990s. Chuck joined the company in 1996 as the right-hand man to Dick Mack. Dick passed away the following year, and the company fell into financial difficulties. When Chuck became acting president, the strong relationships he forged with Jack Streeter and others in the industry, including Dick before his death, helped Chuck keep the company afloat. By the time he left in 1998, there were around 75 employees on the payroll, up from approximately 20 just two years before.

Chuck grew up rather poor and learned at an early age that he had to work to earn whatever he wanted. He was born in Warsaw, N.Y., and moved to nearby Geneseo at the age of 4 with his parents, a brother, and two sisters. He lived and worked on another family's farm in Geneseo until he was 13, when the Wolcott family started their own farm and custom services business. He enjoyed spending time at the National Warplane Museum.

After he graduated from Geneseo Central School in 1981, he went to Alfred State College, receiving his AAS degree in construction technology two years later. His early career focused on concrete and site work.

Since leaving P&CG, Chuck has led his own business performing concrete, demolition, and earthwork, where he is still actively engaged today. He reminds his employees that he has only what he has worked for, and he works seven days a week to have it. Chuck is humble about most things, and he still performs his own repairs and remodeling. His advice to other leaders:

“Always pay the taxes. Be sure to pay the help first. Be honest with the vendors, and they will help you get through the thin times.”



## John C. "Jack" Streeter

Jack Streeter had an engineer mindset. He was also a bit frugal. Combined, these traits brought him the maximum usage out of anything. This is a man who had the same eraser for a decade, a practical minimalist who joked that he didn't need another because he never made mistakes.

Jack was born in Hudson Falls, N.Y., in 1939. He grew up in South Glens Falls and played basketball at Queensbury High School—something he dearly loved. Upon graduation in 1957, he enlisted in the Army for two years as a postal worker stationed at Fort Knox and then enrolled in SUNY Adirondack, earning an engineering degree. He took a job with an engineering firm out of New York City that happened to be in Glens Falls doing road work and followed the company around the state. When he landed in Rush in 1975 for a project at the Rochester airport, he planted roots with his wife, Winnie. Jack stayed with the firm for 32 years until it closed its Rochester office. He was unemployed for only a week before coming to KBH in January 1996, through his friendship with Dick Mack.

When the tower inspection and repair work began in 1999, Jack took the lead. He made sure the employees in the Towers Division had boot allowances and ample per diem pay when working out of town, and he liked to give out sweatshirts. He became president the same year, at a time when the company was not doing well financially. Many families depended on the company for survival, and Jack was determined to provide security for the employees and put the organization on a more stable footing. Upon Dick's passing, Jack became the driving force that brought the company into the black. His close relationships with the city of Rochester helped us to get work. His steady attention to the bottom line and knack for saving costs helped steer the company in the right direction. Jack served as president until 2004, and three years later the company achieved positive equity for the first time.

Those who knew Jack remember him as a man of integrity, a solid, quiet mentor for so many. He was patient, precise, meticulous, and organized. (When he and Scott Ingalls shared an office, Jack was known as Felix of The Odd Couple.) His memory was legendary: He easily recalled the towns, people, names, birth dates, and specific numbers from jobs of years ago.

Jack was a flexible and adaptive thinker. His engineering roots never left him and, combined with his frugal personality, usually resulted in a creative solution on the spot. Once when Jack and Winnie were about to leave for a snowmobile trip, he noticed a taillight on one of the snowmobiles was out. They were behind schedule, but he needed to fix it before they left. He asked Winnie for a can, and she found a small baking powder can that he covered in red cellophane, fashioned into a taillight, and fit inside the sled. This engineered fix-it worked all the way from Rush to Old Forge and back.

Working wasn't just a job to him; it was a way of life, and retirement was a difficult decision. He saw that younger people were bringing fresh ideas, growth, and vision to the company, and recognized it was time to slide out. After he retired in 2019 at the age of 80, he spent his winters in Sun Lakes, Ariz. He was a cherished friend and made himself available to the leaders of the company until his death in May 2023.



## Phillip S. "Phil" Brooks

When Phil Brooks inquired about joining KBH in May 2000, he was only looking for something to do for a few hours a week. He was hoping for a truck driving position. But his previous 36-year career with a local utility—which exposed him to storm response, electric underground, overhead, trouble repair, and substation work—was too fitting to ignore.

A native of Rushford, N.Y., Phil graduated from Olean Business Institute in 1964. He applied for an accounting position with Rochester Gas & Electric and received an offer—as well as the option to join as a lineman instead. He chose the latter, and his first assignment was to paint the railing along the dam on the very lake he grew up next to. In the next three and a half decades, Phil had many interactions with KBH. When he retired from Rochester Gas & Electric, the towers work was just beginning to take off, and this provided the perfect opportunity for Phil to jump in. His first project with the Towers Division was the Brighton-Henrietta Townline Road to Syracuse corridor. Phil had lots of acquaintances and built many relationships with customers and business partners during his time.

The work turned out to be far from part time. Phil's lineman experience and finance education made him the perfect candidate in 2001 to lead the LL&P line of business as president.

With the merger of P&CG and LL&P, he became president of P&CG. Examining all areas of the business, he helped the company turn around financially and at times used his own money to cover payroll during shortfalls. He initiated the permitting process for the new Valley mine location beginning in 2006. He helped with the startup of KBH Environmental in 2008. And when he heard that Sinclair Ventures was closing in 2012, he helped the company through the asset purchase.

Upon his retirement in December 2014, he spent some time traveling, then moved to North Carolina in 2020. He now has five great-grandchildren, most of whom have moved to be near him. Phil was born in 1943 in the upstairs bedroom of the old dairy farmhouse on Taylor Hill Road next to Rushford Lake. With roots in the area, he returns every so often to visit family and to make a special trip to the office to connect with old friends.



## Scott R. Ingalls

With Scott as president since 2014, P&CG has experienced the largest expansion and revenue growth in our company's history. The sheer volume of paper in his office is testament to his intimate involvement with the growth of every line of work. His finger is on the pulse of the entire organization.

Scott has steered the company from turbulence to success by following the advice and philosophies of the leaders who came before him, including his former office mate, Jack Streeter, and his uncle, Dick Ash. Scott was born in 1962 in Ithaca, N.Y., to parents still in college. His childhood was spent farming, fishing, and playing sports. A small kid with something to prove, Scott found an outlet in athletics, where he began to form his management style. At 11 or 12, Scott began spending weekends with Uncle Dick—mainly building his uncle's estate—which consumed all his teenage weekends and forged his work ethic.

Scott's construction career began at the age of 16, working summers as a runner delivering jobsite materials. He had his first collision within the first two weeks, when he T-boned the president of a local high society club, earning the nickname Crash. At only 18, he ran his first project, the Brighton street lighting project, which involved painting the light poles and harps. Scott hired four of his college buddies to help him meet the quota of 25 poles per day. His ingenious plan for the crew to paint with car wash mitts allowed them to complete 50 to 75 poles by noon each day (with more silver paint on themselves and their trucks than on the poles), so they could spend their afternoons watching the girls sunbathing at Charlotte Beach. Scott's unique approach made the project the most profitable one for the company to date, and the paint held up well. Fast forward some 45 years: P&CG recently repainted these poles and then in 2025, won the contract to replace them.

Influenced by his uncle, Scott earned an associate's degree in civil engineering technology from Monroe Community College in Rochester. He began his P&CG career in 1983 at Valley Sand & Gravel as pit manager. After the birth of his first child in 1986, he left the company to travel the country building recreational facilities. In 1991, a local heavy highway contractor hired him as a dispatcher, and from there, he advanced to construction management. In 1998, he returned to the company as vice president of KBH. Scott so admired Jack's quiet, open style of leadership. He spent as much time as possible learning from him and attributes his advancement in the company to Jack's mentoring. Four years later, he became executive vice president, and in 2014 he was named president. To this day, when Scott encounters trying times, he reaches back to find a lesson Jack left behind.

Scott understands our success has come by aligning with people who fit our philosophy. We're not here for everyone, and we don't want to be. We look for those who look beyond themselves. Maintaining a merit-based philosophy—where compensation is based on the value employees bring instead of the title they hold—is vital to continuing operations into perpetuity as the company's founders had envisioned.

Although Scott has invested tirelessly in the company, retirement is not on the horizon. His work is not finished. Only when the transfer of leadership responsibilities to the next generation is complete will he turn his focus to the next chapter. Scott plans to spend his retirement with his wife, Laurie, grandchildren, and fur babies, while continuing to help others in a different capacity. He hopes to squeeze in some fishing and golfing.



## John F. Cleveland

John Cleveland joined KBH in 1995 as a superintendent with the intent of bringing the street lighting line of business to the company. In 1997, he and Dick Mack secured the company's first street lighting contract. This was good news, but it left them in a pickle: They didn't have enough trucks and people to do the work. John quickly reached out to several retired contacts and brought them aboard, keeping the contract on course.

A native of Penn Yan, N.Y., John was 3 when he moved with his parents, three brothers, and two sisters to Rochester, where his father started a plastering business. He graduated from East High School in 1965.

John came to KBH from R.C. Siebert, Inc., where he had started in 1986 as a helper, working through the years up to the lead cable splicer position and later foreman. When R.C. Siebert lost the cable splicing contract in 1994, John was out of a job. He came to KBH knowing he could use his cable experience to grow the company. He was right. That first street lighting contract he and Dick Mack landed led to the relationships with many of the towns that we do business with today, and it was the birth of LL&P.

John was appointed vice president of the newly formed LL&P in 2001. He had developed into a leader known for being fair and treating everyone equally, under guidance from Jack Streeter and Dick Mack. In weekly meetings with division employees to discuss the work at hand, he always asked for input from everyone. The ideas that came from these meetings helped to build better processes and improve efficiency within the LL&P Division. With the merger of LL&P and P&CG in 2004, John became a P&CG vice president.

John retired in December 2015 to devote more time to his wife, Harriet, during medical challenges. LL&P soon after split into the Industrial Electric and Street Lighting Divisions, and the Maple Street location that houses the divisions he was so instrumental in building was named the John Cleveland Operations Center in his honor. John and Harriet now live in North Carolina. They spend time with their grandchildren nearby, and John enjoys shooting clay pigeons with his buddies.





## Jason M. Buchinger

Jason, who at 27 became the youngest division manager in company history, learned the business with the help of two mentors early on. One was a gas tie-in supervisor, and the other was a contract administrator, both employed by our customers. They pushed him to take on work we hadn't done in the past, encouraging him along the way with a sink or swim attitude.

Jason was born in 1975 in Nunda, N.Y., and grew up on a farm. He spent his summers cutting firewood, doing hay, and working on other local farms owned by family friends and classmates. He knew he wanted to work in the trades, so while attending Keshequa High School, he took two years of welding classes through BOCES.

Jason first worked for a water and sewer contractor, then moved to another company where he started doing gas work. He liked what he did, but it was seasonal, so he moved to KBH at the age of 19. He wanted to continue in gas work, but his first assignment was to LL&P. Jason always wanted to be an operator. Dick Mack quickly told him there is no such thing as a 19-year-old operator—and there wasn't—until Jason showed Dick what he could do. His passion is still running equipment, and he remains one of the best operators we have.

He became a foreman when he was only 22, and he inherited the responsibility of managing the Gas Division from Walt Driscoll only five years later. At that time, the division consisted of six people. It has expanded to over 70 employees today—growing from two crews to 16. Not having the training for the office side of the business, Jason learned by osmosis, and sometimes through his mistakes. He spent many drives to and from work thinking through problems to come up with solutions.

Jason leads with a tight grip on procedure. His expectations are high and based on common sense. He doesn't rely on spreadsheets or checklists to stay on track. As he's grown as a leader, he's let go of the "do it all myself" mentality, knowing that the work needed to grow the company requires more effort than one person can give. Delegating to his team of supervisors, Jason has grown the division to the point where marketing is no longer necessary—The work finds us. We've become the contractor that customers call for advice during the design phase.

Jason would rather work 12 hours in the field alongside his people than four hours in the office. He feels a strong sense of responsibility to his team members and their families, a loyalty his employees know is not easily found elsewhere. He has more work to do, and several years before he heads into retirement. When that day comes, Jason's work ethic and constant presence in the field will be tough to replace. He'll still be available to advise the next generation after passing the torch, but he'll have more time for what he has always enjoyed: taking hunting trips, putting his boat in the water, and working on his property.



## Thomas F. "Tom" Siebert II

As a high school and college student raised in Rochester, N.Y., Tom spent summers working for the family business, R.C. Siebert, Inc., a utility construction company that focused on underground conduit systems. He attended the University of Denver to study business management and play soccer. To the dismay of his family, he returned a few years later as a ski bum and college dropout. Nonetheless, they put him to work as a subcontractor mowing lawns inside substations and painting.

To supplement his income, Tom obtained a real estate license and rented properties. He fell in love with a beautiful tenant, and in 1987 they married and had a baby within the year. Needing steadier work, Tom took a job performing dedicated crew service response, cable pulling services, and expressway pole, telephone, and subway work. He joined KBH in the summer of 1995 as a foreman, bringing with him expertise in these areas. He became a vice president in 2004. Tom helped to bring John

Cleveland aboard, recognizing the value that he could add to KBH with his holding authority and cable experience.

One of Tom's major contributions to the company was his ability to make sure our employees always had work. Tom had a persuasive air, and, like Jack Streeter, he was frugal. He saw the fluctuations in the construction budgets of the utility companies and the inefficiencies of their other contractors. He was able to show enormous labor cost savings when he requested the opportunity to bid on some new lines of work. Tom was successful in this effort, adding maintenance, nitrogen delivery, and manhole and handhole frames and covers to KBH's book of work. When the utilities started a major initiative to drive down prices, other contractors were pushed out, but Tom was adept at keeping our prices competitive and work coming through the door.

Many stories have been told about Tom's frugal nature. Jason Buchinger recalls the time Tom told him that if he and his crew could set five light poles in one day, he would buy them coffee and donuts. Jason and the crew met the challenge, and Tom showed up the next day with a box of day-old donuts and a coffee pot and cups he brought from home. As a reward for personal administrative work I did for him, Tom once gave me half a candy bar he had left in his truck. He insisted it was fair pay because it was purchased at the airport on his way back from vacation, so it was expensive.

Tom is an avid golfer and would occasionally slip away to putt a few holes, thinking it was unnoticed. One day while golfing with business associates in a prestigious tournament with media coverage, he was lucky enough to hit a hole in one. To his dismay, this was announced on the radio, and many within the company heard the news—He was busted!

Back in the office, Tom looked up to his mentors Joe McGloin, with whom he worked in the late 1980s, and Dick Mack. When a young Pat Goodwin joined the company in 2014, he was fortunate to be tucked under Tom's wing. True to the organizational culture of trust, Tom placed a great deal of confidence in Pat. When Tom felt confident in Pat's ability, he decided to step back to focus on his personal life. His children were having children, and it was time. Since Tom retired in 2020 at the age of 67, he and Pat have continued to talk business. Tom spends his time golfing, skiing, playing tennis, and wintering in Florida.



## Peter D. "Pete" Wierzba

Pete's father, an electrician, taught him to be proud of his work and to remember that his name is on everything he does. Pete has carried this advice with him through a 40-year career in management and finance.

Pete was born in Buffalo, N.Y., in 1962, one of five children. He earned an associate degree in data processing from the University at Buffalo and a BS degree in information systems management from Buffalo State College. He soon moved to the Rochester area with his wife, Denise, and worked for a small computer consulting company before landing a job at Rochester Gas & Electric. Pete worked there for 23 years, performing computer and treasury analysis and performance, as well as managing capital and operating budgets. He earned an MBA in finance and entrepreneurship along the way at Simon Business School at the University of Rochester.

Pete joined P&CG in 2011 as general manager. With an eye on improving the bottom line, he worked with President Phil Brooks to bring structure and support to the business model—balancing the cost of growth and the necessary investment in people and equipment to take advantage of new opportunities. Pete saw that the company's bids were leaving money on the table—money that could have been invested in our people and equipment to make us a stronger firm. Promoted to assistant vice president in 2013 and executive vice president the next year, he helped to shore up P&CG's reputation with the utility companies, moving away from being the cheapest contractor to the contractor of choice. This led to improved quality and safety and allowed room in the budget for the apprenticeship programs.

Pete worked with the Livingston Associates, Inc. (LA) team to restructure our fleet maintenance program. Procurement now happens cyclically, and the majority of maintenance occurs at the preventive stage, rather than after a costly breakdown.

When John Cleveland retired in 2015, the Maple Street location needed strong leadership, and Pete moved into the role. He supported the project managers with solid budgeting, forecasting, and management expertise, but his leadership was about more than numbers. He nurtured a culture of empowerment and kept an open door for employees who wanted to share concerns and ideas. In this kind of environment, he found and kept those who fit with our philosophy. And when stress inevitably ran high, he used humor to break the tension so employees could see their way through setbacks.

His philosophy on customer service was equally generous—and astute: Make sure they look good and are successful on their projects. That's what they will remember, and new business may come as a result.

Pete recently retired and passed the reins to the next generation of leadership. He now has more time to relax on his boat or on the beach with Denise, and to travel to visit his children, Stephanie and Jarek, both of whom live out of town.



## Thomas J. "Murph" Murphy

Murph was born in 1970 and raised in Buffalo, N.Y., where he worked in construction during his high school summers. While attending Alfred State College in 1988, he became the youngest person ever to pass the American Concrete Institute test. This gave him the opportunity to test concrete for a company out of Buffalo during school breaks.

It would prove to be a foreshadowing of his career. After he earned a bachelor's degree in business from SUNY Fredonia, Murph took a series of sales jobs, first in food distribution, then in sand and gravel, and finally at a Rochester block and concrete company.

As a salesperson, Murph had many interactions with both Valley Sand & Gravel and KBH. He either sold us concrete or bought sand and stone from us. When Murph joined the company in 2007 as general manager for Valley, the strong relationship he already had with us made it a very smooth transition.

Upon his arrival, the original pit at the Scottsville location was nearly mined out. His first assignment was to take over writing the business plan for a new pit from Phil Brooks. The plan was crucial to continuing mining operations for the next generation. Permit approval involved six public hearings, a host agreement with the Town of Caledonia, negotiations with the Seneca Nation of Indians, many meetings with the New York State Department of Environmental Conservation and the State Historic Preservation Office, and knocking on the doors of neighbors to the site. After eight years, the permit was finally granted, and the new plant opened in May 2016. To date, this is Murph's proudest moment with the company.

Murph enjoyed his experience working with the town and agencies for the mining permit, so when Phil introduced him to Associated Builders and Contractors, he was immediately interested. ABC is a national construction industry trade association that fights for the rights of merit shop companies. Murph started with ABC in 2007 on the local council and continued to advance to his present-day position as national secretary. He is in line for national chair in 2026. He travels quite a bit, bringing back news of political activities that impact our business and our industry. Having Murph engaged with ABC helps to ensure our voice and the voices of over 23,000 member companies nationwide are heard in Washington.

Murph was promoted to vice president of P&CG in 2020. The following year, he took the lead on a strategic business plan for the company. Modeled after a plan used by ABC, it has guided P&CG through many positive changes. Murph manages daily plant operations and ensures compliance with MSHA (Mine Safety and Health Administration), and he sits on the P&CG safety committee. He comes to work every day proud of the company and the people he works with and looks forward to seeing the realization of goals set for future leaders.

In his spare time, Murph enjoys working out and is an avid athlete, with three Tough Mudder obstacle races under his belt. He travels home to Buffalo to help care for his aging parents and to support his two children in college. And not surprisingly, he's a fan of his hometown Buffalo Bills and Sabres.



## Jonathan D. "John" Coleman

John spent the first 17 years of his career with tools in hand. After graduating from Gates Chili High School outside Rochester, N.Y., he was hired as a carpenter for Eastman Kodak Co., where his father was a painter. In the next eight years, he was a team leader, then a supervisor, and finally a construction manager. After 25 years, however, John lost his job when Kodak shut down the construction division—a humbling experience, he says, although he knew it was coming.

Within minutes of posting his resume to an online job board, he received a phone call from an environmental company that noticed his asbestos license. The carpenters at Kodak were often exposed to asbestos, and John was required to maintain an asbestos license. Although the only environmental experience he had was the annual training his license required, the company hired him on

the spot, and his first assignment was a large three-building asbestos abatement project—at Kodak. He received only two weeks of hands-on training before being left on his own. John didn't like the way his employer treated its customers and employees, and when they disrespected him, he quit.

In 2008, John accepted an offer to help build KBHE. Only the second employee on the payroll, John was on every site himself, often alone, and could be found many times at 3 in the morning sweeping up Speedy Dry after a spill. As the division grew from two to 10 employees, he could dispatch the calls to supervisors on a rotating basis instead of heading out the door himself.

Until the succession plan was finalized in late 2024, John still personally answered every phone call for emergency spill response—at all hours of the day and night.

John became vice president in 2010, and when he was promoted to president in 2019, his focus turned from daily field work to leading the overall direction of the company. His leadership style is participative, actively seeking diverse input and open communication among the team. He likes fostering a sense of shared responsibility, and he makes decisions based on valuable information the employees provide. The goal is to prove to new customers that KBHE is the best contractor out there.

John's early childhood memories are of a love of building things and the good feeling that came from looking at what he had just built. He is a carpenter at heart, and a favorite part of his job is leading the Carpentry Division, which often works hand in hand with KBHE. With the transition to retirement underway, he's pleased he'll be staying on in a consulting role for the next few years, admitting he's a bit sad that he won't be as much of a part of something so wonderful. He hopes to travel and see parts of the world. He'll also spend time closer to home, trying his hand with a lathe he bought a few years ago and enjoying boating, fishing, and cottage life.



## William C. "Bill" Piliero

Bill showed signs of becoming a hardworking engineer at a young age. As a kid growing up in the 1980s in New York state's Southern Tier, he liked outdoor survival activities and tinkering with mechanical devices. He was born in Hornell and grew up in Canisteo. The middle child of seven, he was a very shy and intelligent boy who did well in school. He discovered his passion for hard work at the age of 9. That's when he took his first job on a farm just 5 miles from his childhood home, where he earned \$15 per long, hard day.

After graduating from Canisteo Central School, Bill went to Alfred State College to study engineering science. It was a very challenging curriculum—The class started with 47 students and ended with seven—and Bill was at the top of the class. This earned him a scholarship to Renssalaer Polytechnic Institute in Troy, N.Y.—one of the top civil engineering programs in New York. He earned a civil engineering degree and moved to Raleigh, N.C., to be closer to a brother and sister. He found an engineering job there through the Yellow Pages, and he stayed for three years before moving to Atlanta, Ga., to open a new branch for his company.

Bill became homesick while in Georgia, so in 2010 he moved back to Canisteo. He worked for a Southern Tier company as a bridge engineer and project manager for eight years before the company announced it would no longer build bridges and would lay off most of its bridge staff. Bill happened to meet Scott Ingalls, and although his job was not on the chopping block, he saw the opportunity with P&CG for not only himself but his co-workers. In 2018, he and most of his group came aboard to form Twin Tier Constructors, Inc. (TTCl), with Bill at the helm as vice president.

Bill is the youngest executive in the company. He has led the division in the right direction from day one, keeping with the tight-knit, family culture. TTCl has shown a profit and growth every year, making a significant contribution to the company's bottom line. The addition of office staff has allowed Bill to slowly hand off the day-to-day workload, shifting his focus to leadership oversight.

Bill leans on President Scott Ingalls, as well as retired Chief Financial Officer Bernie Morse, and his good friend, retired Human Resources "Everything" Dorothy Cauwels, for sound advice whenever he needs it. With three children who keep him busy, Bill likes spending time with his growing family.



## Timothy A. "Tim" Dickinson

Like many of P&CG's leaders, Tim grew up on a farm. Born in 1952, he was raised in Williamson, N.Y., with three younger brothers and an older sister. He enjoyed eating raw vegetables directly from the garden and was often seen carrying a saltshaker with him when carrots and radishes were in season. At the age of 8, he helped his father build a new house by nailing shingles to a second-story roof. In high school he taught himself to play guitar, a pastime he still enjoys.

Tim attended Rochester Institute of Technology and SUNY Geneseo, earning a degree in economics, with minors in history and music from Geneseo, as well as a PMP (project management professional) certification from George Washington University. He was a member of the Geneseo Chamber Singers, where he developed a liking for classical music.

Shortly after college, he took a job at a local bank as a manager trainee. From there he quickly moved to the marketing department and developed a product called Pay-By-Phone. This product allowed customers to use a touchtone phone to pay their bills, the early days of electronic funds transfers (EFTs). Because of the high demand for the product, the bank's mainframe computers, which in the 1970s were the size of a compact car, needed to be programmed to process the high volume of transactions. Tim volunteered for this assignment, which led to a career in computer programming.

Tim left the bank for a 28-year career at Rochester Telephone Corp., later Frontier Communications, where he continued to hone his computer skills, before joining P&CG in 2006. He has had many roles here: forensic accountant, budget analyst, project manager, and currently vice president, managing the Logistics Division.

Instead of finding fault or pointing out errors made by junior leaders, Tim is known to declare their mistakes learning opportunities. His gentle, methodical approach to leadership is the result of studying numerous leaders he has encountered. Many showed Tim how to compassionately yet effectively lead, and a few provided excellent examples of how not to manage people. He keeps a Bible in his office and consults it routinely for even better guidance.

Tim recognizes that within every customer operational issue lies a business opportunity, and he acts to fulfill their need. His proudest accomplishments at P&CG are building the pole storage and delivery business and creating the materials management segment. Both led to changing the name of the division from Transportation to Logistics. He is an Excel genius, and his complicated spreadsheets are legendary. The formulas he has written to track customer inventory are so long that extra-large computer monitors are required to view the entire calculation on the screen.

Tim finds the mental exercise of daily problem-solving enjoyable and rewarding. He has not set a retirement date and hopes to continue to be involved in the business for as long as he can, although in a somewhat scaled-back capacity.



## Kyle T. Lee

Kyle, who grew up in Johnson City, N.Y., came to Rochester to attend St. John Fisher College. He graduated in 1995 with a BS degree in business management and a minor in economics, and worked briefly for a local payroll company. Kyle had spent a lot of his youth in the woods, hunting, fishing, and playing football, hockey, and lacrosse. He liked being active, and he quickly realized that a desk job was not for him.

Kyle was hired by Chuck Wolcott in 1995 as a carpenter, laborer, and mason. He assumed it would be another short-term job until he found work that was related to his degree. But when he moved into the KBH Millwright and Rigging Division (now the Civil Division), he found a home and advanced from laborer to foreman. He began running projects and advanced to estimating before being named a project manager.

The slowdown of Eastman Kodak had a wide-ranging effect on local companies performing small rigging projects, forcing Kyle to pivot into hydroelectric work. This is where Kyle hit his stride. He began to grow as a leader, advancing to become assistant vice president in 2012 and vice president, and then executive vice president, in 2025. Jack Streeter was instrumental in helping Kyle develop as a manager; he taught him how to deal with and speak to customers, and how to protect company assets. Still, his work put demands on his time and required a lot of travel. Kyle found himself away from home for weeks at a time.

Kyle leads by encouraging those around him to take initiative; to understand that mistakes are part of any growth pattern; to avoid stifling oneself out of fear of failure; and, when there is failure, to learn from it and move on. He has been at the forefront of building relationships with our customers—relationships that have brought us into new lines of work. He recognizes that we are successful when our customers see the value we bring to them and extend our contact information to others, thus doing the advertising for us.

Kyle loves seeing company trucks everywhere. He takes pride in ensuring that many families are supported by P&CG—and with many years to go before reaching retirement, he already has a good team in place to manage the next generation of the Civil Division. He finds it rewarding to support local fire departments, baseball teams, and other community organizations, and his childhood hobbies of hunting and fishing continue to fill his spare time.



**Eddie Schumacher**  
*Foreman*  
Gas  
Hired in 2005

20+  
YEAR  
CLUB

**P&C**  
Power & Construction Group

# THE KEY TO SUCCESSION

Power & Construction Group, Inc. strives to be the preferred contractor of choice in the construction industry by continually providing quality work, done safely, in an environment of integrity, trust, and transparency. We aim to provide high-quality service through our valued employees to exceed expectations, while building a path of growth and sustainability for the future.

That's our mission statement. But how do we get there? Executive Vice President Jason Buchinger summed it up in his speech during the March 2025 safety kickoff:

"Buildings can be built; trucks and equipment can be purchased—That is the easy part," he said. "The key component to succession is the people who make it all happen. Not just one person, but all of us, who collectively have a strong belief in making a safe and productive work environment—for not only ourselves, but also for our clients and the communities in which we work and live. As we look towards the future of our company, we believe that strategically investing in our key component—the people—will ensure that P&CG will be the contractor of choice for the next hundred years."

## Investing

When Mack Construction started in 1992, we were not investing in our people. We couldn't afford to. When Dick purchased the assets of KBH, our contracts totaled only \$400,000—the equivalent of a small project for us today. Several people interviewed for this book recalled the ragtag condition of our fleet—truck doors that fell off, dump boxes that didn't dump, and more lit-up dashboard warning lights than taillights. During equipment meetings, Scott Ingalls would yell, "We're at critical mass!" in the high-pitched voice that comes out when he's passionate about something. And when they went to CFO Bernie Morse asking for funds to make necessary purchases, he'd reply in a tone dripping with sarcasm, "Hold on a minute while I go pick something off the money tree out back."

It felt like every dollar earned was spoken for 10 times over. Tom Siebert remembers when we couldn't buy even a hand shovel. The running joke among our vendors was that KBH stood for "Kan't Buy Here." Competitors joked about "Keeps Bad Help." And after a hard day of juggling every nickel, the founders and leaders coined the term "Keep Beer Handy."

So instead of investing in our people, our people invested in the company. Throughout this book are tales of sacrifice and of giving more than any employer could ever ask for.

## The right people

We owe our success to the people, and to having the *right* people. Our foremen are the backbone of the company. They lead by example and know how to get everyone on the crew to contribute. As they pass their knowledge on to the next generation, they are laying the foundation for another hundred years of growth. Our laborers go home at the end of the day tired, sore, and dirty—sometimes so dirty they have to strip off their work clothes before entering their homes. They are the future of the company, and they know their investment will pay off.

P&CG is stronger for the variety of backgrounds our people bring to the company, but our leaders have a special respect for those who grew up on a farm. Farm kids grow up driving tractors from a young age; they know how to keep any kind of machinery running, and they learn to finish the job they started no matter what challenges are thrown their way. When you sweat before breakfast, when you start your school day with fingers still bleeding from busting ice in troughs, when you finish the school year with hay rashes and sore shoulders, your values are not built on grades or sports statistics, but on grit. Grit that becomes ingrained in your character. You work hard and stay late—not for the overtime pay, but because the job and the people you’re working with mean something to you.

And it’s not just the people at P&CG who give so much. The utility construction industry is a small world, and we take care of each other. Many of us come from competing companies, or have friends and family working for them. Safety team member Eric Stappenbeck recalls installing joint trench utilities in a subdivision under construction for his former employer Joseph A. Abraham Enterprises in the early 1990s. KBH was also on-site that hot, nasty day. Dick Mack came out to bring cold drinks for everyone on-site.

Dick Myers of R.P. Myers—another former competitor—often shared resources with anyone who needed help. He once took a road plate off one of his jobs to loan to a competitor. When he went out of business in 2006, he helped his employees find jobs with his competitors. (Many came to P&CG.) And he was there for support when one of his employees left to start his own directional drilling company, Burrows Brothers.

## “E”

When the COVID-19 pandemic struck suddenly in March 2020, upending business as usual, P&CG management proved the company was in expert hands. On March 20, 2020, New York Governor Andrew Cuomo issued an executive order that required employers to reduce their in-person workforce at any location by 100 percent within 48 hours, except for those businesses deemed essential. The utility industry fell into this category, and we were expected to continue working, but the restrictions were coming at us at a dizzying pace. The entire country was on lockdown. Travel bans were strictly enforced, so our customers provided a letter to show law enforcement, explaining that our work was essential and asking them to grant travel permission for our employees. People were scared. Supplies were scarce. Our leaders held daily strategy calls. ABC Empire State Chapter President Brian Sampson joined the calls to give us up-to-the-minute information to stay ahead of the situation.

Our safety department rose to the challenge, issuing masks and cleaning supplies seemingly from thin air. Under the guidance of the executive staff, they quickly developed safety protocols for social distancing to limit spread of the virus. The new normal meant only one employee per vehicle. Somehow, on short order with factories closed, the fleet management team found and purchased enough vehicles to comply. Quarantine requirements meant that if one employee tested positive or reported exposure, the entire crew they worked on had to be shut down and quarantined. For this reason, managers kept crews intact to limit impact. The office staff was sent home to work remotely, coming in only during an assigned two-hour window on alternating days. KBHE became certified to clean contaminated offices and vehicles. And we launched One Call Now—our corporate communication system—to satisfy the preshift health screening requirement. Who can forget the daily health screening text that came every morning at 5:30 from 22300? Everyone grew so accustomed to replying "E" to declare their fitness for duty that when other messages came out, many replied "E" without even reading the text.

### **Commitment**

The mandates cost the company a lot of money, but the executives stood firm in their commitment to our customers and the communities we serve to keep working, knowing that profit margins were going to take a dive.

More importantly, they were steadfast in their commitment to keep every employee who was willing to work on the payroll. Federal Pandemic Unemployment Compensation added \$600 per week to every unemployment recipient's check. This meant someone could earn more with unemployment than their working wages, and many across the country took advantage of this. But P&CG employees remained on the job.

When Bernie learned about the Payroll Protection Program (PPP), he encouraged management to apply. This loan, backed by the Small Business Administration, was designed to keep businesses open during the pandemic. And if the business submitted documentation showing it used the funds to cover certain expenses, the loan was forgiven. While P&CG incurred many unforeseen expenses and reduced profits, the executives demonstrated appreciation for loyalty with COVID retention bonuses. Everyone who was hired before the pandemic and remained after it ended received a share of the forgiven loan. How many other companies can say they've done the same?

While all these loyalties and challenges were going on in the background, the company was growing in every direction. Most people think of infrastructure as pipes, cables, poles, and bridges. But these things are the veins of this country—and at P&CG we make sure the lifeblood keeps flowing. Our fingerprints, our sweat, our laughter, and our cursing become part of the grid that will remain standing long after we're gone.

Read on to learn how each of today's 14 divisions has grown.

“ Hard hats and steel-toed boots:  
the real suit of the modern hero. ”

– Gary “The Grader” Green



**Butch Schumacher**  
Foreman  
Gas  
Hired in 2005



# CIVIL

Dick Mack brought several lines of work with him when he formed Mack Construction in 1992, launching what later became P&CG. Services and multiple divisions were not clearly delineated in the early days. Everyone had to be willing to adapt and to take on whatever work they could get, while showing the customer we were the best contractor around.

This flexibility right from the start is what made P&CG the versatile company it is today: Kevin Schrier joined KBH in July 1994 to run a jackhammer. When Rick Swift came on board in February 1995, he was assigned to dig pole holes before moving on to concrete, water, and sewer work. The following November, Kyle Lee was hired by Chuck Wolcott as a laborer. He bounced from job to job, performing carpentry, concrete formwork, and underground utility work for a few years before landing in the KBH Millwright and Rigging Division.

## Kodak moments

Work with Eastman Kodak kept the company busy for many years. Kyle assisted with the installation of cranes and recalls doing a lot of rigging for Kodak and the local mom-and-pop tool and die shops that serviced Kodak. Even in its decline, Kodak continued to rely on KBH. In 2000, when the film giant shut down its massive Elmgrove facility, Kodak hired KBH to disassemble all of its machinery and equipment and move it into Kodak Park. Jeff Pratt, now a project manager, joined KBH that same year to walk high-voltage tower corridors for what is now the Utility Structures Division.

When Kodak further reduced its footprint at the park years later, the Millwright and Rigging Division moved the same equipment to different locations within the park or removed it for disposal. Kodak work also led to other opportunities: In 2007, the Civil Division provided the pipe rigging for the Gas Division on its Smith Street Bridge Crossing project, and together, we set ourselves apart as Rochester Gas & Electric's bridge rigging contractor of choice.

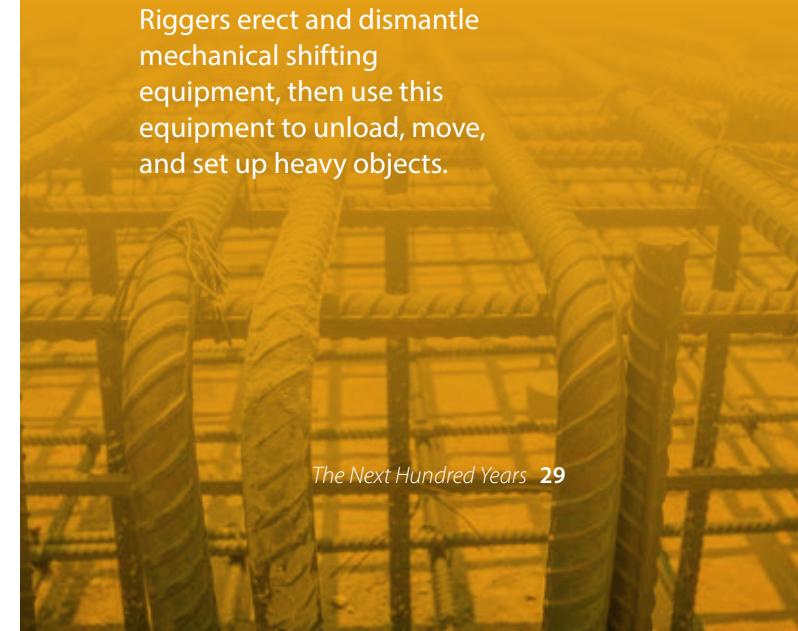
## Our services

The Civil Division installs and maintains utility systems. This involves general site work, rigging, demolition, masonry, structural concrete, and fencing.

## Big moves

Our millwrights install, maintain, and tear down power plants, factories, and other complex industrial sites containing machinery and mechanical equipment.

Riggers erect and dismantle mechanical shifting equipment, then use this equipment to unload, move, and set up heavy objects.





## KBH Construction Co., Inc

Since 1970

### Millwright & Rigging

#### Available Services

For Prompt Professional Service call Kyle Lee:

Mobile: 585-202-7816  
Pager: 585-277-8079  
Office: 585-889-8500

90 River Road  
P.O. Box 30  
Scottsville, NY 14546

Machine Moving & Relocations (in plant to across the country)	Conveyor:
Machine Site Preparation	Installation
Office Relocations	Removal
Precision Leveling	Re-Fabricating & Repairs
Trucking	Belt Alignments
Steel:	Overhead Crane:
Fabrication	Fabrication
Erection	Installation
Removal	Removal
Structural Repairs	Relocations
Crane Service	Repairs: Structural & Mechanical
Demolition: All Types	Skilled Contract Labor
	Millwrights
	Riggers
	Certified welders

Pictured below is the new recycling equipment located in Portland, Oregon installed by KBH Construction Co., Inc.



*KBH rigging flyer*

### Recycling boom

For about a decade, the rigging team hit the road to build recycling facilities for Van Dyk Baler in more than a dozen states. It started in 2001 with a small recyclables sorting facility project in Ithaca, N.Y. The work involved receiving and unloading several sea containers from The Netherlands that contained conveyors, compactors, and sorting machines. These were moved inside the building to be erected and assembled for operation. Pleased with the service, the customer hired the division for baling machinery assembly work in many states across the country—California, Oregon, Nevada, Florida, Maine, Illinois, Massachusetts, New Jersey, Ohio, Michigan, Arizona, and Missouri.

KBH was considerably smaller at the time, with limited funding. Kyle used his personal credit card to charge hotel, rental car, and other travel expenses to travel to a Portland, Ore., project with Loren Chilson in 2002. Travel did have its perks—Kevin escaped the cold of Western New York when he spent the winter of 2004 building a recyclable sorting facility in Virginia Beach.

In 2009, Jeff spent nine months in Chicago building what was said to be the most advanced recycling facility in the world. This plant was designed to be a compactor that crushed discarded materials into cubes, which were then sold as a commodity to make recycled products. Baling work had dried up back home, however. Not interested in crisscrossing the country to pursue more projects, the division stepped away from this line of work in 2011.

### Finding their niche

As Kodak work slowed, fossil hydro work began with an RG&E project on the Keuka Canal in Central New York. This involved reclaiming the power canal, which once supplied water to a hydro station, into a wetland area. The 2006 project went so well the division was awarded the Central Avenue Dam Gate 4 replacement project in Rochester in 2009. Several other gate replacement projects were awarded over the next few years. The crews performed concrete work and installed coffer dams, with the occasional help from scuba divers, who assisted with underwater concrete pours. The 2011 Station 5 Powerhouse project, at the Lower Falls of the Genesee River, involved concrete work within the water shafts that fed the turbines.



*Rebar and forms for concrete are placed at Station 5.*



*At the Central Avenue Dam, the new gate is lowered into place.*



The bulk of the Civil Division's work today centers around electrical substations: repairs, additions, and the building of new substations. A notable project was Station 262 on Mount Hope Avenue in Rochester, which brought more power to downtown and the surrounding South Wedge neighborhood. The transmission line brings 115 kV of electricity into the station for reduction before being distributed to homes and businesses. The neighborhood association insisted that the structure, which sits in a residential area, could not look like a typical substation. To win permit approval, the Civil Division agreed to build what might look like a large brick library, with the help of water, sewer, and block contractors.

The project demonstrated how P&CG's divisions work together. Rick recalls that the Civil Division did the site work, installed lots of rebar, and poured the building foundation and floors. The Subway Division installed the duct banks into the building, and the Industrial Electric Division brought power into the building. The yearlong project was finished in 2017.

Much of P&CG's work—from electrical towers near rural homes to streetlights next to parked cars—often involves explaining their presence to a wary public. The Civil Division conducts atmospheric corrosion inspections of above-ground natural gas pipes across New York, Massachusetts, and Maine. In Rochester, this takes them below Broad Street into the old subway tunnel, a protective space for individuals experiencing homelessness. The workday begins at 7 a.m. with a request to temporarily remove belongings hung from the pipes so we can inspect and photograph the pipes for our customer's records. The sheer variety of public spaces our employees work in means knowing how to communicate with everyone to get the job done.

The division often builds fencing for its own projects and can erect fencing for others. The strong relationship with customers has prompted them to extend our name to other contacts within their companies, doing the advertising for us. This has helped the division to grow to 15 well-versed field personnel who perform a multitude of disciplines and four office personnel who support them.

**Democrat & Chronicle**

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**NEWS**

## That slightly ominous building? It's just an RG&E substation

 **Steve Orr**  
Democrat and Chronicle  
Updated May 23, 2017, 3:19 p.m. ET  
[Facebook](#) [Twitter](#) [Email](#)



This building building on Mt. Hope Avenue will be an RG&E electrical substation. Steve Orr/Staff Photographer

A slightly ominous-looking building, one that's drawing stares from puzzled passers-by, is taking shape in Rochester's South Wedge. For weeks its hulking facade was matte black, making it look like a set from the latest *Underworld* movie. But the structure's yawning front doors don't lead to a vampire's lair. No, inside you'll find transformers, switches and other equipment — because the building is Rochester Gas and Electric Corp.'s newest electrical substation.

*Rochester Democrat & Chronicle, May 23, 2017*

“ You can’t get bored here because every day brings something new. ”

—Jeff Pratt

## In Memoriam

On April 23, 2020, it so happened that few projects were in progress, placing nearly all the senior Civil Division employees on the same site—the Station 127 Phase 1 Buildout project in Farmington, N.Y. That day, Kyle received a call no one ever wants to take, notifying him that there was a medical emergency with one of our employees on the site. Cole Hardenbrook from the company's Safety Department was there that day to do a site safety visit. He and one of the laborers are both trained first responders. Because of our robust safety, first aid, and CPR training, everyone did exactly what they were trained to do by muscle memory—they performed CPR, called for an ambulance, ensured the ambulance had a clear path to the site, and assisted in every way possible. Unfortunately, Loren Chilson passed away that day due to undiagnosed medical issues. The whole company took his loss very hard because he was one of the hardest workers, a valuable employee of more than 20 years, and a friend to many.

### Loren Chilson

*Carpenter/Mason/*

*Operator*

**Civil**

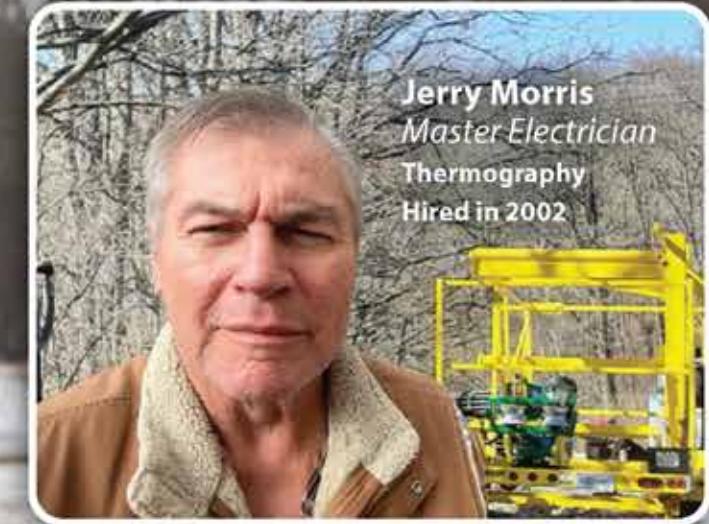
**Hired in 1998**



*Loren Chilson was one of the first employees of KBH, Inc. where he worked as a carpenter, mason, and heavy equipment operator.*

**20+  
YEAR  
CLUB**

**Tim Vanderwerken**  
QA/QC Supervisor  
Thermography  
Hired in 2004



**Jerry Morris**  
Master Electrician  
Thermography  
Hired in 2002





**George Bonacci**  
Master Electrician  
Industrial Electric  
Hired in 2004



# VALLEY SAND & GRAVEL, INC.

SBSD of Power & Construction Group, Inc.

## Predecessors

The Avon site already had over 100 years of mining history when Valley Sand & Gravel, Inc. launched operations on the east side of River Road in 1920. (The site is technically in Caledonia but near the Avon border and has long been identified as Avon.) William Gilmour, an engineer who lived in Rochester, was president and founded the firm with six partners. The certificate of incorporation, published in the Rochester Democrat & Chronicle on February 12, 1920, stated an intent to "mine, sell, etc., sand and gravel, to crush and sell stone, to manufacture and sell products in which these substances enter."



The great sand and gravel pit at Canawaugus is certainly an interesting place to visit. In addition to its geological character, its countless ages of deposits, its modern use for construction purposes, roadbeds and culverts, and house building, has been of large value, and while it has been open a hundred years or more not a quarter of its deposit has been touched. In the construction of the Genesee Valley Canal railroad over 40 years ago, it was used for grading and ballasting. Since that time the Erie has had thousands of train loads and now Mr. Gilmour's Valley Sand and Gravel Company has introduced new and greatly improved machinery for shoveling, elevating, screening, washing and loading for transportation, of large capacity, and the work is now under headway. In a few minutes visit at the hoisting plant, Mr. B. G. Lucas, the engineer, tells us some things, such as that the building is 120 feet high, the shovel holds about 7,000 pounds of gravel, the pump hoists 800 gallons of water a minute and that they could prepare and load about 30 cars a day.

*Avon Herald, August 19, 1920*

*L.B. Finewood Co. loads material onto a rail car. A rail spur came into the plant to haul aggregates from 1882 to 1963. The Genesee Valley Greenway hiking trail next to the Avon plant follows the same path today.*

## Our services

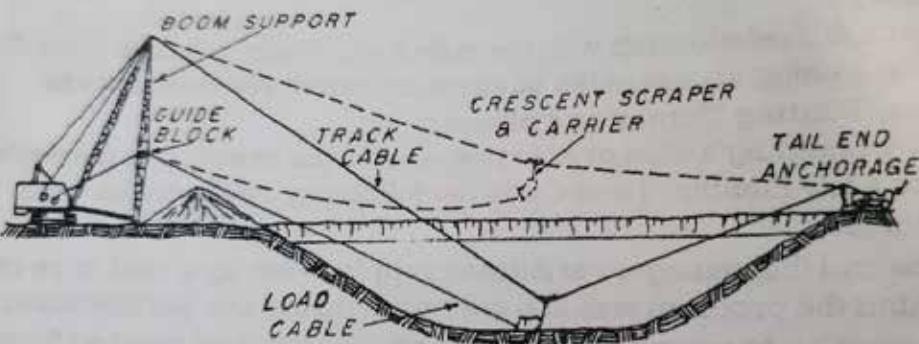
Valley Sand & Gravel, a subsidiary of P&CG, is a state-of-the-art aggregate operation approved by the New York State Department of Environmental Conservation and the Department of Transportation. It is located at 4350 Caledonia Avon Road in Caledonia, N.Y.

Delivery service is available in six-wheelers, 10-wheelers, tractor trailers, and slinger service.

## Our products

- Washed crushed gravel
- Washed round stone
- Processed sand
- Unprocessed material
  - Item 4
  - ROB gravel
  - Fill dirt
  - Select fill

OPERATING INSTRUCTIONS  
FOR A SAUERMAN CRESCENT® SCRAPER  
WITH A DRAGLINE-CRANE



LAYOUT DRAWING OF TYPICAL INSTALLATION

*The Sauerman*

### What's a Sauerman?

As material is mined, it is washed to remove impurities. The used water is fed to ponds throughout the mine. The impurities settle to the bottom of the ponds, and the clean water at the surface is reused.

A Sauerman is a crane with a big scraper bucket attached to a cable that is strung across each of the ponds to the "dead man"—a Cat D9 bulldozer. The operator releases the cable to slide the bucket to the far end of a pond, lowers it, and pulls it back across the bottom to bring material from the bottom ashore. At our Scottsville site, the material was then piled to drain and dry before being processed through the plant, producing smaller-sized materials. This was done to use all the available materials from the mine.

By 1939, Valley was the main supplier of aggregates to I.M. Luddington Sons & Co., Inc. when that company began the first transit-mixed concrete business in Rochester. Luddington delivered ready-to-pour concrete to the customer's jobsite by trucking company L.B. Finewood Co. Customers quickly recognized this joint venture as a huge time and labor saver on the jobsite. Contractors flocked to Luddington, and the business grew very rapidly.

Finewood's founder, Leonard (L.B. as he preferred), purchased Valley's stocks, becoming the owner in 1948. Shortly after, Luddington faced financial headwinds when several competitors flooded the market. It was deeply in debt to both Valley and Finewood when Luddington sold its business to L.B.'s oldest son, Robert, in late 1955.

In 1958, Luddington opened a small concrete plant on land next to Valley's Scottsville location. The investment proved to be a poor one. B.R. DeWitt was operating a concrete plant at Valley's Avon location at the time, and the market could not support another plant in the same area. Luddington's Scottsville plant closed within two years.

The Finwoods ran Valley's Avon mining operation from 1960 until they sold it to C.P. Ward, Inc., in 1983. Scott Ingalls was the general manager for the two years it was active under Ward's ownership. The idle Avon east property was purchased on March 10, 1994.

### End of an era

In the ensuing years, mining and processing continued at the Scottsville site, with the understanding that the "life of mine" was nearing the end. To extend operations, in 2007 the company added a Sauerman to allow mining below the water table, which provided an additional 10 years of operation. Three new ponds were built, and the existing pond was deepened.

In 2009, Valley upgraded its processing operation to make use of all available raw material. Steve Bareis, then a 13-year veteran with the company, came up with the idea of upgrading the crushers to handle round stone—turning these stockpiles, unsellable due to changes in the market, into in-demand sand. The idea paid off: On September 3, 2009, Valley set a company record by loading 4,726 tons into customer trucks that crossed the scale in one day.

### Digging in for the future

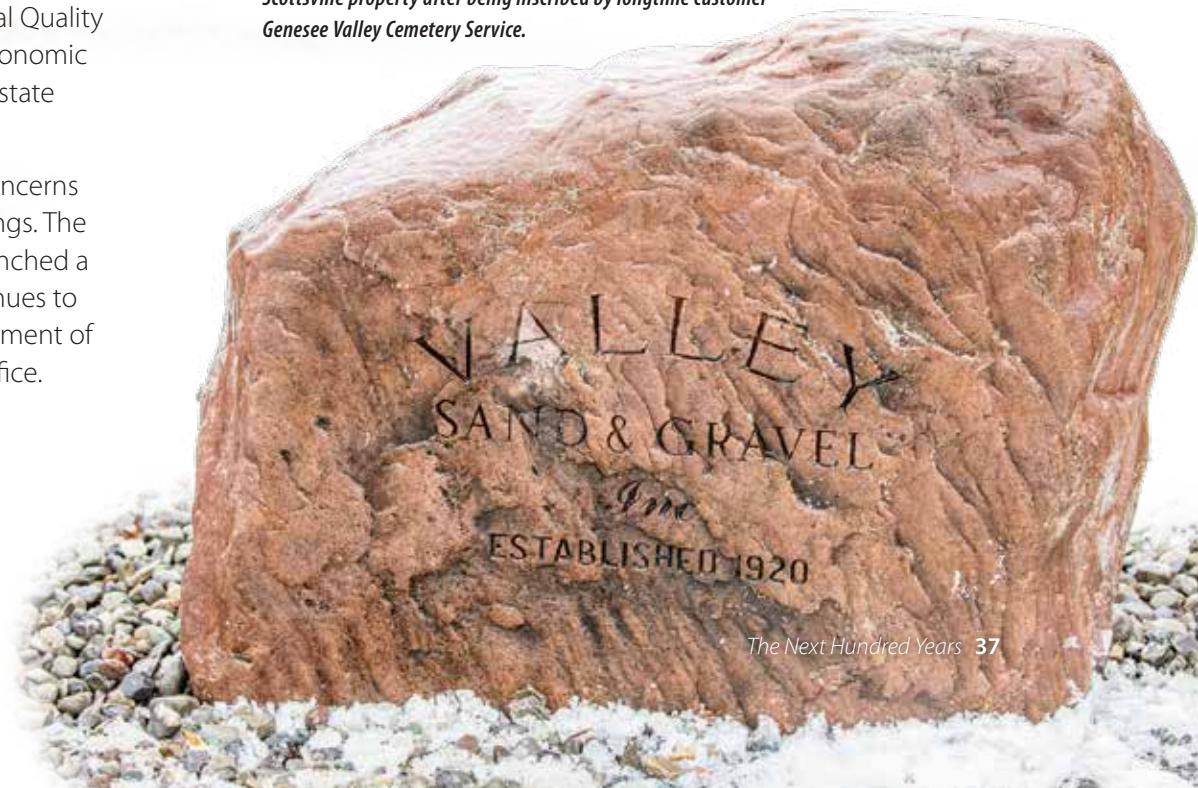
Over many ownership changes, the Scottsville site continued to operate, but it was clear that mining could not continue into the next generation. The property had been an active site since the 1940s, and soon there would be nothing left to mine. To ensure the company could continue to operate, in 2006 Phil Brooks and Scott Ingalls had turned their attention to the inactive Avon site and begun the permitting process. The Avon west property had been purchased in 2001 for the future expansion of this site.

Thomas "Murph" Murphy joined the company in February 2007 as Valley's general manager. He was tasked with writing a business plan for the Avon site, and over the next eight years, he led the permitting process to get the site up and running. Murph completed a SEQR (State Environmental Quality Review Act) analysis—examining the environmental, social, and economic impacts of expanding the mine—for review by local, regional, and state government agencies.

Just as importantly, he made himself available for questions and concerns from residents and public officials at hearings and in private meetings. The host agreement Murph negotiated with the town of Caledonia launched a strong business relationship for all the P&CG companies that continues to this day. At the state level, he met numerous times with the Department of Environmental Conservation and the State Historic Preservation Office.

Murph and the Seneca Nation of Indians forged an agreement over digging on the land, which holds historic cultural importance to the nation. Murph facilitated negotiations through a former state senator, who was the tribal liaison officer for the Senecas. (For more on the history of the site, see *The Seneca Connection*, page 159.) The agreement means that tribal representatives are invited to be present when test holes are dug to see if the site contains any culturally sensitive artifacts or gravesites. If anything were found, it would be turned over to the tribe, and the project would be halted, perhaps indefinitely. However, nothing of significance has been unearthed yet.

*This rock, originally located at the Avon site, was moved to the Scottsville property after being inscribed by longtime customer Genesee Valley Cemetery Service.*



## Educating the public

Murph spent countless hours educating politicians and lawyers on the need for aggregates. The learning curve was steep. One politician proclaimed, "We don't need another sand and gravel pit. We can just put down cement or pavement instead"—not understanding where the ingredients for these products come from.

Neighbors were worried about the safety of the site, so Murph took the time to meet with them. One spoke of an uncle killed in a crusher incident at the site in the 1930s. Another recalled receiving a knock at the door asking for help when a child drowned while playing with friends in one of the ponds. In a two-hour presentation to residents, Murph explained how the Mine Safety and Health Administration oversees safety and shared Valley's thorough plans to prevent tragedies from happening again.

A neighboring farmer who held a right-of-way to a creek running through the property expressed concerns that access to this water supply would be lost. Murph ensured the farmer that Valley's deed included a provision that the farm would always have access to the creek. These and many other interactions set neighbors' minds at ease.

## Coming together as a family

Murph and Steve traveled to trade shows and met with vendors to gather ideas for the design of the plant. Jack Streeter designed the entire on-site layout. The total cost for the expansion permit was a few hundred thousand dollars, not counting the time invested. Everyone's hard work paid off, and in 2015 the expansion permit was approved. This was a busy time for Valley's roughly eight employees:

They tore down the Scottsville plant as soon as it shut down for the 2015 season, even as they kept the doors open to sell the last bit of stockpiled material. Meanwhile, they began building the new plant in Avon.

True to our nature, the P&CG family came together to build the plant alongside the Valley team that December. The Industrial Electric Division designed and installed the electric with help from the Street Lighting Division, which ran the overhead lines. The Civil Division poured the pad and did the earthwork with Steve's help. The Gas Division fused the slurry pipe. This united effort kept the majority of the work in-house, which not only helped keep costs down but enlivened collaboration across the company.

The town helped us keep things moving by permitting the closure of River Road for six weeks so a 12-foot culvert could be built under the road. The culvert allows the transport of raw gravel from the west side of the road to the processing plant on the east side while keeping the road open. The town also allowed use of the road to bring the 80-ton surge hopper from the old plant to the new one. As with most major undertakings, not everything went as planned: Water issues demanded additional pumps, and a special screw had to be added to the processing plant to meet DOT specifications for concrete sand.



*Materials are loaded onto a conveyor and brought through the culvert pipe under River Road for processing at the plant.*

# Gravel mine opens in Caledonia

## Valley Sand and Gravel facility could produce up to 30 years

By Sally Santora For The LCN Sep 23, 2016

The opening of a new mining operation for Valley Sand and Gravel marked the culmination of a nearly nine year approval process for the company.

The mining facility is on 103 acres of land at 4350 Avon-Caledonia Road and River Road that had been changed from agricultural to heavy industrial to allow Valley Sand and Gravel to move ahead with the project. About 85 acres are minable; another 67 acres on River Road are used for processing the various products.

In January 2015, when the Caledonia Town Board took up the rezoning issue, Supervisor Daniel Pangrazio said he supported Valley's plans to do business in his town and to manufacture a product that is needed in this area.

Officials from the Town of Caledonia and Livingston County joined company representatives of Valley Sand and Gravel and the Power and Construction Group to celebrate the facility's Sept. 14 grand opening.

Valley Sand and Gravel makes Department of Transportation grade crushed gravel, concrete sand, bedding sand and a variety of sizes of round stone used for drainage and landscaping. The plant began producing product in May and is capable of processing 450 tons per hour. The mine has a life expectancy of between 20 and 30 years depending on product demand and sales.

Most of Valley's customers are within a 35 mile radius of the Caledonia mining facility.

Valley Sand and Gravel, a company of Power and Construction Group Inc., has been in business in Caledonia for nearly 96 years, with a mining facility a few miles away on West River Road. Product in that mine had become exhausted, leading to the company's decision and plan to expand to the Avon-Caledonia facility.

The facility sits on a portion of land that is known as the Canawaugus Indian Reservation, part of the Seneca Nation. The company conducted an archeological study, among several other studies, as part of the state DEC approval process.

A representative of the Seneca Nation attended Valley's opening event. She presented mine General Manager Thomas Murphy with a handmade corn husk doll as a remembrance of all of the Seneca women who worked that very land in years past.

Murphy said the company organized the grand opening at the site of the mining operation because he wanted all of the people who had been involved with the planning and development of the project to see the facility in its completed stage. Those supporters included the state Department of Environmental Conservation, state Parks, Recreation and Historic Preservation, Seneca Nation, Livingston County Board of Supervisors, the Bank of Castile, the Town of Caledonia, state Sen. Patrick Gallivan, Richard Ash, Valley Sand and Gravel employees and their parent company Power and Construction Group.

*Livingston County News,  
September 23, 2016*



*The first materials from the Avon site are loaded into a hopper on May 4, 2016.*

Despite a few setbacks, the new facility opened in May 2016, and the last load of processed material was sold from the old Scottsville facility the following April. The new plant was P&CG's largest investment at the time. With an aggressive payment plan, the company paid off the loan for the expansion in February 2024. Annual production at the plant rose nearly 62 percent in its first nine years—from 170,000 tons in 2016 to 275,000 tons in 2024.

### A new purpose

As areas were mined out at the Scottsville site over the years, repurposing the property became a priority. Murph, Scott, Livingston Associates, and engineer Glen Thornton worked with the town and the DEC to obtain approval to build a clean industrial park and material storage area. Some portions of the property are devoted to company use, and others are leased to tenants. The Logistics Division has already benefited greatly from use of the land, where it has expanded its pole and material management business. The expansion will continue for many years to come, sections at a time.

Valley continues to serve both the construction and residential markets, providing quality products and exceptional service to its customers. As resources throughout the area continue to dwindle—Aggregates are not a renewable resource—Valley could be one of only a few local suppliers five or 10 years from now.

“ We make big rocks into little rocks. ”

— Fred Flintstone



Plant Foreman Steve Bareis overlooks production in the plant tower.



Operator Dave Tiede spends his day in his machine, loading processed material into trucks.



Weighmaster Alyssa Page scales a truck to capture the gross weight for billing purposes.

*Valley Sand & Gravel has received an award from Mine Safety and Health Administration (MSHA) for seven consecutive years of no lost-workday injuries.*

### *Certificate of Achievement in Safety*

*awarded to*

AVON SITE  
VALLEY SAND & GRAVEL INC  
AVON, New York  
BANK OR PIT GROUP

For 13457 Employee Hours Worked  
Without a Lost Workday Injury in 2022

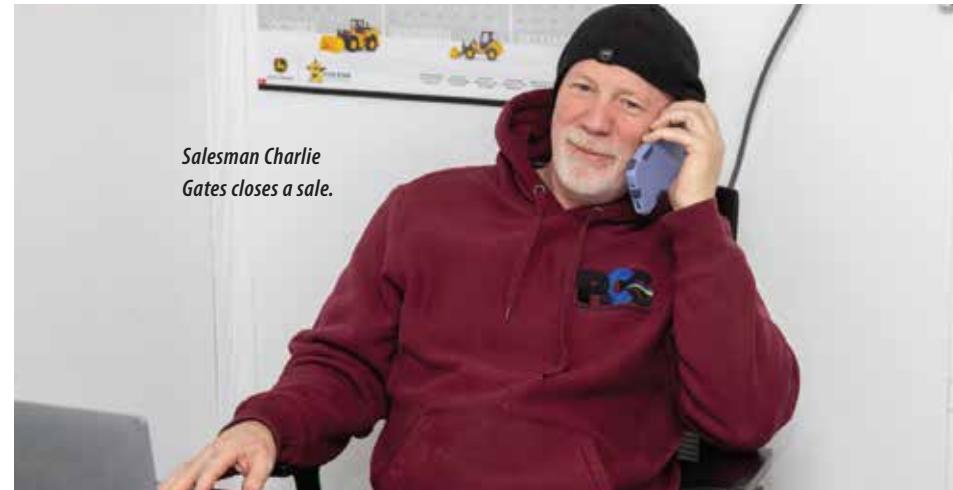


*United States Department of Labor  
Mine Safety and Health Administration*

*This Certificate is based on self-reported injury and employment information submitted by  
the mine operator that was not independently verified by MSHA*

14051A Form 1005-HA (revised 2002)

*Vice President Thomas Murphy oversees plant operations.  
See the bonus section to learn about the corn husk doll on  
the shelf behind him.*



*Salesman Charlie  
Gates closes a sale.*



20+  
YEAR  
CLUB

Stephen Baxter  
Foreman  
Utility Structures  
Hired in 2004



# SUBWAY

KBH was busy building its brand when Foreman Tom Siebert joined the company in the summer of 1995. Tom brought with him connections to the subway world, many years of experience, and a strong desire to help the company grow. The first notable Subway project was in 1995 on Park Avenue in Rochester, where we installed new electric duct banks and manholes. This was a next-level opportunity for our company. During the bid review meeting, some were concerned we didn't have enough people and weren't ready. To that, Dick Mack said, "God hates a coward"—and it wasn't long before the epigram was printed on baseball caps and repeated for inspiration to take on difficult challenges.

The project put KBH on the map as the go-to contractor for RG&E capital work—long-term, large investments in utility infrastructure. At more than \$1.5 million, the project was the largest we had ever done. Casting, manhole, and handhole frame and cover work followed that year with a dedicated crew. Long-time crew member John Martello came aboard in 1998, initially assigned to the dedicated crew—a hardy group who stood at the ready 24/7/365 to respond to electric emergencies. Cable TV and telephone work, led by Dave Carley, kept us busy in the early years.

## Hard knocks

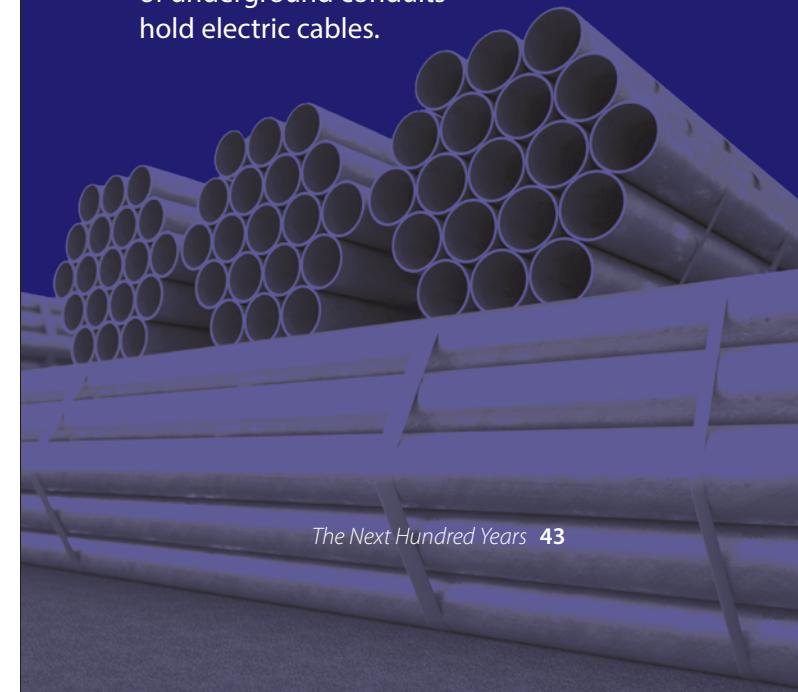
Work was lean, and money was leaner. When gas work was slow, Foreman Jason Buchinger was sent to work with the dedicated crew. Sharing labor resources was an essential tactic to keep our commitments with our customers and ensure steady paychecks for our employees. There was no money in the budget for vehicles and equipment. Jason recalls that dedicated crew member Rick Kleinow drove an old Ford truck with a very low dump box that didn't operate. They would tip the box up by hand, shovel the material into the box, then use a come-along to pull it back down. When they arrived at the dump site, it was too heavy to tip, so they had to again shovel the material out by hand. We operated this way for years because we couldn't afford to buy better vehicles and equipment.

## Our services

The Subway Division installs and repairs the underground infrastructure for electric, telecommunication, and fiber optic distribution. We also install, maintain, and survey duct banks, manholes, and handholes.

## Common term

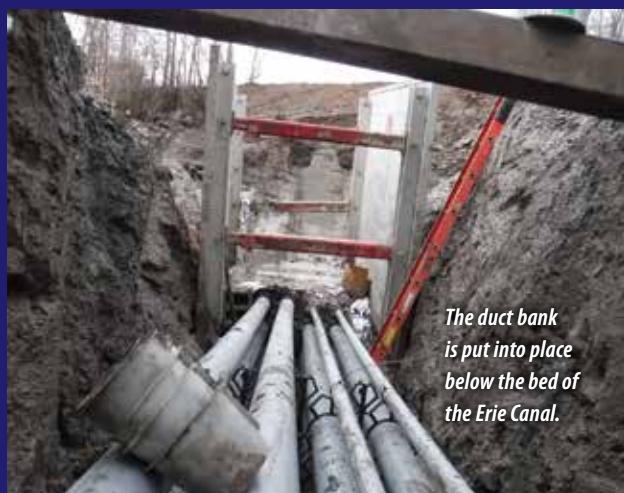
**Duct banks:** These concrete-encased clusters of underground conduits hold electric cables.



Our customers began to see the value of our partnership when we completed our first electric capital project on Lake Avenue in Rochester in 2003—a two-year endeavor that involved the installation of two-and-a-half miles of underground electric transmission duct bank and manhole work from Lyell Avenue to Ridgeway Avenue. This was another milestone project, and it was done well and completed on time.

### On the upswing

The company continued to struggle with debt and had no net value. A historical review of financial records shows that the Gas and Subway Divisions led the charge to turn things around, and the other divisions united in the effort. By 2007, the company was finally on stable financial footing, which freed up funding desperately needed to upgrade vehicles and equipment.



*The duct bank is put into place below the bed of the Erie Canal.*



*The team excavates through the canal for the final phase of installing the duct bank.*

The investment in our fleet allowed us to take on more work and larger conduit and manhole installation projects over the next few years, including notable area jobs on Jefferson Avenue, East Ridge Road, and Westfall Road. As projects became larger and more complex, they required more oversight than one person could manage. Pat Goodwin joined the company in 2014 to work side by side with Tom to learn the Subway business.

### Teamwork

The 2015 Erie Canal crossing project in Brighton was a very complex undertaking to relocate cables as part of a nearby bridge replacement project. We rerouted the water using dams so we could open cut the canal to install an eight-way duct bank in the canal bed. A manhole was installed on either side of the canal. Several Gas Division employees were assigned to help with this project.

The ideal time to perform this work is during the winter months when the canal is drained to a water depth of 4 feet. This particular winter was bitter cold, and the site was wet and muddy, which made for miserable working conditions. A few days after Christmas, a thaw caused the temporary dam to break. The Civil Division was called upon to right the situation. They hired specialty divers, and together they poured a special mix of concrete under water. Three divisions, including long-time employees Don Reynolds, Jason Buchinger, John Martello, Rick Kleinow, and Trevor Hess (as well as many others) pooled their talents to provide a successful project to our customer—ahead of schedule.

In 2014, RG&E designed a major initiative to upgrade bulk electric substations in the Rochester area. The Ginna nuclear power plant in Ontario, N.Y., was deemed uneconomical to operate, and RG&E needed an alternative to ensure reliability to the electric supply if the plant were to be shut down. The Ginna Retirement Transmission Alternative, commonly referred to as GRTA, involved major upgrades to the substations. The bids, segmented by region, were let in 2016. P&CG was the successful bidder of the Rochester segment. We began that June with a six-month deadline to complete 3 miles of underground work in the heart of downtown, working between rush hours to prevent traffic delays.

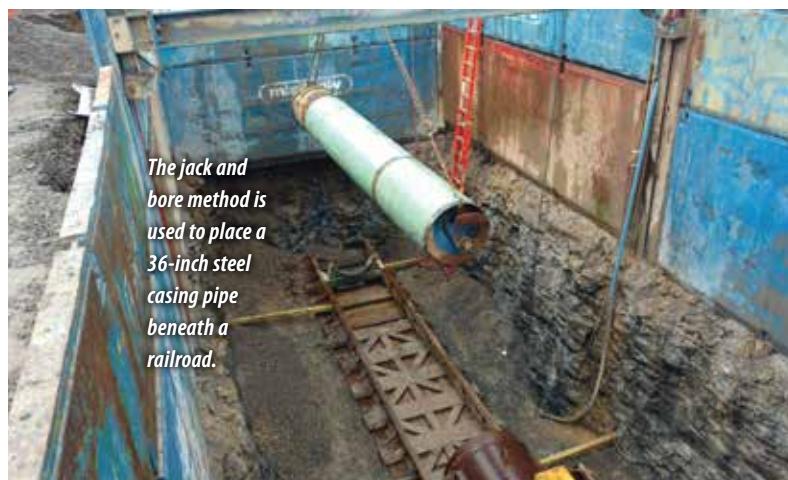
A critical crossing of the railroad into the electric substation required a 36-inch steel casing pipe to be jack and bored approximately 200 feet at a depth of 25 feet below the surface in bedrock. The project was completed on time and on budget, although the nuclear plant has yet to be retired. With confidence in Pat's ability to manage day-to-day operations, Tom began a slow and carefully planned transition toward his eventual retirement in 2020.

### Digging deep

The success of the GRTA project showed our customers that we are top-notch performers of deep excavation work who employ talented staff to take on large, complex yearlong underground projects. In 2017, we were awarded the yearlong Line 943/944 project. The scope of work included the installation of a 3-mile, 12-way duct bank and seven 8-foot by 20-foot manholes in downtown Rochester. This project showcased the breadth of our skillset. It required excavation depths of 20 feet and runs between manholes of over 1,000 feet, routed through the most heavily laden utility underground environment that we'd ever encountered.



*Crew members install an eight-way duct bank on Andrews Street.*



*The jack and bore method is used to place a 36-inch steel casing pipe beneath a railroad.*

*Manholes are installed on Plymouth Avenue for Project 943/944.*



*The Next Hundred Years 45*

The design called for multiple 90-degree turns, which are normally limited by the rigid construction of the conduit and the large diameter of the cable. We used specialized, gradual bends to allow for feasible cable installation. The collective expertise of the division made for a successful project. The Civil Division performed the conduit installation under the Ford Street Bridge over the Genesee River. The duct bank ended at Station 262 on Mount Hope Avenue in Rochester—a facility built by the Civil Division.



*The team installs a 12-way duct bank on Mount Hope Avenue.*

Joe Trimaldi joined the company that September and jumped into this project midstream. He and Pat have been best friends since college, and from time to time they like to pull pranks on each other. Joe invented a story to irritate Pat for his own entertainment. He planted a seed in Pat's ear without much detail that he overheard some of the guys referring to him as Twizzler Arms—in contrast to Joe's brawny biceps—then sat back to watch in delight as Pat tried to get to the bottom of this. During Pat's interrogation of most of the employees in the division, he inadvertently gave the nickname to himself—one that sticks to this day. Nicknames are a cultural sign of acceptance in this industry.

The division was tapped by RG&E for another deep excavation project during the height of the pandemic. The 2020 Circuit 806 project involved installing 2,500 feet of duct bank, which required a bore under the Plymouth Avenue and Ford Street traffic circle in Rochester to a depth of over 30 feet by 20 feet wide by 40 feet long, due to existing utilities and bedrock in the area. Our go-to subcontractor Turner Underground Installations met the challenge. Their precision work helped to make the project a success. The Industrial Electric Division pulled cable through part of the duct bank. A nearby church allowed us to use its parking lot as a staging area during construction. When the project was completed, we repaved the entire parking lot and installed lighting and a sidewalk to show our appreciation for the use of the property.

Since then, the Subway Division has been exploring an expansion into Western New York to service more customers in the underground electric infrastructure industry.

**“God hates a coward.”**

*– Dick Mack*



**Willie Burroughs**  
Truck Driver/Laborer  
Subway  
Hired in 2002

**POWER &  
CONSTRUCTION**  
GROUP, INC.

LL&P KBH VALLEY MCE



**Kirk Walker**  
Division Manager  
Utility Structures  
Hired in 2002

# GAS

With 70 employees and 16 crews, the Gas Division is P&CG's largest and fastest-growing unit today. When this line of work started in 1997 with a couple of employees and manager Walt Driscoll, it consisted of a few small jobs in the Rochester area that a single customer, Rochester Gas & Electric, gave us on a trial basis. Four years later, we were awarded a milestone project that forever changed how we do business.

The 8-inch gas main and electric relocation work was part of a huge highway project to widen Empire Boulevard in Webster, N.Y. This was one of the first projects the company tackled with multiple construction disciplines, not knowing that someday this would become our claim to fame—our many divisions working together to reach one common goal for our customers. After this project, we continued to grow and take on larger and more complex projects as RG&E became confident in our abilities to advance to the next level.

In the early 2000s, RG&E began trimming gas contractors on its bid list, creating an aggressive bidding environment. Walt could see that having only one customer was not sustainable, so he lined up meetings with other utilities. What seemed like a dire situation turned into a new opportunity: Walt was successful in getting on the bid list for Buffalo-based National Fuel Gas in the fall of 2002, just as multiyear contracts were taking hold in the industry. This was perfect timing because we were not successful in securing another contract with RG&E. In 2003, the first bid awarded by NFG was a project on Goodyear, Nevada, and Montana avenues in Buffalo, creating a geographic expansion for KBH. In 2003 alone, KBH installed over 15,000 linear feet of gas main and 237 gas services in the Buffalo area.

## Our services

The Gas Division performs distribution and supply pipeline construction:

- Install new gas mains and services
- Repair, extend, and replace existing gas mains and services
- Convert gas main pressure
- Build distribution regulator stations
- Perform pipeline integrity management
- Pipeline inspection via robotic or smart pigging method
- Corrosion prevention

## Common terms

**Distribution work:** Gas mains and services, which feed homes and businesses

**Supply work:** Brings natural gas from supply pipelines to distribution points

**Smart pigging:** Insertion of a device known as a “pig” through a natural gas pipeline to detect internal issues such as corrosion or cracks, without interrupting the flow of gas



## Big changes

In 2004, the company was going through many changes. In July, with the merger of LL&P, Inc. and KBH, our name changed to P&CG. Phil Brooks became president of P&CG. John Cleveland, former division manager of LL&P, Inc., was named vice president of the LL&P Division. Tom Siebert was named vice president of the Subway Division. Upon Walt Driscoll's retirement, Jason Buchinger took the lead in the Gas Division, which at the time consisted of only two three-man crews.

## New opportunities

After a few years of distribution work, P&CG was asked to step into NFG's supply ring. We were awarded our first supply excavation projects in 2004 in Erie and Onondaga counties.

The following year brought the award of our first three-year blanket contracts to install and maintain gas mains and services—first in Batavia, followed by Rush. The Batavia blanket bid was Jason's first experience with unit price bids, and he quickly mastered the new methodology. Three years later came the Wellsville blanket contract.

In 2006, we successfully completed a project throughout the town of Oakfield—15,000 feet of various sizes of plastic gas main along with 228 gas service renewals and installations.

## A pivotal year

The bid process changed again in 2007 when the utility companies instituted an online platform. Livingston Associates, our landlord, quickly responded to the need by installing internet access in the building and upgrading computers to allow us to submit bids through the new portal. In addition to the technology challenges, the platform worked as a reverse-bid auction: Each contractor had to submit a price lower than the standing price of their competitor in real time in order to advance to the next round. Contractors that lacked the technology or office staff to submit bids this way voluntarily removed themselves from the customer's approved contractor list. Because we were able to adapt to this change, we were awarded even more work once the list was culled.

To handle a growing roster of gas projects, in 2007 P&CG hired several gas-qualified employees and purchased heavy equipment from a competing area firm that was closing. With one fewer contractor in the area, we were asked to take on a larger share of the work. We took a strategic risk on a reverse bid that allowed us to construct our first steel pipeline project—4,000 feet of 16-inch steel gas main along University Avenue in Rochester. This project in 2009 opened the door to gas steel work, a line of business in which we still excel. We complete multiple projects each year.

## Notable projects

P&CG has completed large and diverse projects throughout Western and Central New York over the years. Many of these have been transformative for the communities undertaking them—such as the University Avenue project, which was part of a neighborhood revitalization.

Another significant project was the 2022 installation of 5,000 feet of 16-inch pipe through some of the most complex traffic control situations in the Rochester area. Three busy streets intersect at the Twelve Corners of Brighton. The project had to be done in phases; we had to wait for summer vacation before work could commence near Brighton High School. With the time-of-day restrictions placed on us by the work permit, we performed intersection work on Saturdays and Sundays to lessen the impact on traffic. This project earned us the ABC Construction Excellence Award in the utilities category.



*The division won an ABC Construction Excellence Award for its work on Winton Road.*



*Joe Rodak looks on as the pipe is welded into the main line inside the shoring box on Winton Road.*



*Our team built a new gas regulator station to feed five miles of distribution line in Ellicottville.*

Additional highlights:

**2008** – Over the course of two years, we provided open trench maintenance on a 150-mile stretch along the power corridors and high-pressure gas lines between Grand Island and Syracuse, N.Y.

**2016** – We landed our first gas regulator station construction project.

**2021** – We installed a gas line below Eighteen Mile Creek, which carries 11,000 gallons of water per minute through Boston, N.Y.

**2023** – The Gas Division performed 19 miles of cut dead, 25 miles of pipe installation, and hundreds of gas services in one year for a single customer—making us National Fuel Gas' largest distribution contractor.

**2024** – In just eight months, we installed 5 miles of 8-inch 60-PSI and 124-PSI pipe and a high-pressure regulator station in Ellicottville, N.Y., to upgrade the gas system that feeds a factory.



*This gas meter set feeds the Ellicottville plant.*

## Going the extra mile

We keep our relationships with our customers healthy by assisting them with their ancillary needs while performing our day-to-day work. Some examples are mowing along rights-of-way and walking the pipelines for inspections. One such walk was 232 miles long—from Grand Island to Phoenix, N.Y.—walked by Scott Rigney, at 10 miles per day, through sometimes challenging terrain. He encountered a bull and a feisty porcupine, among other obstacles. We assemble regulator station components at our fabrication shop prior to installation; working in a controlled environment improves the quality of the work. We also store the customer's materials on our property until they are ready to be delivered to the jobsite.

The division's reputation as a leader has fueled growth through the sheer volume of simultaneous projects it handles. Division leaders credit success to a willingness to tackle specialty work, such as steel pipeline and regulator stations. The division has become the contractor that customers call for advice during the design phase.

Some companies view the training and compliance requirements of gas work as an impediment to getting the work done. P&CG understands that keeping these important components in the forefront provides sustainability as regulations continually change and some of our most experienced employees approach retirement. These seasoned employees pass their knowledge to those with less experience while managing their jobs with little oversight, often going a few weeks without calling Jason—which in turn frees him up to focus on the big picture.

## The wave of the future

P&CG has embraced the vision of renewable energy by bringing the Gas and Electric Divisions together to provide environmentally friendly solutions such as RNG (renewable natural gas) from methane-producing farm waste—rotting vegetation and cow manure—to many locations across the state.

Although natural gas is by far the dominant energy source in New York, politicians have begun pushing to end the use of natural gas for new construction in the state. Still, people increasingly rely on gas generators for backup when their electricity goes out. If the ban is successful in the future, the current infrastructure will still be in place and will need to be maintained for the next 100 years. P&CG will be here to maintain it.

*“Power & Construction Group is the biggest little secret in this area. Anyone would be hard-pressed to find another company that has the capabilities that we, in alignment with our partners, have.”*

— Joe Trimaldi



**Dave Carley**  
Foreman/Field Safety Specialist  
Subway/Safety  
Hired in 2002





**Mike Cauwels**  
*Landoll Driver*  
Heavy Haul  
Hired in 2001



Power & Construction Group, Inc.

[www.pandcg.com](http://www.pandcg.com)

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**KENWORTH**

# STREET LIGHTING

The evolution of the utility industry and advances in lighting technology have fueled the growth of our Street Lighting Division for nearly 30 years. It began in January 1997, when John Cleveland and Dick Mack secured the company's first street lighting contract with Rochester Gas & Electric.

Jeff Willey had been with KBH for only a couple of months when Dick asked him if he wanted to be a part of the newly formed division. Jeff replied, "Absolutely not!" Nevertheless, he joined Jim Platt and a few RG&E retirees as the division's first field employees. Initially, home base was the RG&E Jefferson Road parking lot, where all the contract materials were stored. The division started with one bucket truck but quickly added to the fleet with a second bucket truck, a digger derrick to set poles, and a utility truck.



## Our services

The Street Lighting Division provides a complete package of lighting and supply infrastructure for both overhead and underground electric:

- Installation and removal of utility poles
- Installation of underground and overhead high- and low-voltage electric
- Street and area light installation
- Storm restoration and emergency repairs
- Location of underground and overhead electric line faults
- LED lighting conversions
- Make-ready work for fiber installations

## Common terms

**Digger derrick:** A specialty truck with a digging tool and a crane arm for lifting and positioning utility poles as well as digging holes for pole foundations

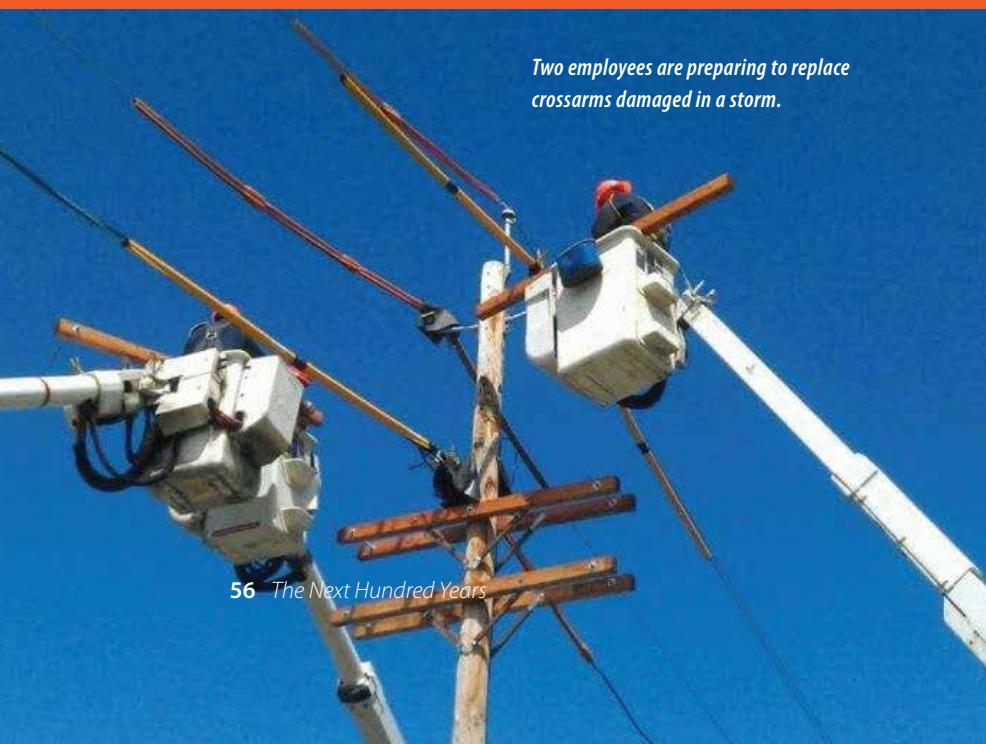
**Make-ready:** Overhead utilities require a specific minimum clearance from other utilities on poles. Make-ready work involves moving these lines up or down on the poles to ensure proper minimum clearance. As utility congestion increases, poles are sometimes replaced with taller ones to make room for all utilities while maintaining a safe distance from the ground.

**Rear lot pole setter:** A compact, two-wheeled dolly equipped with a derrick and auger, this is used to transport and install utility poles in tight spaces, like city and suburban backyards with nearby homes, fences, and trees.

**Street light separation:** As municipalities buy their street lighting circuits from RG&E, we cut wires and install fuse kits to separate the newly purchased circuit from RG&E's circuits. This ensures that later maintenance to disconnect a circuit from its power source doesn't affect circuits they don't own.



Throughout the company, it was difficult to make a profit in the early years. Work slowed to a crawl in the winters, and so did the income—that is, except for street lighting projects. Due to the longer night hours, more calls for bulb replacements come in during the winter. The division, Livingston Lighting & Power, carried the torch for the company to get KBH through those winters.



*Two employees are preparing to replace crossarms damaged in a storm.*

About a year after the division started, we added RG&E emergency storm response to our book of work—a line that continues today. Employees are on call 24/7/365 to respond to weather-related power outages. We repair both primary and secondary electric lines, and we replace damaged transformers and downed utility poles. Our employees are often sent out of town along with RG&E crews to restore power. Our current storm response contract also includes damage assessments and wire guard services—where employees stand guard at downed wires to prevent the public from coming into contact with them until repairs are completed.

Our warehousing services also began in 1998. We store and inventory all of RG&E's street lighting materials on our property. Right away this became a huge timesaver for us since we no longer had to drive to Jefferson Road every morning; as inventory grew, we added Building 6 in 2001 to house the materials and later stored them at a rented facility on West Avenue. When we moved inventory again in 2013, this time to our present location, the division became the first to move into the Maple Street facility.

### **Structural changes**

Contracts with the cities of Rochester and Syracuse helped us further define how and where we work. The daily commute to Syracuse proved to be a profit-eroding endeavor, so we opted not to rebid the work two years later. The contract with the City of Rochester for streetlight maintenance and repair led to changes in how our company is structured. When the contract added new requirements that were vastly different from KBH's way of doing business, we formed a new subsidiary to separate all electric work from the rest of the company. Livingston Lighting & Power, Inc., formed in 2001, initially handled the cable-pulling work that is performed today by the Industrial Electric Division as well as the street lighting work.

**Livingston Lighting & Power, Inc.**

**Available Services**

- Repair, construct and maintain all forms of outdoor lighting equipment and power supply
- Underground & Overhead Electric Construction and Maintenance (High and Low Voltage)
- Underground conduit and cable installation
- Underground electric fault location and repair
- Overhead pole and cable transfers
- Network and manhole experienced
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American Painted & Plywood

One of LL&P, Inc.'s first large contracts, awarded in 2002, was for the replacement of all the conduit, poles, light fixtures, and the lead street lighting cable through the Home Acres neighborhood of Brighton, N.Y. Our partners at Turner Underground Installations provided underground directional drilling and installed the conduit through which the cables were installed.

In 2003, we were awarded a separate RG&E contract for street lighting stray voltage testing and repairs—another contract that we still manage today. Six years later, stray voltage standby “make safe work” was added to the stray voltage contract. When stray voltage is found, our employees dispatch to deenergize the pole, making it safe.

### **Connections through separations**

Our relationship with RG&E has helped us build rapport with municipalities. While this work started out small, it has led to the bulk of today's workload. In 2009, RG&E began selling its lighting systems in municipalities that had them. This process of separations continues, as RG&E's ownership has dwindled from over 80,000 lights to under 30,000. Without qualified maintenance staff of their own, these municipalities have made us their designated contractor for upkeep. It started in 2016 with Greece, N.Y. The street lighting contract we received to replace over 10,000 lights caught the attention of other municipalities whose aging lights needed replacing. The division now maintains roughly 80,000 lights for all our customers.

Livingston Lighting & Power, Inc. was dissolved with the KBH rebranding in 2004, and the business returned to the new P&CG as the LL&P Division. Changes came about when John retired in December 2015. The division was separated by work specialty: Jeff was asked to lead the new Street Lighting Division, and a separate Cable Pulling Division was born.



*Jeff Willey, John Cleveland, and Jim Platt, left to right, celebrate John's retirement.*

*The Street Lighting Division replaces a utility pole in the town of Greece.*



## Modernization

Light-emitting diode (LED) bulbs are rapidly replacing conventional streetlights. They use much less energy, have a 20-year life expectancy, and require less maintenance. In 2018, we were awarded our first contract with Avangrid—RG&E's parent company—to install LED replacement bulbs in the Auburn and Lancaster, N.Y., areas. Other streetlight owners have followed. Since the majority of this work is in urban areas, we've added squirt-boom trucks to our fleet to allow for better maneuverability in tight spaces. This work is sometimes done at night when there is less traffic and fewer cars to reach over at the curb. Although there will be less maintenance work for us in the future, a significant percentage of our business today focuses on these conversions.

With expansion of 4G and 5G wireless cellular network technology across New York state in 2020, we gained pockets of make-ready work in Greece, Irondequoit, Buffalo, and Hamburg. The work exploded in 2023, when we swapped out over 500 poles with taller ones to make room for the additional lines. This work continues to keep us busy through contracts with various fiber optic and telecom infrastructure providers.

*Nighttime LED conversion in Batavia, N.Y.*





*P&CG replaced 100-year-old poles and fixtures for the town of Brighton, N.Y., with replicas in June 2025. Aaron Way prepares a new fixture for installation as the old pole is removed.*



*Aaron looks on as the new pole is set.*

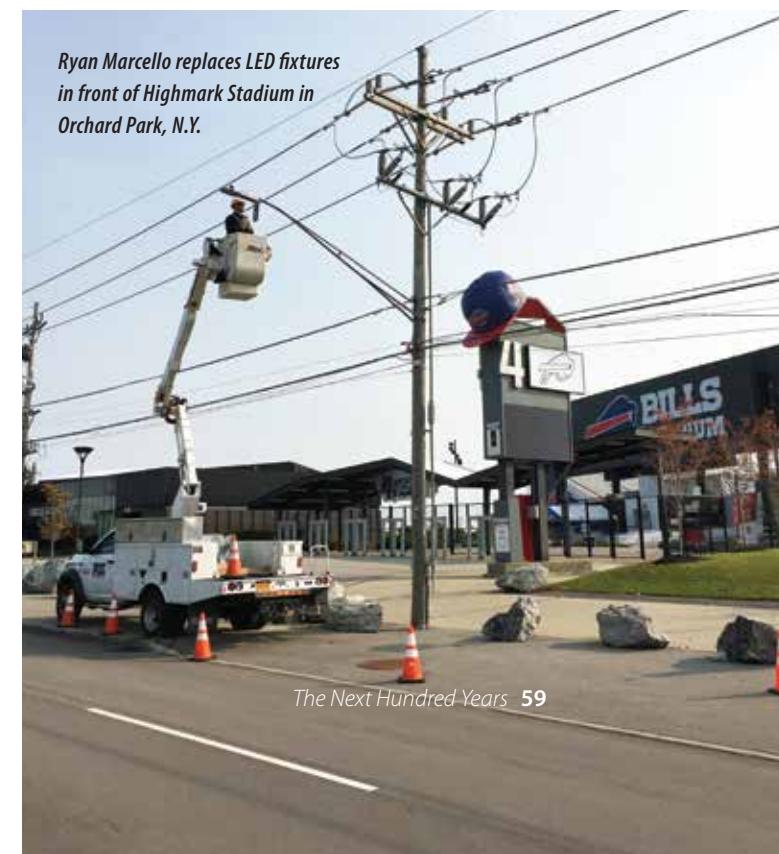


*The new poles and fixtures mimic the historic character of the originals.*

## **Expansion**

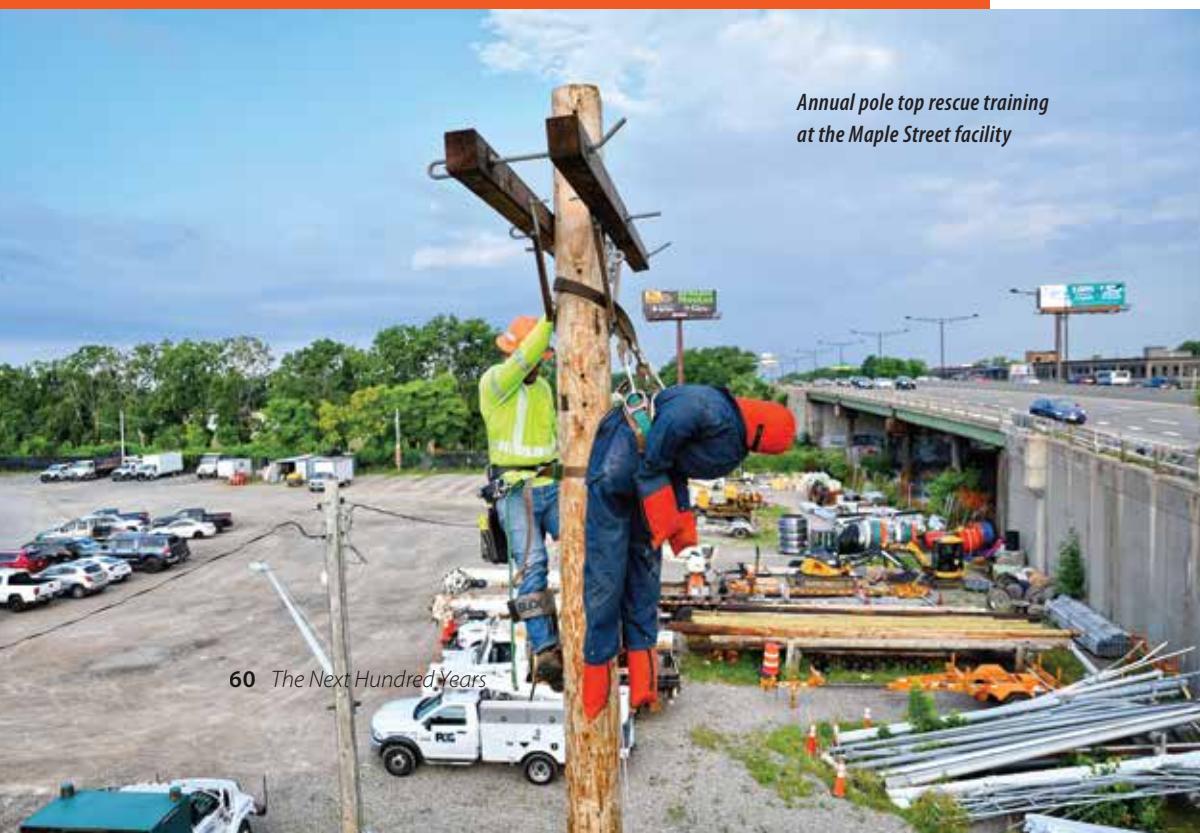
The explosion of LED conversion work led to a geographical expansion that required a warehouse and satellite hub in the Buffalo area. As work grows, our warehousing needs continue to expand, but there will always be a need to have a footprint in the Rochester area. The Brighton streetlight painting project that Scott Ingalls performed in 1980 was redone by P&CG a few years ago. In 2025, a joint effort for the Street Lighting and Subway Divisions to replace Brighton's electrical systems and convert the old incandescent fixtures with LED fixtures began. Some of the nostalgic, 100-year-old, silver harp-style poles and concrete bases remain in place, and others are being updated while keeping the same look.

No matter how reliable the infrastructure becomes, there will still be a need for maintenance—in every big city and small town. When LEDs reach the end of their life cycle, industry expert P&CG will be standing at the ready to replace them. As cellular technology continues to expand and improve, we anticipate our make-ready workload will continue to grow over the next few years. Our Logistics Division can be counted on to store and deliver the poles needed to support this and other expansions.





*Mark Ditzel locating a ground fault in Greece, N.Y.*



*Annual pole top rescue training at the Maple Street facility*

## **Feeding the future**

Street Lighting employees typically begin their careers as groundmen. They pair up with truck bosses (experienced employees), first observing everything the truck boss does and then being coached in performing the work themselves. As the truck boss gains confidence in his partner's abilities, the groundman advances to bucket operator with careful coaching. Eventually, bucket operators become truck bosses, either on a street lighting truck or a trouble truck. Employees are trained in both overhead and underground work and learn both disciplines, but most find their passion in one or the other. They also receive training in fault locator operation.

Maintaining a highly skilled staff that stays abreast of innovations in safety and professional development is a vital part of the company's succession plan. Our rigorous safety and training program is adapted to meet each division's needs. Street Lighting employees use practice poles at the Maple Street facility to keep their climbing and rescue skills sharp whenever they have downtime. As the new training facility at the corporate headquarters in Scottsville continues to add training stations, our employees gain immediate access to further their skills.

Our employees are enrolled in a four-year accredited apprenticeship program through the Northeast Public Power Association, a trade association for public utilities. Each year, our top performers are selected to spend four weeks in NEPPA's hands-on training program in Littleton, Mass. They learn everything from basic electricity to advanced electrical theory, pole setting, pole climbing, pole top rescue, vault rescue, and excavation. They also obtain a CDL Class B license. A fifth and final week is reserved for a rodeo competition, an opportunity to showcase their skills, gain confidence, and sometimes earn bragging rights.

The Street Lighting and Industrial Electric Divisions have found synergy in sharing resources. Cross-training our employees benefits the entire company. We can provide quicker response times to emergencies by dispatching knowledgeable employees closest to the location. It also enables us to pull staff with similar qualifications from other areas of the company when projects require more manpower, and to keep employees on the payroll when work slows.

Investing in the training and education of our employees has led to a steady decline in attrition over the last several years, and we can proudly say that not a single employee left the division in 2023 or 2024. The Street Lighting Division has grown from around six employees to 30; the divisional fleet has grown from one to 13 bucket trucks, three digger derricks, and one rear-lot pole setter. With our vast experience in all aspects of the infrastructure, we are well-positioned to continue to be the contractor of choice for many years to come.

**“For us suburban and urban kids, Mom’s rule to come in when the streetlights came on was the time boundary we had. ”**

—Alan F. Lambert, Boy Scouts of America



Thomas Hackett performs a transformer changeout at the rodeo in 2024. Thomas finished fourth in the pole climbing competition.

CONSTRUCTION POWER & GROUP INC.



Kevin Harrington  
General Laborer  
Civil  
Hired in 2000



# INDUSTRIAL ELECTRIC

It started with cable pulling. When RG&E's main cable pulling contractor, Stanley M. Wright & Sons, Inc., went out of business, we saw an opportunity to expand our service offerings. By purchasing their equipment, hiring a few of their employees, and assembling a team, we could complement the LL&P Division's overhead electrical work with underground services. RG&E subsequently awarded a cable pulling contract to P&CG in 2012. We also began offering pad mount transformer installation, underground distribution primary cable burnout repair, and storm support.

Pete Wierzba, then general manager, had joined P&CG from RG&E the year before and saw opportunities to grow the business. He recognized the importance of investing in our people and turned his focus to upgrading equipment, providing professional-looking uniforms, and investing in training.

## Our services

The Industrial Electric Division operates in multiple sectors of the electrical energy infrastructure, including primary utilities, public work, and private contracts.

- Underground and overhead distribution
- Substation expansion
- Gas RTU/metering/odorization electrical services
- Standby generator systems
- Athletic field lighting generator installations
- System controls
- Decorative lighting
- Lighting upgrades
- Pump stations

## Common terms

**Bus bars:** Electrical conductors in power distribution systems, switchgears, panel boards, and battery systems. Aluminum bus pipes are used in the construction of switches, panel boards, and electrical substation enclosures.

**Cable pulling:** The installation of overhead and underground medium-voltage cable inside conduit or duct banks

**GIS (gas insulated switchgear) controls:** The main breakers for medium voltage, which can be controlled remotely by the system owner

**Holding authority:** The authority to perform a series of events (switching orders) to influence circuit paths to create outages for a safe working environment

**Odorizer:** Mercaptan, an additive that smells like rotten eggs, that is injected into natural gas to make leaks easier to detect and prevent explosions. Without it, natural gas in its normal state is colorless and odorless.



*Charles Streb, Robert Wilson, and Caden Murray pull in underground primary cables on Main Street in Rochester.*



*Doug Hesse pulls in underground primary cables on the same project.*

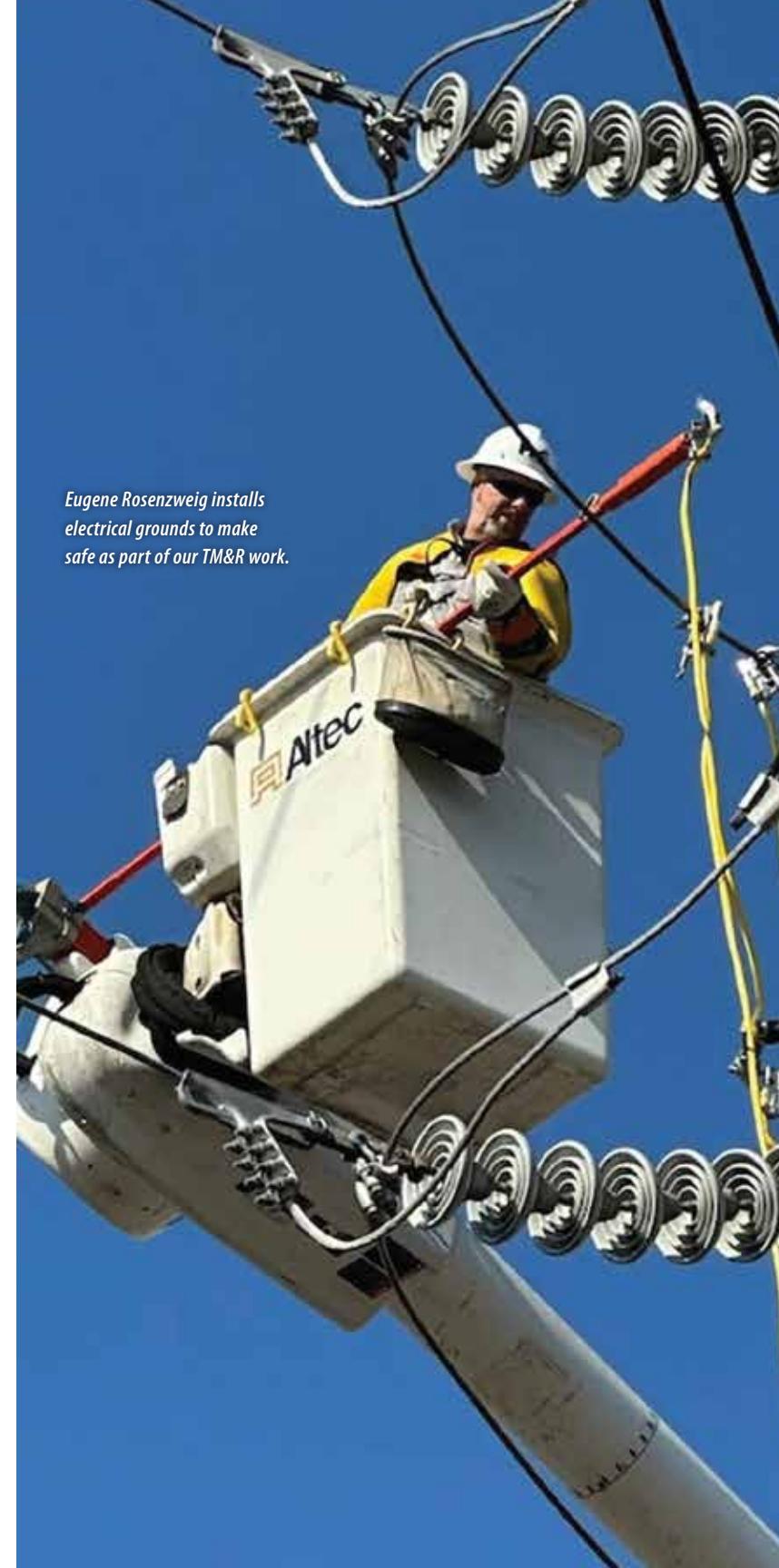
Cable pulling was separated from street lighting in 2015 when John Cleveland retired. There was more than enough work to keep one crew dedicated full time to cable pulling. To meet our customers' ever-growing needs, a second crew for substation projects and storm response was dispatched to take on the overflow cable work. Eugene Rosenzweig now manages the cable crews for both dedicated and trouble work for RG&E.

## Transition

The Avangrid master service agreement ended in 2021, and we began to support the company in other ways—installing underground primary circuits, medium-voltage cables, dead breaks, terminations, and structures inside substations.

We completed some notable projects during this time:

- We pulled cable through the duct bank that the Subway Division installed on the Circuit 806 project on Exchange Street in Rochester during the 2020 Daniel Prude protests. Protesters wearing COVID masks made the evening news as they marched through our jobsite.
- Circuit 813—One of the largest underground circuit installation projects to date involved pulling cable along the CSX railroad tracks from East Rochester to Brighton, a two-year endeavor that finished in 2023.
- In 2024, a five-year Avangrid master service agreement for electrical construction was awarded to P&CG for substation work, cable installation, and street lighting. This put P&CG back in the dedicated underground primary installation business.



*Eugene Rosenzweig installs electrical grounds to make safe as part of our TM&R work.*

## TM&R

Four trouble, maintenance, and repair (TM&R) crews rounded out this new division. Two specialized in high voltage, one in low voltage, and one in trouble work. The high-voltage crews spent most days responding to transformer burnouts, downed utility poles, and line support for both maintenance and storm crews. The low-voltage crew installed and removed electric service meters. They also provided storm support by restoring house services.

As the workload steadily increased, staffing enough qualified employees with holding authority to keep up with it all proved to be challenging. The emergency work pulled our top performers away from their main work. To ensure we were able to meet our commitments to our customers in other areas, we dissolved the TM&R line of work in 2020.

## A new beginning

When Jason Buchinger bid the 2015 Chili Interconnect gas regulator substation project—a joint initiative between National Fuel and NYSEG—he noticed an electrical scope of work on the National Fuel side. He knew we could provide a higher quality of workmanship than the electrical contractor on the NYSEG side, so he offered P&CG's services to perform the electrical scope to National Fuel. Two employees in the Signalization Division—Michael Starr, then an estimator/project manager who has a degree in civil engineering, and Dennis Rayburn, a master electrician—teamed up to perform the electrical work. NYSEG's project manager was impressed with the quality of workmanship and asked us to take on the remainder of the NYSEG electrical work on this project.

It became obvious that this was a viable line of work that we could offer to our customers. It also fit with our philosophy of offering one-stop shopping; we already had multiple divisions working in our customers' gas and electric substations. Michael was moved into a division manager role in the newly formed Industrial Electric Division in 2017 and was tasked with building this new book of work. Dennis joined him as the only electrician, so recruiting experienced electricians became a key priority.

Over the next two years, we built new relationships with our customers, getting our name onto bid lists and landing small, intermittent projects with RG&E—like service work, and panel and meter upgrades.

In 2019, NYSEG asked us to upgrade 43 gas regulator substations. This involved upgrades to remote terminal unit (RTU) stations and odorizer buildings, so utility owners can regulate the flow of natural gas and gas odorizers and monitor the substations remotely. We handled other projects at the sites as well, including asbestos abatement work with KBHE. This work fueled momentum in the division's growth and provided steady work for the electricians.



*Our 2021 30,000-pound, three-ring cable trailer carrying three reels of 35-kV 750-mcm EPR cable*



*Breakers that open and close circuits that feed the distribution lines in Station 49 on North Goodman Street in Rochester*

*John Roukous and his crew built deadbreak assemblies in Station 38 on Swan Street in Rochester.*



**66** *The Next Hundred Years*

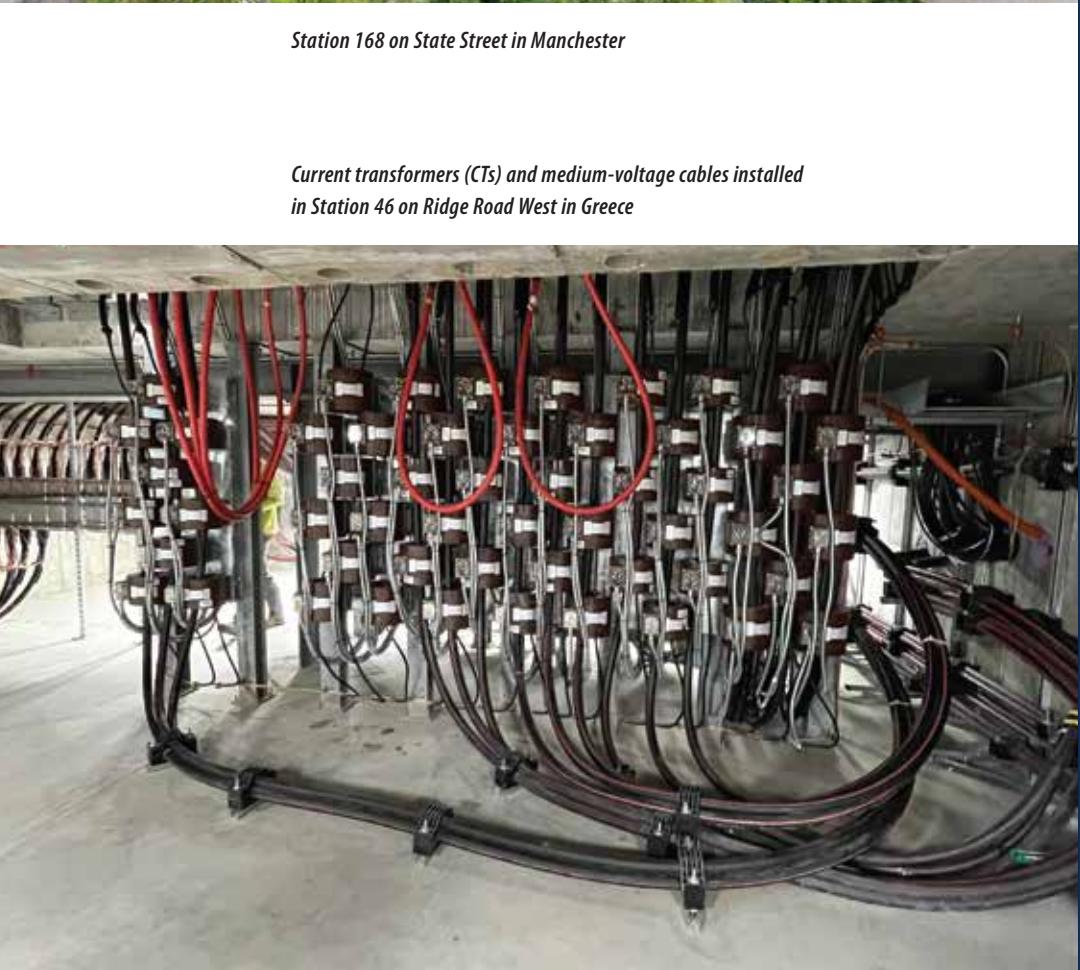
## Electrical substations

Substation work has kept us consistently busy. Some examples are:

- The 2017 Station 38 project, on Swan Street in Rochester, was the first milestone project for our medium-voltage crews to showcase their talents inside substations. On phases one through three, we installed numerous circuits and a transformer, and performed all the new tie-ins for the switchgear.
- The Civil Division started work at Station 168 on State Street in Manchester, N.Y., in 2022. The following year, Industrial Electric transformer work began. This ongoing project will reduce power from 115 kV to 34 kV, a level that's more manageable for distribution.
- We built the new infrastructure to support the increasing demand for power at Station 46 on Ridge Road West in Greece. This two-year project was completed in 2024. We installed all the house service electrical, AC/DC power, a new transformer, gas insulated switchgear (GIS) controls, and medium-voltage cabling.



*Station 168 on State Street in Manchester*



*Current transformers (CTs) and medium-voltage cables installed in Station 46 on Ridge Road West in Greece*

## Teamwork

P&CG stands out from other utility contractors with its ability to provide multiple services on a project. Noteworthy joint projects that the Industrial Electric Division took part in include:

- We joined the Civil and Subway Divisions on the Station 262 Mount Hope Avenue project, a multiyear effort where we installed the house service electrical, fire alarm system, and thousands of feet of conduit.
- Station 49 near Goodman Street in Rochester needed electrical upgrades, but at 100 years old, the building was in poor condition. The Civil Division removed the first floor, dug out the basement, and built a new structural foundation. We then installed new switchgears and breakers, upgraded all the house service electrical circuitry and fiber optics, and installed new transformers. The letter of accolade P&CG received for handing a problem-free station over to the owner was the first RG&E ever gave.
- The Circuit 802/803 project on State Street in Rochester was a multiyear undertaking that involved a variety of construction disciplines. The Subway Division put in the conduit, and we installed two underground circuits.
- Our all-hands-on-deck approach to storm response tasked this division with building pole lines and repairing distribution circuits for RG&E in the aftermath of the March 2017 ice storm in Rochester. Our electricians worked 17-hour days, seven days a week for three weeks straight.

## Commercial electric

Twenty-plus-year employee George Bonacci performs all the commercial electric work for the company with just one helper. He started his career at P&CG in 2004 installing Verizon 5G antennas on wooden poles with the Street Lighting Division. For a steady base of more than 50 customers, his work today encompasses a broad range—anything from changing outlets to wiring entire sections of buildings. Sometimes it means running electric services or panel box work. On other days, he's working on parking lot lighting or making electrical repairs to cranes.

George considers himself to be an electrical mechanic, working with his hands to take things apart and reassemble them. A persistent troubleshooter, he attributes his widespread knowledge to those who came before him—mentors who took the time to teach him and others how to do the work and, more importantly, how to do it safely. He's doing the same with the next generation: Connor Edwards, our first employee to complete our electrician apprenticeship program, trained under George for five years.

The bucket van George drives is the only one in the fleet. It's the best tool for the job, he says, because it lifts him to the top of utility poles while keeping his tools and equipment safe and dry.

## Supporting our own growth

The Industrial Electric Division is central to P&CG's expansion. We designed and installed the electrical infrastructure for the new Avon Valley plant in 2015. We provided all the AC electrical work for our solar farm in 2019. (See Environmental Stewardship, page 157, for more information.) We've been busy at the Scottsville campus, where we upgraded the electric to bring power to Building 12 and added individual meters to monitor electricity usage for each building. We also built the infrastructure to bring electricity to future buildings as the campus expands. We installed an emergency backup generator and brought fiber optic cables to the new corporate headquarters building in 2024.

As part of our commitment to investing in talent, we cross-train employees from the Street Lighting Division, which spurs their confidence as valuable contributors. With our wide geographic spread, having more electrically trained employees on staff allows us to dispatch skilled workers from locations closer to the emergency, which decreases response time and restores power to consumers faster. We also have two Department of Labor-approved apprenticeship programs for electricians and skilled construction craft laborers.

The division now has four master electricians, seven journeymen, a dozen medium-voltage employees, two project managers, an admin, a driver, and a 10,000-square-foot warehouse to store job materials at Maple Street. Joseph Calcagno, who joined as an estimator/assistant project manager in 2020, has played an integral part in helping Michael grow the business. Delegation is the name of the game, Michael says, as the business continues growing.

*On September 4, 1882, Thomas Edison would turn on the generators at Pearl Street Station, in Lower Manhattan, activating America's first power grid. Human beings were on the path to total electrical addiction.*

—David Koepp, Aurora



**Jeff Pratt**  
*Project Manager*  
**Civil**  
**Hired in 2000**

20  
YEAR  
CLUB



20+  
YEAR  
CLUB

POWER &  
CONSTRUCTION GROUP

Trevor Hess  
Operator  
Gas  
Hired in 2000

# UTILITY STRUCTURES

## P&CG to the rescue

In 1999, a high-voltage tower in Fairport, N.Y., was struck by a car in the middle of the night, and the driver fled the scene on foot. The damaged tower was held up precariously by the car. The next morning, National Grid hired a tow truck driver to attempt to remove the car, but the movement caused the tower to fall against the adjacent tower.

Knowing our reputation for providing solutions to unique construction situations, National Grid called asking for emergency support. We quickly mobilized to the scene and awaited instructions from their representative, who brought in a crane and bulldozer to pull the tower back into proper position. By 10:30 that night, the tower was righted and held in place by the crane. Kyle Lee and Jason Burley, who began their workday at 7 a.m. elsewhere, arrived midmorning and began removing damaged steel and welding in new structural members. They worked through the night in the rain, finishing the job at 10:30 the next morning—a grueling 27-hour day.

That was our introduction to this gratified customer, who reciprocated with an opportunity to bid on tower inspection services. To fully understand the scope and complexity of the work, our estimator took a flight with Dick Ash in his two-seater Cessna for a bird's-eye view. Less than 30 minutes after takeoff, he asked the pilot to bring him down because he was going to be sick. Realizing he was out of time, he opened the emergency escape window and hung his head out to throw up several times on the way down, covering the outside of the plane. On the ground, the embarrassed employee tried to make a quick escape, but Dick wouldn't let him leave until he had washed the plane by hand. His suffering paid off with a contract that we still hold today.

## Our services

The Utility Structures Division inspects, maintains, repairs, and applies pesticides to steel and wood utility structures.

## Common terms

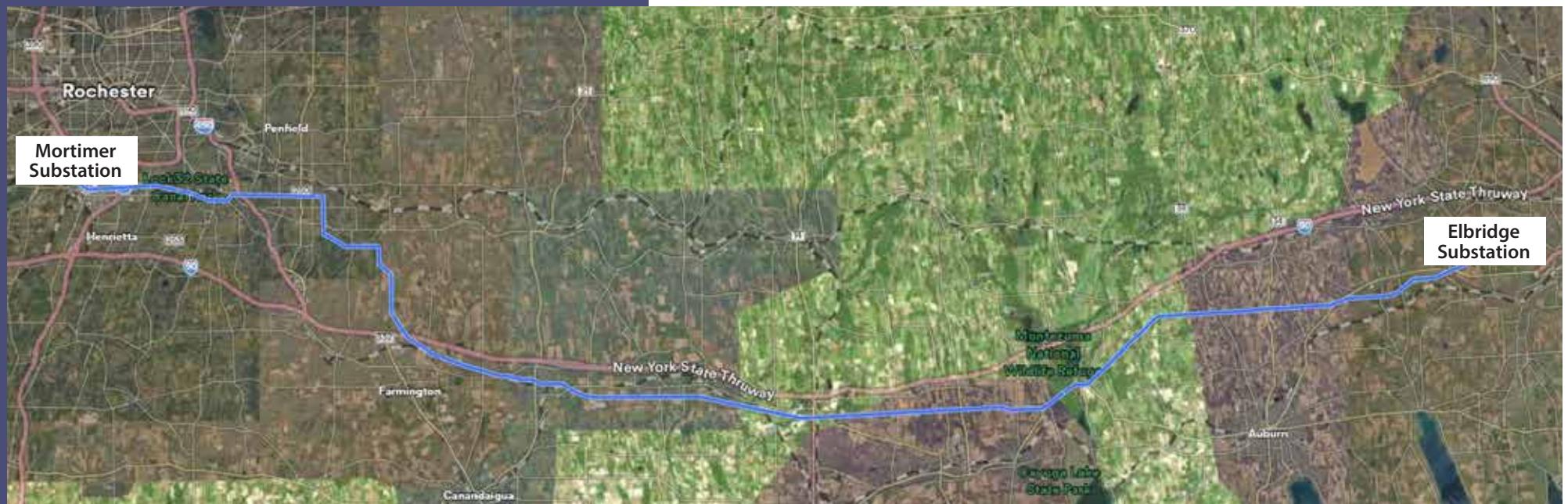
**Corridor:** a line of towers connected by high-voltage electric lines along a path that is a safe distance from other structures and the public

**High-voltage tower:** a tall, steel structure, often seen in the countryside, that supports power lines carrying electricity

## Safety first

Safety starts on Day One for new recruits. As part of their orientation, new employees take a hands-on course on UTV safety. Additionally, the entire division takes a biannual trip to Shamokin Dam in Pennsylvania. The four-day, off-road training session is a safety immersion—and a great way to reinforce divisional unity.

*This map shows the route that Jeff Pratt walked during the summer of 2000.*



## 200-mile arduous trek

The first project under this new contract in 2000 was the inspection and repair of all tower footers along a corridor from Brighton-Henrietta Town Line Road in Henrietta to Elbridge, N.Y., east of the Montezuma National Wildlife Refuge. The entire team consisted of six employees led by Jack Streeter. Foreman Kevin Schrier and Trevor Hess cleared brush using an ATV and a log skidder. On foot was Jeff Pratt, who cleaned the steel footers and applied waterproofing primer. Jeff carried two 5-gallon buckets—one filled with primer and the other with his tools and lunchbox. Jeff walked the entire line four times (53 miles each way), inspecting 40 footers per day. Along the way, he encountered white-faced hornets that left multiple stings to his head and face, and an ear so swollen it stuck out "like a satellite dish" on the side of his head.

*The team grew into a family over the course of that summer.*

*Map credit: Kimberly Morse*

## Trust and confidence

In the beginning, the work was seasonal. Towers employees were assigned to other divisions or performed snowplowing services in Kodak Park during the winter. The summer of 2004 brought the beginning of travel for the division, which had grown to a dozen employees. The first out-of-town corridor needing inspection had 240 structures in the center of the Adirondack Park—from Belfort to Star Lake, N.Y. Many employees in this division are young, and, for some, the job gives them their first experience away from home. Management practices were instituted for per diems, work hours, and expectations for after-hours social behavior, with a reminder that the company's reputation is at stake. Jack put tremendous trust in the employees, who delivered quality work with very few problems.

As we gained confidence in the employees, we began to expand our territory, and the employee count grew to 20 by 2006. We were awarded a heavier repair workload the following year, which prompted the addition of several welders and a year-round work schedule.

## Adaptation

When we started working in the Buffalo area in 2008, we faced a new challenge—Buffalo winters. The two snowmobiles we purchased to access these corridors lasted just a couple of years, so we swapped out snowmobiles and ATVs for UTVs. These can be upfitted with tracks instead of wheels—a game-changer for winter conditions, swamps, and other challenging terrain.





*During 2017 maintenance to a corridor on the Niagara River, we hired a tugboat and captain to access the towers. The solar panel on the right side of the tower generates power for warning lights.*



*Completed footer repairs on the Hudson River*



*This tower is in the middle of the Black River in Carthage, N.Y. The work required the use of a 30-foot pick (aluminum foot bridge – See below) for access. We added more bracing to ensure stability and poured a new concrete footer. Water was dammed to keep it from the footer area to perform the work.*

### **Hard to reach? No problem**

Tower projects take us to some unique locations:

- On islands in the middle of rivers. A 30-foot pick (aluminum foot bridge) is used to access the islands.
- Working from a boat to access towers on both sides of the Hudson River. (Fun fact: The Hudson has a tide!)
- Along the corridor between North Buffalo and South Buffalo, N.Y., to inspect and repair over 700 towers
- To 586 towers along the corridor between the Lockport and Mortimer substations in Western New York
- In remote locations in the Adirondacks, paved roads are scarce. We reach the towers through hunting camp trails and logging roads.



*The engineered access bridge spans the Black River in Carthage, N.Y.*





*Tower down in Lockport, N.Y.*

## Tower down

In 2011, welder Kirk Walker was working on the lower leg of a National Grid structure in Lockport, N.Y., when he heard a very loud bang and saw the leg begin to lift off the ground between his legs. He jumped back, and everyone on-site ran to safety as the tower crashed down, coming to rest just inches from the company vehicle. One by one, five additional towers connected by electric lines snapped off as well, sending sparks into the air and taking out power to half the town. Once the site was made safe, Kirk collected himself and called Jack to give him the news. Calm as always, Jack replied, "Sounds like you've got this covered. I'll talk to Dorothy (who managed the contracts and insurance), and we'll reconvene."



*Steven Baxter inspects the concrete footer of a tower by tapping the concrete. If it's hollow, it is chipped out and replaced.*

Over the next few days, the electric company rerouted the line to restore power to the town while the toppled towers were uprighted and repaired. The entire division was sent home while the customer investigated the incident.

Because Jack, Dorothy, and the safety department all kept meticulous records, National Grid commended us on our response to the situation, and we were back to work in a few short weeks. Out of the event came documented standard operating procedures and processes that P&CG and the utility incorporate into our contracts to this day. Managing this difficult situation together strengthened our relationship.

The following year, Kirk, then a 10-year employee, moved into the office to learn the business side of things and quickly became Jack's right-hand man.

## Headway in challenging terrain

In 2018, we launched a pilot inspection and repair program in the Southern Tier of New York for Avangrid. Nothing came easily for Steven Baxter in this project, his first as foreman. He led a crew of eight on a corridor from Elmira to Binghamton with 400 structures. The terrain was tough, and interactions with property owners near the rights-of-way were even tougher. One particularly challenging fellow in Elbridge called the police every single time a crew was dispatched to work in the right-of-way near his property.

There were also many encounters with angry hunters who insisted we were trespassing on their property and ruining their hunt—not understanding that they didn't own the right-of-way.

By the time Jack retired in 2019, Kirk had been working at his side for seven years, making the transition a smooth one. An early challenge for Kirk came in 2020 when COVID social distancing requirements meant one employee per vehicle and one employee per hotel room. This greatly elevated our expenses, but Kirk ensured these pandemic restrictions did not affect our ability to provide quality service to our customers.

## Rebranding

By 2022, we had inspected 90 percent of our customers' tower corridors in New York state and had begun repeating inspections. Precise recordkeeping, started by Jack, sets us apart from others who perform the same service, and makes us the contractor of choice today.

We ventured into new utility right-of-way work that year, including specialized steel pole fabrication. We also took on ancillary services, such as wood-pole and vegetation pesticide application. It was time for a new name. To more suitably define our work, we changed the name from the Towers Division to Utility Structures Division in 2023. With significant revenue growth and a current staff of 30 employees, we anticipate expanding and introducing new technology in the near future.

“No one realizes how beautiful it is to travel until he comes home and rests his head on his old, familiar pillow.”

– Lin Yutang



*We fulfilled a special request from our customer to refabricate a steel pole to fit the 2022 design-build in Lowville, N.Y.*



**John Martello**  
Operator  
Subway  
Hired in 1998

**Jim Platt**  
Underground  
Superintendent  
Street Lighting  
Year hired 2001



# LOGISTICS

When Phil Brooks learned that a local pole handling company was closing in 2007, he sensed an opportunity. Management discussed how this line of work could become a complementary service offering. It could also improve the LL&P Division's overhead electric and street lighting work, where project schedules were often pushed out due to delays with pole deliveries.

Monroe Contractors Equipment, Inc. (MCE) was a Fishers, N.Y., trucking company that specialized in over-dimensional load transportation and utility pole storage and distribution. Its customers included Koppers, Energy East, National Grid, and Verizon. Our company bought MCE's assets in October 2007: five over-the-road tractors, 17 trailers, three knuckle-boom grapple trucks, business contracts, and permission to use an iteration of the name. We also hired a few of the employees. Tim Dickinson, known for his sharp analytical and problem-solving skills, volunteered to lead this new venture, and the Transportation Division was born.

Livingston Associates helped address immediate needs, freeing up a small section of yard space to build and store 25 pole bunks and to park the rolling stock. Inside the already crowded office space, they somehow made room to squeeze in a few more employees. After hundreds of trips between Fishers and Scottsville by year's end, we were settled in.



**Power & Construction Group, Inc.**  
Logistics

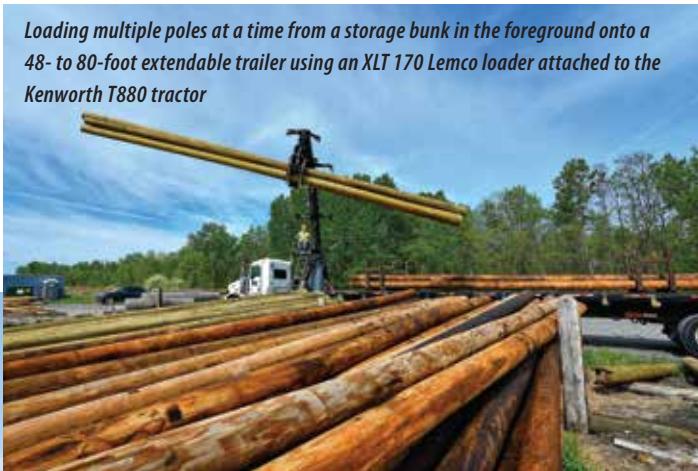
## Our services

The Logistics Division provides material management and delivery services for our utility customers. We operate out of storage yards and warehouses in Scottsville and Rochester, N.Y., as well as Auburn, Maine, using state-of-the-art, real-time inventory tracking and reporting systems.

- We store and deliver transmission and distribution wood and steel utility poles ranging from 30 to 125 feet in length.
- Our materials management team offers spacious indoor warehouse storage and laydown yard space for all types of utility construction materials in secure and well-maintained locations.
- We provide rapid emergency responses.
- We have a modern fleet of specialized equipment operated by professional drivers.



*Poles arriving at the Beahan Road facility via rail car*



*Loading multiple poles at a time from a storage bunk in the foreground onto a 48- to 80-foot extendable trailer using an XLT 170 Lemco loader attached to the Kenworth T880 tractor*



The following year brought an agreement with Energy East for pole storage and delivery—and right away we needed more room. The railside location we secured on Beahan Road in Rochester, N.Y., remains ideal: Poles are removed from rail cars with a grapple boom and stored on the same site.

Next, the Transportation Division expanded the New York business footprint in every direction, from Jamestown in the Southern Tier to Plattsburgh in the North Country to Middletown in the Hudson Valley—and began reaching into New England. To support this growth, we bought a new Kenworth tractor with a knuckle boom and two expandable pole trailers.

### **Eastern expansion**

With the award of a three-year project from Energy East, the parent company of Central Maine Power, in January 2010, we expanded into Maine. At the time, we couldn't have imagined how much our Maine work would grow. CMP needed us to store and deliver 900 poles ranging from 70 to 125 feet—each weighing up to 18,000 pounds. Delivery of oversize loads such as these requires special permits and police escorts. When it's time to deliver, the state police instruct our drivers to stay close behind them and put the pedal to the metal as they escort us to our destinations.

*A truck ready to be loaded with poles from the bunks at the Beahan Road yard*



Our Maine base is an intermodal yard in Auburn. We started out with just an acre and a half and added a used camper to house the staff. The first Maine hire was Larry Greenier, who joined as a mechanic and yard manager. Albert Heino came on board next to oversee the drivers. His colorful stories of the Auburn community, shared during monthly videoconference meetings, are legendary. From the beginning, Tim made the 16-hour round trip to Maine many times to support the growth and to work with Albert and Larry in person.

Our Maine book of work has grown steadily, spurring an expansion to 16 acres in the Auburn yard. We outgrew the camper and leased a more suitable office and shop in 2015. We now serve Bridgewell Resources Utility & Construction Group, Thomasson Company, Bell Lumber & Pole, Koppers, Stella-Jones, Central Maine Power, Versant, and Haugland from our Maine facility.

In 2022, Larry took over the daily management when Albert began a transition toward retirement and into part-time support. Anthony Gaiter oversees the pole storage and delivery business from the Scottsville headquarters, and John Wright dispatches our drivers in New York and Maine from his Maple Street office. Business has grown so much that in the first half of 2025, we did more pole work in Maine than we did in New York. The future is bright for P&CG in the Pine Tree State, and we like to believe that we will have a presence in Maine either for as long as we want or until the Northeast no longer needs electricity.



*125-foot transmission poles awaiting transportation to a construction site.  
Each can weigh up to 9 tons, so only 2 can be delivered at a time.*



*The first office in Auburn, Maine—a humble camper retrofitted for office use.  
Note the proximity to the poles as space became a premium.*

*The first 1.5-acre yard, now 16 acres, in Auburn, Maine*



## The life cycle of a wooden utility pole

Utility poles begin their life in a stand of Douglas fir, southern yellow pine, red pine, or western red cedar. After around 40 years, they are big enough to be harvested. For each tree taken, another is planted in its place to ensure environmental sustainability for the future.

Pole brokers, who purchase the right to harvest selected trees, walk the land and mark the best candidates with paint. Only 15 to 20 percent of trees that grow tall enough to become a pole are of a quality high enough to be harvested. Stripped of its bark and branches, each log is transported to a processing facility and then to a staging yard, where it awaits purchase by a utility company. The utility transports it to its own staging area and then to its final destination along a street or road.

At the jobsite, the butt of the pole is inserted into a hole at a depth of at least 10 percent of its length plus 2 feet. It's marked with the installation date and inspected at least every 10 years thereafter—or sooner if issues arise. A typical pole remains in service for at least 50 years.

Many retired wood poles find new life in fences, barns and other buildings, parking barriers, physical training obstacles, and bunks to store more poles.

## Growing pains

In 2012, Phil Brooks heard through the industry grapevine that Sinclair Ventures, LLC, a pole business in Williamsport, Pa., was shutting its doors. There was business to be had, and an acquisition would extend our geographic reach. We purchased Sinclair's assets that May, hired several of its employees, and began operations in the Keystone State. An employee vital to us in the early stages was the only one who knew how to do the billing. When she passed away unexpectedly, we found ourselves in a near-disaster situation. Tim dug in to figure out how she did her work.

With billing issues resolved, Tim spent several years commuting every week to Williamsport to try to move the business forward. But existing personnel issues hampered progress, and, by 2018, business in Pennsylvania had slowed to the point we couldn't keep even one truck busy all day. Agile leadership recognized that sometimes the best decision is to pull the plug when a business segment cannot successfully sustain itself. As painful as it was, leaders decided to cease Pennsylvania operations and redeploy the assets between New York and Maine.



*The Scottsville yard, with 394 pole bunks. The spoke-and-wheel design maximizes storage space.*

## Ever-growing stockpile

Dictated by supply chain issues during the COVID pandemic, the demand for storing large quantities of poles has changed dramatically. Historically, utility companies placed their orders with their suppliers, and we would store them for an average of 51 days before delivery was requested. Since the pandemic, storage times have increased to around 150 days for distribution poles and over 430 days for transmission poles. We've adapted our business model to support our customers by increasing our pole storage capacity to hold over 50,000 poles.

This demand for storage capacity has been steadily increasing at a breakneck speed. Often the amount of additional space requested increases before the ink even dries on the contract. In line with our culture of supporting each other through good times and bad, several P&CG divisions—including Civil, Subway, KBHE, and Valley—have lent a hand in the many pole yard expansions with labor and equipment operators who quickly make space for incoming inventory. We have plenty of land set aside and a skilled workforce to create more storage to meet our customers' future needs.



*The Scottsville pole yard. Bunks are made using reclaimed poles retired from utility line support. Upright bunk support poles are typically 15 feet long and buried 4 feet deep.*



*The Scottsville yard, with pole yard expansion to the south, and the new headquarters when it was under construction to the north*

## Logistics is more than just poles

To meet rising demand for indoor storage, we brought Ben Hathaway into the company in October 2024 to lead our material management services. He has 20-plus years of logistics experience handling unusual situations. Our customers know they can count on us to help them find out-of-the-box solutions, and sometimes we have to get creative—fast.

In 2020, Avangrid asked us to help find long lead-time construction project materials. They would need a place to store them, estimating space needs at six CONEX boxes, or shipping containers, which we brought to the Scottsville campus. By the end of the first day of deliveries, we were out of room and rented four more to meet the demand. But even that wasn't going to be enough. We responded by building a 10,000-square-foot warehouse (Building 10) on the Scottsville campus. The customer quickly filled it beyond capacity—yet we continued to accept more inventory, storing it in what became a CONEX box farm while adding 10,000 more square feet to Building 10. Before the addition was completed in 2022, the needle moved again, and we constructed the 40,000-square-foot Building 12 in 2025.

Since its birth in 2007, the Transportation Division has evolved into the Logistics Division, a more fitting description of the services we offer. Today, we have a fleet of 23 trucks, 27 trailers, a 12,000-pound telehandler, and multiple forklifts. Our storage capacity is at 550 pole bunks and over 60,000 square feet of multilevel, indoor space. We have grown from one to 25 employees and a footprint of over 66 acres in two states. As storage and transportation needs evolve in ways we can't yet imagine, we'll continue to provide flexible, innovative solutions for our customers.



*Final resting place for reclaimed poles,  
which support the bottom of bunks*

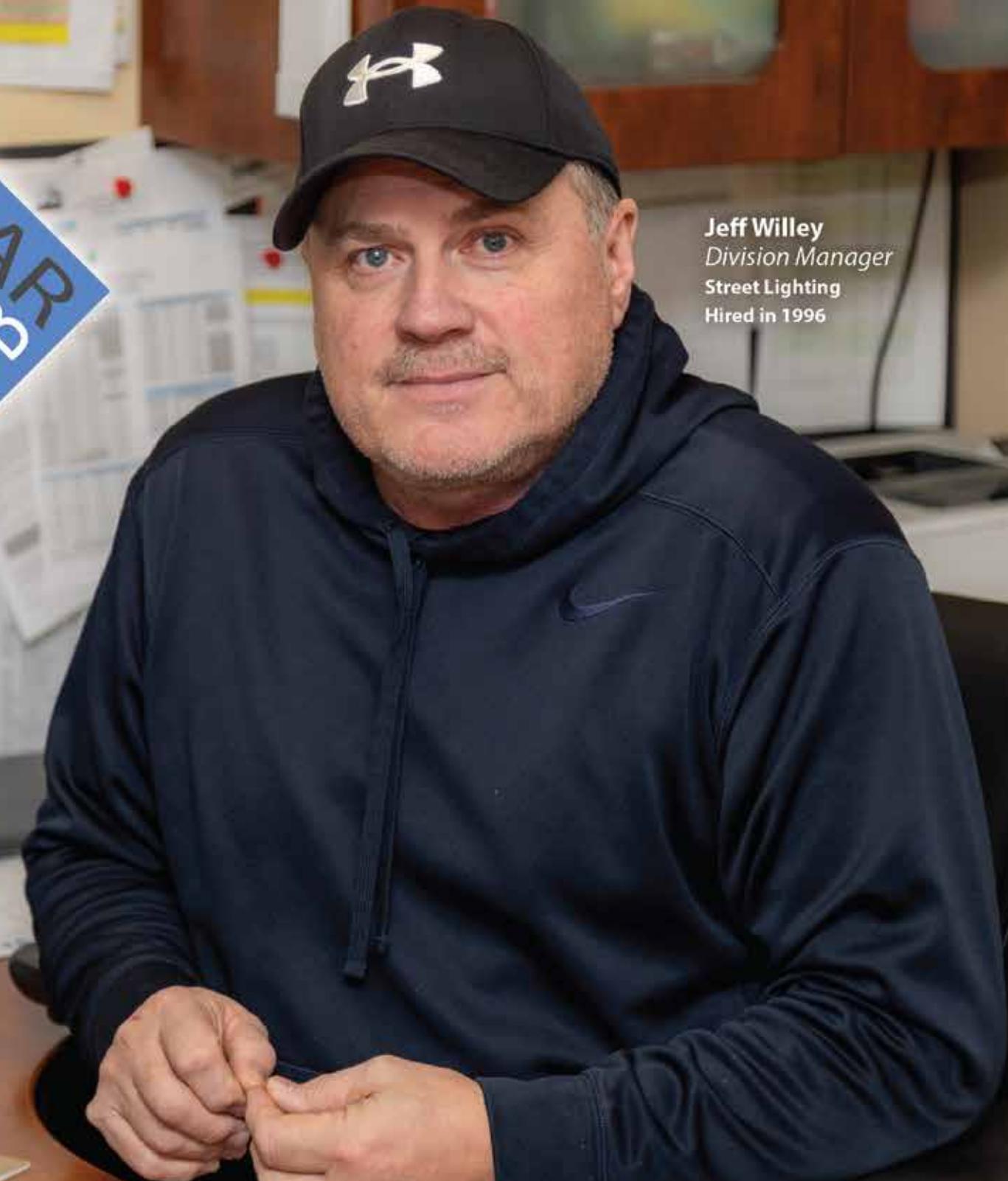
“ Inside every customer operational problem lies a business opportunity. You just need to be prepared to seize the moment and act on it. ”

– Tim Dickinson



20+  
YEAR  
CLUB

**Don Reynolds**  
*Superintendent*  
Gas  
Hired in 1997



**Jeff Willey**  
*Division Manager*  
Street Lighting  
Hired in 1996



When P&CG leaders saw that their customers were hiring abatement contractors to address environmental aspects of their projects, they sensed an opportunity. Managing multiple subcontractors on a project is challenging. To make things easier for their customers, why not offer environmental services with the option to package them alongside the expertise areas P&CG already provides? Thus, KBH Environmental, LLC (KBHE), a wholly owned subsidiary of P&CG, was formed on February 15, 2008, adding environmental remediation to P&CG's suite of services.

The division began with only two employees who committed to accepting every project that came their way. At first, the phones didn't ring. Then, little by little, managers of the other P&CG divisions began referring their customers to KBHE when the need for environmental expertise arose on their projects. Each time they were introduced to a customer, they pushed to build relationships and delivered top-notch, consistent service every time.

Office space was at a premium, so the KBHE team worked out of a trailer on the Scottsville property. One of the first employees, a true lover of the environment, had an affinity for reptiles; he kept a baby alligator in an aquarium inside the trailer. The alligator was very agile and escaped on a weekly basis. One time when John Coleman, retired KBHE president, searched this employee's desk for a quote to deliver to a customer, he heard a very disturbing rattling noise coming from a box under the desk. Sure enough, a rattlesnake was coiled up inside!

When the Scottsville office expanded in 2011, KBHE was able to snag a crowded space inside the building (No reptiles were allowed!). But the division was growing and needed more room. They found it at the Maple Street location in 2015, first sharing space with several other divisions before securing their own area of the building in 2020.

### Our services

KBHE is the only environmental company in Western New York with skilled tradesmen on a HAZWOPER crew. (That's Hazardous Waste Operations and Emergency Response.) KBHE employs professional riggers, trenching and shoring experts, professional welders, and high-voltage and high-pressure gas certified professionals, as well as traditional spill responders, hazardous materials handlers, and heavy equipment operators. We provide:

- Lead removal
- Soil remediation
- Spill response
- Vacuum truck service
- Asbestos abatement
- Mold abatement
- UST (underground storage tank) removal



*KBHE, Industrial Electric, and Subway Divisions working together to remove existing cable from former oil-filled line on Exchange Boulevard*

### **What are PCBs?**

PCBs (polychlorinated biphenyls), a group of manmade chemicals, were widely used from 1950 to 1978 in building materials such as caulk, oil-based paint, floor finishes, plastic, fluorescent lighting ballasts, transformers, capacitors, and hydraulic oil. These chemicals break down very slowly and pose a health hazard in concentrations of 50 parts per million (ppm) or higher. The New York State Department of Environmental Conservation requires any material with contamination above 50 ppm to be removed and properly disposed of. The KBHE team of experienced professionals handles PCBs in accordance with DEC policy.

### **10,000-gallon oil spill**

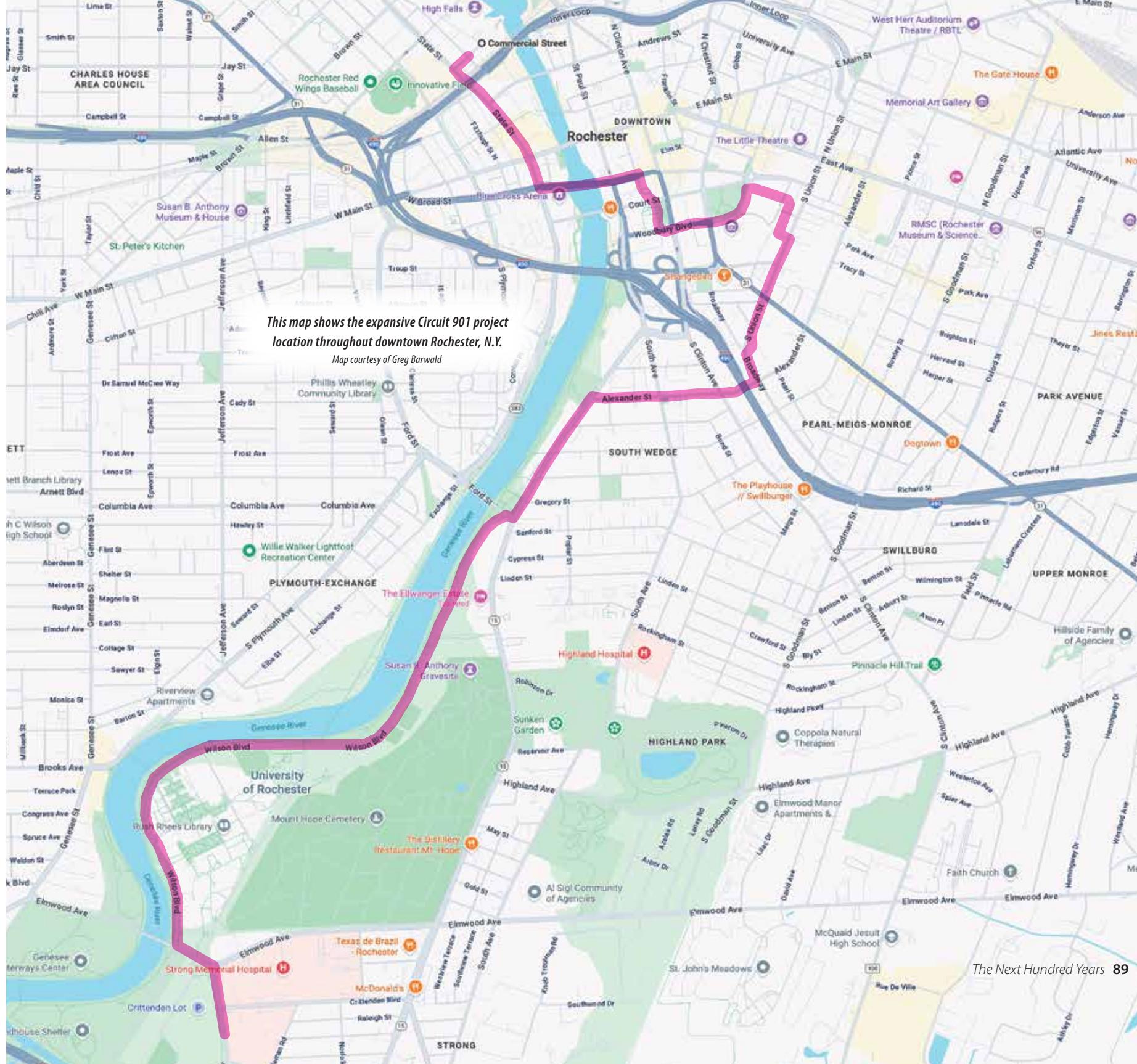
KBHE's breakthrough project occurred in 2010 when a large oil plume was reported in Lake Ontario. RG&E hired KBHE to find the source of the leak. After searching all day, John found the source at an electric-generating station over a mile away. A ladder was leaning against a giant transformer—left behind after thieves climbed inside to steal thousands of dollars' worth of oil-insulated copper wire. The thieves purposely released over 10,000 gallons of oil into a tributary creek that flowed into the lake. John and his crew spent the entire summer cleaning up the spill. This project generated enough revenue to pay off the loan that financed the startup of the business. Pleased with our work, the customer took the whole crew to lunch when it was finished. Through this first large job, we forged a good working relationship with RG&E that continues to grow. Today, the phones never stop ringing.

### **Bundling our specialties**

The value of bundling our diverse range of specialties for the customer's benefit can be seen on many projects. An outstanding example is the 2023 Circuit 901 project. This undertaking was the decommissioning of a 10-inch, oil-filled pipe with 115 kV electric cable that ran approximately 5 miles from Station 23 in downtown Rochester to Station 33 near the University of Rochester. Both the cable and the oil had to be removed from the pipe and replaced with a lightweight cementitious material. A steel pipe bridge that ran over Interstate 490 also had to be removed in its entirety. Over 12,000 gallons of oil had previously leaked, most of it ending up in an old Monroe County sewer and in several manholes. KBHE used a vacuum truck and thousands of oil-absorbent pads to clean up the spill. Several roads had to be excavated to remove the cable. The cable had to be drained, cleaned, wound up on a cable reel, wrapped, and transported to the disposal facility. Ten manholes had to be hammered out and backfilled, and the roads had to be repaved. The project was completed successfully by capitalizing on the synergy of the Subway, Environmental, and Industrial Electric Divisions, as well as a couple of specialty subcontractors under our management, to provide a one-stop solution for the customer.

### **Countering contamination**

KBHE was hired in 2021 to investigate multiple complaints of an unpleasant odor at a location in Western New York. Leaking barrels of pure PCB oil were found to be the source of the smell. The Department of Environmental Conservation (DEC) tested the oil to determine the level of contamination, and the results were shocking: 10,000 parts per million (ppm)—a level unheard of, the DEC officer said. (He suspected it was even higher, but 10,000 ppm is as high as the measurement can go.) The oil had penetrated 10 feet into the ground. This meant KBHE employees had to wear PPE (personal protective equipment) at every stage of the cleanup process, including the excavation, which took 20 days to complete.





*The KBHE team, front row left to right: Jose Figueroa, Lara Krayler, John Coleman, Jim Lloyd, Dennis Fiorello, Christopher Fields. Back row left to right: Evans Rodriguez, Bruce Jones, Bruce Jones Jr., Robert Sturm, Russell Carmichael, Jonatan Rubio-Cruz*

KBHE has removed and replaced some interesting items due to contamination over the years. Among them: vegetable gardens, koi ponds, aquatic plants, lilac and arborvitae trees, decks, and swimming pools. Our teams often work with the Carpentry Division to accomplish these projects.

Emergency spill response service is steady work for KBHE—at all hours of the day and night. All employees are on a rotating, on-call schedule. Until his retirement, John received every phone call and dispatched the on-call crew to the scene. These spills are usually the result of motor vehicle accidents. Sometimes fluid leaks from the vehicles; sometimes transformers are knocked off utility poles, causing them to spill. Employees are always dispatched in pairs for safety, and the customer arranges for police presence when needed.

*“KBH Environmental, LLC believes that a proactive approach toward preserving and enhancing natural resources is consistent with our core values and is fundamental to achieving our mission.”*

*– John Coleman*

KBHE is a small and tight-knit group of under 15 employees, with many longtimers who maintain strong personal and professional relationships. They participate in team-building days, everyone contributes when there's a picnic, and sometimes they play basketball together on weekends.

LIVINGSTON ASSOCIATES, INC. June 2008 Volume 19 Issue 01

**The Straight Scoop** American Owned & Operated

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The Straight Scoop is now available electronically! If you would prefer to receive the latest edition by email, please send a request to [hcanfield@livingstonassociates.com](mailto:hcanfield@livingstonassociates.com).

**KBH Environmental, LLC: What sets us apart from all the rest**  
Submitted by: Kevin Hutton Ext. 284

We are beginning the industry awareness campaign for KBH Environmental. We describe the benefit of having an environmental company aligned with such a diverse business as P&CG. Companies are telling us they've been looking for such a one stop shop for their work. Environmental companies are doing rigging, electrical, excavation, and concrete work with unskilled HazMat forces. The idea of having professional trades cross trained to do their work while HazMat or asbestos abatement work is occurring has never been offered. Tom Hudak has coined the phrase “Mixed Hazards”. His definition is a situation that has multiple types of employee hazards that require vastly different training. Most companies rightfully trump all other hazards with asbestos or HazMat. By making that decision they are electing to allow unqualified HazMat and abatement workers perform dangerous tasks. With the expertise P&CG and KBHE offers, our customers do not have to make that choice. No other environmental companies have the abilities we have. In the same vein, no other construction company can offer environmental services integrated with their services. We think we're starting something good. As KBHE penetrates new markets we are promoting all P&CG divisions. Companies we have been talking to include Garlock Industries, High Falls Brewery, and Corning.

**The Straight Scoop, June 2008**



**Steve Bareis**  
Superintendent  
Valley  
Hired in 1996

**Steve Mack**  
Foreman  
Gas  
Hired in 1995



**Kyle Lee**  
Executive Vice President  
Civil  
Hired in 1995

# CARPENTRY

For many years in his annual wrap-up meeting, KBHE President John Coleman shared a list of all the projects the Carpentry Division had completed. Many took only a few days to complete and were easily forgotten, so it's always fun to reminisce about some of the unique things we've seen and opportunities we've had.

We've felt awestruck to see the inner workings of historical buildings that have been locked up for years. We've taken our lunch break on the roof of the Rochester Riverside Convention Center overlooking the river. We have tasted the first rendition of California Rollin's seafood bisque at the Port of Rochester. We've stood in the tunnel under the Cobbs Hill Reservoir and felt sound waves reverberate after shutting a circular tunnel access door. Our job is never boring because we do something different every day.

## A division of two

Shortly after KBHE was formed in 2008, Kevin Kohlmeier and Doug Doerflinger joined P&CG to fill a growing need for carpentry skills. Many of KBHE's projects require building containment areas and cleanup after completion—ancillary tasks that we can do. This frees up the KBHE team to tackle environmental work. Besides carpentry, we support KBHE with mechanical work, such as setting up pumps and drain lines. Sometimes we hand shovel oil-contaminated soil when heavy equipment won't do the trick. When there are more emergency spill calls than responders, we act as environmental technicians—cleaning up spills, setting booms, and assessing site conditions—often in the middle of the night.

During the March 2017 windstorm that stretched from Greece, N.Y., south to the Pennsylvania border, we worked in harmony with KBHE for 14 straight 24-hour days, stealing short naps in the shop between dispatches and getting by on fast-food takeout en route to the next emergency.

## Our services

Our finish carpenters provide:

- Structural framing
- ADA-compliant access
- Ornamental woodworking
- Historical repairs
- Cement form and pours
- Restoration after environmental cleanup
- Light steel fabrication
- Drywall installation
- Technical support for construction projects



## How we roll

Kevin recalls borrowing a ragtag KBH truck when he first started—an old F150 with over 100,000 miles. The inside was yellow, the roof was red, and the rest of the exterior was spray painted white with the letters “KBH” handwritten on the doors. There was a large hole in the seat that had been stuffed with a pillow. But there was work to be had, so we stretched what meager resources we had to keep the projects going.

Unlike the rest of the company, we supply our own tools—many of which are specialty items. While we do use modern tools for many projects, Kevin boasts a collection of vintage pieces from the late 1800s that belonged to his grandfather—tools he uses for historic restoration today. Our collections have grown over the years, and our personal vehicles have become rolling toolboxes.

In the early years, we traded help among divisions, so no projects were shorthanded. Our work can be solitary, so this gave us the chance to meet others and to get to know all the different parts of the company.

One of our first assignments in 2009 was to build offices for P&CG on the upper floor of a building on West Avenue in Rochester—the dirty, dingy site of a former scrap metal business. The location was ideal for the Transportation Division: It contained a railroad spur for pole deliveries, and it put the other divisions closer to their city work. We also built mesh cages for LL&P’s outside material storage and an inside storage building for the Signalization Division, and we relocated the old scale house to serve as Mechanic Tim Ward’s office.

## Joint projects

Projects with RG&E have taken us to the depths and heights of the city’s infrastructure. In the fall of 2016, we built a huge containment for KBHE’s asbestos smokestack removal project at Russell Station on Lake Ontario. We built a temporary pole barn over the tunnel leading to the first stack, wrapping it completely in plastic to contain the asbestos within the work site. Once abatement of the tunnel opening was completed, we tore down the pole barn and rebuilt it over the second tunnel.

In a way, we serve as stagehands, preparing a scene for other disciplines. In the same year, we drilled core holes through the cement floors inside Station 38 in Rochester so the Industrial Electric Division could pull cable through the station. We used a road saw to cut an 8-foot by 6-foot hole in the floor so they could get new equipment into the basement of the building.

When Doug joined the Civil Division on one of its many Station 5 projects, he entered a world most people would never know. Inside the cold, damp turbine underneath the dammed Genesee River at High Falls, KBHE sandblasted all the water intake infrastructure and restored the penstock. Doug cleaned, built containment units, and pulled out the turbine’s bolts so that a Michigan-based contractor could remove it. He also built scaffolding and cement forms that were used to pour the new floor.

At the multiyear Station 262 electric upgrade project, which required multiple construction disciplines, we ran bare copper wire under the floor for the grounding mats and grating. We built framing and steel stud rafters used to attach all the lighting and conduit piping in the main hall.



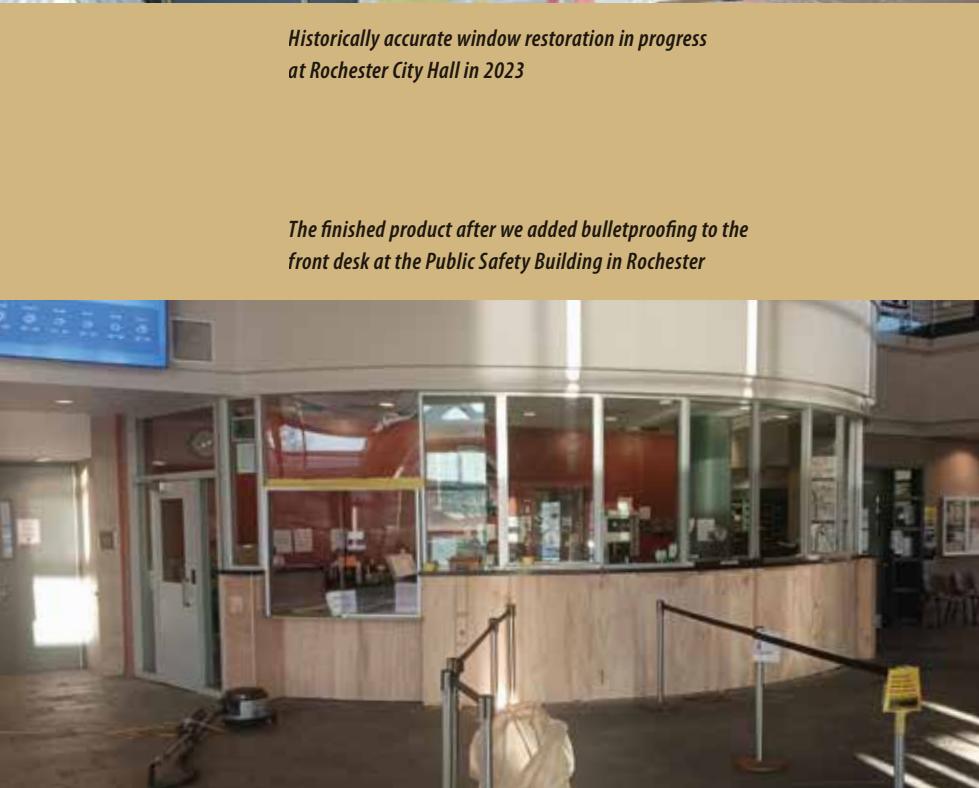
### Aqueduct reimagined

The aqueduct, which runs under the Broad Street Bridge in downtown Rochester, was built in 1842 to carry Erie Canal traffic over the Genesee River. When the canal was rerouted to the south in 1918, through Genesee Valley Park, the aqueduct was converted into a subway that operated from 1927 to 1956. Since that time, the city has considered many ideas on how to use the old canal bed under the bridge.

In 2022, Rochester launched the Aqueduct Reimagined and Riverfront Promenades project. At the heart of this initiative is a plan to create public space inside the historic Erie Canal Aqueduct. We were asked to build access staircases from the Blue Cross Arena into this space so city leaders could host fundraising events with potential investors inside. The city also hired professional street artists to create art around the staircase for a fundraising dinner in 2024.



*Historically accurate window restoration in progress  
at Rochester City Hall in 2023*



*The finished product after we added bulletproofing to the  
front desk at the Public Safety Building in Rochester*

## Take it to City Hall

Our contract with the City of Rochester has given us many opportunities to revitalize valuable landmarks. City projects vary—We could be replicating ornate woodwork from 1897 one day and hanging wallpaper the next. Our strong relationship with the various city departments enables us to provide full-service, quality workmanship to preserve these beautiful assets.

Historical reproduction requires a unique skillset that most local contractors can't perform. **City Hall**, listed in the National Register of Historic Places, is a massive building constructed in the late 1880s of Portland sandstone in the Romanesque Revival style. We've been called upon to restore many parts of this building over the years, including doors, windows, and old desks. We also built the podium from which the mayor delivers speeches and official announcements are made.

One of Kevin's favorite projects was the 2023 window restoration at City Hall. He stripped the old varnish and sanded the trim to find beautiful old oak beneath. Some of the wood had to be replaced due to years of water damage. He used his grandfather's vintage tools to intricately fabricate templates and fixtures that replicate the handmade panels and fine details of years past. Craftsmanship like this is rare: It calls for skills that restore structures in a sensitive way, backed by the knowledge of historic construction and materials.

In the **Public Safety Building**, built in 2002, we fabricated a steel security desk and installed bulletproofing in the entrance. In our business, having the ability to switch from historical restoration to modern solutions in a heartbeat to meet every customer need is what sets us apart from other carpenters.

## Iconic landmarks

When we assisted KBHE in 2012 with dismantling the old brew vats at the historic **Genesee Brew House** on Cataract Street in Rochester, we salvaged all the old lumber and reused it later for wainscoting in the museum and the upstairs bar. We held on to the rest of the lumber for its historic value, knowing one day it would find a rightful home. Eight years later, we used it to build an office for brewery engineers.

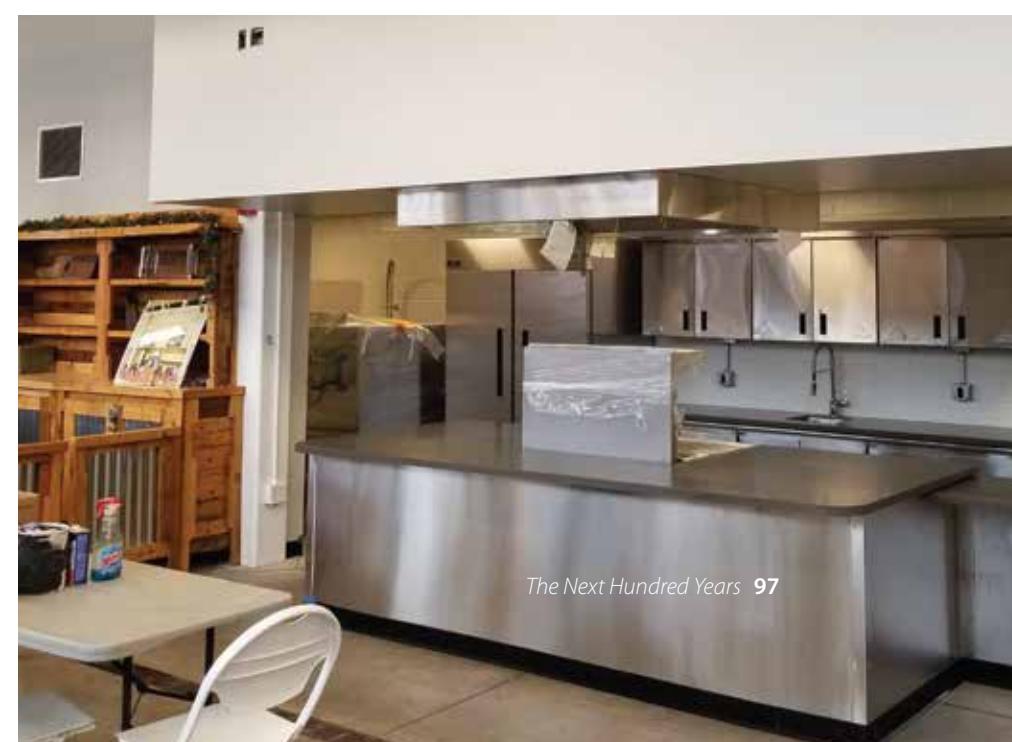
When the famous **Secret Room** in the children's wing of Rochester's Rundel Memorial Library closed during the pandemic, the public was not happy. We were honored to be selected to build a new Secret Room in the Bausch & Lomb wing across the street that pays homage to the original, using plans inspired by a 2020 Rochester Institute of Technology interior design project. Our work began in August 2021. We built a hidden door in a bookshelf that, when tapped, opens to a tunnel leading to a playroom complete with a backlit, multilevel ceiling that looks like floating clouds. An LED star constellation shines when the main lights are dimmed during story time. Lots of media buzz surrounded this project building up to the April 2022 grand opening, and, as we worked, we could feel the excitement as library patrons came in every day to check our progress—ducking to fit through the child-size door, which we built with wheelchair access in mind.

We've done a lot of repairs at the 120-year-old **Rochester Public Market** over the years; it has a long history of being struck by vendor vehicles backing into parking spaces, damaging the fascia or the superstructure of the shed. Ornate gable ends require shingling, delicate trim work, and sometimes steel repair. We've set new columns for the sheds numerous times, digging out the concrete footers and replacing them with trim fabrications to match the original.

We've also been part of the market's expansion. In 2019, we built the soffits and installed the stainless-steel test kitchen in the indoor B Shed, where the Market Nutrition Education Center hosts cooking demonstrations and classes.



*Putting the final touches on the ceiling of the Secret Room in 2022*



*The kitchen is almost ready to open at the Rochester Public Market in 2019.*

## Mount Hope Cemetery

Our carpenters have done many projects in Rochester's Mount Hope Cemetery over the years. Kevin admits he was a bit creeped out in the beginning, but he soon came to see the beauty of this 196-acre, parklike setting that dates to 1838.

The 1874 **Old Chapel** is located near the north entrance to the cemetery. Two years after its **Crematory** (a 1912 addition) was decommissioned in 1974, the entire building was boarded up. It sat deteriorating and gathering litter left by vandals until the Friends of Mount Hope Cemetery began restoration efforts and called us to shore up the building. In 2020, we jacked up the foundation and installed support posts, preparing the structure for significant interior repairs and restoration.

We also worked on the Mount Hope Cemetery Chapel, often referred to as the **1912 Chapel**. Built in 1909 to replace the Old Chapel, it sits near the cemetery's south entrance and features fine Italian marble and Old English oak. Due to the building's neglect over many years, some original features were beyond repair. This included the doors of the chapel. We crafted new main entrance doors using quartersawn white oak and crossgrain glue techniques to provide historically accurate replacements.

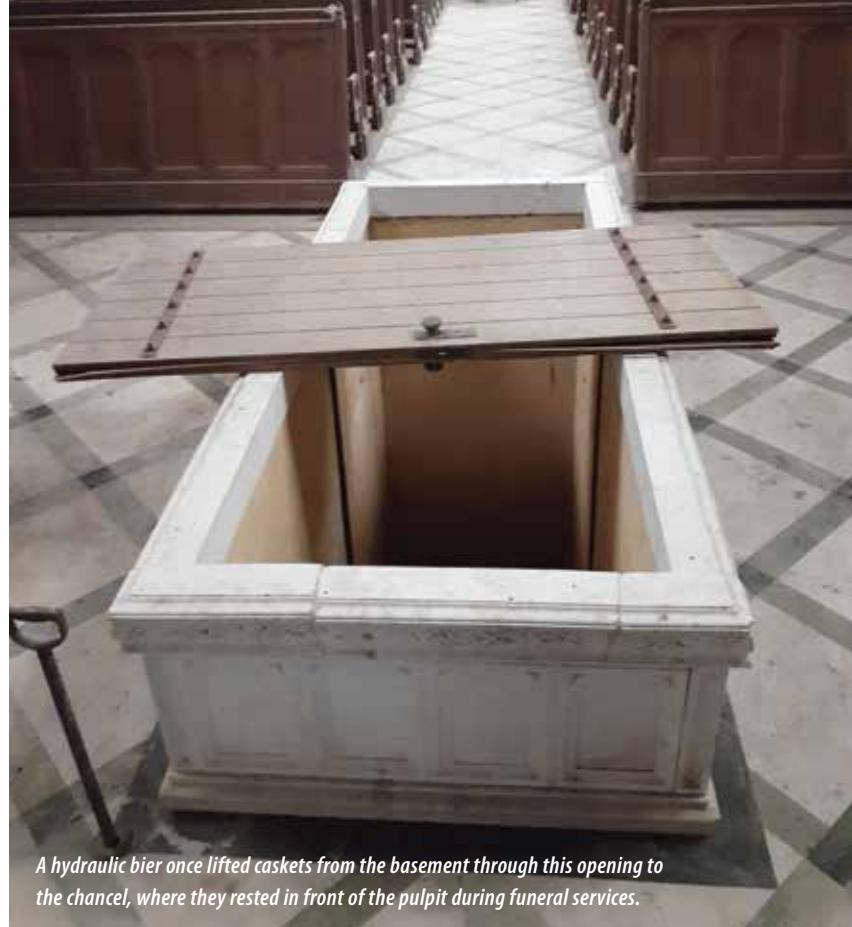
*The finished replacement front door to the 1912 Chapel at Mount Hope Cemetery*



Modern for its time, the 1912 Chapel's basement was where up to 275 bodies at a time were prepared and stored for spring burial, relieving the clergy and the cemetery crew of a significant winter burden. We shoveled over a foot of crumbling debris and litter off the floor of the dark, damp former cold storage area and onto a conveyor belt. The conveyor was fed through an opening in the floor to the chapel above, in front of the pulpit. It was eerie working down there, knowing the purpose of the space. Bats could be heard inside the walls. Doug stuffed every hole he could see to make sure they couldn't get out, but he didn't stop them all—when he reached down to clean under the corroded remnants of the bier, several more flew out, scaring the daylights out of him!

When our work was completed, Kevin tried to take photos and videos to document our final product. But each time he tried, his cell phone emitted a bright light, seeming to malfunction. When we later viewed the footage, orbs were seen moving in the hall and down the stairs. When Executive Vice President Pete Wierzba heard about this, he wanted to see it for himself. He accompanied us on our next trip to the chapel basement, where he saw these orbs with his own eyes. While Pete and Doug were spooked, Kevin claims what they saw were just dust particles.

*One of hundreds of orbs captured in a one-minute video hovers just above the bier, where countless caskets have rested before being lifted to the church above. The cables that helped to lift the bier are to the left of the orb.*



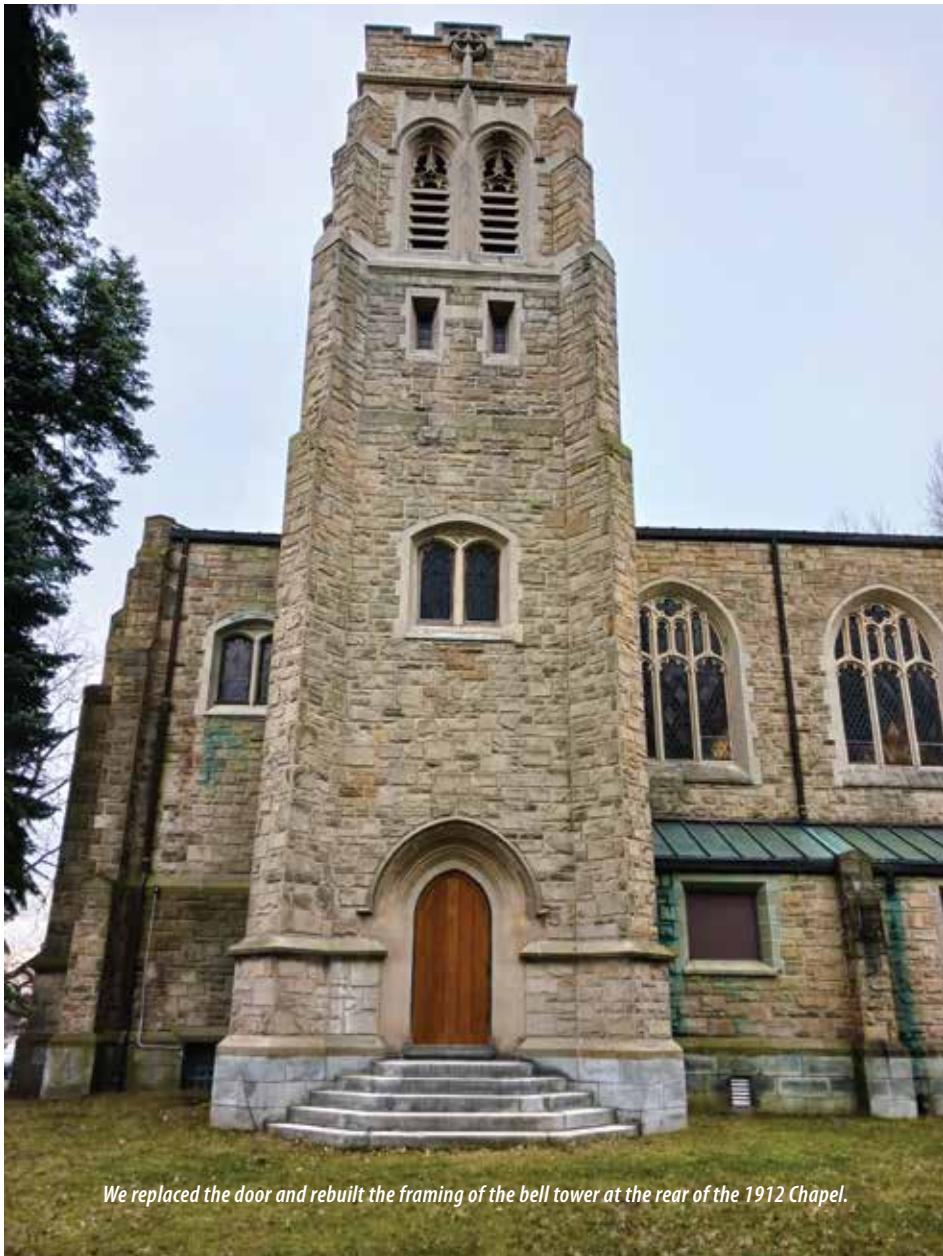
*A hydraulic bier once lifted caskets from the basement through this opening to the chancel, where they rested in front of the pulpit during funeral services.*



*The first such contraption of the era, this hydraulic bier pulled water from a nearby retaining pond to lift and lower caskets.*



*This modern crematory opened in 2011.*



*We replaced the door and rebuilt the framing of the bell tower at the rear of the 1912 Chapel.*

The **1874 gatehouse** right inside the north entrance is home base for the Friends of Mount Hope volunteers. In 2022, we installed an accessible ramp and automated closers for the 150-year-old doors to enable better access for tour groups.

While Mount Hope is the final resting place for more than 350,000 individuals and counting, it is much more than a cemetery. People use the many paths for walking and jogging, or come to sit and enjoy the scenery. We take pride in restoring this beautiful history for future generations to appreciate, in one of the busiest parks in the city.



*We installed an accessible ramp at the 1874 gatehouse.*

## Problem solvers

We are adept at figuring out how to overcome jobsite obstacles using backyard engineering on the fly—with no drawings. Across divisions, many lean on Kevin and Doug to help them solve problems when the customer has no solution. We often run under the radar to lend a helping hand: For example, as part of KBHE's contract to clean and maintain RG&E's oil/water separators at its vehicle garages, Kevin fabricated custom fit steel replacement filters for the utility's Canandaigua facility.

We love performing construction for our own company. We built all the interior office spaces, the mechanic shop, the carpentry shop, and the mezzanine at Maple Street over the years. We constructed hoppers for the old gravel pit, and a pole barn at the new pit. We installed exhaust fans at the fabrication shop. We painted pig launchers for the Gas Division. With same-day notice, we built the stage from which farewell speeches were delivered during Dorothy Cauwels' retirement party in 2019.

Doug retired in 2023. Working together for 15 years, Kevin and Doug had become lifelong friends. They had spent more time together than they had with their families. They'd shared jokes and confided in each other during life's challenges. In a way, Kevin regards Doug as a father figure. They had learned to anticipate each other's needs without verbalizing them. Their work became the byproduct of their relationship, not the other way around.

Within a month of Doug's retirement, Dirk VanGrol was hired. The team dynamic is different now, but Kevin and Dirk have become good friends as they continue to learn from each other and adjust to working together. We go home each evening with a feeling of satisfaction, knowing we've built something that will last far beyond our time. This is what makes a person want to come back the next day.

*“That is the way a great master carpenter feels ... or anyone who creates anything—People want to be appreciated for what they have done.”*

—David Amram



**Rick Kleinow**  
Foreman/Laborer  
Subway  
Hired in 1995



# THERMOGRAPHY

The Thermography Division began in 2011 with a single customer request. NYSEG needed an infrared inspection of electric distribution lines (DLI), and they knew we had two employees on staff with this experience. Planning the most efficient inspection route was a challenge: The circuits are like a spider web of electricity going in every direction. These employees, with suitcases in hand, set out in SUVs to do what we do best—provide quality work, safely and on time, at a fair price.

A second inspection job came from RG&E the following year. Since then, the division has expanded from two to six employees as our reputation has grown. Customers often seek advice and insights from our team, who—like 20-year employee Tim Vanderwerken—have developed close friendships with them over the years.

The first infrared cameras were the size of a shoebox—bulky and heavy, with power cords, batteries, multiple lenses, and all sorts of attachments. Infrared technology has advanced over the years—smaller, lighter, faster, more efficient—and P&CG has invested regularly in state-of-the-art units. But some things haven't changed: With this kind of work, the cameras still operate from inside the vehicle. The windows and sunroofs must be left open all day in all types of weather to ensure quality photos, making it challenging to keep the cameras and laptops dry and dust free.

## Our services

An electric transmission and distribution system is an intricate network of power lines that transports electricity from its source (power plants) to homes and businesses. The **transmission** lines move electricity long distances at high voltage. **Distribution** lines deliver electricity to individual consumers at lower voltage levels through smaller lines, typically using transformers to step down the voltage at substations along the way.

The Thermography Division performs preventive maintenance inspections of approximately 2,000 electric distribution circuits that crisscross New York state—over 11,000 miles long—following the customers' annual inspection protocols to reduce the number of outages caused by hardware failures.

Thermographers also inspect electric transmission circuits, utility poles, substations, wires, ground rods, and stray voltage, and report findings before power outages occur. Here's how they do their work:

- **Visual inspections:** Check for obstructions such as vegetation overgrowth, items affixed to poles by the public, broken or scorched poles, lines with broken ties, damaged crossarms, and more.
- **Infrared camera inspections:** Check for heat on the circuits above the acceptable threshold set by the owner. Heat is the result of electrical resistance in the system.
- **Sound testing:** Use a waffle hammer to determine the condition of wood utility poles.
- **Quality assurance and quality control (QA/QC):** Check pesticide and wood preservative application to utility poles.

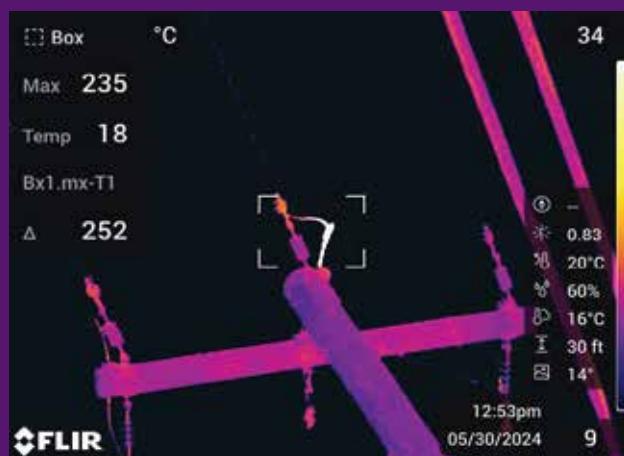
## Conversion

Four hundred degrees Celsius equals 752 degrees Fahrenheit.

## Pictures with heat

Infrared cameras detect infrared energy (heat). By combining thousands of concurrent individual point readings, cameras convert the energy into a visual image. These pictures are from the infrared energy emitted by objects, not visible light as with traditional photography. The cameras can't "see" through objects, including glass, so car windows, electrical panels, and other enclosures must be open.

The heat measurements are displayed in a corresponding color palette, traditionally in Celsius, in degrees above the surrounding temperature. The accuracy of the reading can be affected by environmental conditions like rain, fog, and sunlight, so thermographers acclimate the cameras daily to the weather and humidity to find a baseline.

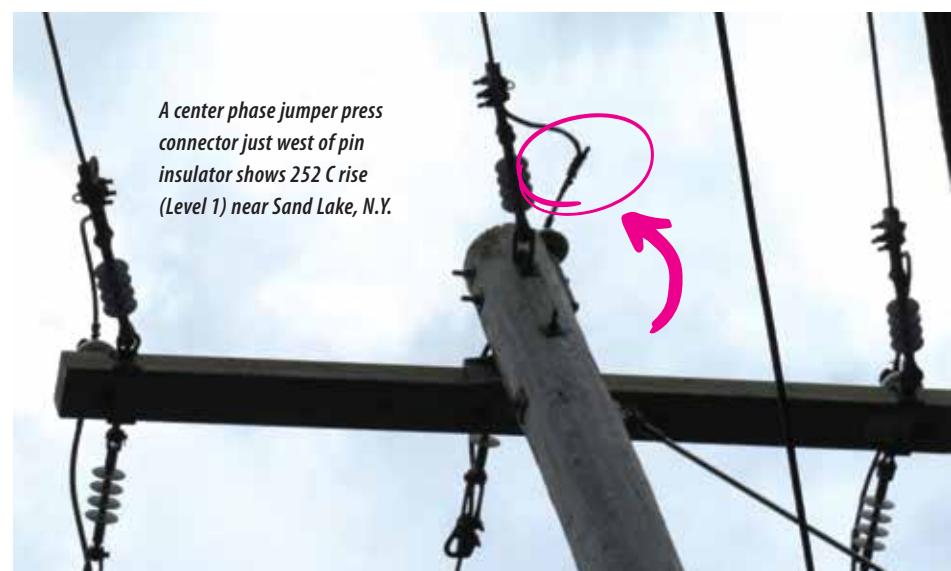


## Inspections

Utility customers provide inspection criteria, circuit maps, and a list of circuits to be inspected. The inspection and reporting criteria used in the beginning, and still in place today, was developed by P&CG employees. They specify which readings need to be reported to the customer immediately (anything with a reading 70 degrees Celsius or greater above the ambient or surrounding temperature) and which can be reported at the end of the week. Tim has recorded temperatures as high as 400 degrees. The cherry-red glow of structures at that temperature can be seen with the naked eye.

Infrared inspections take the thermographers into every customer substation across the state at least once a year. These inspections are crucial to the electric grid; if problems arise inside a substation, there will be bigger problems down the line. After reported issues are repaired, a return to the site verifies the work solved the problem. Tim, Axel Battie, and Jason Wilson enjoy figuring out the cause of the issues they report. They take pride in knowing their work is valuable to end users who count on reliable electricity for every aspect of their lives.

The Thermography team also inspects transmission lines (TLI). These inspections often take them on utility rights-of-way and through the woods, where they have discovered tree stands attached to poles during hunting season—a danger to hunters who are unaware that they need to keep a minimum distance from high voltage. They also check for stray voltage, and sometimes this must be done at night when streetlights are on. Our employees report any anomalies to the customer, who then issues work orders to our Street Lighting Division for repair.





## True grit

Thermography employees live out of suitcases an average of 240 days a year, usually traveling alone. Being away from home and missing important family milestones can be a strain on employees and their families. Although this line of work may not be for everyone, thermographers love to travel.

Traveling in remote areas of the state brings its own unique challenges. Cell, internet, and GPS service can be sparse or nonexistent, hampering communication with the office, managers, customers, and team members. More than once, they have driven off in search of better cell coverage to relay an urgent message. Planning their route and their meals is an important part of the job, too: There may not be any stores, gas stations, or restaurants for miles.

But there are bigger issues to deal with. Confrontations with nearby residents come with the territory. When employees are performing inspections in a utility right-of-way, angry property owners have on occasion appeared with weapons. People sometimes think the cameras are aimed at them, their children, or their homes and property. Suspicious residents have followed and shot video of our thermographers, claiming to have evidence of wrongdoing. Our thermographers use a marked company vehicle, with lights flashing, wear clothing with the company name on it, and try to be as visible as possible. Having the skillset to deescalate a tense situation is a requirement of the job. With a goal of 100 to 150 miles per week, it takes patience, understanding, and precious time to explain multiple times a day what they are doing.

Urban areas present their own problems. Driving slowly along the shoulder, the thermographers need two or three minutes per pole to take photos. Rubbernecking, horn honks, and insults shouted from passing cars are common. Tailgaters pose a special kind of danger, since the drivers behind them can't see the markings and flashing lights on the vehicles.



## A sense of adventure

A TLI project near Addison, N.Y., required the use of a UTV to access poles far from paved roads. Axel and Tim drove deep into the woods, through all sorts of terrain on a very cold, winter day. The vegetation was so thick they had to find an alternate route. Because GPS did not work in this remote area, they ended up 8 miles from the substation where they had parked their vehicle. They had already been outside for six hours, and they were freezing.

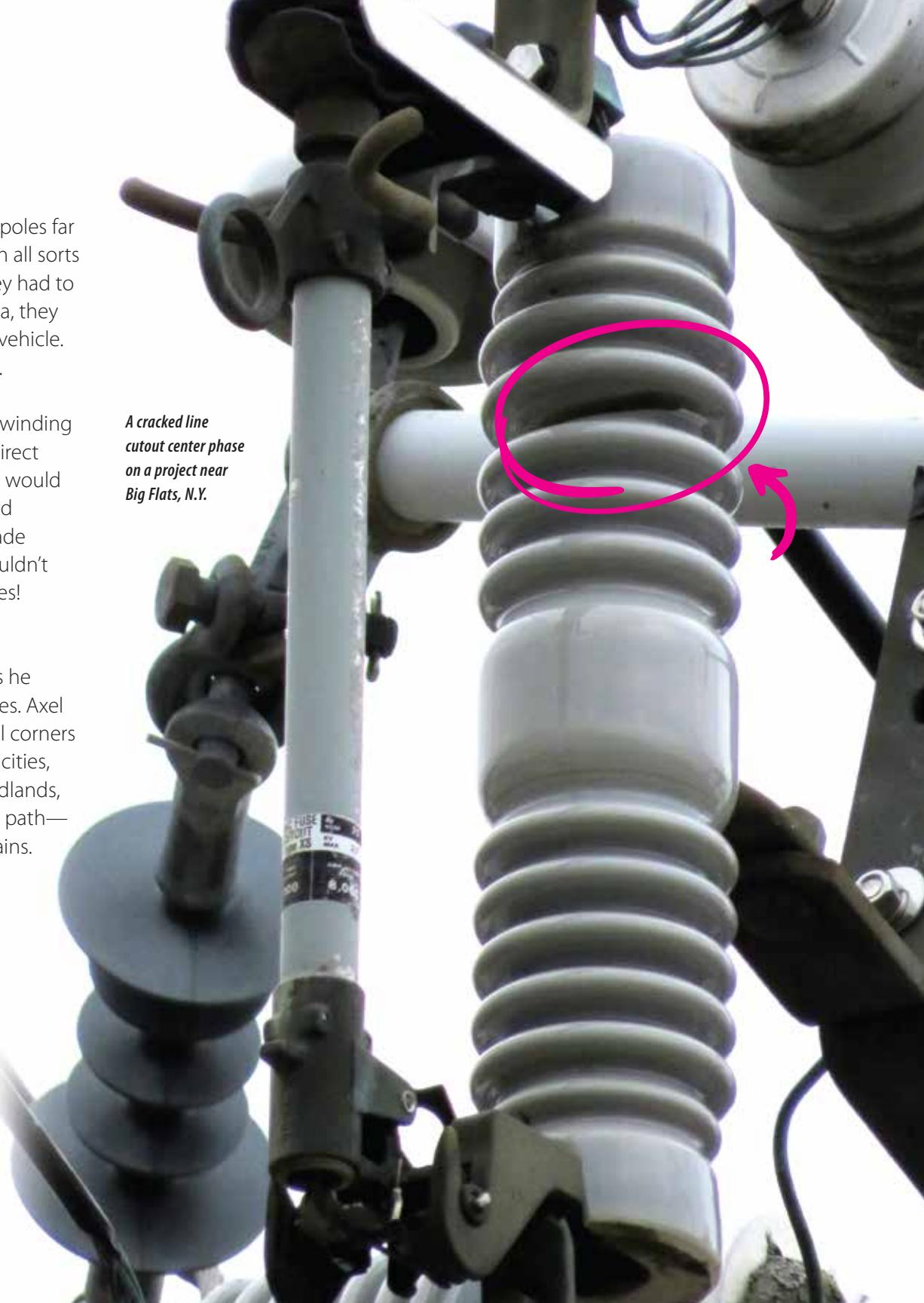
They had two choices: Either travel back through the rough terrain, winding through thick brush and risk getting farther off course, or take the direct route along the side of a state highway in the open where the wind would be brutal. They chose the latter: They strapped on their hard hats and sunglasses and took off along the shoulder of the road. The cold made their eyes water, and the wind blew tears across their faces. They couldn't stop laughing because they both had icicles coming out of their eyes! They were very happy to make it back to the truck to warm up.

Still, the work appeals to anyone with a sense of adventure. Tim says he doesn't know too many people who like their job as much as he does. Axel finds one of the biggest perks of the job is the opportunity to see all corners of the state. He's seen the richest and poorest neighborhoods, dirty cities, quaint country villages, beautiful architecture, and spectacular woodlands, lakes, and wildlife. He's traveled on the highways and off the beaten path—across rivers, through gorges and ravines, and over hills and mountains.

*“I love waking up in the morning, not knowing what's gonna happen, or who I'm going to meet, where I'm gonna wind up.”*

—Jack Dawson, *Titanic*

*A cracked line cutout center phase on a project near Big Flats, N.Y.*





**Jason Buchinger**  
*Executive Vice President*  
**Gas**  
**Hired in 1995**



# SIGNALIZATION

In 2010, a signalization contractor located near the Scottsville campus approached Phil Brooks with a proposition. After a decade in business, it was time for them to close up shop, and their line of work could be an attractive addition to the P&CG service offerings. The company was right across the street, in the building that now houses the gas fabrication shop.

We bought the company's assets in 2011. The purchase was a way not only to pursue growth but to diversify, and it formed the foundation of today's Signalization Division. A few of the contractor's seasoned employees came along, and they provided expertise and quality workmanship as the division gained footing.

The Scottsville office was already at capacity, so the Signalization Division was initially housed in the same office trailer as KBHE. To make the space more comfortable, they repurposed the infamous reptile aquarium to house a more appealing school of goldfish. They gained a crowded office inside the building three years later, before they moved to Maple Street in 2015.

P&CG inherited some loop projects and began to find opportunities with overhead structures, signs, and highway work before moving into dynamic messaging board signs. An early notable project was a two-year endeavor installing ITS (intelligent traffic systems) solar count stations and loops along a long stretch of the New York State Thruway.



*Signalization employees wire a new DOT traffic signal controller to turn on the lights in Watkins Glen, N.Y.*

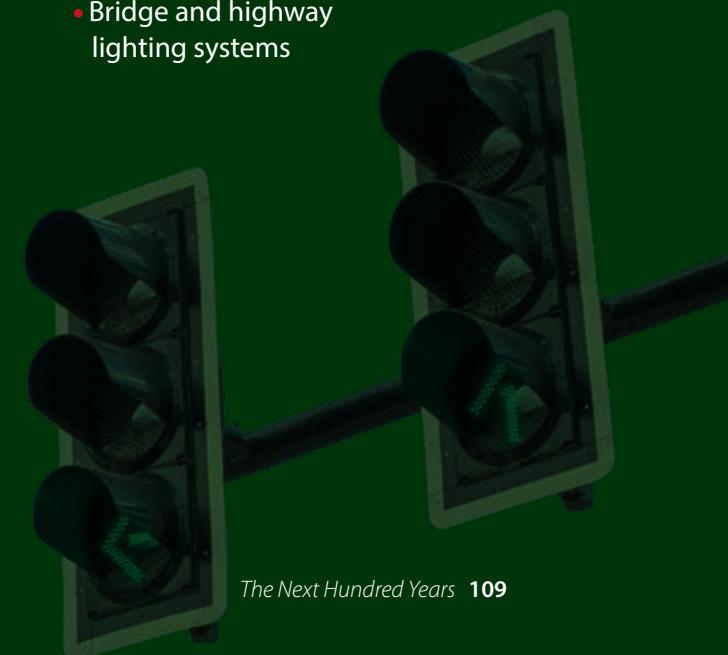
*The foundation for a new traffic signal pole and mast arm is set in Watkins Glen.*



## Our services

The Signalization Division installs and maintains intelligent transportation systems for safe travel, including:

- Variable message signs (VMS)
- Complete traffic signal systems
- Traffic monitoring cameras
- Underground infrastructure
- Bridge and highway lighting systems



## POWER & CONSTRUCTION GROUP, INC.



Thousand Islands, New York  
Bridge Project  
2012

*Thousands Islands Bridge*

### Common term

**Loop upgrades:** Loops are wires buried in asphalt that sense vehicles as they approach an intersection. These send a signal to nearby cabinets to prompt the traffic light to change. These traditional wire loop systems degrade over time from weather-related road expansion and contraction, construction, and the weight of vehicles that pass over them. Communities across the country are upgrading them to more reliable camera systems that detect vehicles and prompt the light to change.

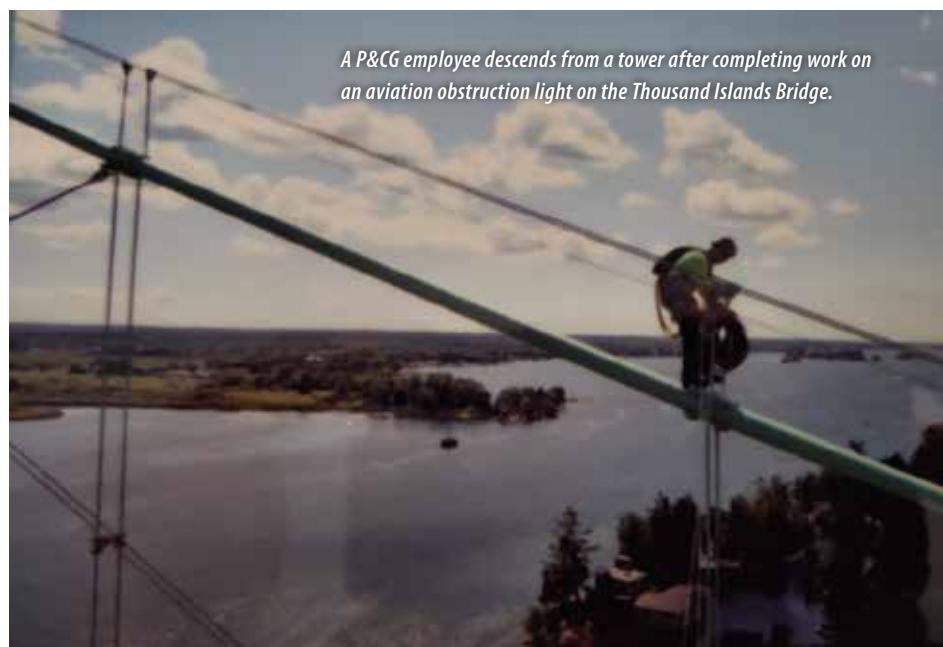
### Making our mark

Bridges are designed to sway, expand, and contract with changing temperatures and traffic to prevent structural fatigue. However, the items attached to bridges are more rigid and are susceptible to wear and tear at a faster rate. This was the reason behind a 2012 project on the iconic Thousand Islands Bridge in Alexandria Bay, N.Y. The Signalization Division replaced all the navigation lighting systems—including wiring, conduit, and panels. This involved climbing the main cables of the suspension bridge and using specialty scaffolding to access all areas. Crew members pulled wire to the top using a custom-built cable pulling system. The bridge's owner designed the project to include redundant systems that become active as the main systems wear out.

As business picked up, we hired Michael Starr in May 2014 as an estimator to keep up with bidding. A few others stepped in to help, including Ethan Schadt, who at the time was a laborer in the Street Lighting Division. Ed Slusar was hired to lead the division in August 2018.

One of Ed's first projects was the Onondaga Creekwalk project in Syracuse, N.Y.—a recreational trail along the creek. We installed over 5 miles of conduit, street light foundations, streetlights, emergency call station communication systems, and Wi-Fi security cameras linked directly to a police station for real-time monitoring. We also upgraded vehicular, pedestrian, and bicycle traffic signals.

*A P&CG employee descends from a tower after completing work on an aviation obstruction light on the Thousand Islands Bridge.*



## Modernizing travel

When three-cord support structures for variable messaging signs, or VMS, were failing over highways around the country in 2019, the Signalization Division was hired to replace them on the New York State Thruway. It was Ethan's first large project. We retrofitted new staircases to allow maintenance workers safe access to overhead signs in four locations in the Buffalo area and replaced seven VMS and structures.

We were busy on the Thruway that year. The state was taking out toll booths in place since the Thruway opened in the 1950s and replacing them with cashless tolling. The Signalization Division installed the underground conduit and wiring for all the new toll equipment from Exit 48 at Batavia to Exit 61 at the Pennsylvania border. We also installed 18 solar-powered VMS and new tandem parking lot security cameras.



*The Signalization Division replaced failing support structures for variable messaging signs on the New York State Thruway in 2019.*



*We put solar-powered VMS on Transit Road in the Buffalo, N.Y., area and 17 other locations.*



*We installed inner duct for fiber optic cable during the Thruway's conversion to cashless tolling.*



The division was involved in technology upgrades aimed at safety during a 2023 project to extend Gary Drive in Brockport, N.Y., to State Route 31 at the Walmart Plaza. Our work entailed replacing and upgrading traffic signals at five intersections—including replacing loop-timed lights with vehicle detection systems. We also installed new mast arms and pedestrian crosswalk signals.

*Senaid Kapic (top bucket) and Terry Showalter (lower bucket) work at the intersection of Route 31 and Sweden Walker Road in Brockport, N.Y.*



LOCAL

## A 1-light town, and proud of it: How Alfred festival is embracing small college town image

*The Alfred Traffic Light Festival will celebrate "being a small town and loving to live here," said Becky Prophet. "There is no one like us in the U.S."*



Neal Simon

Hornell Evening Tribune

Updated May 31, 2024, 11:31 a.m. ET



Leave it to America's "Ultimate College Town" to throw a party for a traffic light.

The Alfred, N.Y. Traffic Light Festival June 8 will celebrate the 50th anniversary of the only traffic control device in the Allegany County village the [Washington Post](#) called the "collegiate college town" in the U.S., thanks to [Alfred University](#) and [Alfred State College](#).

Because it is Alfred, the festival will include both the traditional and the quirky, as befitting something that came into existence in the 1970s.

Marchers and floats will parade down Main Street to the light for a ceremony marking the half-century milestone. The proceedings will feature former Alfred mayors, the chief of police and other dignitaries.

But this is iconic Alfred, so there will be the traffic light chant, friendly games of Twister and Red Light-Green Light, a street dance with a live band, \$10 commemorative T-shirts, and "Traffic Jam," an edible souvenir in two flavors – strawberry and apricot. Pick up a jar of Traffic Jam for \$5. All proceeds from the festival will be turned over to the village for new equipment in the children's park.



*The "collegiate college town in America" - Alfred, N.Y. - will mark the 50th anniversary of its one and only traffic control device with a Traffic Light Festival on June 8. Catch the parade, the anniversary ceremony and a street dance. Madonna Figura Simons*

The party spot will be "under the lights" at Main and Pine streets. Installed on June 4, 1974, the light occupies the intersection where Alfred's three communities come together.

## Celebrating unity

In 2023, the Signalization Division joined TCCI on its Pine Street Bridge replacement project in Alfred, N.Y. The division upgraded signal lights down the street, at the intersection where Alfred University, Alfred State College, and the village meet. The division replaced lights suspended on cables with mast arm-supported signals.

We were also asked to create a traffic signal trophy for the colleges' competing football teams. The light at this intersection has come to symbolize village-college unity, and, to celebrate, Alfred holds a quirky festival to mark the anniversary of the light's installation in 1974.

Our plan is to keep growing and gaining expertise as travel technology advances. In small towns and along interstates, we'll always be looking for the next innovation to improve safe travel for the public, whether by car, bicycle, or foot.



*The Carpentry Division created this trophy.*

“ Nothing worthwhile comes easily. Work, continuous work and hard work, is the only way to accomplish results that last. ”

– Hamilton Holt, American author

*Hornell Evening Tribune, May 31, 2024*

### In Memoriam

A pillar of our company and our industry, Kevin Schrier passed away on September 18, 2025. He joined P&CG in 1994. He spent his first three years doing whatever it took to keep money coming in the company's door—whether that meant spending the winter away from home building a recycling plant in Virginia Beach, performing long tower corridor inspections on foot, or tackling small hydrant replacement projects at home. Kevin didn't just do the work—He owned it. He was there in the trenches, solving problems before they became problems.

He believed deeply in the people he worked beside, once saying that he was most proud of "the quality of the work and the gentlemen who worked with me." He was one of the first employees in the Gas Division, and it wasn't long before he was running jobs. He has been a driving force behind nearly every major gas project P&CG has taken on since, setting a standard of excellence for others to follow.

More than three decades of service. Countless projects. Generations of workers trained under his watch. Kevin's legacy can't be measured in years or miles of pipe—but in the respect of everyone who had the privilege to work with him. Kevin helped define our culture, and he will be deeply missed.

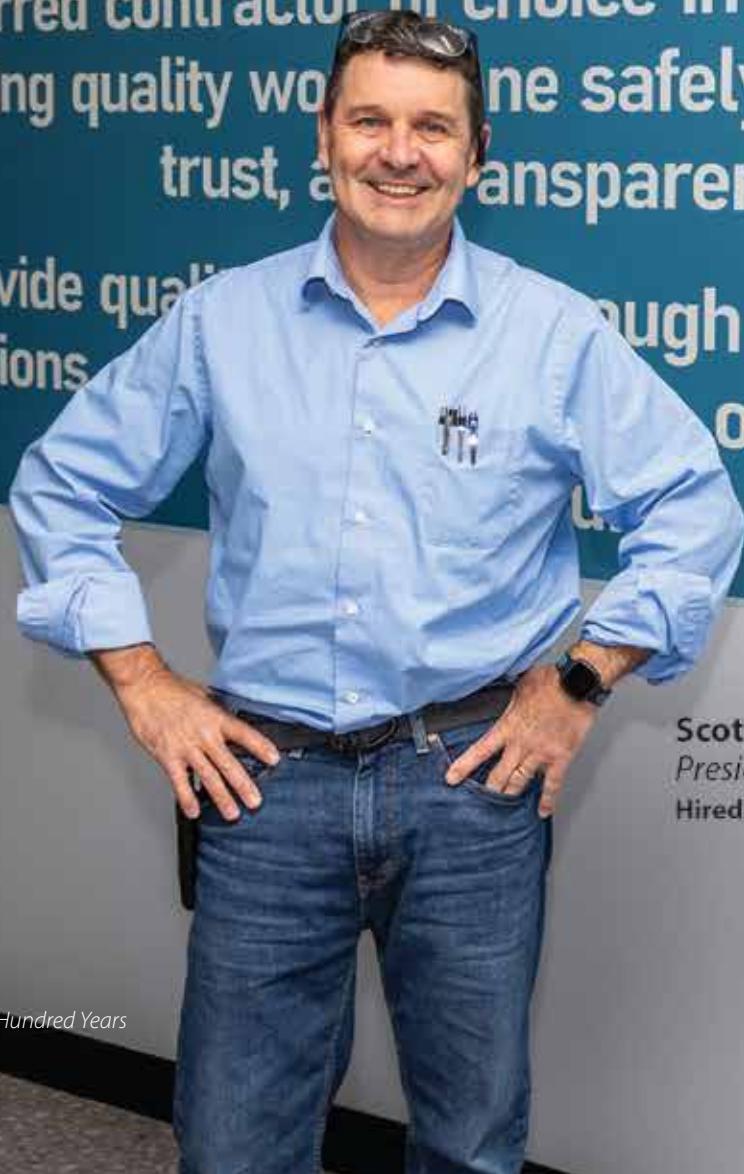
**Kevin Schrier**  
*Superintendent*  
**Gas**  
**Hired in 1994**

**20+YEAR  
CLUB**



Power & Construction Group, Inc. strives  
to be the preferred contractor of choice in the construction industry  
continually providing quality work done safely in an environment of integrity,  
trust, and transparency.

We aim to provide quality work that exceeds expectations, through our valued employees to  
drive the company's growth and sustainability.



Scott Ingalls  
President  
Hired in 1992



# TTCI



Bill Piliero had been working for a 100-year-old company as a bridge engineer for eight years when the owners announced they were discontinuing bridge work by year's end. The announcement brought many of his tight-knit team to tears. Bill cared deeply about all of them and wanted to keep working together. If he could find a way to make it happen, he asked them, would they be willing to stick together and go as a group to a new company?

They all said yes.

## Opportunity knocks

After introductions by a mutual friend, Bill proposed the idea to Scott Ingalls. The shareholders of P&CG recognized the group's many years of collective experience and the potential of a solid revenue-generating line of work. With a \$100 million revenue goal already set in the strategic business plan, they agreed to hire the entire team and form a bridge and heavy highway construction subsidiary. Twin Tier Constructors, Inc. (TTCI) was incorporated on March 19, 2018. The work centers on the Southern Tier of New York and the Northern Tier of Pennsylvania.

## Building the foundation

With the help of Livingston Associates, Inc. staff, TTCI got off the ground with a startup loan, equipment, employees, and applications for approval to bid work in both states. By the end of the year, construction of a building to house the office and shop had begun in Canisteo, N.Y. Bill and Project Manager Joe Stewart recall bidding on projects in a makeshift work area during construction, dodging drywallers. Just six years later, office space is reaching maximum capacity; fortunately, there is plenty of room on the property for future expansion.

*Bill's mother, Jan, keeps the TTCI office clean and organized. She often leaves notes for the office staff to let them know where supplies have been relocated and to ask for help with tasks she is unable to complete. Jan also offers advice on how the company should be run.*



## Our services

TTCI specializes in heavy highway construction and bridge and culvert projects in New York and Pennsylvania.

## By the numbers

By the end of 2024, TTCI had completed:

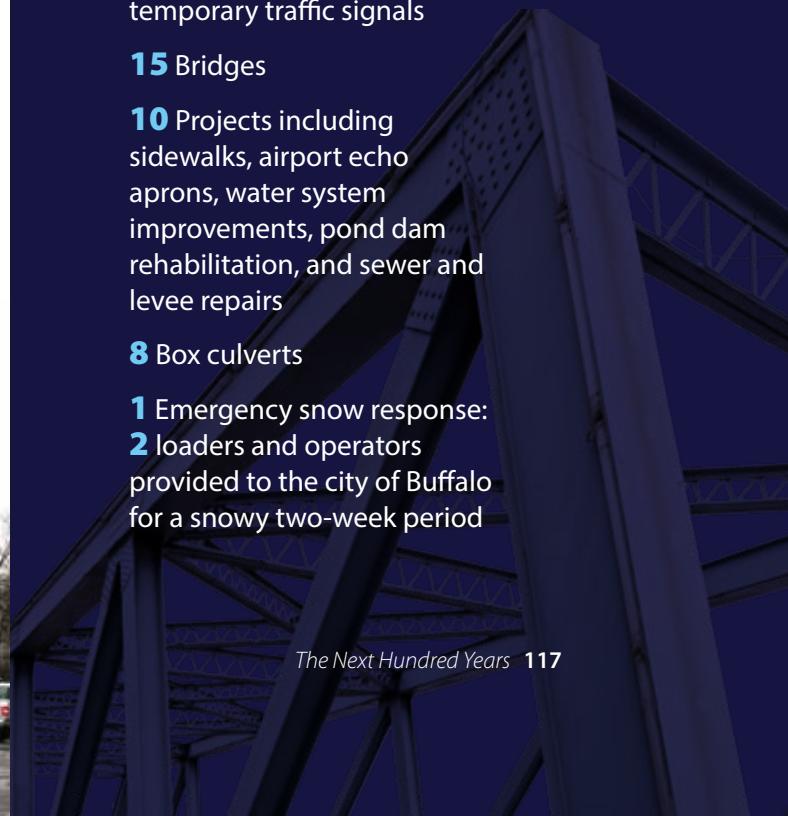
**19** Collaborative projects with P&CG divisions, such as concrete barriers and footings, gas line stabilization, sidewalk and street restoration, and temporary traffic signals

**15** Bridges

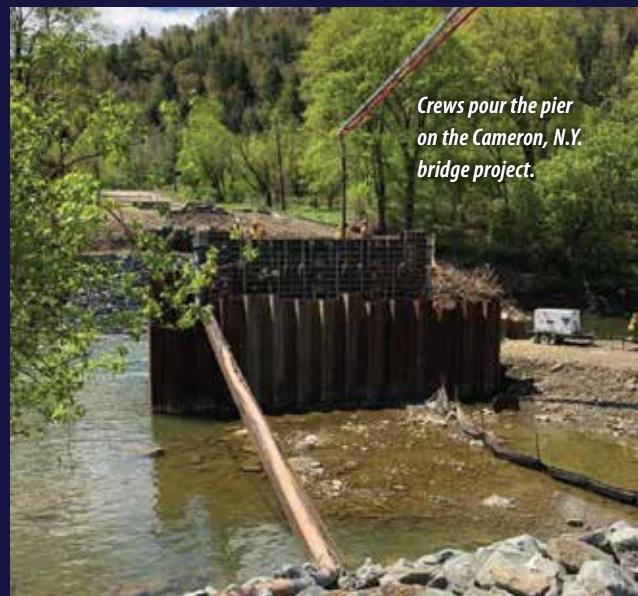
**10** Projects including sidewalks, airport echo aprons, water system improvements, pond dam rehabilitation, and sewer and levee repairs

**8** Box culverts

**1** Emergency snow response: **2** loaders and operators provided to the city of Buffalo for a snowy two-week period



TTCI's first project was the County Road 22 Bridge in Cameron, N.Y., and work began in February 2019. The project completely replaced a two-span, 220-foot bridge that had a 20-foot pier. Most of the division worked on the job. The project was so successful, the crew used some of the proceeds to build a small pavilion on the project site, and donated it to Steuben County.



*Crews pour the pier on the Cameron, N.Y. bridge project.*



*The completed Cameron bridge project*

*The Cameron Pavilion donation plaque reads:*

*County Route 22 over Canisteo River Bridge*

*Replacement Project 2019*

*Owner: Steuben County DPW*

*Contractor: Twin Tier Constructors, Inc.*

*River Access Courtesy of TTCI.*





*Greenwood bridge washout*



*Greenwood bridge after repair*



*The completed Greenwood bridge project*

## Midproject washout

The Route 248 Bennetts Creek bridge and culvert replacement project in Greenwood, N.Y., was underway when the Southern Tier experienced severe flooding on August 18, 2021. Local farmers said the flood, caused by Tropical Storm Fred, was worse than the historic flood of 1972. Concerned about the bridge under construction, Bill left home that night to check on it. Deep water was running across the road, making it impossible to reach the bridge to inspect it. The floodwater was becoming increasingly dangerous by the minute. Returning home was no longer an option, so Bill took an old side road, slipping and sliding along the way, to the top of Bush Hill Road where his rustic cabin sits on higher ground.

Cell service in the area is spotty, so Bill climbed up to the loft, the only place to get a signal. When he opened his phone, he found a text from the head of the Department of Transportation notifying him that the bridge had washed out, and he was counting on Bill to use his engineering expertise to get the bridge open to traffic. Bill waited out the storm in the loft until 2 a.m., busily arranging for materials and workers to respond to the emergency as soon as it was safe to begin repairs. By 1 p.m. the next day, traffic was again flowing over the bridge.

**USA – State of Emergency After Flash Floods in Steuben County, New York**

21 AUGUST 2021 BY RICHARD DAVIS IN NEW YORK, USA

Dozens of people were rescued or evacuated after heavy rain brought by the remnants of Tropical Storm Fred triggered severe flash flooding in parts of [New York State](#). Flooding was also reported in parts of [Massachusetts](#), where 2 people were rescued.

A car was swept away by floods in Newton MA. Newton MA Fire Dept said the vehicle was empty and no injuries were reported.

Flooding damaged an estimated 120 homes in Steuben County where stretches of road were destroyed or covered in debris. Governor Andrew M. Cuomo declared a state of emergency for Steuben County on 18 August.

Affected areas include the towns of West Union, Woodhull, Troupsburg, Tuscarora, Greenwood, Canisteo, Homerville, Jasper, and Addison, where 8 people were rescued from flooded homes. Shelters were set up in Corning and Canisteo to house evacuees.

In a statement, Governor Cuomo said, "We're declaring a state of emergency in Steuben County as State agencies and all available resources remain on the ground responding to the remnants of Tropical Storm Fred, and we continue to assist local partners helping communities recover in affected areas."

## Continued growth

TTCI's largest project to date, at over \$8.5 million, was on routes NY 36 and NY 248 in Canisteo, N.Y. The pedestrian-safety project replaced and added 4 miles of sidewalk and upgraded utilities throughout downtown. We added flashing crosswalk beacons, traffic turning lanes, new streetlights, park upgrades such as electrical outlets and new picnic tables, and other enhancements. Twenty-six employees and a dozen subcontractors helped to complete the project. The work started in March 2022 and ended in September 2023. TTCI's reputation for quality workmanship has fueled growth to the point where TTCI runs four large and three or four small projects at a time. As the division continues to grow and pursue lofty revenue goals, the leaders are mindful of the importance of maintaining the family atmosphere that has defined it from the start. There is very little turnover, as TTCI is known to be a great place to work—so much so that recruiting occurs by word of mouth, with people walking into the office all the time looking for a job.



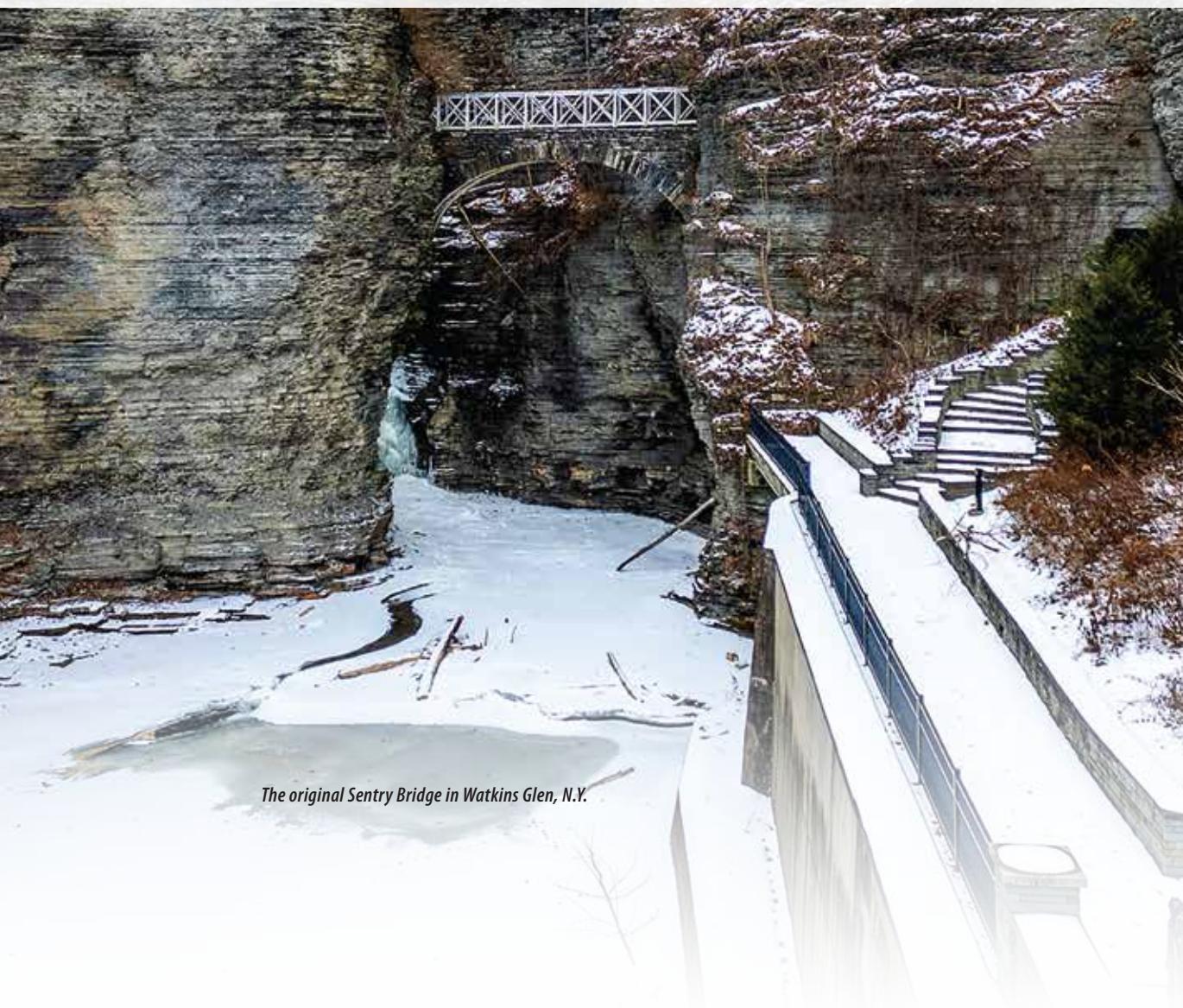
*The completed pedestrian sidewalk on Main Street in Canisteo, N.Y.*



*A stray cat hitches a ride with Phil "Fuzzy" Falzarano, one of the first TTCI employees, as he operates a crawler crane on the Allegany County Belfast project. Phil is an animal lover and often feeds dogs that he meets on jobsites. The Civil Division's Kyle Lee adopted this cat and named him Fuzzy.*



In late 2024, TTCI was awarded a project with the New York State Office of Parks, Recreation and Historic Preservation to replace the Sentry Bridge in Watkins Glen State Park. The \$6.8 million project will replace this iconic footbridge. Millions of visitors have walked across the rock-faced concrete arch span since it was built in 1908, and its condition shows the effects of time and weather. TTCI will build the new 46-foot stainless steel bridge with a half arch off-site and lift it into place, securing it into the stronger rock of the gorge's north wall.

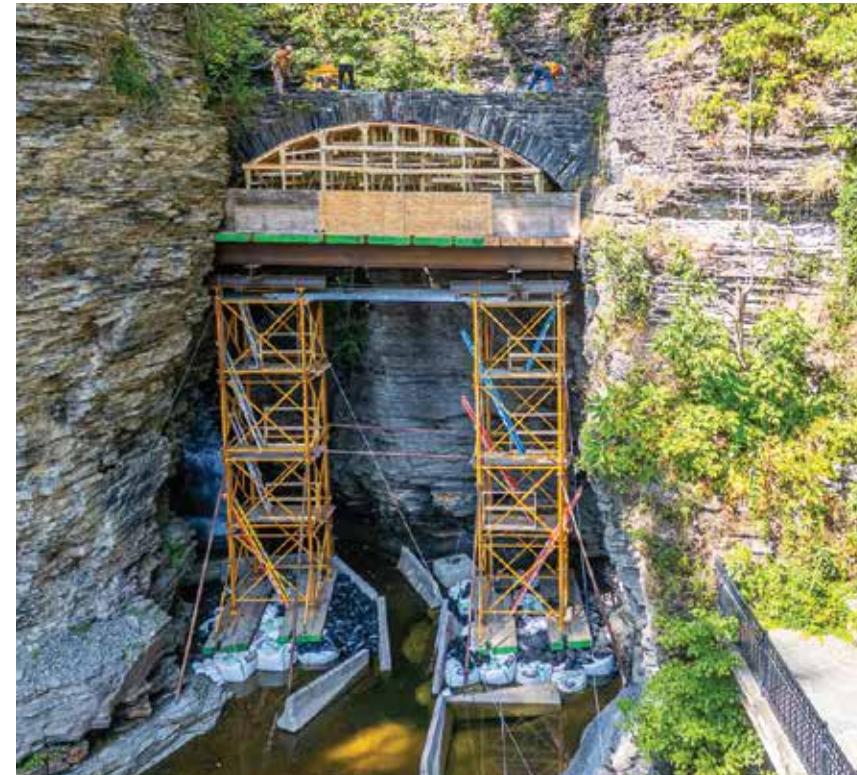


*The original Sentry Bridge in Watkins Glen, N.Y.*



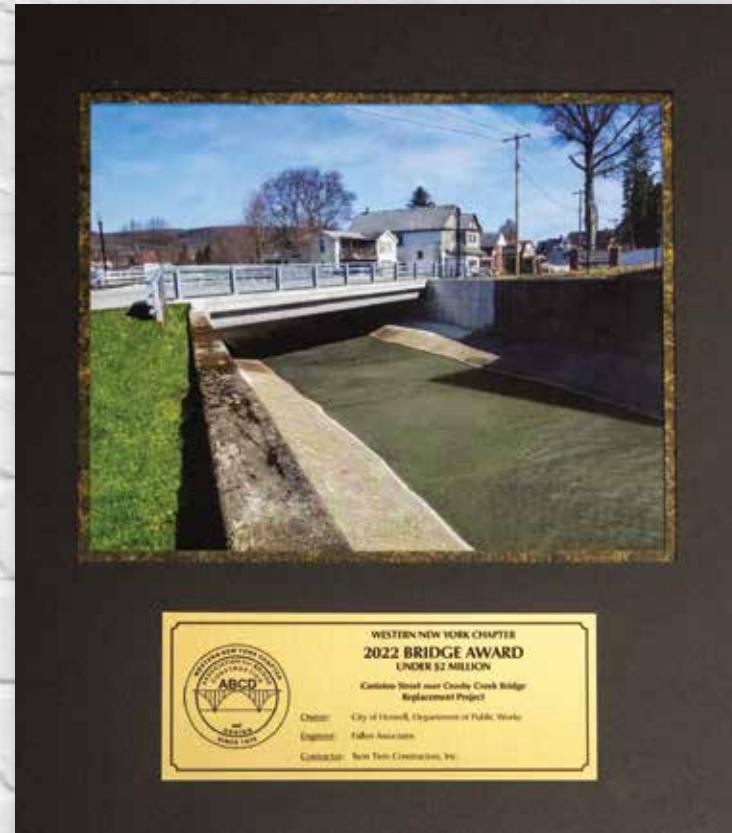
*A temporary bridge was installed in 2022 to allow access to the gorge while the permanent bridge is constructed.*

*Shoring towers and cribbing support the concrete structure during demolition.*





*TCI received the 2022 Bridge Award Honorable Mention from ABCD for the County Road 20 bridge replacement in Cuba, N.Y.*



*TCI received the 2022 Bridge Award from ABCD for the Canisteo Street over Crosby Creek bridge replacement in Hornell, N.Y.*



*TCI received the 2020 Bridge Award Honorable Mention from ABCD for work on the Canisteo River bridge replacement in Cameron, N.Y.*

“  
Let's build bridges,  
not walls.  
— Martin Luther King Jr.

”



# HYDRO EXCAVATION & HEAVY HAUL

The Hydro Excavation & Heavy Haul Division carries out a critical role in the company. Heavy Haul is the arms and legs of P&CG, providing the trucks, equipment, and operator know-how that quite literally keep us and our customers moving. And as it embraces advanced technology that sets us apart from the competition, Hydro Excavation is finding an avenue into new opportunities for P&CG to expand.

## HEAVY HAUL

During the busy construction season, P&CG used to hire lots of trucks to move our construction equipment and large jobsite materials. We were at the mercy of the hauler's dispatcher, and our project schedules often slid because we couldn't get our equipment to the site when we needed it. Supporting our own business was a big demand, but we knew the task wasn't large enough to keep a fleet of trucks busy full-time year-round.

In 1994, we tested the waters when we purchased a 10-year-old Mack R60 tractor that had seen better days. Self-hauling was inefficient—We had drivers either standing around waiting for orders to make deliveries or being sent to work on jobsites because no deliveries were needed. We also had crew members on jobsites standing around waiting for equipment.

The solution came to us in the form of a niche we suspected we could fill. We reached out to the local heavy equipment dealers that were already supporting our construction divisions with sales and rentals. We worked to strengthen our relationship with them and offered our heavy haul services. By supporting others, there would be enough work to keep our trucks and drivers busy when they weren't needed for P&CG projects. Little did we know how big this business would become.

### Our services

The Heavy Haul team provides specialized hauling of oversize loads, including equipment and construction materials that require lowboy, flatbed, or Landoll services.

The Hydro Excavation team provides excavation services using high-pressure water for projects in the utility industry.





## 10-4

Communication between the drivers and dispatchers in the early years was done via CB radio, which sent signals from a radio tower in Bristol, N.Y. All company vehicles had radios installed. Employees were given a call sign or were referred to by their truck number, and the dispatcher's call sign was "Base." Everyone in the company was connected to home base and could easily communicate their needs in those days before cell phones were popular. Upper management had radios in their offices, and they kept abreast of all the field activity by listening to the everyday dialogue. The FCC also had the ability to monitor conversations, and many times employees were reminded to refrain from using profanity across the airwaves—which was sometimes challenging in the construction environment.

We bought a few more used Macks and a couple of lowboy trailers and devised a plan to turn this into full-time work. In 2007, former Livingston Associates employee Jeramie "JR" Reifenstein became the first dispatcher, working in tandem with the P&CG asset manager. We made equipment moves not only for our construction operations, but also for emergency projects for the utility companies. This kept our own projects on schedule and freed us to respond to emergencies. JR worked 55 to 60 hours a week to keep operations afloat and growing.

We added stake bodies, dump trucks, tag trailers, and pickups to service every logistical need. We still haul smaller items this way—such as plate tampers, walk-behind saws, compressors, concrete forms, trench shoring, lumber, pipe, and road plates. We never said no. Each time the phone rang, we were determined to take care of the customer, figure out how to accomplish what they were asking for, and build a cooperative relationship. To this day, if the customer needs it delivered, they can count on us to get it there. Some of our small delivery customers are ADMAR Construction Equipment & Supplies, United Rentals, and Anderson Equipment.

## Emergencies

When it comes to emergency storm response, Heavy Haul shines. Licensed to drive tankers, drivers Bobby Strassner, Paul Conner, and Michael Pragle perform large-scale refueling operations using LA trucks. They fuel up at the customer's terminal before heading into the heart of the disaster area to refuel the customer's bucket trucks, pickups, and heavy equipment. This keeps restoration workers on the front lines instead of in gas station lines, greatly shortening power outages for the community.



*Livingston Associates' tanker trucks in the Scottsville yard await the next storm-related power outage.*



*A John Deere 844K front end loader is ready to be delivered to the customer's jobsite.*

During Hurricane Sandy in 2012, our drivers provided critical refueling operations in New York City. Bobby and others were lodged in hotels as close as possible to the work—in Brewster, Newburgh, Monticello, and Liberty, N.Y.—still a two-hour drive from the heart of the action. Working 16-hour days for nearly two weeks straight, the team used our lowboys to move equipment and LA's tanker trucks to refuel the restoration workers' trucks and equipment. Since there was no time for meal breaks, the customer arranged fast-food deliveries, but being mobile meant that if you were in the wrong place at the wrong time, you missed a meal.

While the restoration work was meaningful and we were glad to do our part, it disrupted daily operations on the home front. Our key people were missing. Still, we didn't stop serving our customers, and normal business marched on. It's a privilege to be able to travel anywhere, and to respond within hours of a call, to support crews who restore power to their communities.



*An Astec GT165 topsoil screener*



*A John Deere 950 Dozer with root rake*

# HEAVY HAUL DIVISION



## Branding

In 2018, LA employee Sean McMenemy was hired to dispatch the Heavy Haul trucks owned by P&CG and other clients. He works with P&CG's Hydro Excavation and Heavy Haul Division Manager Randy FitzSimmons to ensure the company's daily needs are met.

Soon after he was hired, Sean noticed that heavy haul work—vital to P&CG and all of LA's other clients' operations—was more of a behind-the-scenes operation than a marketed business unit that could expand the company's reach. He began a branding campaign to raise awareness of the division's critical role. He and his drivers designed a logo and had T-shirts, hats, business cards, and marketing materials printed, and began distributing them in 2020.

Sean comes from the small town of Caledonia, N.Y., and he likes our hometown, family atmosphere. He believes he's found a home supporting P&CG for many years to come.

Heavy Haul's external customers include major retailers such as Five Star Equipment, Monroe Tractor, Progressive Design, and utility companies that hire us to relocate their vehicles and equipment to facilities across the Northeast. Semi-retired driver Michael Pragle takes the lead on these moves. When vehicles must be trailered, Heavy Haul drivers Michael Cauwels, Bobby Strassner, Walt Graves, and Zach Green deliver them on a lowboy. We also support forestry, other construction and excavation companies, and alternative energy projects such as solar farm and windmill construction. The Heavy Haul Division sometimes supplies drivers for the Logistics Division when its workload is heavy or when special coil endorsements are needed to transport specialty construction materials.

Providing what a customer needs in such a wide variety of industries requires drivers who frankly can tackle anything. Our drivers have a combination of skills that are quite difficult to find in the job market. In addition to a commercial driver's license (CDL), they have additional endorsements to deliver nonstandard loads, such as coils of metal and conduit or hazardous materials. They climb behind the wheel daily to haul oversize loads up to 12 feet wide and 117,000 pounds, and Sean obtains special permits for larger loads. Special hauls sometimes require a pilot car, a pole car, and a route survey. Our drivers also know how to operate every kind of heavy equipment they deliver so they can get it on and off their trailers and safely secure their cargo.



*A load of swamp mats heads to a Gas Division creek-crossing project in Marilla, N.Y.*

Quick thinking and adept driving in all environments are a must. Whether they are in one-way city or bumper-to-bumper interstate traffic, along narrow dirt paths that lead to remote Gas Division projects, on the side of steep hills, or in the Pennsylvania mountains, they deliver their loads in all types of weather. When they reach their destination, our drivers represent the company they're delivering for, whether P&CG or a customer, and communicate at the highest level of professionalism.

Having our own Heavy Haul fleet at our fingertips for P&CG projects was the original goal that sparked the purchase of our first Mack truck. The ripple effect of this decision has been impressive. Supporting our own projects by delivering heavy equipment, pipe, conduit, swamp mats, road plates, and other large construction materials on our own schedule has brought success and increased efficiency to the entire organization.

Today's fleet consists of three tractor-lowboy trailer combinations and a tractor/Landoll trailer.



*A Valmet 415FX feller buncher awaits pickup or delivery to one of our forestry customers.*



*Our new trucks stand ready to make our own work easier—as well as that of our customers.*

## HYDRO EXCAVATION

Randy FitzSimmons, Pete Wierzba, and Livingston Associates Fleet Director Jeff Holley work together to ensure P&CG's fleet is modern, efficient, and cost effective, and that our employees have the right tools for the job. As demand grew for our outsourced vacuum excavator service, they started looking for efficiencies in this area. Randy, Jeff, and a few employees who manage underground work attended a utility expo event in Louisville, KY, in 2023, where they considered some 20 truck models, met with sales reps, and sought input from the true experts—our laborers who work in the trenches. They presented their findings to the strategic business planning's growth group in early 2024.

The group understood how this would be a logical progression. It had a lot going for it: Hydro excavation is a less invasive, less labor-intensive method to expose utilities than hand digging. It carries a lower risk of employee injuries and property damage claims. Fewer labor hours could mean higher profit and the ability to take on more work. Restoration would become minimal. We also could better control our project schedules, as we would no longer be at the mercy of someone else's calendar—all of which would appeal to our customers.

### What is hydro excavation?

With roots in 19th-century mining operations in dry, hard California soil, this nondestructive excavation method uses a powerful blast of water to dig holes in the ground. The truck operator cuts a hole using a high-pressure water lance, while vacuuming the excavated slurry and debris into the tank. The operator continues spraying until obstacles (such as utilities and foundations) are fully exposed. In winter construction, heated water can thaw frozen soil, making quick work of an otherwise back-breaking effort. When the excavated material is hauled to a dump site for disposal, the tank tips to release the load, and an internal plunger pushes the material out the back. After a quick rinse, the truck is ready for the next project.





*Jose Torres hydro excavates light pole bases on the Street Lighting Division's project on Vintage Lane in Greece in 2025.*



*A closeup of the excavation in progress*

The company's leaders gave the nod, and Randy was tapped to manage this new division in September 2024. A 16-year employee, Randy is well suited to lead this endeavor. His other duties include redeploying company assets among divisions to ensure resources are available to keep project schedules on track and customers happy—often with little to no advance notice. He also pulls together companywide storm responses, and, although it feels helter-skelter in the moment and his office neighbors may be exposed to colorful expletives during the thick of the chaos, he finds it rewarding to reflect upon the success over a glass of bourbon once the dust settles. Randy enjoys seeing the intricate pieces fall together and strives to grow the reputation of the company. He finds satisfaction in arming employees with the tools they need to succeed.

A sense of humor helps Randy balance the stress. An avid Cleveland Guardians fan, he has a friendly rivalry with Yankees fan Bernie Morse. After a Guardians win, Randy relishes Bernie's "walk of shame" down the hall to pay his 25-cent bet. Bernie's quarters are conspicuously taped to Randy's office door for passersby to see.

The division's first order of business, however, was a serious one: to purchase a vac truck—a significant financial investment. We settled on the model that would best serve us, a 2025 Super Products Mud Dog, and sent it with a Kenworth chassis for assembly in Wisconsin. We found a skilled driver in six-year KBHE veteran Eric Nagel, who was eager to join

us. The truck's maiden voyage was to support a street lighting project on Dewey Avenue in Rochester on October 15, 2024. The Brighton arc lighting project also benefited from its use.

This truck quickly proved its value to all our underground divisions. There are very few days when the truck is not booked, often weeks in advance. A shared calendar enables better collaboration among the managers, who work together to juggle priorities that benefit the entire company.

With demand so high, we ordered a second Mud Dog with a Peterbilt chassis and hired Jose Torres, an experienced driver who came highly recommended by employees in our western market. P&CG has a steady book of work for this truck in Buffalo and Western New York, and we expect that will grow as more of our construction customers embrace hydro excavation. We provide this as a stand-alone service as well, to customers including National Fuel Gas, RG&E, Cold Spring Construction, and C.P. Ward.

Folded into the division is a two-man team with a unique task: to deliver and replace nitrogen tanks used in RG&E substations. Paul Conner drives a specialty box van, and Tim Ward, who follows in a pickup with a bed-mounted fuel tank, assists Paul with loading and unloading the bottles. The two also stop at many P&CG jobsites along their travels to refuel our heavy equipment—keeping the machinery in operation and on the project site throughout the workday.

## Community outreach

Our Heavy Haul drivers were excited to put their tractors on display at a "Back the Blue" rally aimed at showing support for law enforcement in August 2020, during a period of widespread unrest after negative press about local police. They washed and waxed their trucks, shined the tires, and adorned them in patriotic colors and American flags before showing them off at the rally at Stokoe Farms in Scottsville, N.Y.

In 2023, Bobby Strassner was sent to Alfred State College of Technology's Wellsville, N.Y., location to move a forklift for Monroe Tractor. A student who was learning to operate a skid steer ran into the side of our truck while loading the forklift, causing minor damage. Campus police were called to file a report. The student's instructor inquired about reimbursement for damages. Scott Ingalls understood that this campus is a valuable resource to P&CG, providing much-needed technical skills training for potential future employees. He recognized he had an opportunity to lessen the blow for the future operator, and he refused repayment.

In a heartfelt letter of apology, the relieved student expressed his appreciation for Scott's generosity, and vowed to never make the same mistake. He also praised Bobby for remaining professional and treating him with respect. Scott replied to the letter with words of encouragement. Perhaps this student will one day join the ranks of P&CG!

P&CG is involved in workforce outreach in many communities. In May 2025, we invited a group of students from Dansville High School to check out our new corporate headquarters and see some of our heavy equipment. Our goal is to provide exposure to area students to show them there are many rewarding and well-paying jobs in the construction industry.



**Power & Construction Group, Inc.**  
PO Box 30  
96 West River Rd.  
Scottsville, New York 14546  
Phone (585)889-8500 Fax (585)889-1219

March 3, 2023

[REDACTED]  
c/o Alfred State College  
School of Applied Technology  
2530 River Road  
Wellsville, NY 14895

Dear David:

Thank you for your note of March 2 in which you acknowledge your mistake and accept responsibility for it. The learning process will always include mistakes, but for that learning process to be effective, the mistakes must be internalized. Your letter suggests that you understand that principle, which makes you a strong candidate for success in the future.

Let's keep in touch.

Very truly yours,

Scott R. Ingalls  
President

*Scott Ingalls encouraged an Alfred State student who wrote to apologize for damage to one of our trucks.*

*“Success is not delivering a feature; it is learning how to solve the customer’s problem.”*

– Eric Reis





# OUR PARTNERS IN SUCCESS

Our business and community partnerships are absolutely essential to our success. These partners helped us through the hard times—Some of those days were so lean we couldn't afford to fuel up our trucks—by offering fair credit terms and extending grace periods. This made it possible to keep operations afloat while we worked to gain solid footing. In the good times, we leverage our relationships in a way that strengthens all parties, while allowing us to focus on delivering quality work, done safely and on time, at a fair price.

Each partner brings unique skills and knowledge to the table. Whether it's legal advice, procurement of modern equipment, or subcontracted specialty work, we know we can rely on them to complement our capabilities and provide reinforcement in areas where we're less strong. The foundation of our alliances is one of trust and mutual benefit.

So many individuals and organizations have helped us along our journey, and we are grateful to every one of them. We would need a hundred more pages to acknowledge them all. And so, with a bow and a thanks to all of our supporters, here the ownership group showcases some of our strongest business partners. Many thanks for your expertise, guidance, and friendship over the years.

*“Partnership is not a legal contract between two equal individuals. It's an emotional alliance between two people who are committed to each other's success.”*

– Warren Buffett



Since its founding in 1995, Livingston Associates has focused mainly on supporting P&CG. The staff at LA has guided us through multiple growth and change initiatives. They work behind the scenes to provide back-office support that frees us to focus on what we do best. These services include accounting, payroll, fleet service support, DOT compliance, human resources, legal, contract and insurance administration, shipping and receiving, IT support, reception, and others. LA also owns and maintains much of the property and buildings that P&CG uses.

While all of the LA staff members bring value to our organization, the few mentioned on these pages are such significant contributors to our success that we forget they aren't on our payroll. They are like family.

### Accounting

Chief Financial Officer **Bernie Morse** was hired in 2006, when P&CG was starting to recover from years of financial difficulties. One of the accounting challenges for an entity as complex as P&CG is to properly structure each division's revenue stream and to capture indirect costs to know for certain where we are making money and where we aren't. Armed with this information, executives can make better decisions about where to invest for future growth, what lines of business to protect, and when to change course. Retiree Ron Lathan recalls that when LA hired Bernie, the change in P&CG's accounting practices reverberated through the company: Suddenly, there was a logical order to the books, money was spent intelligently, and the company was steered into more profitable ventures.

Bernie assembled an entirely new accounting staff, to P&CG's great benefit. This hardworking department of around 16 functions as a well-oiled machine that crunches our numbers, pays our bills, and submits our invoicing promptly and accurately.

### Services

Livingston Associates provides business solutions that help its partners achieve goals, improve profitability, save time and energy, and increase bandwidth.





When **Josh Frizzell** joined LA as CFO in 2020 shortly before Bernie's retirement, he knew what he was getting into. He came from The Bonadio Group, where, as a manager in the commercial audit department, he had worked closely with P&CG for eight years examining our financial statements, verifying compliance, reviewing internal controls, and identifying fraud risks. Josh enjoys the daily challenges of working for such a diverse organization and says he wouldn't have it any other way. Since Bernie's retirement, Josh has been instrumental in the company's strategic business plan, long-term objectives, and financial transparency. He looks for opportunities to boost profitable revenue streams, cash management, equipment efficiency, and significant savings in the corporate insurance program.

Bernie's dedication continues in his retirement. He remains involved to support accounting functions, attend annual board meetings, and offer perspectives gained over many years with the company.

## Payroll

**Doris Alessandra** processed P&CG's company's payroll from the very beginning. While she was known for her abrasive personality, she was 100 percent committed to her job. Even through health issues, she got the job done with precision—an often thankless achievement. When Doris heard that a P&CG employee had an IRS problem that even his attorney couldn't solve, she asked him to bring her all his paperwork. Like many of his co-workers, he was afraid of Doris, but he didn't know where else to turn for help. She spent two weeks on her own time working through the issue, then called him to say, "You're all done with the IRS." in her unmistakable gravelly voice. She was something!

Although Doris spoke in a vernacular that could make any construction worker blush, she had a heart of gold. She was instrumental in connecting our company with the community. She organized our participation in the annual Focus on the Children campaign—a holiday gift and food collection for local children in need. Whenever she heard that an employee was facing a time of need, she would champion a company and co-worker contribution. Yet she actively avoided bringing credit to herself. When she became too ill to continue working, Scott Ingalls ensured she had all the help she needed until the end. Many were not aware of Doris' passing in the summer of 2023—just the way she wanted it.

## Fleet service support

When **Ron Lathan** became the LA shop manager in 1999, he already had a long history with P&CG—He was a master mechanic who worked on equipment that belonged to the old KBH going back as far as 1980. Shop manager may have been his title, but Ron was responsible for every hands-on task not found on anyone else's to-do list: shipping and receiving, property management, fuel farm deliveries and repairs, clogged toilets, and office moves. You name it, Ron was the guy. On top of that, he was expected to drop everything whenever LA Executive Chairman Dick Ash needed maintenance of any sort.

He also spent many years dropping everything for emergency repairs. When finances were tight, the entire P&CG fleet was in poor condition and broke down regularly. Not only were the repairs costly, but breakdowns also brought P&CG's construction projects to a halt, pushing out deadlines and racking up overtime pay for employees. Our vendors sometimes demanded cash-on-delivery terms, which further hampered LA's ability to finish a repair.

This was just one of the many intertwined inefficiencies across the company. All shop paperwork was done by hand until Bernie convinced Dick Ash of the efficiency computers would bring. But without training and an assistant to manage the paperwork, the billing for the shop's work was handled by the accounting department. With no way to account for every expense, Ron suggested that they split all costs associated with the shop based on the number of vehicles and equipment each of LA's customers owned.

Keeping skilled mechanics on staff was another challenge. The shop lacked proper tools to make work easier. Constant

emergencies added stress. Ron fought hard for pay increases, training for the many different types of specialized equipment in the fleet, and, permission to install a lift in one of the bays. These changes improved staff loyalty, and with more competitive perks, the department attracted new employees with better skill sets. The addition of a parts inventory room and clerk freed up everyone in the shop to get more repairs done.

As finances improved, we were able to start upgrading our fleet. The next struggle was to convince managers to let go of their emotional attachment to old trucks and equipment that were well beyond their useful life—rickety trucks once driven by a legendary employee from the company's past, or a backhoe that was credited with turning a profit on a first-of-its-kind project—but needed repairs that cost more than the item's value.

As the number of breakdowns decreased, it was time to start focusing on routine maintenance. Jason Buchinger advocated for a maintenance program once Ron demonstrated the impact it could have on the company's bottom line.





When **Jeff Holley** began his LA career in February 2017 as assistant fleet manager, he quickly proved his worth when he converted the antiquated software system to a true maintenance tracking program. Accurate billing that P&CG could verify and approve could now be done in the shop, freeing up the accounting department.

However, the shop continued to take on odd jobs that no one else wanted, and the chaos continued. Jeff saw right away that the disruption needed to be quelled to make any headway. The constant interruptions made it nearly impossible for Ron to dedicate time to train his new partner. Jeff quickly jumped in to manage situations, even when he was unsure how things were done at LA. When Jeff and Ron finally had a quiet moment together, Jeff apologized for possibly overstepping and explained his intentions were pure. Ron assured him that he was helpful and encouraged Jeff to keep it up. In this position, as in Doris', people are quick to tell you when you've done something wrong. So long as Jeff had thick skin, he'd do just fine.

Jeff continued to build upon the maintenance and replacement cycle programs, which greatly improved the health of the fleet, and turned the bulk of the work from reactive to proactive. He also started dismantling the divisional silos of fleet ownership, a process that continues today. Trucks and equipment are owned by the company, not the divisions. Sharing idle equipment among divisions instead of renting is much more cost effective—with higher equipment utilization and much lower rental bills. These two actions, with Josh's help, led to the beginning of fleet budgets and forecasts.

Another initiative was to standardize the fleet, which greatly reduced the parts inventory and allowed the technicians to narrow their focus when honing their skills. And by working with the P&CG divisional managers to determine which tools they truly need instead of which equipment needs to be replaced, P&CG crews function more efficiently.

Today, Director of Fleet Jeff Holley is the face of P&CG when it comes to vendor interactions—All purchases and dispositions are done by him. He has a close relationship with all of our major sales teams, which means priority treatment for us as one of their top customers.

As Ron began his transition to retirement, he helped to remove some of the chaos from the shop by moving into a new role dedicated to facility maintenance—a task that previously fell to the shop. His long history with the company gave him more knowledge of the property than anyone else. With the help of others, he put together the start of a property management program.

Today's fleet service department of 18 employees maintains over 1,100 of our vehicles and equipment.

## Legal

Jeff Clark was a former RG&E employee who helped his internal client Phil Brooks with RG&E legal issues during their time together. After several years at P&CG, Phil learned that Jeff had begun a new practice with Bond, Schoeneck & King. He immediately called Jeff to say, "You were my attorney then, and you are my attorney now," and began sending P&CG work his way.

Jeff became LA's first in-house attorney on June 1, 2015, to keep up with the growing volume of work. Dorothy Cauwels declares this date "the best day of my life!" She no longer had to take contracts and other legal documents home to read, propped up on pillows in bed until she fell asleep trying to understand the legal jargon before giving the executives the nod for signature.

With in-house counsel providing a legal presence in decision making, P&CG can deal with legal matters in real time and reduce risk. Jeff has brought order to our corporate documents, providing a clearer view in a complete package. His day-to-day work entails contract review, managing claims, guiding the Human Resources staff, and providing guidance on what legal principles are involved in myriad situations. He also leads the company's annual board meetings, with an eye to compliance, good governance, and best practices.

*Jeff Clark, right, crafts legal agreements that greatly benefit the company. Scott Ingalls signs the latest.*

Known for his generosity, Jeff has made himself available to help employees with vehicle, family, landlord, and contract issues. Jeff's rates are cheap! Proud to be known as the company snack scrounger, he often accepts payment in snacks—He prefers salty over sweet ones.

Jeff is also a talented vocalist and guitarist, and he considers it a perk of the job that his band, Better Days, is the official band of P&CG, performing at all company functions.

Jeff recalls one of the biggest challenges of his time at LA was advising Dick Ash to sign documents related to real estate ownership, just before Dick's death. His success helped to ensure the company could continue into perpetuity at its current location. Jeff believes Dick's cooperation stemmed from a time when Jeff successfully resolved a large insurance claim—winning Dick's confidence that Jeff would act in the best interest of the company.

To Jeff, P&CG is a client who acts more like a relative. Personal relationships are the best part of the job and what he will miss most upon retirement. He feels a part of the fabric of the company and its plan for success. Jeff is grateful that his counsel, in a company as ethical and successful as P&CG, has not only been sought but appreciated.



## Human resources

Dynamite comes in a small package. Every company issue landed on the desk of small-statured but mighty-minded **Dorothy Cauwels**, who, like several others, was part of the company from the very beginning. She came from the communications world, where everything was very structured, to the fast pace of serving the utility industry, where everything is an emergency. Over the years, she served as typist, bid submitter, drug testing program manager, human resources, risk manager, insurance and claims manager, safety advisor, office manager, vice president, and counselor to the executives—to name a just a few.

One of the things she enjoyed most was sitting and talking with the executives while they confided in each other to discuss day-to-day operations and family and life events. A mother of a daughter and four boys, she understood the rough and tumble way men think, and treated them like family—sometimes with tough love.

In the challenging construction environment, where women weren't always welcomed as equals, Dorothy had the authority to tell it straight. Even when they didn't like what she had to say, they respected her and took her advice.

One time when a member of the management team demanded she treat an employee in a way that she felt was unfair, she stood up to him. And when he wouldn't budge, she told him, "My job is human resources. If I can't be here for the people, then I won't be here at all!" and stormed out of the building.

Every employee knew Dorothy, and many still call her Mom, something she is very proud of. When someone got hurt, sick, or fell upon hard times, Dorothy always made time in her day to call them, regardless of what was on fire at the moment. It wasn't in the job description, but she felt everyone was an important part of her life, and she truly cared.

She shared an office with Scott Ingalls for the last several years of her career, and he nicknamed her Roomie. She loved laughing and joking with him about work and life and recalls sharing tears behind closed doors on more than one occasion. Her respect for Scott is deep. She has always been amazed at how someone who started his career as a runner could grow the company into what it is today, while caring more for his employees than himself.



There was not a dry eye during Scott's speech for Dorothy's retirement in the winter of 2019. However, that was not goodbye. She showed up to work the next day and continued to work 10-hour shifts for another year and a half. When I asked her what kept her from retiring, she shrugged her shoulders and said, "Ugh, I have no one to take over insurance, and I care about the company so much, this is just too important to walk away from." She also admitted it was hard for her to go because everyone was family to her. She began to teach me the ins and outs of the insurance world, and, when she felt comfortable in my abilities, she began scaling back hours. She is still on call today to work through complicated issues and to catch up on how everyone is doing.

## Value

P&CG wouldn't be the organization it is today without the ever-evolving relationship with LA. All the behind-the-scenes paperwork that goes into a successful construction project is just as important to our customers as the work itself. Handing over a complete package that includes our partnership with LA is one of the keys to our success. While they provide us with many valuable services, we can always count on their staff to support us with many outside-the-box solutions.





The Associated Builders and Contractors (ABC) shares P&CG's values of honesty, integrity, providing quality work for a fair price, and rewarding employees based on merit. President Phil Brooks joined ABC in 2005 because he believed ABC could help P&CG fight political battles at the state and national levels for fair and open competition in bidding.

## **Safety**

One of the main focuses of our partnership is improving our safety culture. We joined the STEP (safety training evaluation process) program in 2015, which has given us many tools to improve our safety program over the past decade. Improvements in our safety culture have not only brought safer work practices, but have significantly lowered our EMR (experience modification rating), which allows us to bid more work and receive discounts on our workers' compensation insurance premiums. In just 10 years, we've advanced from bronze to diamond safety level. When we achieved the gold level in 2022, we became qualified to apply for AQC (accredited quality contractor) status. AQC focuses on not only safety, but

company culture and the development and advancement of our employees. P&CG ranked 14th in 2023 and 10th in 2022 on the ABC Top 250 Performers list of specialty contractors nationwide.

Construction has the second-highest suicide rate of any industry in America. When the STEP program added a total human health category, ABC presented a suicide prevention class at our 2025 safety kickoff. More than 60 P&CG employees attended. This topic hit home for Project Manager Ethan Schadt, who became an ABC certified trainer so that he could support all P&CG employees.

Every year ABC hosts a statewide Excellence in Construction competition that recognizes unique construction projects that are safely completed on time and on budget. P&CG has won seven awards since 2021:

- Civil – Oswego Steam Station
- Signalization – Thousand Islands Bridge
- Gas – Winton Road
- Civil and Industrial Electric – Station 49, Station 46, Station 43, and Station 168

ABC provides a platform for P&CG to put our values into practice. Our employees have been on the ABC local, state, and national boards for 20 years. We have contributed to PACs (political action committees) as well as FEAs (free enterprise alliances), and we have advocated for merit shop principles at both state and national levels. As a contractor-member of ABC, we meet regularly with legislators to discuss issues that create roadblocks to our ability to conduct business.

## Support through COVID

During the 2020 pandemic, New York's safety regulations were among the most restrictive in the country, and the rules seemed to change every day. Brian Sampson, president of ABC Empire State Chapter, joined P&CG executives for daily virtual COVID strategy meetings. Brian brought us updates from the governor's office and the national level. That continuous flow of information gave P&CG the ability to form strategies to adjust quickly to the new rules, and to send our people out with workable solutions to the restrictions. Without ABC's help, P&CG may have faced greater struggles to keep projects running.

The construction industry is one of the largest business sectors opposed to vaccine mandates. Many employees are vehemently against forced vaccination as a condition of employment. ABC was the only national organization representing all 50 states in a Republican-led coalition that opposed the rule. As a result of ABC's efforts, the Supreme Court issued an injunction blocking the national vaccine mandate by the Occupational Safety and Health Administration (OSHA). Workers across the nation let out a collective sigh of relief.

## Our partnership in the future

Murph worked closely with ABC and our executives to develop the company's strategic planning initiative, modeled after ABC's program. These initiatives have brought many changes to our company culture, safety, and employee relations.

Our partnership is based on not only business, but the personal friendships that have evolved over the past two decades. Murph and Brian have become close friends, and P&CG is the first company to invite an Empire State Chapter president to a golf outing.

Our business is stronger today because of our partnership with ABC. With Murph's advancement to become national chairman in 2026, he will lead the entire ABC organization's initiatives and strategic goals. To ensure P&CG's voice continues to be heard at the state level, Kirk Walker has stepped into the arena as an Empire State Chapter board member and a member of the technology alliance.

## Services

The Associated Builders and Contractors (ABC) is a national construction industry trade association representing more than 23,000 members in 67 chapters nationwide. Based on the merit shop philosophy, ABC helps members develop people, win work, and deliver work safely, ethically, and profitably for the betterment of the communities in which they work.



*ABC national executive committee members were invited to meet keynote speaker former President George W. Bush at the 75th anniversary gala in June 2025. Pictured here is P&CG Vice President Thomas "Murph" Murphy with President Bush.*

# THE BONADIO GROUP

## Accounting, Consulting & More

Since 1999, when we engaged The Bonadio Group to help us with a single project, we've developed a broader relationship that encompasses all accounting matters. Bonadio has provided counsel to many growing companies, and, in our early years, we found our financial footing through long-range planning and strategic advice from Bonadio. Along the way, their counsel has helped to support the internal efforts of P&CG. From advice on taxes and general corporate matters to support with financial accounting and reporting, Bonadio has been with us for a quarter century, helping us achieve our goals.

While all accounting is typically routine, Bonadio helped us with outside the box support during successful application and use of pandemic loans and credits. Bonadio's Chief Growth Officer Michael Parrinello, who has helped us through numerous challenges, recalls the most dynamic project was the expansion of Valley Sand & Gravel. From understanding the geologic considerations to financing the plant development, our collective efforts were really put to the test. Valley's success today stands as a testament to the power of strategic collaboration, creative problem-solving, and the unwavering support we received from Bonadio and Michael during one of the largest expansion efforts we've undertaken.

Michael says that our partnership has taught Bonadio much about the electrical and gas trades businesses and marketplace. Participating in corporate succession and transition at P&CG also has broadened the skill sets of Bonadio's accountants. Our mutual success is an indicator of the strength of that partnership. The businesses have grown alongside

### Services

Founded in 1978, The Bonadio Group provides accounting and advisory services, with offices in New York, Delaware, and Texas. While it serves a broad range of industries, construction remains one of its largest business segments. The Bonadio Group is a nationally ranked Top 50 CPA firm, and it ranked third in the Rochester metro area Top Workplaces in 2020.

each other over the past two decades, and Michael says it's been a real treat to both grow and witness the significant development of P&CG.

The annual on-site audit work that Bonadio provides typically begins in early March, and the firm's staff is forever grateful for access to a TV in the workspace so they can keep abreast of the March Madness games. He also notes with interest that more visitors come by when a game is on than when they're just doing their audit work.

Michael says nothing has been more satisfying than seeing Jason Buchinger advancing from a superstar heavy equipment operator to P&CG's poster boy, posing for social media posts with a full thumbs-up next to his favorite excavator. But, he adds, in all sincerity, having the opportunity to work with and to get to know the entire P&CG team has been a highlight for many of the staff at Bonadio.

P&CG is very grateful to The Bonadio Group for its 25-year commitment to expert services, true friendship, and trust. We're excited to keep growing together!



Director of Sales Dave Johnson worked hard to become a trusted partner of P&CG since getting to know several of our key people in 2000 when we first participated in the annual Five Star golf tournament. He met Scott Ingalls in 2012. They have had many early-morning coffee sessions in which Scott helped Dave gain perspective on business culture, accountability, and steering their businesses into new directions. Dave says having a trusted colleague to share ideas with has helped him advance in his career.

But their friendship did not lead immediately to a business partnership. Dave extended several invitations to Scott to tour the John Deere factory in Moline, Ill., over the course of a year before Scott finally agreed to go. Low-risk rental transactions followed, which allowed us to get comfortable with Five Star products and each other.

Renting equipment reduces operating costs, and, with a large inventory, Five Star consistently meets our demands with quality equipment. And when rental machinery breaks down, they respond quickly with repairs or a replacement to keep our projects moving. Five Star even alters its schedule to perform maintenance on the rental JD 844K at Valley, offering very early morning or weekend services to prevent disruption to plant production.

P&CG has since purchased around 40 pieces of heavy equipment and over 100 accessories. Dave hopes to bring Jason Buchinger to Moline's demo site, where tourists can operate all the newest equipment, ask questions of the John Deere team, and provide suggestions for product improvements.

## Services

Five Star Equipment is a full-service construction and forestry equipment dealer with seven locations in New York and Pennsylvania. As an authorized John Deere dealer, it offers sales, rentals, parts, and service for heavy equipment as well as industry-specific products and services.

Dave maintains that the open-mindedness of P&CG's leaders contributes to our overall success. And he is thankful for their willingness to invite Five Star into our circle of partners. With P&CG's many high-profile projects each year, other contractors see our success using John Deere equipment and try Five Star's products for themselves.

When our Heavy Haul drivers, dressed professionally in P&CG attire, deliver Five Star products to their customers using clean, well-maintained trucks, they are the face of Five Star. Dave says every day, our drivers represent them with the highest courtesy and respect.

During the pandemic, when inventory shrank and lead times were extended, replacement parts were very hard to get. Five Star made the extraordinary decision to remove the needed parts from machinery they held in stock to keep us running, rendering their equipment unavailable while they awaited delivery.

At P&CG, we value strong, reliable partnerships. The one we have with Dave Johnson and the Five Star team is a testament to what can be achieved when trust, service, and mutual respect form the foundation.

# Milton



P&CG's relationship with Milton Cat began after the company acquired Syracuse Supply, where we had rented and bought our equipment for many years.

In the early days of our partnership, both companies had to work hard at communicating. The first time P&CG executives met with construction sales consultant Todd Wojtowicz, Scott Ingalls made it clear he was not happy. Though Milton Cat had a lot to offer with parts and service that other dealers lacked, the purpose of the meeting was to address its slow response times to our requests for rentals and price quotes. Much of our work was for emergency response, and we needed partners who could respond quickly.

For this reason, the company was not high on Scott's list. The Milton Cat team assured us it would speed up the process if we gave them another chance to do a better job, and we agreed. This was the start of a strong relationship built on mutual respect, camaraderie, and trust.

Milton Cat has been prioritizing P&CG's needs ever since. Over time, a close relationship has grown between P&CG managers and the Milton Cat sales team. Milton Cat builds relationships with its partners by offering tickets to sports events and other excursions—and this has led to some memorable outings. During one trip early on, Scott, Jason, Jeff, Randy, and Murph received an invitation to visit Milton Cat's corporate headquarters in Milford, Mass., for a tour of the facility and a meeting with CEO Chris Milton and the executive team. At the start of the ride on the limo bus Milton Cat had provided, Scott was deep into paperwork, his earbuds in, while the others relaxed with drinks. After a few hours, they convinced him to put work aside and enjoy the ride, and, before long, Scott was serving as bartender.

Jeff was very instrumental in the sale of the first eight machines to P&CG, which opened the door to more business. He knew from experience that Milton Cat could provide us with a high-performance product backed by superior parts and service support. Soon after the second outing, we ordered eight 303.5 E2 mini excavators, convinced Milton Cat was ready to focus on P&CG's equipment needs.

Around 2023, P&CG purchased two 303.5 Next Gen mini excavators from Milton Cat, but our operators didn't like them as well. Unfortunately, we couldn't return them. When we told Todd about the disapproval from the field, his team arranged a field study to get direct feedback from the operators. They recorded video of the machines in use and timed their performance with stopwatches. Caterpillar discovered the machines weren't feasible for our work—proof that our operators knew what they were talking about. While we concluded we would not be buying this machine again unless Caterpillar made some changes, Caterpillar used the results of the study to make improvements to its equipment.

An innovative way that Milton Cat serves P&CG is through its JSS (Job Site Solutions) program. The customer acquires a machine through Milton Cat, with payment terms based on hours used. All maintenance is provided by Caterpillar, and its production and maintenance needs are monitored remotely. P&CG currently has two loaders under the program. Biweekly phone calls with Caterpillar ensure the program is going very well. JSS has cut down on idle time and fuel consumption, and it has increased our production and profits in the gravel pit.

Purchasing compact equipment supports a Milton Cat corporate goal to sell smaller machines in the territory. Using smaller machines benefits us, too—it helps us achieve goals to lessen our impact on the environment. And with nearly 150 purchases since our partnership began, our relationship today is strong.

## Services

Founded in 1960, Milton Cat is the authorized Cat dealer for all of New England and most of New York. Through several divisions, it sells and services Caterpillar construction equipment, engines, generators, GPS equipment, and parts for construction, paving, forestry, and marine industries in the Northeast. The company's 2025 revenue is expected to be in the range of \$1.5 billion.



## An Aon Company

Former NFP Executive Vice President Mark Nickel was one of our first partners. He began working with Dick Mack during the startup of Mack Construction in 1992. A broker for both surety and property casualty insurance, Mark worked with the founders to build a surety program through Fidelity and Deposit—now known as Zurich. Our insurance program followed shortly thereafter.

Senior NFP Vice President Justin Brewer joined the team in 2004 as a client rep. We were one of his first clients, and we are proud to be his longest client. At midcareer, Justin says he hopes P&CG will still be his client when he reaches retirement.

With NFP's backing, we can bid large projects with confidence. We've never been denied bonding. On the insurance side, NFP helps us refine our safety and risk management programs, while protecting our balance sheet. Over the years, P&CG has moved its EMR from subpar to top tier through collaboration with NFP and our insurance carriers. Leaning on their expert guidance, we've added staff who have taken the baton to become fully self-sufficient in risk management, insurance, and safety. Together, we

have cultivated a contractual risk transfer process that protects our bottom line. NFP's solid strategies on risk financing and transfer are injected into our processes for eliminating risk companywide. As P&CG expands our services and territories, we reach out for their guidance to make sure we have the right coverage as part of a successful corporate strategy.

NFP has helped us through years when we faced large losses and insurance claims. And with a diverse set of exposures, NFP continually ensures we have adequate coverage. At times, this is challenging due to the unique nature of our projects and our diverse fleet. P&CG is constantly buying and selling equipment and starting new projects. Each transaction requires certificates of insurance and surety bonds for projects as well as auto ID cards. This adds up to thousands of documents annually for the NFP staff to manage.

Our long-standing relationship gives NFP a broader view of the construction industry, specifically in the New York utility space. They learn our business alongside us, which helps them understand their other construction clients and gives them insight into the market. And the many NFP employees who touch our business can learn about the industry as they grow within their own company. Our partnership is based on transparency, opening the door for NFP to collaborate with our insurance and surety partners for competitive coverage and capacity.

The relationship is about much more than business. Mark recalls 20-some years of coming to our office to discuss annual insurance renewal options with our risk management team. Many times, Scott burst into the conference room a few minutes late for the meeting while yelling, "Coming in hot!" as he juggled an often double-booked schedule.

Scott and Mark are close friends out of the office. During a ski trip to the Austrian Alps, Scott left the group behind for a solo ski adventure, which proved to be a poor decision. As the hours ticked slowly by, the group thought maybe Scott had stopped somewhere, but as daylight turned to dark, they considered asking for help, Mark recalls. Scott had left without a transponder or a guide, which meant search efforts would be difficult. He finally arrived late that night, exhausted and thankful he survived. He had gotten lost in the Alps and had spent hours trying to find his way back. Fortunately, he found a group of skiers that helped him find his way down the mountain and back to his group at the lodge.

What Mark appreciates most about Scott is that, though he doesn't always do everything right the first time, he is persistent. In the end, Scott always gets it right. "People first" is more than a quote; it's a reflection of how Scott does business and handles personal relationships. He brings a passion to the job, where others simply go through the motions. His passion for the people and the business shows that he is a shepherd of the present while building a foundation for the company's next hundred years.

Since Mark's retirement in 2024, Justin has taken the lead in managing both our business and our partnership. They both share that they feel proud when they pass one of our projects or see our trucks on the road. It gives them a tangible, three-dimensional link to the services they provide. As for Scott, he sleeps better at night knowing that as we expand, NFP experts will help us cover the risks that come with growth.

## Services

Founded in 1999, National Financial Partners Corporation (NFP) is an insurance brokerage company that provides risk management and placement of insurance and surety programs for a broad array of industries, specializing in construction. The company also offers benefits consulting, wealth management, and retirement plan advisory services. The firm employs over 7,700 across the U.S. and abroad.



Our relationship with Nixon Peabody began with the founding of Mack Construction in 1992. Several generations of Nixon corporate lawyers have advised P&CG on various matters. Partner Eric T. Tanck compares their role in our relationship to that of a quarterback or traffic director—The first point of contact for any legal matter is the corporate attorney. Nixon attorneys have various specialties that make them subject-matter experts in every conceivable legal scenario. As trusted advisors for P&CG, they've seen us through to many successful outcomes over the years.

That's because they have taken the time to understand the goals and values that are important to company leaders to help us make important, well-thought-out decisions. Nixon attorneys have learned our business very well. Sometimes this means helping us reach decisions that may not be financially driven but centered around the best interests of the people who work here. P&CG leaders place great value on employees and the company's heritage. Nixon takes its cues from us, respecting our people-first culture to help us achieve our goals in a way that aligns with our values. That has earned them our long-term loyalty.

Eric began working with us in 2014. As a junior attorney at the time, he worked under the supervision of client relationship attorney Deborah McLean. When Deborah transitioned to retirement, Eric stepped up. He attends our biannual corporate board meetings and

## Services

Nixon Peabody is a full-service international law firm that employs 700 lawyers in 15 offices across the U.S. and abroad.

ensures the company complies with legal formalities such as corporate governance, actions by written consent, employment agreements, and succession planning. He was very instrumental in the formation of TCCI.

For Eric, our client relationship—one of his first to manage—gave him the experience and responsibility that have advanced him to partner. By learning the construction industry in part through us, he has legitimacy in representing other construction clients, he says.

He's also learned that not all construction people fit the stereotype of being hard. On the contrary, P&CG's leaders have big hearts, they really do care about their people, and they work hard to be good stewards of the company's legacy. With shared values and culture through generations of lawyers and enduring relationships built on trust and respect, our loyalty to Nixon remains strong.



Did you know that the lettering on every single item in our fleet is hand-painted? Stephanie Cimino is another original partner of P&CG. Our relationship began in 1984, when Ron Lathan hired her to paint white lettering on the original red KBH fleet. Stephanie also painted all the old LL&P logos for its fleet. When the company's name changed to P&CG in 2004, she helped to create the logo. And, she made the first sign for the building on Maple Street.

From the biggest excavators to the smallest compressors—and even hand tools—Stephanie comes to the LA shop to meticulously make our name stand out. When people realize the graphics are done by hand, they can't resist walking up to a machine to run their hands over her work, feeling a sense of pride in the unique way we choose to identify ourselves to the public.

Our fleet seems to be everywhere these days. Stephanie's work brings attention to us, which helps us grow, which in turn helps her business grow. Every addition to our fleet means more work for her. When Jeff Holley calls for her service, she shows up immediately because we're her "No. 1 customer." She treats us as a priority, and she knows she can count on us for steady work.

Stephanie has always been included in the P&CG family, attending company picnics and other major events over the past 40 years. She says we are her favorite company to work with because we're real—down to earth and easy to collaborate with. Without all the corporate fluff, we're the kind of people Stephanie enjoys being around. The feeling is mutual.

## Services

Rochester Sign Company has been serving Upstate New York with custom signs of all kinds since 1985. Fleet or vehicle graphics are often referred to as rolling billboards, and their work grabs the viewer's eye from anywhere. Their signs mean business!





Glenn Thornton worked with Jack Streeter for over a decade before the engineering company they worked for went out of business. During their time together, they became the best of friends. Shortly after Jack came to KBH, he called on his former colleague to help secure our first contract for tower work. Together, Glenn and Jack brainstormed structural engineering ideas to temporarily support transmission tower legs during repairs. These concepts were accepted by our customer and are still used today.

Glenn has helped solve many challenges for us over the years. For 25 years, he has supported land development on all our sites. Notably, he provided plans and permitting that were vital to the Valley Sand & Gravel expansion and headquarters building. He's designed traffic and lift plans for many of the Signalization Division's Thruway Authority and DOT projects. His movable and collapsible trench box design has made our excavation work more efficient. He's crafted many civil and site engineering solutions for our business. Glenn has even helped several employees with engineering advice on personal projects, including the subdivision of Jack's farm in the early 2000s.

Glenn says he's always blown away by the level of expertise our project managers have. He credits Kirk Walker with coming up with many innovative ideas. Glenn tweaks those solutions and helps us present them to our customers, who at times can be regimented in their engineering policies. With his partnership, we can help them see the advantages of thinking outside of the box with constructable designs.

As a small business owner, Glenn says that our partnership has given him an audience with new and potential clients through networking. He likes working with us because we know what we need when we call on him, and we give him the flexibility to create the end result we are asking for. We respect Glenn's vast knowledge and truly appreciate his work.

## Services

Glenn Thornton founded Thornton Engineering in 1998 to provide civil and structural engineering services. On projects from Niagara Falls to New York City, he focuses on commercial and residential site development, including planning board reviews, DEC permits, stormwater management, utility services, and more.



P&CG's relationship with Tompkins began more than 20 years ago. Our previous banking partnership had soured, and we were searching for someone who would take the time to understand our business and support our growth.

Tompkins President John McKenna and Vice President Matthew Gaynor listened carefully to learn who we were, how we worked, and where we wanted to go. That understanding shaped everything they brought to the table—from day-to-day cash management to equipment and vehicle financing, to real estate acquisitions. As our company grew, they provided thoughtful advice on managing debt and cash flow, ensuring we had the financial foundation to keep moving forward.

Their support has gone well beyond transactions. With Tompkins, we've fostered a culture of community support. We've built a relationship of openness and trust, and over time it has grown into something more: a friendship. We learn from each other, extending our network to strengthen not only our businesses but also our community.

One of the most memorable projects we undertook together was financing our new production facility at Valley Sand & Gravel's Avon site. It was a bold and complex venture, and not without risk. Tompkins stood with us throughout the planning, design, construction, and launch. Their confidence in our vision, combined with the diligent and careful planning of our own team, helped make that operation a success.

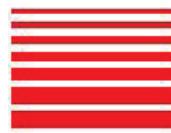
The routine work—financial reviews, credit renewals, report gathering—may not be as exciting, but it brings a steady rhythm to our partnership. In these tasks, our teams have the opportunity to work together in person, and the interactions have only deepened our respect and admiration for Tompkins.

Not every interaction involves crunching numbers. The Tompkins team has been on hand for Dick Ash's famous annual pig roast, where he would sleep overnight in his Ford Taurus next to the spit, waking up periodically to check on the roasting pork.

At its heart, our relationship with Tompkins is built on respect, trust, and loyalty. It has grown beyond business to include shared community values and genuine friendships. Partnerships like this are rare, and we feel very fortunate to have one with Tompkins.

## Services

Tompkins Community Bank offers local financial decision making and flexible service for businesses and individuals. With roots going back to 1836, it provides exceptional service across the Central, Western, and Hudson Valley regions of New York, and Southeastern Pennsylvania. Business and commercial banking services include lending, cash management and treasury solutions, wealth management and financial planning, insurance services, and community and digital innovations.



# TURNER UNDERGROUND INSTALLATIONS

## DIRECTIONAL DRILLERS

P&CG started working with Turner Underground in 2000 when John Cleveland hired them for a street lighting project in Brighton. Soon after, we joined forces on our 8-inch gas main and electric relocation project on Empire Boulevard in Webster. Our partnership with Turner Underground gave RG&E confidence in our abilities, which led to more complex projects and more work for both of us.

Founded by Bob Turner in 1994, the company works for many local and interstate utility contractors using cutting-edge technology. This was true in the mid-1990s, and it took some convincing to prove their worth to some of the old-school trench workers. But Bob was well known and liked by all. His towering stature, large hands, and assertive manner were a stark contrast to his gentle nature. When Bob passed away in 2020, his son and vice president, Rhett, moved into the role of president.

Turner Underground's presence anchored the team on our multidivisional 2015 Erie Canal crossing project. They bored the path for the 12-inch steel gas main relocation from the bridge to underneath the Genesee River. While some of our joint projects are truly noteworthy like this one, many others are more routine. Over the past two years, Turner Underground has drilled almost 80,000 linear feet under the streets of Franklinville so we could install gas pipes.

Even when not hired by us, Turner Underground has gone out of their way to lend a hand. Rhett recalls working through college at the family business on a project for a new Monroe Tractor retail site. KBH had a water drainage issue in the parking lot, and Turner Underground came to the rescue by installing a drain.

Our partnership is built on mutual trust. P&CG knows we can count on Turner Underground to bring the latest technology and highly skilled workers to every project. And Turner Underground feels confident that the jobsite will be prepped and all foreseeable risks mitigated before they step foot on the job. Together, we solve on-site problems that often the customer has not anticipated.

As P&CG continues to expand, more doors open for Turner Underground. And as Turner Underground invests in newer, even more effective technology, P&CG gains an advantage on bids for increasingly complex projects. Our businesses stand to benefit from this strong partnership well into the future.

## Services

Turner Underground Installations, founded in 1994 and headquartered in Rochester, N.Y., provides horizontal directional drilling services primarily for utility distribution work.



*Turner Underground prepares for a large-diameter rock bore over 30 feet deep at the intersection of Plymouth Avenue and Ford Street—part of the Subway Division's 2020 Circuit 806 conduit installation project.*

“A partnership based  
on trust is a force that  
no competitor can  
undermine.”

– Unknown





# ENVIRONMENTAL STEWARDSHIP

P&CG is a deliberate steward of the environment. Our company is composed of many employees who are deeply rooted to the land through farming, hunting, and fishing. Together, we have built a cultural mindset that seeks to reduce our carbon footprint, eliminate waste, and leave the world better than we found it. KBHE keeps the environment at the forefront of our everyday life by ensuring compliance with current regulations for the disposal of hazardous materials after customer site cleanups.

But our efforts go beyond compliance. With a fleet of over 1,100 mobile assets, these initiatives quickly add up to cost savings and environmental benefits:

- Our idling policy prohibits drivers from leaving company vehicles and equipment idling for more than five minutes.
- By modernizing our fleet and equipment, our per-vehicle fuel consumption has decreased dramatically.
- We plan our vehicle routes using software to lessen the number of miles driven and try to coordinate multiple stops along the way whenever possible.
- We encourage employees to report directly to the jobsite, saving fuel and improving efficiency.

In keeping with the company's environmental initiatives, Valley recycles 95 percent of the water from its processing plant. The water flows through the plant to settling ponds. After sediments sink to the bottom, the water can be used repeatedly.

Our newest product, bioretention material, has elevated Valley to an environmental solutions market leader. Valley salesman Charlie Gates works with a local mulching company to recycle its waste materials and include them in this product. Known as bio, it is the only such material approved by the state Department of Environmental Conservation. Bio is used in new developments in place of traditional water-filled ponds. It filters runoff water as it returns to the soil, without the risks associated with standing water.

One of our largest green initiatives began in December 2019, when we sought financing for the construction of a 1.78-megawatt solar farm on the Valley Avon property. Many mistake our solar farm for another on Route 5 just east of Valley, but ours is not visible to the public.

Multiple P&CG divisions built the farm alongside Valley's staff. A Civil employee prepped the site, and Industrial Electric handled medium-voltage work. To receive a credit to partially fund the project through NYSERDA (New York State Energy Research & Development Authority), the farm had to be commissioned by December 31, 2020. We encountered a delay when a specialty transformer proved difficult to locate. But Michael Starr, Thomas "Murph" Murphy, representatives from the utility company, and a contractor were all on-site that New Year's Eve to complete the final tie-in that connected the farm to the grid just in time to receive credit. What a way to ring in the new year!

Today, the solar farm generates enough electricity to offset the utility costs for all P&CG locations. And by planting pollinator-friendly ground cover under and around the panels, we have created a habitat for bees, butterflies, and other insects vital to the Earth's ecosystem.





# THE SENECA CONNECTION

In every new endeavor involving the land, P&CG consults the Seneca Nation of Indians. The region of Western New York that P&CG calls home is the ancestral homeland of the Seneca Nation and holds great historical significance to the present day.

Our Scottsville and Avon locations sit on land that Gaiänt'wakê, or Chief Cornplanter, a Seneca leader, sold to Thomas Newbold in 1820. Newbold sold the mine land to Nathaniel Mosier, a Civil War veteran, in 1846. Subsequent owners were: John T. Marshall, Theodore Zornow, Ted Zornow Jr., Richard Ash, and Livingston Associates.

## A little history

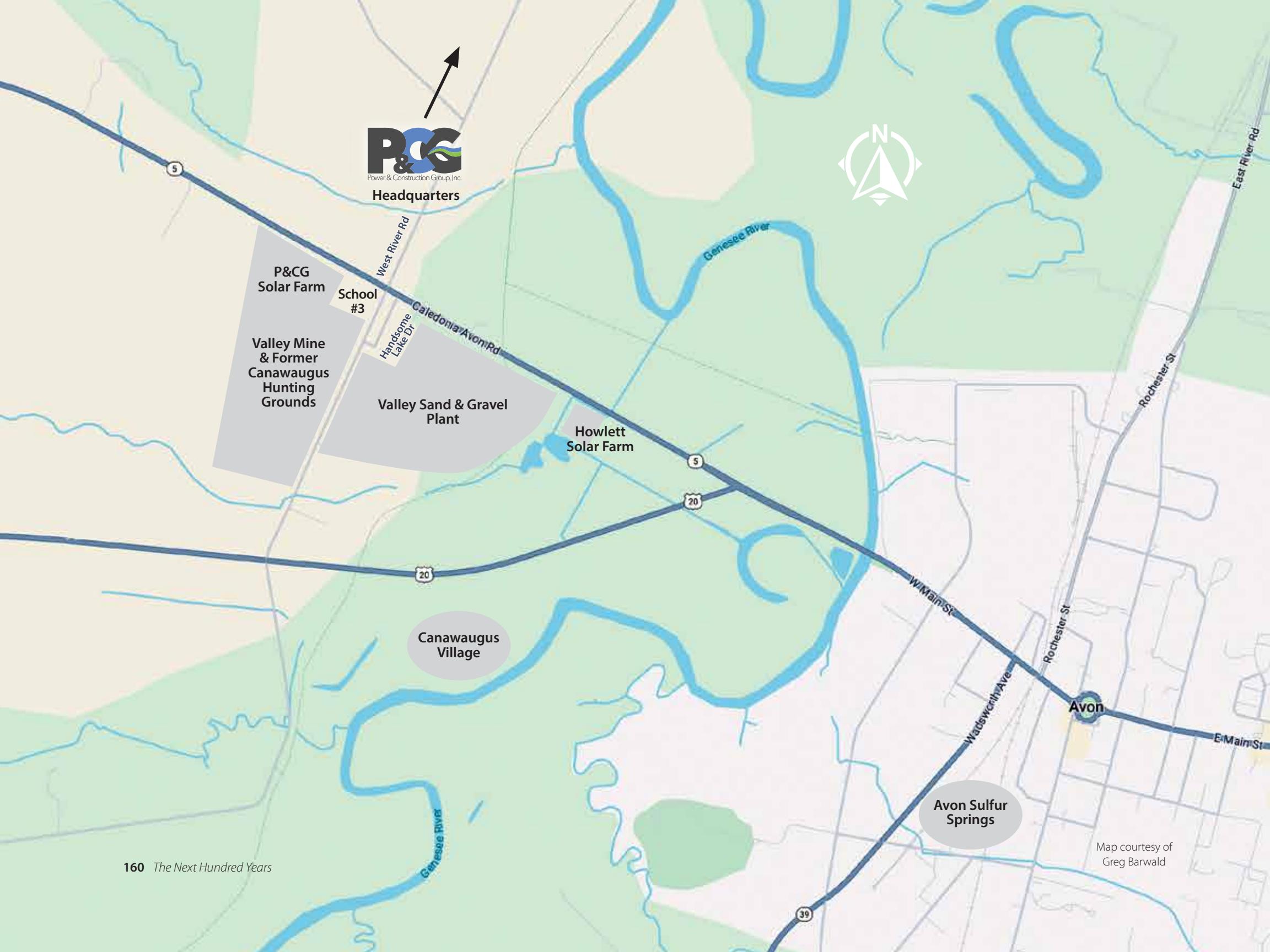
By about the 1600s, the area around the Genesee River, between northern Avon and Caledonia, was a bustling community of hundreds of Seneca. This was an important location along a main east-west path that later became Routes 5 and 20. This vibrant area, occupied for hundreds of years, became the site of the Canawaugus Reservation after the Treaty of Big Tree in 1797. Cornplanter—who was born around 1750 in Canawaugus and grew up there—led negotiations for this and several other treaties. The Seneca reserved a small portion of their original territory to encompass their main farmland and village, and the 2-square-mile area became Canawaugus Reservation.

A historical marker noting Cornplanter's birth is located at 4339 Caledonia Avon Road, less than a mile from the Valley Avon site. Another important figure who was born at Canawaugus is Handsome Lake, Cornplanter's half-brother, who was a spiritual leader of the Seneca. His teachings on traditional Seneca religion are still recognized and relevant to Seneca people today.

## Stinking waters

Canawaugus, or "stinking waters," described the strong smell of the Avon sulfur springs. For much of the two decades following the Treaty of Big Tree, the population of Canawaugus averaged 100. In addition to hunting, fishing, and foraging, traditional Seneca life included extensive agriculture, with crop fields, gardens, and orchards.

Historical accounts note that smallpox hit the Canawaugus population at some point, though the year is unknown. Residents gradually moved west to other Western New York reservations, and the Canawaugus Reservation was dissolved by treaty in 1826.



## Canawaugus today

In December 2022, the Seneca Nation purchased and declared sovereignty over a 1.8-acre plot at 4572 Caledonia Avon Road, on land that had been part of the Canawaugus Reservation. (The 5 & 20 Grill, a landmark locals might recognize, once sat on this parcel.)

There have been many archaeological studies of the reservation and surrounding areas over the past 150 years, and numerous relics have been found. More recently, flints, celts (a type of ax), slate objects, and pestles have been found along a creek about a mile west of the reservation. A young boy fishing in a swamp on a nearby farm recovered a cache of nearly 500 arrow points.

## Working together

No significant artifacts have been found to date during surveys on P&CG property. While our Avon location lies within the original reservation footprint, it is not where a known village site or burial grounds were located but rather was used for farming and hunting. Because of the historical significance of the surrounding area, each time changes are made to the properties, several precautions are taken to prevent disruption to potential artifacts belonging to the Seneca Nation.

For 20 years, Thomas "Murph" Murphy, vice president of Valley Sand & Gravel, has met regularly with Seneca representatives before development activities. They consulted numerous times for the expansion of the mining permit to the Avon site and as part of the permitting process for the new headquarters in Scottsville.

Every time our work disturbs the ground, Murph seeks the Seneca Nation's approval and arranges archeological surveys. In May 2016, Seneca leaders who attended the grand opening event of the Avon plant honored the strong relationship by giving Murph a corn husk doll—a symbol of good luck for us to go forward with our operations successfully.



*A gift to P&CG from Seneca leaders*

# GIVING BACK



*In May 2025, we invited a group of middle school students from Dansville, N.Y., to tour our new headquarters and training center, where we offered an array of hands-on activities spotlighting careers in construction. Safety team member Dave Piampiano, top photo, instructed middle schoolers on gas pipe fusion at our new training center, while Executive Vice President Kyle Lee offered a close-up experience with heavy machinery.*

In the same manner with which we grow our company, with many spider arms reaching in multiple directions, P&CG employees dig in to help their communities. We have military veterans and reservists, volunteer firefighters, EMTs, and town board members on our payroll. We have Little League coaches, Scout parents, and church volunteers, all paying it forward.

We participate in many local career fairs to meet potential candidates who are ready to enter the workforce. But more importantly, our staff connects with students—in regional BOCES programs and at career events at high schools and technical schools—to inspire them to pursue careers in the trades. Internships at our company give students an up-close view of the many different construction trade specialties available to them, and we partner with Rochester Arc & Flame Center to give entry-level welders a foot in the door.

We especially enjoy participating in the GLOW With Your Hands career exploration event at the Genesee County Fairgrounds in Batavia, N.Y. Over 1,000 students from Genesee, Livingston, Orleans, and Wyoming counties try their hand at trade skills and connect to local companies where they can pursue a career. We join other companies at ROC With Your Hands, an annual interactive career event in Rochester, to tell middle and high school students about the well-paying and rewarding career opportunities that await them.

## Trade associations

By participating in committees and serving on boards, our employees are deeply involved in improving our industry and communities. We lead industry initiatives in Associated Builders and Contractors and are active members of the Livingston County Chamber of Commerce. Some employees are members of the UDIG NY committee, which gives us a voice with underground utility owners. And we're never far from our farming roots: We support 4-H members enrolled in the market animal project at the annual Livingston County livestock auction.

## Community outreach

By supporting the organizations that our employees are passionate about, we empower them to make their communities better places to live and work. We've proudly donated to a wide range of causes, including veterans groups, Rotary clubs, churches, food pantries, school clubs and sports teams, local Olympic hopefuls, race car and dirt bike teams, agricultural societies, children's hospitals, fire departments, volunteer ambulance services, medical research for serious illnesses, cemeteries, memorial foundations, animal welfare groups, library associations, housing and homeless initiatives, the American Red Cross, and the United Way—among many others. Our annual donations equate to hundreds of thousands of dollars.

The Genesee Country Village & Museum in Mumford, N.Y., has long played a role in our outreach efforts. Scott Ingalls sits on the board of trustees and is a member of the Founder's Circle, where he contributes to preserving this immersive 19th-century living history museum for the education and enjoyment of generations to come.

In the summer of 2020, qualifying bars and restaurants were permitted to reopen during the pandemic under strict health protocols and capacity limits. That was good news for the veterans who gather at the Francis M. Dalton American Legion Post 282 in Bloomfield, N.Y. A former schoolhouse that once served the surrounding farming community, it houses a private club where over 300 veterans and their families continue their service to their fellow veterans and the community.

The design of the historic building makes it impossible to access all areas without climbing stairs. To comply with ADA regulations and provide a way for members to move around, the post uses a chair lift system. By 2020, however, the chair had been in place for over 20 years, and it broke, leaving many veterans without social interaction—a critical blow in an isolating year. The post's cash was at an all-time low due to restrictions that curtailed all fundraising efforts and cut bar seating in half. When Scott Ingalls heard the post could not afford to replace the lift, he teamed up with his partners at Livingston Associates to cover the cost of a new lift and installation.



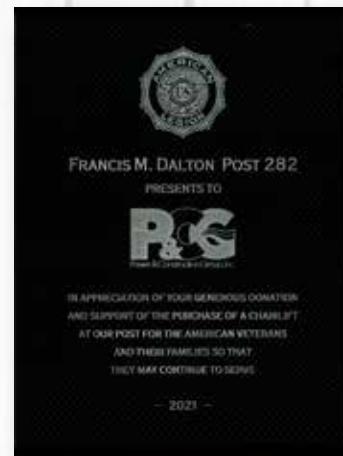
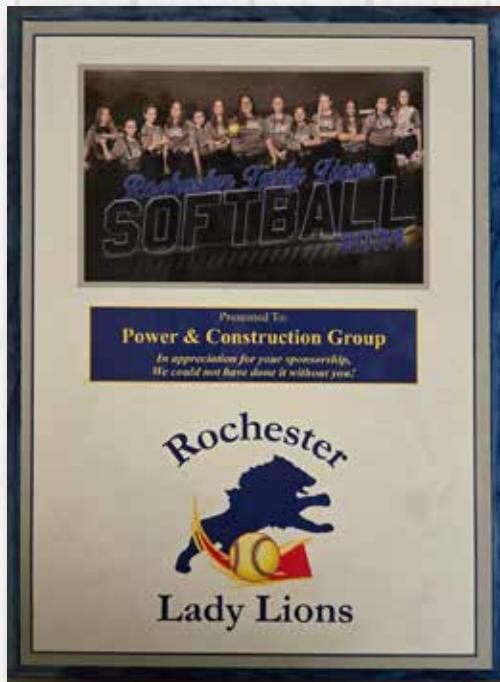
*In April 2025, Seana Ellis, right, presented food, toys, and essential items for furry friends in need at the Hornell Area Humane Society.*

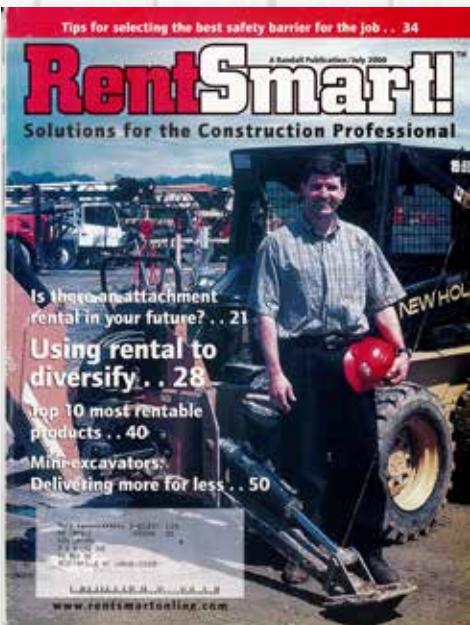


*Scott Ingalls, president of P&CG, left, and Anthony DiTucci, president of LA, right, present checks to American Legion Post 282 First Vice Commander Ronald Zuber in January 2021.*



*P&CG employees pitched in during the United Way Day of Caring volunteer effort. They weeded and mulched landscaped areas at four ARC homes in Livingston County. Pictured left to right: John Wright, Harvey Beldner, Pete Wierba, Steve Smythe, Phil Moran, Kyler O'Brien, and Anthony Gaiter.*





# LOOKING AHEAD

So many changes and “firsts” have happened during the time it’s taken to write this book. Let’s take a look at some of the recent events and future plans for P&CG.

## The people

Many of the employees who have been here from the start are reaching retirement age. We’re so grateful to them all for their dedication, sacrifices, and knowledge passed on to the next generation. These employees with more than 20 years of service have retired or are approaching retirement soon:

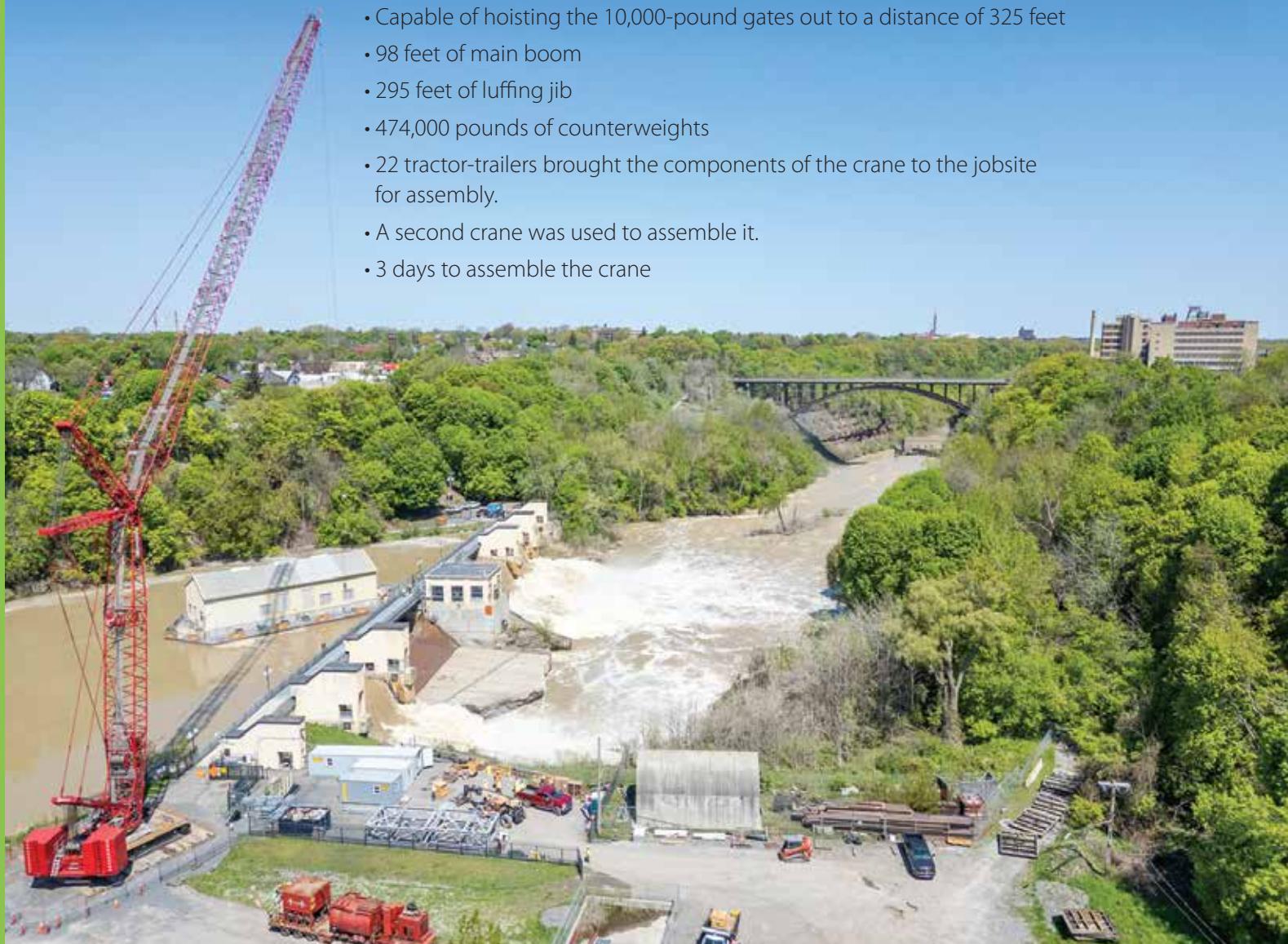
- Michael Cauwels
- Steve Mack
- John Martello
- Jerry Morris
- Tim Ward

## Our work

The Civil Division finished a unique project in August 2025—the fabrication and installation of stoplog gantry cranes at the RG&E Station 5 headgates facility on Brewer Street in Rochester, N.Y. Rick Swift was the project superintendent, and every Civil employee was on-site at one point, as well as some from Industrial Electric. What makes this project noteworthy is the size of the crane used.

Here are some specs of the Manitowoc MLC300:

- Capable of hoisting the 10,000-pound gates out to a distance of 325 feet
- 98 feet of main boom
- 295 feet of luffing jib
- 474,000 pounds of counterweights
- 22 tractor-trailers brought the components of the crane to the jobsite for assembly.
- A second crane was used to assemble it.
- 3 days to assemble the crane



TTCL surpassed its largest awarded project when it won the bid to replace a three-span superstructure bridge over Norfolk & Southern Railroad on Route 14 in Horseheads, N.Y. Traffic control, median excavation, and pavement will take place in the fall of 2025 in preparation for the bulk of the work slated to begin in March 2026. There's a tight completion deadline of November 1 that same year. We will use a pulverizer fitting on an excavator for demolition and a 600-ton crane for the construction of the new bridge. The Signalization Division will assist with installation of detectable cameras and other signal work.

And speaking of cranes, we've purchased two this year for TTCL's work: a 65-ton Link-Belt RT crane and a 130-ton Link-Belt crawler crane to the tune of \$1.5 million.

### New spaces

To support continued growth in the Gas Division, plans are in the works to build a new fabrication shop, complete with an overhead crane to help load and unload pipe and appurtenances during fabrication.

In August 2025, we purchased property in Howard, N.Y. With abundant gravel resources, this property could be the next Valley location, and overflow space for TTCL expansion.

### Awards

The joint project between the Civil and Industrial Electric Divisions at Station 168 and the TTCL Sentry Bridge project have been submitted for national recognition through ABC.

### Our partners

In August, we bid the largest project ever—\$43 million—a figure larger than our entire revenue for the first 20 years combined. Although we were not the low bidder, the fact that we have the bonding capacity through NFP, a skilled workforce, financial stability, and necessary tools and equipment to tackle such a project speaks volumes about our strength and the direction we are heading.

We also formed a joint venture with Aerial Prosplex, a drone company. This partnership, still in the development stage, is the foundation for our next division—Technology! Through the use of advanced inventory and infrastructure inspection tools, we will develop new means and methods to better serve our customers. We will provide infrastructure inspection of the condition of customer properties through the use of drones, which can capture and compile large volumes of data with one flyover. This technology will also reduce the manual inventory process at our pole yards and aggregate stockpiles to a more automated system that ensures greater accuracy, saves time, and minimizes labor costs.

### Our future

While we continually seek new technologies to help us win more work and break into expanded service offerings, we will still rely on the principles that have gotten us to where we are today—a strong safety culture and respected and mutually beneficial partnerships. But most importantly, we are developing a well-trained workforce that will carry us into the next hundred years. Our people will always be first and foremost. As technology evolves, the human element will be the key to success. We will keep the family atmosphere that got us to where we are today—because *the people ARE the company*.

“Machines and materials build structures, but people build legacies.”

— Unknown



# ACKNOWLEDGMENTS

Writing this book was a 26-month endeavor that would not have been possible without the contributions of many. To my friends, family, and co-workers who kept abreast of my progress, you provided the inspiration needed to push through as the reality of what it takes to complete such a project while continuing to work a full-time job and trying to juggle my personal life came down upon my shoulders.

I'd like to thank my editor, Sally Parker, who not only provided editing, but researched topics that were short on details, connected me with other professionals we needed to get the job done, and most importantly, played the role of counselor when I struggled to keep it all in check. On weekly Teams meetings, we've become virtual friends through this process, and I hope to celebrate the publishing with her in person.

Greg Barwald of Geyser Design provided beautiful visual layout with record speed, patience, and a quiet sense of humor. Proofreader Sheila Livadas worked with remarkable swiftness and perfection to ensure we met our printing deadline. I hope you two are available when the next edition gets underway! Holly Watson, Livingston County Historian, provided much of the content on the Seneca Nation. Deb Murphy gave me an inside peek at the entire process, provided helpful recommendations and examples, and convinced me that a good book cannot be written in under two years.

"The Book Club," composed of Dorothy Cauwels, Ron Lathan, and Bernie Morse, sat with me through over 50 interviews (which often got off track due to reminiscing about the past). These three provided context, fact-checking, and constructive criticism during the writing process. Dorothy went through every "Straight Scoop" article from 2003 to 2015

to find editorials that highlighted the topics covered. I spent many drives home from work chatting with Dorothy about the progress of the book, my job, and our families. She continues to be my friend, mentor, and inspiration to serve the companies by following in her footsteps. Bernie played the role of factfinder—He dug through our corporate and accounting files to create a timeline, and I could always count on him to provide the dates and details of many of the events in the book. And it turns out that he's not usually grumpy now that he's retired.

Eric Stappenbeck inspected all jobsite photos, and Jeff Clark reviewed every written page to ensure I didn't inadvertently get us into some sort of legal trouble with my wording. Photographer Beckie Crestuk of Websurge captured many great images to help tell our story.

To Scott Ingalls, thank you for giving me the time and space to restructure the priorities of my "real job" to focus on telling our story. It is an honor to be entrusted with this project. I'm especially grateful for your belief in the importance of preserving our company's legacy—not only to serve as a record of where we've been, but as a roadmap to where we're heading. I hope this book reflects the pride you have in our history and serves as a meaningful tribute to the people, projects, and principles that built our company. May it inspire the next generation to carry the torch with the same integrity and determination that have defined us from the beginning.

And to all those who sat through interviews—sometimes multiple interviews—and dug through photos and project files, you are the backbone of this book and the reason the story is told.

# THE STORY BEHIND THE STORY

MICHELLE SPAULDING

With over 30 years in the utility industry, I've spent my career learning how successful companies are built—from the ground up. My experience spans administration, accounting, project coordination, insurance and risk management, and executive support. I've had the privilege of working under and alongside some of the most respected leaders in the field. Since joining P&CG in 2013, I've watched this company evolve through rapid growth and transformation, and I've been fortunate to help shape its internal structure and manage some of the risks that come with change.

This book began as a quiet idea—one that Scott Ingalls first mentioned to me back in 2018, during a casual conversation about organizing his office. He said that he kept so much paperwork because he hoped, someday, it might help someone tell the company's story. I added "write a book" to his to-do list, thinking it might be a long-term dream.

Years later, after a health scare involving Dorothy, one of the company's founding pillars, I approached Scott again. I reminded him that life is fragile, and time doesn't obey our schedules. He gave his approval and chose the team—Dorothy, Bernie, and Ron, which I nicknamed "the Book Club"—and began the work of gathering interviews, digging through archives, and uncovering the heart of P&CG's journey.

What followed was more than just a writing project. It was a two-year labor of love, shaped by long days, emotional interviews, and dozens of people who gave their time and stories to make this book possible. Along the way, I rediscovered not just the company's history, but the incredible people who shaped it—often through sacrifice, grit, and an unshakable belief in each other.

Scott's vision and trust in me carried this project forward, even during moments of doubt. His respect for the past, his loyalty to the people who helped build this company, and his commitment to preserving its legacy were the driving forces behind this book. It was an honor to help bring that vision to life.

This is more than a history—it's a tribute. To the founders, the mentors, the risk-takers, the ones who stayed, and even the ones who came back. It's a reminder that success isn't just about strategy or growth—it's about people.

And as someone who has lived and worked through many chapters of this industry, I know how rare it is to be part of a story this special.

# BUILDING THE FUTURE, ONE PROJECT AT A TIME

VALLEY



STREET LIGHTING



SUBWAY



INDUSTRIAL ELECTRIC



CIVIL



GAS



UTILITY STRUCTURES



## LOGISTICS



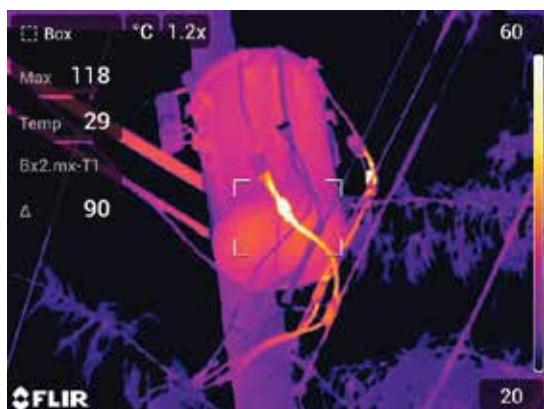
## KBHE



## CARPENTRY



## THERMOGRAPHY



## SIGNALIZATION



## TTCI



## HEAVY HAUL



## STORM RESPONSE



“ It’s up to all of us here to lead the way. ”

– Wendy Cohen





Power & Construction Group, Inc. strives to be the preferred contractor of choice in the construction industry by continually providing quality work, done safely in an environment of integrity, trust, and transparency.

We aim to provide quality service through our valued employees to exceed expectations, while building a path of growth and sustainability for the future.